

Why a people enabled
approach to change is so
important

Via Veritas Vita

(the way, the truth, the life)

Chris Green

Chief Transformation Officer

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https://youtu.be/R89_88woscQ

Via: the way

The decision to create an internal transformation team and build capability across the University follows from our 2015 strategy:

“Inspiring People, Changing the World”

All of our projects are a positive response to the challenges identified in that 2015 strategy and in addressing them, create the bridge to the 2020 strategy.

The CTO role is cross University, reports to the Deputy Vice Chancellor to ensure it is:

- strategically focused
- independent
- enabled to make change happen

The vision, aims and objectives

WCGT is helping prepare the University for the future in a world that is increasingly dynamic, competitive and global. Working with colleagues across the University we have started to transform our people, structures, processes and systems so they can better respond to and shape this environment.

The purpose of the transformation team is to facilitate excellence, support change and enable our people.

The key themes we are using to ground our vision are:

- **Strengthening the foundations** for the future through modernising our professional services
- **Evolving and improving** the critical components of the student experience
- **Transforming** the digital environment for how we work and study

The delivery portfolio

Project



Smart Campus

Purpose

Creating the future digital environment for the University campus, with social, technological and economic impact for the city of Glasgow.

Transform



Assessment & Feedback

Improving the experience for students and staff by significantly redesigning how we undertake assessment & provide feedback

Evolve & improve



Student Forecasting & Enrolment

Enhancing the student enrolment experience for UG and PGT students to enable effective decision-making and course selection.

Strengthen



Professional Services

Designing services to meet the user's needs, improving the quality of the service delivered and reducing cost



'Responsive Change'

A 'bottom up' service that identifies and addresses important (to you) challenges in your day to day experience at the University

Veritas: the truth

We all know that transformation is hard and the oft quoted 70% failure rate is a difficult challenge to address.

Our approach puts staff and students at the heart of delivery:

- using '**human centred design**' to really understand the experience
- creating a **change network** of c400 people committed to making change happen
- balancing **small simple fixes** with the more typical 'headline grabbing' large projects

This is deliberate to embed capability and ownership across the University: students, academics and other colleagues.

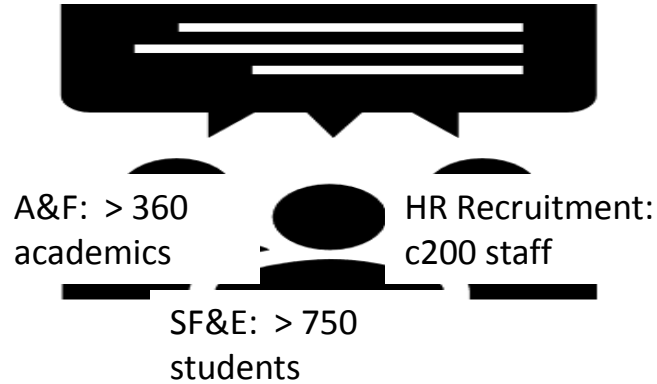
Staff and student engagement



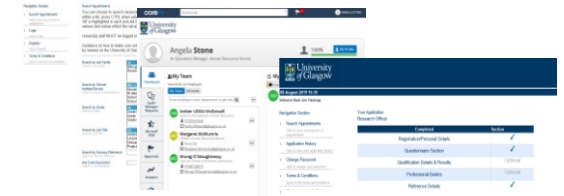
The Change Network

C20 engagement events across 3 campuses. 360+ members

Surveys to inform design thinking



Redesign of recruitment informed by staff feedback



Better process, more visible information, based on a single system

Roll out started: 3 months, c 1800 staff taking part

Went live in April



900 staff trained

800 articles created

35000+ service requests

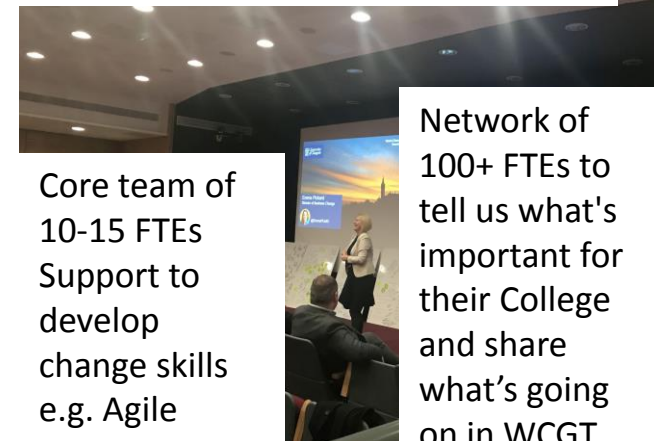
Design Week



40 events

Opportunity for 1500 + staff to take part

Building the College Design Team



Core team of 10-15 FTEs
Support to develop change skills e.g. Agile

Network of 100+ FTEs to tell us what's important for their College and share what's going on in WCGT

Vita: the life

The hard work is underway as we move from ‘inspiration to perspiration’.

The Change Network gives us a great opportunity to co-create our solutions with staff and students, as well as a ‘movement’ of ambassadors for change who advocate for improvements to the experience for staff and students at the University.

We’ve recruited secondees into our core delivery team plus creating a Design Team drawn from each of our four colleges and run large scale design events to ensure visibility, challenge and engagement with what we are doing.

Imagine if.....its 2022 and

⑧ We had a **'smart ready campus'** that enables a better connected, adaptable and sustainable campus for students, staff and the wider community.

⑦ We redesigned how we will undertake **Assessment & Feedback** to be sector leading, based on an 'academic model' informed by research on what we do today plus best practice in policy, process and systems.

⑥ We created a more joined up experience for students as they register and enrol for UG and PGT courses by focusing on the challenges we face around **Student Forecasting & Enrolment**.

① We had new ways of working in the JMS Learning Hub/Fraser Building/Library (& Student Support) to better understand and respond to student and staff support needs

② Glasgow's approach to designing change was **'human centred'** and the views of students, academics and support staff were central to the design of new ways of working.

③ You were a member of a **Change Network** enabled to be part of WCGT from across the University, raise your concerns and develop new skills e.g. Agile and change management. And we had a service that focused on addressing (important to you) day to day challenges.

④ The benefits of redesigning our **professional services** was our systems and processes 'just work' and we are able to hold our MPA staffing numbers flat whilst student numbers and research activity increases.

⑤ We had a **'Glasgow First'** programme that embeds ways of working that enable the cultural and behavioural shift to focus on e.g. University First, Service Excellence and One team.



“Change is disturbing when it is done to us, exhilarating when it is done by us”.

Rosabeth Moss Kanter