

Change management toolkit

A summary of

JISC InfoNet. InfoKit: Change Management. Newcastle Upon Tyne, UK: Northumbria University. Retrieved from: <http://www.jiscinfonet.ac.uk/guides/change-management>.



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Categories:

Method, Organizational capacity and management,
Organizational change

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Method

Relevance For Public Health

This useful toolkit would inform any major change strategy in a public health setting, including changes in roles for staff and shifts in direction taken as an organization.

Description

This online resource was prepared by JISC InfoNet, an advisory service for managers in UK's education sector. It provides useful resources and approaches to addressing [change management](#) in organizations. With checklists, action plans and templates, this tool provides practical techniques to address the difficulties of managing change, including:

- developing a business case for a change project
- conducting a change audit
- implementing change management strategies
- determining change roles
- dealing with resistance to change
- managing transition, including emotional responses during a transition

This toolkit draws on models from organizational development, complexity theory and complex adaptive systems to inform the strategies and approaches provided throughout the change process. A key distinction is made between change and transition. Change involves a shift in external circumstances or an event, such as the implementation of a new policy, while transition is the psychological process that people undergo in response to the change.

Implementing the Tool

Who is Involved?

Any individuals or groups involved in planning or implementing a change process in their organization, including managers, supervisors and other decision-makers, could use this toolkit. It is aimed at the organizational level for supporting change and identifying potential barriers before they impede the change process.

Steps for Using Tool

The steps in this toolkit are accompanied by links to resources, templates, checklists and actions. Steps for change management include the following:

- Identify what needs to change.
 - Identify the type of change and the context in which the change will happen in your organization.
 - Examine your organizational culture.
 - Conduct a change audit to identify approaches used for previous change initiatives.
 - Identify an appropriate change approach.
 - Determine change roles for those involved through a stakeholder analysis and specifying roles and responsibilities.
 - Undertake a force field analysis to assess resistance to change.
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These summaries are written by the [NCCMT](#) to condense and to provide an overview of the resources listed in the [Registry of Methods and Tools](#) and to give suggestions for their use in a public health context. For more information on individual methods and tools included in the review, please consult the authors/developers of the original resources.

- Develop an understanding of transition management (case examples are provided for different stages of the transition process).
- Draw on principles of transition management.
- Support adoption of change.
- Identify a formal end to the change project.

There are three phases of a transition:

1. endings, when people let go of their previous roles
2. neutral zone
3. new beginnings, when people begin to identify with the change and their new roles

Emotional responses to change are discussed, and case examples are provided. Emotional responses include the following:

- shock and denial
- distrust
- anger and guilt
- depression, anxiety and stress
- regret
- acceptance

This toolkit can be used as a whole to guide the change process, or specific sections can be used as references to troubleshoot an existing change. For example, the section on "Reviving a Stalled Change Effort" can be used independently of the rest of the toolkit.

Evaluation and Measurement Characteristics

Evaluation

Information not available

Validity

Not applicable

Reliability

Not applicable

Methodological Rating



Not applicable

Tool Development

Developers

JISC InfoNet

Website: <http://www.jiscinfonet.ac.uk/>

Method of Development

This toolkit was developed by JISC InfoNet, an advisory service for managers in the education sector, to promote effective strategic planning, implementation and management of information and learning technology.

Release Date

2011

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Resources

Title of Primary Resource	InfoKit: Change Management
File Attachment	None
Web-link	http://www.jiscinfonet.ac.uk/guides/change-management
Reference	JISC InfoNet. InfoKit: Change Management. Newcastle Upon Tyne, UK: Northumbria University. Retrieved from: http://www.jiscinfonet.ac.uk/guides/change-management .
Type of Material	Online toolkit
Format	On-line Access
Cost to Access	None.
Language	English
Conditions for Use	Copyright © 2011 Northumbria University, on behalf of JISC Advance

Title of Supplementary Resource	InfoKit: Project Management
File Attachment	None
Web-link	http://www.jiscinfonet.ac.uk/guides/project-management
Reference	JISC InfoNet (2011). InfoKit: Project Management. Newcastle Upon Tyne, UK: Northumbria University. Retrieved from: http://www.jiscinfonet.ac.uk/guides/project-management .
Type of Material	Online toolkit
Format	On-line Access
Cost to Access	
Language	English
Conditions for Use	Copyright © 2011 Northumbria University, on behalf of JISC Advance