

Managing Change in Shared Services through Growth and Maturity

An abstract graphic on the left side of the slide. It features several concentric, semi-circular arcs in shades of blue, teal, and yellow. From the center of these arcs, several arrows of the same color palette point outwards and upwards, suggesting a sense of growth, expansion, and forward movement. The background of the entire slide is a light gray with a subtle geometric pattern of interconnected lines and dots, resembling a network or a molecular structure.

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Initial Research Trip (2016)

- Took away the following points:
 - **Logic vs. Emotion** is the battle in starting Shared Services
 - ***HOW*** the changes are communicated and socialized is as important as the ***actual*** change

Quick Glance at CU HR Service Center

- Started Spring 2016
 - Focus on organic growth
 - Started with 2% of campus and 3 staff, different services than long-term goal
 - Next 9 months were quick service prototypes to refine our identity
- Today
 - Staff of 25 FTE, servicing 75% of campus (~10k permanent employees, ~8k student employees)
 - Rates Reduction, Ticketing System, Knowledge Mgmt, etc.

What was successful about this?

- Change Management
 - Emotional buy-in
 - Adoption
 - Trust
 - Understanding future state
 - Walking away from difficult transition (no access changes for Liaisons)
 - We would only get the most struggling departments and no more without OCM

Why Change Management?

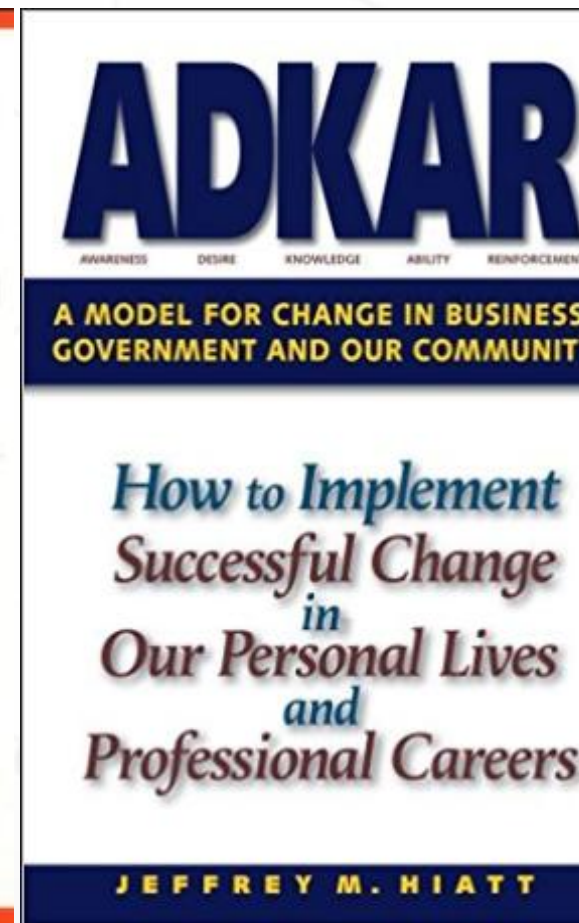
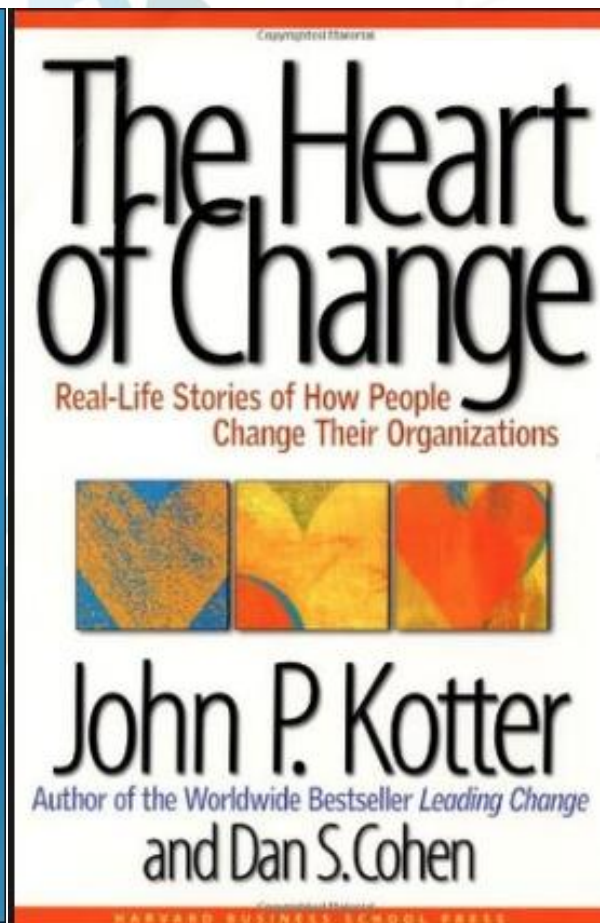
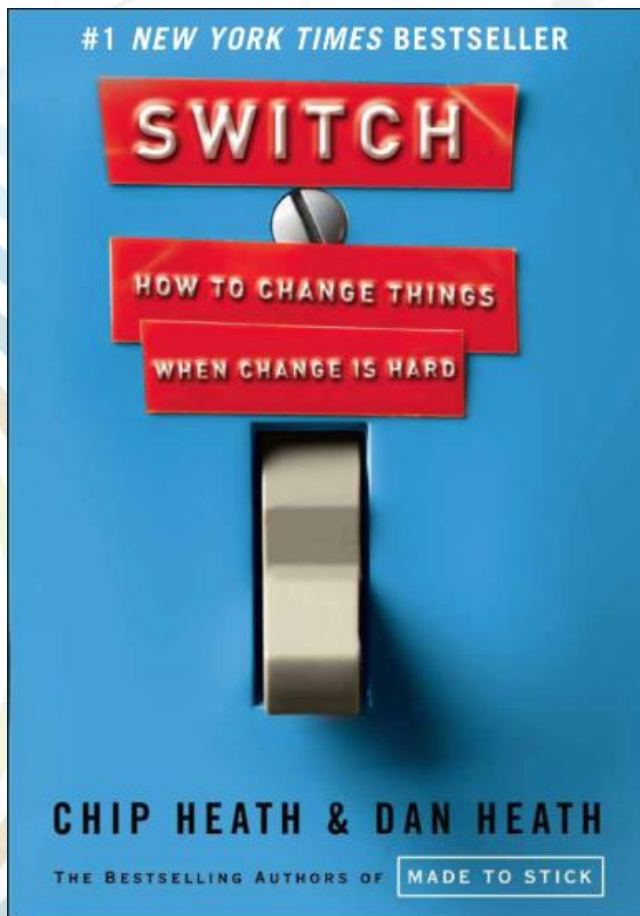
Projects that Met or Exceeded Objectives



Discussion Point

- What's the most difficult barrier on your campus to change?
 - Lack of resources
 - Little appetite for change
 - Disconnect between leadership and boots on the ground
 - Unclear priorities
 - Etc.

How to find the right frame work:



Diving Deeper

| Switch | Heart of Change | ADKAR |
|---|---|---------------------|
| Establish a sense of urgency | Create a Sense of Urgency | Awareness Desire |
| Create the guiding coalition | Pull together a guiding team | Ability |
| Developing a vision and strategy | Create clear, simple, uplifting visions | Desire |
| Communicating the change vision | Communicate the vision through simple, heartfelt messages | Knowledge |
| Empowering employees for broad based action | Empower people | Ability |
| Generating short term wins | Create short-term wins | Reinforcement |
| Consolidating gains and producing more change | Maintain momentum | Reinforcement |
| Anchoring new approaches | Make change stick | Reinforcement |

Discussion Point

- What's the hardest stage of change management on your campus?

Impactful Steps

- Develop a Clear, Simple Vision and Strategy
 - Transactional HR Support - common need regardless of department
- Establish a Sense of Urgency
 - Focus on “High Need” departments and organizations.
 - WIFM Effect
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Impactful Steps

- Communicating the Change Vision
 - Packaging is as important as content. Power of networking, good and bad
- Empowering People for Broad Based Action(Ability)
 - Make the investment to be successful – staff, tools, and ability to own the change
 - Short, quick prototypes for internal processes

Impactful Steps

- Reinforcement
 - Generate Short Term Wins
 - Momentum internally and externally
 - Consolidate Wins and Produce More Change
 - Departments and Units wants to be a part of a successful endeavor
 - Make Changes Stick
 - Make it a habit, make it permanent. Departments will hold out if they think it's temporary
 - Transition of process is the biggest pitfall

Take Away Points

- **Shared Services does not happen in Higher Education without Effective Change Management**
 - Logic vs. Emotion
- **A sound strategy is only as good as the way its communicated**
 - Affected parties need to understand change (before/transition/after)
- **Find the OCM strategy/mix that works for your culture and campus**