

Mapping Future Change

Clearing the Path to Successful Change Management at the University of Minnesota



Project Objective

Identify the components of successful change management and recommend strategies for the University.

Methodology

1. Complete a literature search.
2. Conduct focused interviews with leadership and staff.
3. Recommend strategies for leading future successful change efforts.

University Change Initiatives Reviewed

- ◆ One Stop
- ◆ College of Design
- ◆ Enterprise Financial System
- ◆ Extension Service

Recommendations

- ◆ Develop a **communication framework** that will aid the University and individual units to improve effectiveness of communication related to change initiatives.
- ◆ Develop a **centralized change management function** to coordinate and integrate all change management resources and provide support to the university system for all change initiatives.
- ◆ Organize formal change management **training** for central and unit leaders, leverage role of **middle managers**.
- ◆ **Engage HR early, focus on culture early.**

Some Lessons Learned

- ◆ Change takes time for preparation, emotional processing, and cultural change.
- ◆ Must see the big picture; state why making the change and reinforce the decision.
- ◆ Take care of the people first; then the process will be stronger moving forward.
- ◆ Communication is a two-way process. If you have questions, ask them. Seek out answers, don't wait.