

## **Case study – Change management communications**

### **The brief**

In 2008, a large University in South Yorkshire implemented revised arrangements designed to improve the quality of the assessment experience for both students and staff.

The brief was to design and deliver a communication change strategy to promote a positive student experience:

- by securing a shared understanding amongst all stakeholders of how changes in academic practice in the design and delivery of assessment strategies could take advantage of the flexibility within the new regulations;
- by instigating sound underpinning administrative processes and systems;
- by ensuring that the enabling changes were owned and implemented by stakeholders and embedded through behavioural change to enable the delivery of a high-quality experience for students and staff.

### **The solution**

Carole Appleby designed a strategic approach to manage the change, the key objectives of which were:

- to promote understanding of the principles and benefits of the programme change agenda amongst key stakeholders;
- to secure ownership of the change programme, so that those implementing it understood its implications for what needed to be done, by when and how, to ensure that each phase of the implementation was successful;
- to promote the change so that the benefits were felt and reflected in positive feedback as well as ensuring that the change programme was successfully implemented;
- a robust consistent and sustained forward programme of strategic communications, based around the key programme milestones and reinforcing key programme messages;
- to develop a clear and visible identity for the change programme, to be used in all communications materials.