

# **Change Management at the University**

Researchers into Management  
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## **Discussion points**

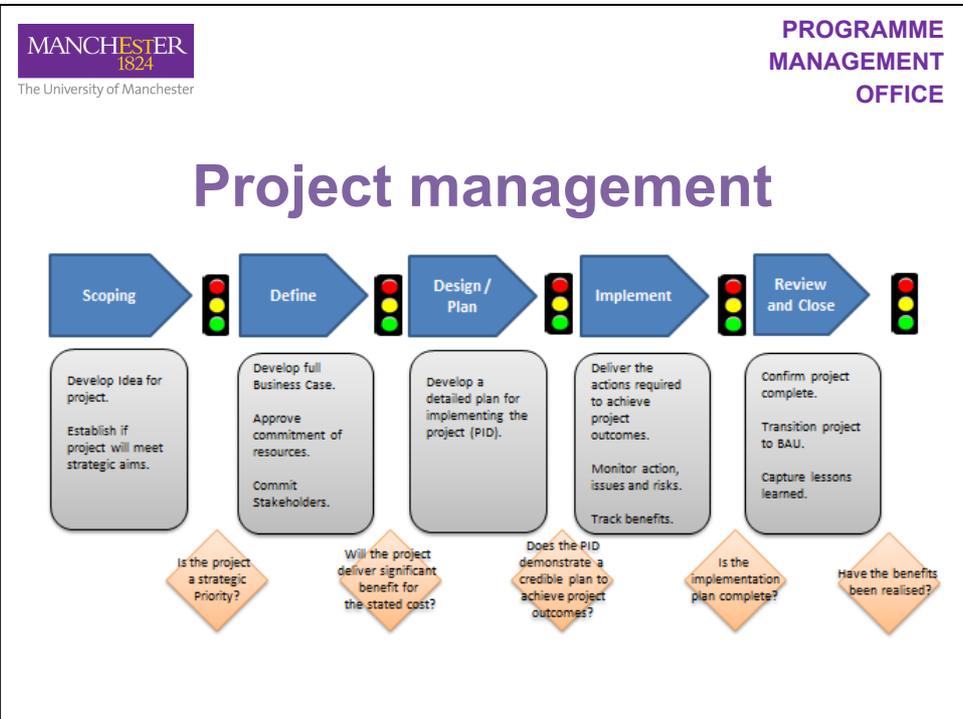
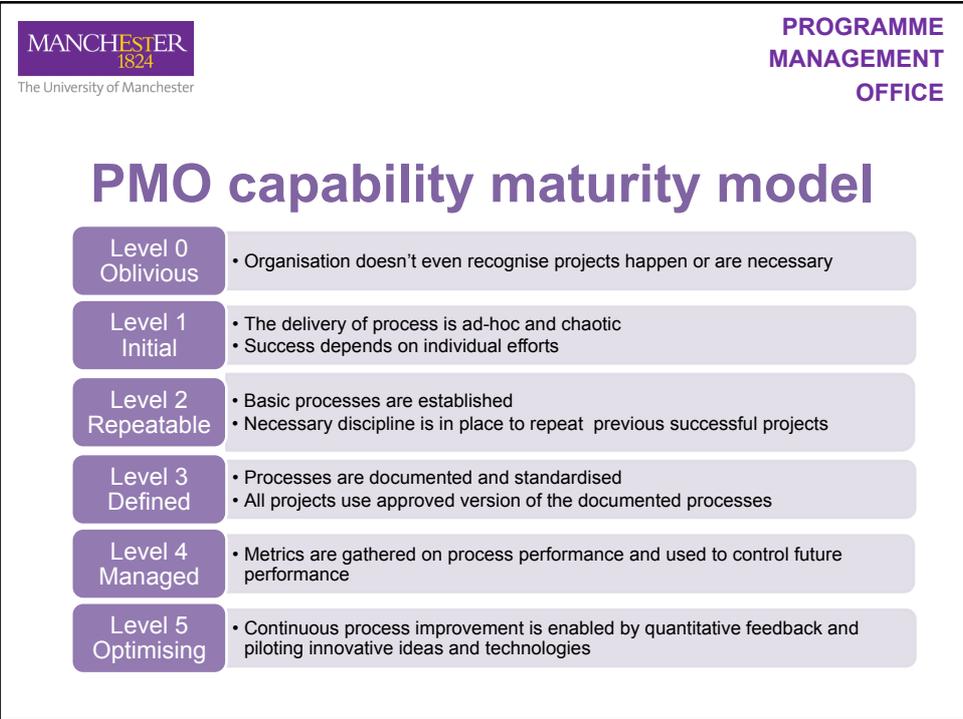
- Brief background
- Why do we need a PMO?
- Project and change management
- Types of change projects

## What is the purpose of the PMO?

- Works across the whole University
- Provides information to SLT
  - project identification
  - selection
  - prioritisation
- Provides a consistent approach
  - Owns the delivery method and templates
  - Single set of systems
- Provides project management expertise
- Viewed as a centre for excellence

## What are the benefits of a PMO?

- Consistent approach leads to repeatable success
- Balanced and aligned project portfolios
  - Provides strategic oversight
  - Plan for appropriate resource allocation
  - Improves decision making
- Repository of lessons-learned
  - Helps to ensure mistakes of past projects are not repeated



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## Change management

A Venn diagram consisting of three overlapping circles. The top circle is labeled 'Leadership', the bottom-left circle is labeled 'Engagement', and the bottom-right circle is labeled 'Framework'. The circles overlap in the center, and each pair of circles also overlaps.

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## Change methodologies

- Leadership: Kotter's 8 steps

A diagram illustrating Kotter's 8 steps for change management. It features a large purple arrow pointing upwards and to the right, representing the progression of the steps. Below the arrow are eight numbered boxes, each with a corresponding step description. The first three steps (1-3) are grouped under the heading 'Creating a climate for change'. Steps 4-6 are grouped under 'Engaging and enabling the whole organisation'. Steps 7-8 are grouped under 'Implementing and sustaining change'.

Step	Description
1	Increase urgency
2	Build the guiding team
3	Get the right vision
4	Communicate for buy-in
5	Empower action
6	Create short-term wins
7	Don't let up
8	Make it stick

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## Change methodologies

- Engagement: Bridge's transition theory

The diagram illustrates Bridge's transition theory. The vertical axis is labeled 'Importance' and the horizontal axis is labeled 'Time'. A curve starts high on the left and slopes down to the right. The area under the curve is divided into three zones: a dark purple zone at the bottom left labeled 'Ending, Losing, Letting Go'; a light purple zone in the middle labeled 'The Neutral Zone'; and a white zone at the top right labeled 'The New Beginning'.

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## Change methodologies

- Framework: McKinsey's 7S

The McKinsey's 7S framework diagram shows a central circle labeled 'Shared Values'. Surrounding it are seven boxes: 'Structure' (top), 'Strategy' (top-left), 'Systems' (top-right), 'Skills' (bottom-left), 'Style' (bottom-right), and 'Staff' (bottom). Lines connect 'Structure' to 'Strategy' and 'Systems'. Lines connect 'Strategy' to 'Skills' and 'Style'. Lines connect 'Systems' to 'Style' and 'Staff'. Lines connect 'Skills' to 'Staff'. Lines connect 'Style' to 'Staff'. The top three boxes (Structure, Strategy, Systems) are labeled 'Hard Ss' and the bottom three boxes (Skills, Staff, Style) are labeled 'Soft Ss'.

## Types of change projects

- **Systems**
  - 2FA
  - Research Lifecycle Programme
- **Process**
  - P&DR (for research staff)
  - Employee Lifecycle Project
- **People**
  - HR services centralisation
  - MECD decant

## Extended Access Scheme

# Questions

