SUCCESSFUL CHANGE MANAGEMENT

Leaders must focus on people to achieve lasting change within an organization. Proactively explain the need for the change to build support, openly discuss the process to encourage feedback and generate potential adaptations, and address resistance to avoid potential obstacles that could negatively impact change efforts.

“Finding space for people to say what is worrying them.”
—Kum-Kum Bhavnani, 2019-2020 Academic Senate Chair, UC and Professor, UCSB

“The goal of change is to bend the organization; don’t break it.”
—Michael Beck, Administrative Vice Chancellor, UCLA

“[Change management] requires a level of emotional intelligence... [If a leader] can’t stay with the hearts and minds of the stakeholders, then they aren’t going to be successful.”
—Patty Maysent, CEO, UC San Diego Health

“Changing your assumptions based on resistance feedback helps build your trust and credibility.”
—Gerry Bomotti, Vice Chancellor for Planning, Budget and Administration, UCR

“How to Bring Your Vision to Life:

Establish your VISION to address a need

Acknowledge that achieving this vision requires CHANGE

Identify WHO the change will impact

Own your role as a SPONSOR of change

Engage resistors in planning and implementation

Emphasize TWO-WAY COMMUNICATION and listen attentively

Create a PLAN that includes opportunities for substantive input and tracks key decision points

Actively LEAD the process from pre-planning to post-implementation

“Make it safe for people to speak up”
—Cindy Larive, Chancellor, UCSC

“Have data when possible to support a decision.”
—Kim A. Wilcox, Chancellor, UCR

“Review, revise, and revamp your project based on feedback

Celebrate when accomplishing milestones

Additional Change Management Tools

Scan the QR Code on the back to access podcasts, case studies, and suggested reading on successful change projects. Explore tool kits that will strengthen your ability to implement changes, whether in your unit or across your organization.
The ability to uncover and address resistance early in the process is key to successful change and, more importantly, creating a culture that is resilient in the face of multiple changes. Listening to opposing perspectives will often enhance a change effort’s chances of success by identifying gaps, pitfalls, or unintended consequences. When preparing for or encountering resistance to an organizational change, keep in mind the following:

Identify RESISTORS: Anticipate which stakeholders may have the most difficulty adapting to the change

INVITE input: Engage these perspectives early in the process and spend time listening to concerns

Revise and REVAMP: Make any critical adjustments that may have been overlooked

“Resistance should be thought of as feedback rather than obstruction.”—Lisa Terry, Director of Systemwide Leadership and Organization Development, Systemwide Human Resources, UCOP