



# Change management I

11:00 – 12:15

Duu Sheng Ong

Indonesian National Multiplication Training (NMT 2023-2024)  
Surabaya (22 - 24 November 2023)

# Change Management in Higher Education (Gallery Walk)



- Q1: Why do universities face significant pressures to change?
- Q2: What factors hinder the successful implementation of change within a university?
- Q3: What principles drive successful change within universities?
- Q4: How can universities embrace change while respecting heritage?
- Q5: What strategies can a university implement to ensure the institution stays ahead in this rapidly changing landscape?



# Change management II

13:30 – 15:00

Duu Sheng Ong

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ARE YOU READY?



Reflection on the

# Change Management exercise



Reflection on the

Change Management exercise

‘We do not learn from experience...  
we learn from **reflecting** on experience.’

– John Dewey

# Reflecting .....

Heart (Feeling) :

Mind (Knowing) :

# Self-reflection



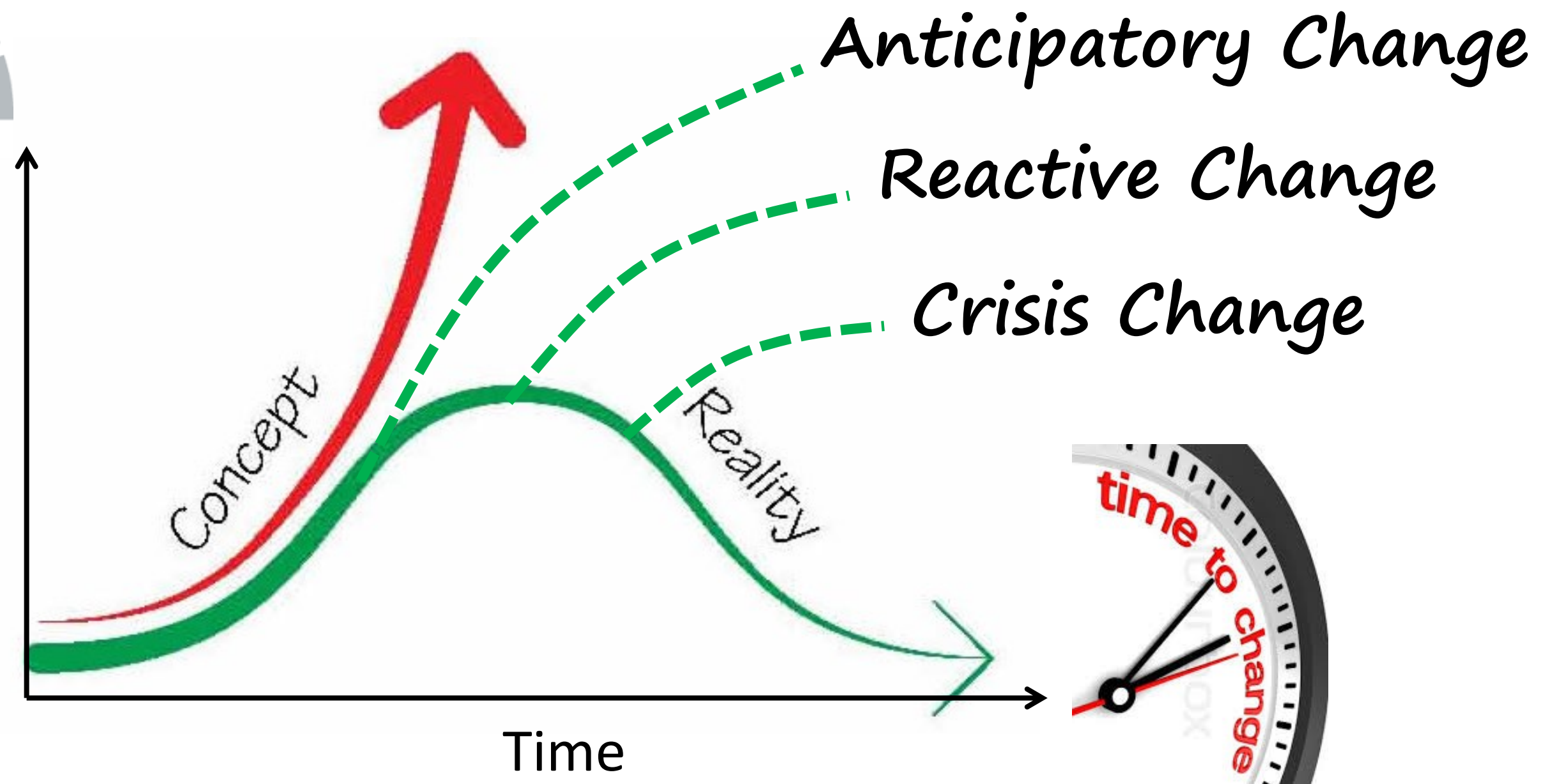
- Are you generally open to new things?
- Do you cling to established ways of working?
- How happy are you dealing with uncertainty?



# Types of Change



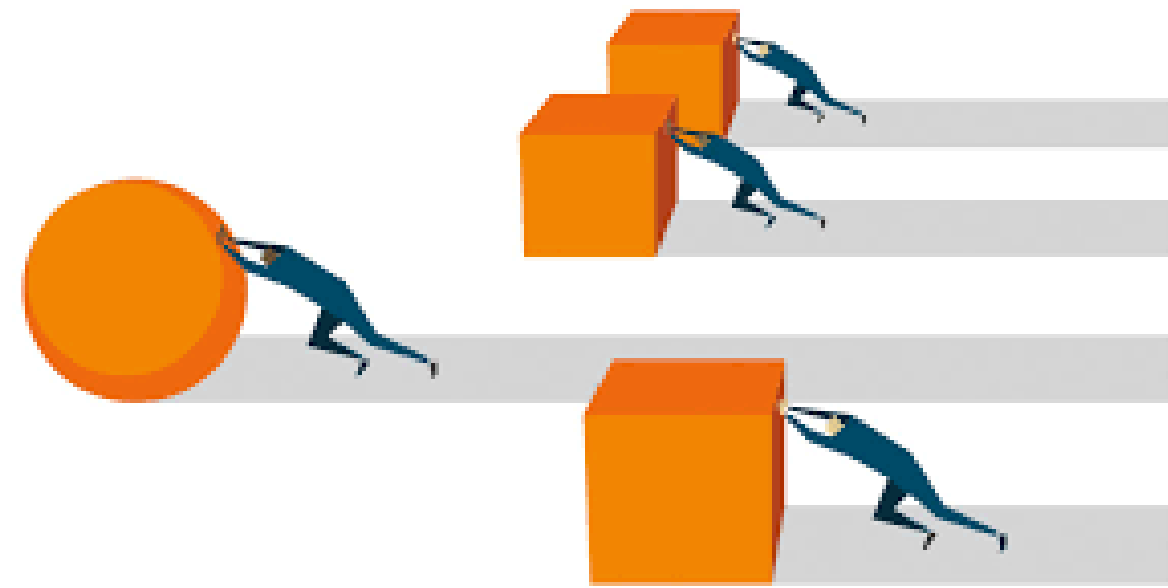
Performance



- Which track are you on and what does that say about performance ?
- What role do you usually play in organisational change ?

# Equation of Change

To change we need:



$$R \leq D \times V \times F$$

**R** : Resistance to change



**D** : Dissatisfaction with how things are now

1. *There is no change without resistance.*

**V** : Vision of what is possible

2. *Resistance contains an encode message.*

**F** : First Steps

3. *Reasons for resistance are often emotional.*

# Resistive Behaviors



Think

- Why?
- We need more data
- We tried that before and it didn't work
- We're going too fast
- It's not a priority for my team right now
- It might not work
- I've got a better idea
- I'm too busy

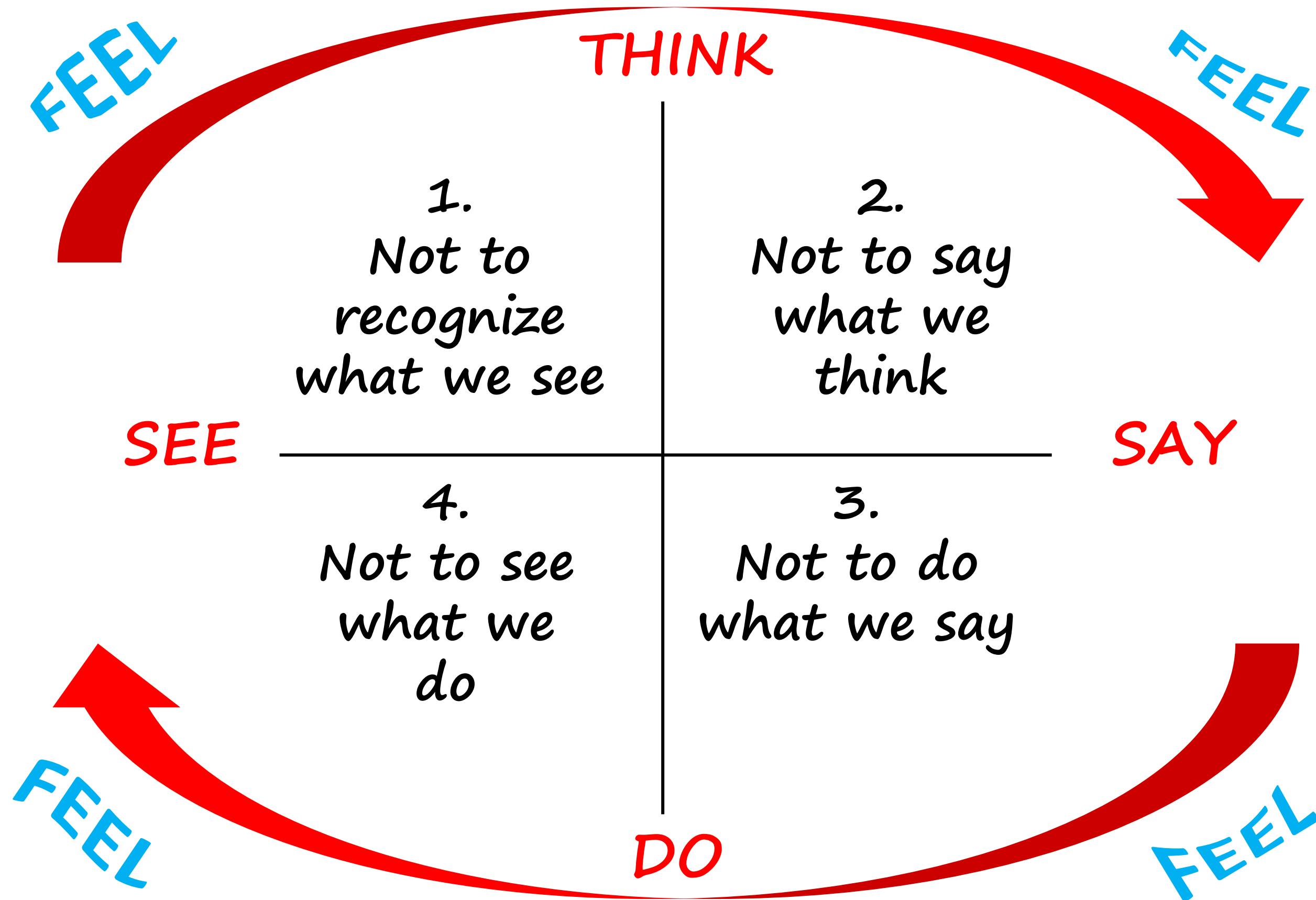
# Resistive Behaviors

Acts

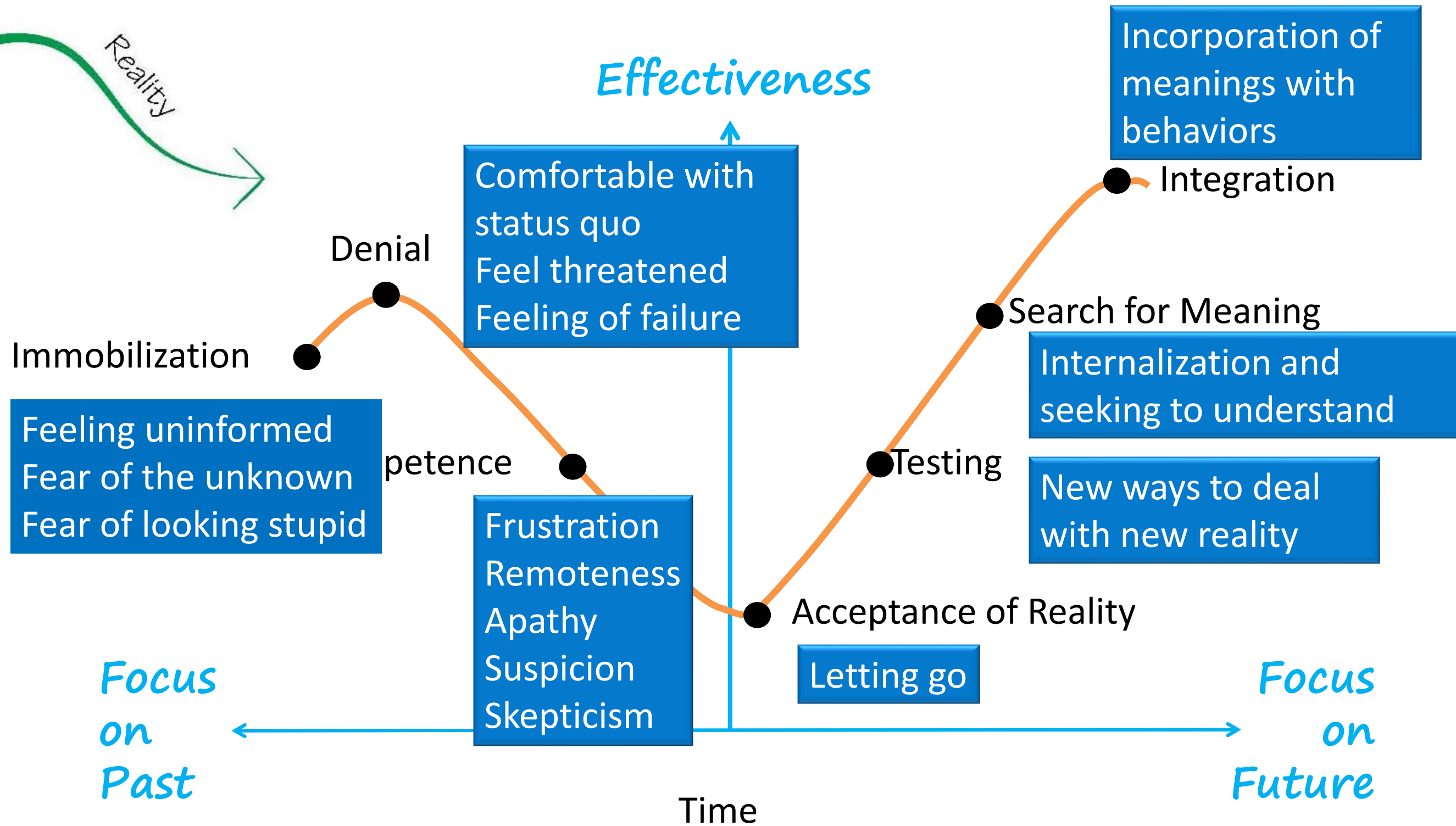
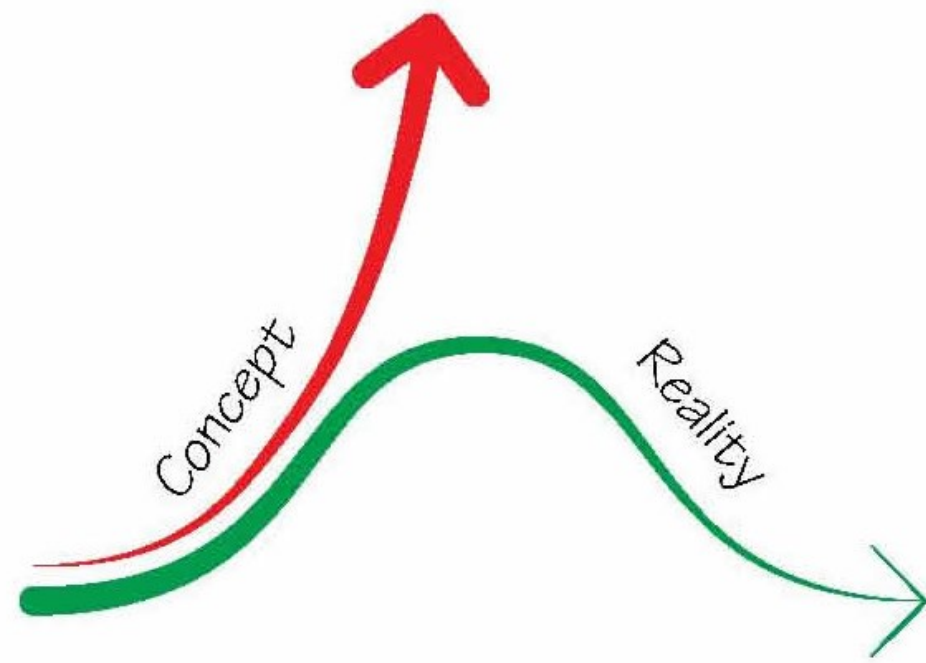
- Says 'Yes' to one and No' to another
- Says 'Yes' and then does nothing
- Doesn't attend meetings
- Doesn't find time to meet or discuss
- Doesn't make decisions
- Takes a counter position on everything
- Hides information

Resistance can be a loyalty to the past  
– remember that **loyalty has real value.**

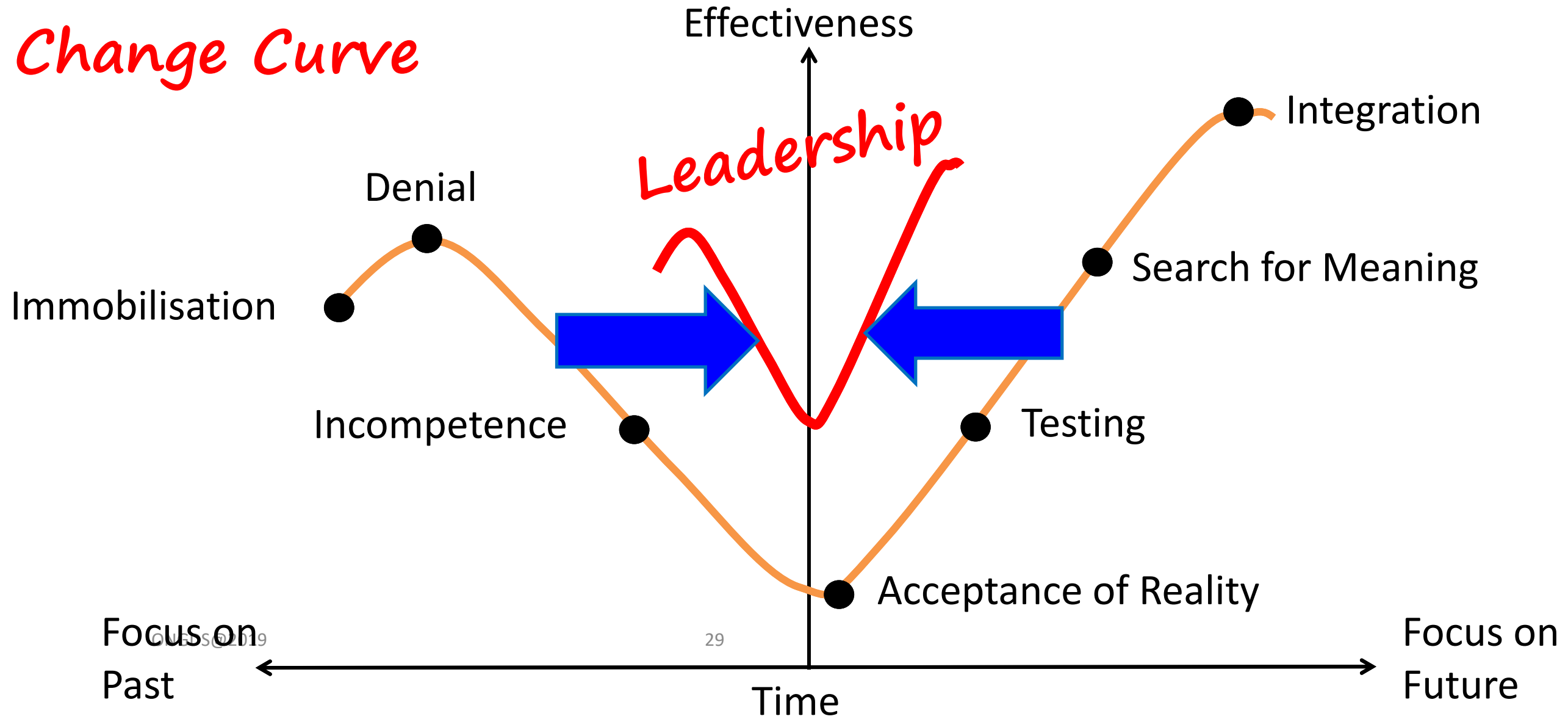
# 4+1 barriers to Learning & CHANGE



# Change Curve



# What is the *factor* that *reduce the anxiety* and *increase the speed of change*?



- ✓ Do you tend to champion or block change?
- ✓ Do you focus on aspects of change that are within your control?
- ✓ Do you look for positive opportunities in a change?

# Change Steps

Increase urgency

Share information as soon as you can  
Share big picture, give facts, be honest

Build the guiding team

Create opportunities for participation at all levels  
Build positive relationships

Get the vision right

Be clear about the change and why it is happening  
Check for understanding

Communicate for buy-in

Listen to concerns Avoid email  
Look out for anxiety Address "WITFM"

Empower action

Secure sufficient resources, training, support

Create short-term wins

Focus on specific goals Celebrate success

Don't let up

Be visible and available

Make change stick

Keep communicating

# Change is a *process* not an *event*



- ✓ Do you tell positive stories about what change could mean for us and the university?
- ✓ Do you internalise your frustration or concerns?
- ✓ Do you compare your views with others?
- ✓ How do your views on change compare to those of your colleagues?

Sometimes ALL *you* need is  
a Change of *Your Perspective*

“When *you* change  
the way *you* look  
at things...

The things *you* look  
at change”



Teaching is more than imparting

knowledge; it is *inspiring change*.

- William A. Ward

# Session:

## Learning Outcomes

- **Discover more about your own reactions to change.**
- **Recognize how people respond to change.**
- **Explore some practical steps to manage/lead change in yourself and others.**

THANK YOU  
Terima kasih