

We've talked about cultivating a vision and exploring innovation. But let's be real: change is hard. Making adjustments to the structure of a team or changing the approach to different tasks can be a significant hurdle for your staff. Understanding how to do it effectively takes knowledge, confidence, and time. My goal with this month is to help you with the first two. I've collected some information and resources for change management that will help any team navigate some of the most challenging transitions. Through additional insight, you should also be able to make these moves with some more confidence. But as you go through change with your team, know that time is going to be the greatest resource of all. Both you and your staff need to be patient, as the initial transition can be tumultuous. With time, you learn what works and what to improve to smooth these changes and create a new status quo for your team.

Even if you're a mid-level manager, this topic applies to you. You may not be the one who is the driving force behind the change but your cooperation and attitude can have an immense impact on the rest of the team. Have a conversation with your manager if you want more context on the plan or if you have suggestions. Also, know that your insights may not be implemented. And that's okay! Try it out and see what the change is like before you decide that it's not for you. Your influence will affect others: use that power wisely!

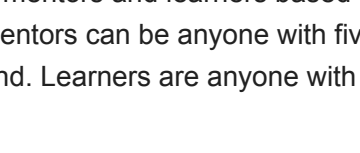
Help bring a new chapter filled with growth and innovation to our institution. Embrace change and learn how to equip your team for success in times of transition!

Until next month!

Let us know what you think about the newsletter and what you'd like to see in the future!

[Jesse Heath](#)

Employee Relations Coordinator  
[Human Resource Services](#)



We are excited to announce the launch of our new P&S Staff Mentorship Program at UNI, designed to foster growth, collaboration, and professional development within our institution.

*Program Overview*

**Mentor-Learner Matching** - We will pair experienced mentors and learners based on their career goals, interests, and areas of expertise. Mentors can be anyone with five or more years of professional experience at UNI or beyond. Learners are anyone with ten years or less of professional experience.

**Monthly Meetings** - Mentors and Learners are expected to meet once a month to discuss progress, set goals, and talk over provided conversation prompts.

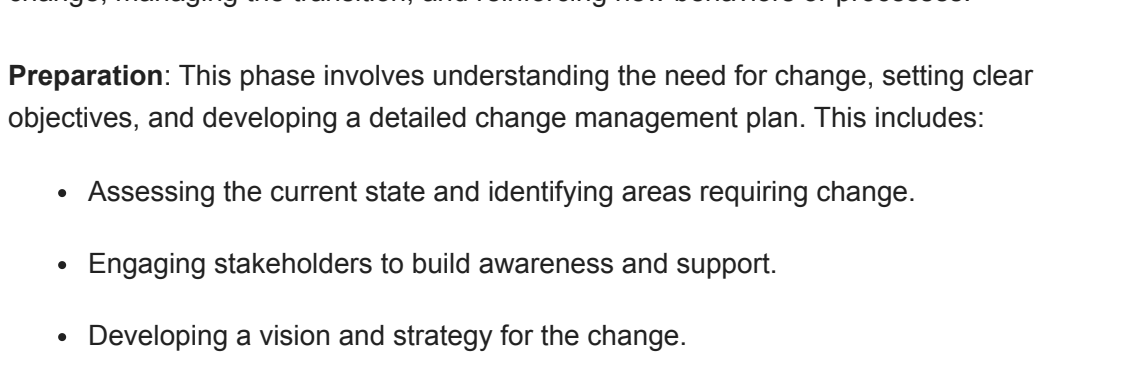
**Feedback & Evaluation** - This is the first year of this program and continuous feedback will be gathered to ensure it meets the needs of participants moving forward.

To participate in this program, please complete this [application form](#) by **Friday, August 9**. After your application is submitted, a recommendation form will be sent to your supervisor.

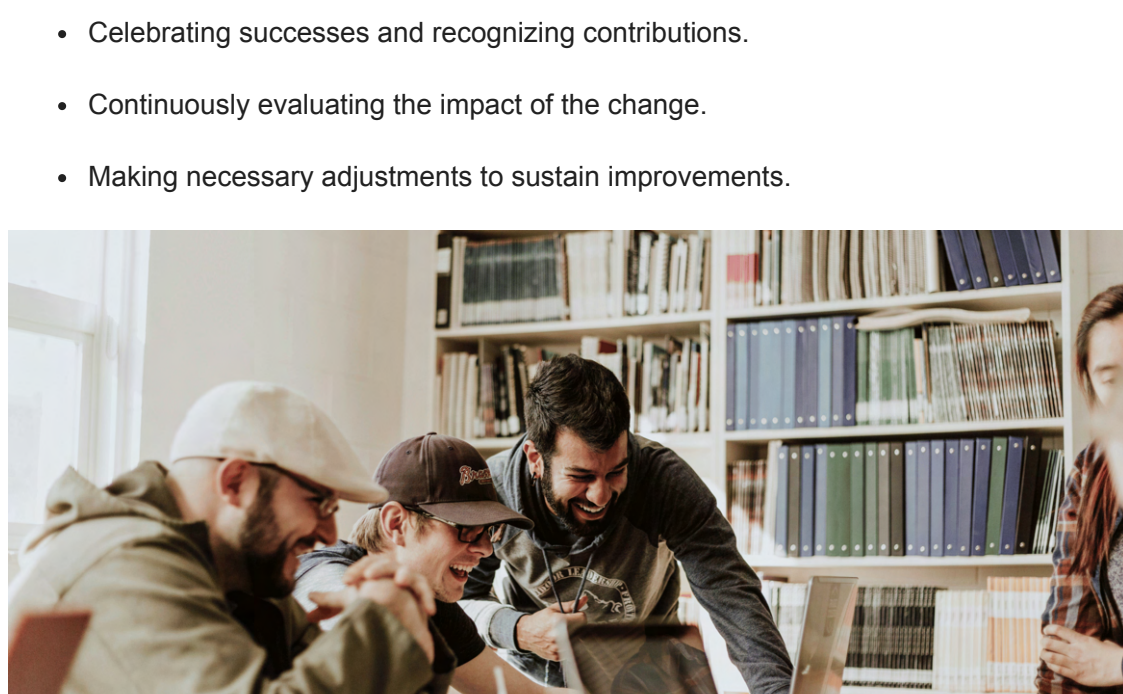
Whether you are looking to share your knowledge or seek guidance in your career, this program is an opportunity to connect, learn, and grow together. If you have any questions, feel free to reach out to Jesse Heath ([jesse.heath@uni.edu](mailto:jesse.heath@uni.edu)) or [hqs-performance@uni.edu](mailto:hqs-performance@uni.edu).

**Thank you for your consideration!**

## Change Management



Change is not just inevitable but necessary for survival and growth. All entities, whether your a university, business, or beyond, aims to stay relevant in the fast-paced world we live in. Change management is a critical component of organizational success so that we can meet the needs of our students and work as effective teams. Change management ensures that the transformation is a smooth, sustainable, and beneficial to the team.



*Understanding Change Management*

Change management encompasses a variety of activities aimed at guiding and supporting individuals through change to achieve organizational goals. It includes preparing for change, managing the transition, and reinforcing new behaviors or processes.

**Preparation:** This phase involves understanding the need for change, setting clear objectives, and developing a detailed change management plan. This includes:

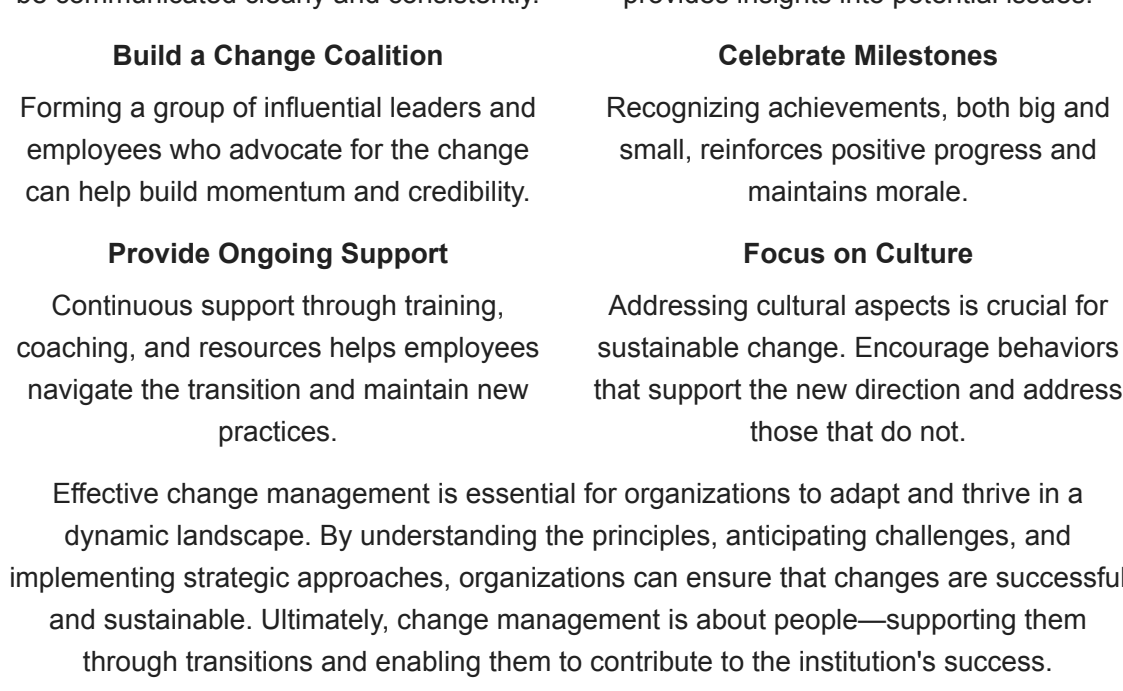
- Assessing the current state and identifying areas requiring change.
- Engaging stakeholders to build awareness and support.
- Developing a vision and strategy for the change.

**Implementation:** This phase focuses on executing the change plan outlined in the previous step. Some considerations are:

- Communicating the change to all affected parties.
- Providing training and resources to support the transition.
- Monitoring progress and addressing resistance or obstacles.

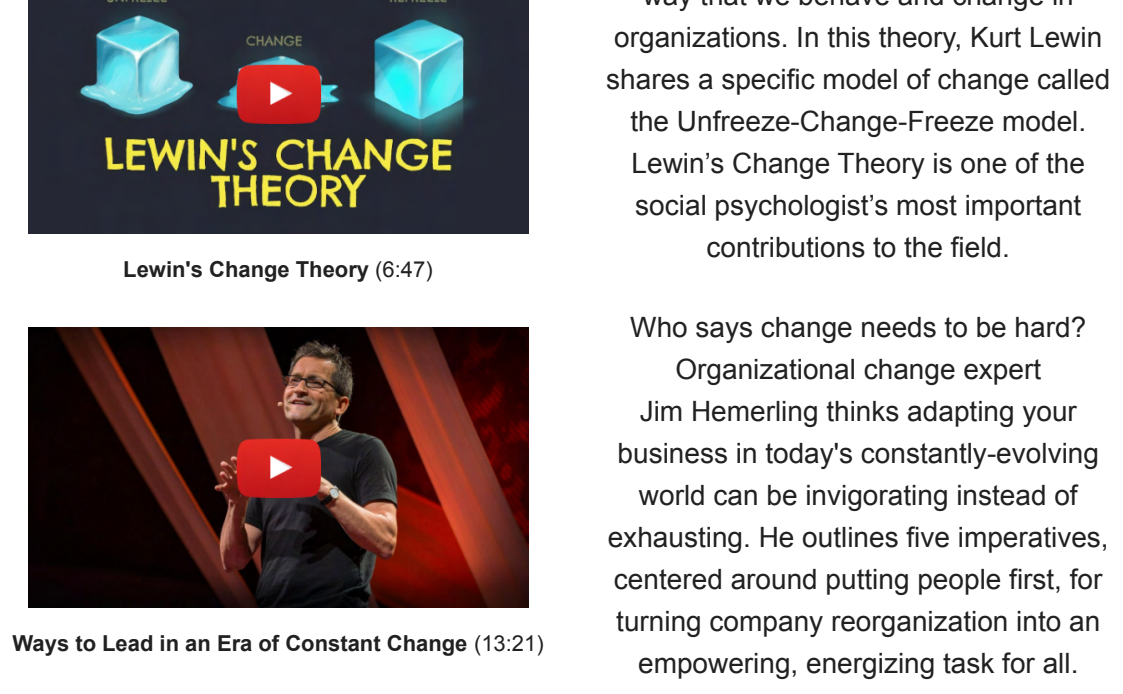
**Reinforcement:** This phase ensures that changes are embedded into the organization's culture and practices. Things to think about:

- Celebrating successes and recognizing contributions.
- Continuously evaluating the impact of the change.
- Making necessary adjustments to sustain improvements.



*Common Challenges in Change Management*

<p><b>Lack of Buy-In</b></p> <p>If employees do not see the value in the change or feel disconnected from the decision-making process, they may resist.</p>	<p><b>Inadequate Resources</b></p> <p>Insufficient time, budget, or personnel can hinder the successful implementation of change initiatives.</p>
<p><b>Cultural Barriers</b></p> <p>Organizational culture that is resistant to change can be a significant barrier. Changing deeply ingrained behaviors and mindsets requires time and effort.</p>	<p><b>Change Fatigue</b></p> <p>Frequent or poorly managed changes can lead to fatigue and burnout among employees, reducing their ability to adapt effectively.</p>



*Strategies for Effective Change Management*

<p><b>Develop a Clear Vision</b></p> <p>A compelling vision of the future helps align efforts and motivate employees. It should be communicated clearly and consistently.</p>	<p><b>Engage Stakeholders Early</b></p> <p>Involving key stakeholders from the beginning ensures their support and provides insights into potential issues.</p>
<p><b>Build a Change Coalition</b></p> <p>Forming a group of influential leaders and employees who advocate for the change can help build momentum and credibility.</p>	<p><b>Celebrate Milestones</b></p> <p>Recognizing achievements, both big and small, reinforces positive progress and maintains morale.</p>
<p><b>Provide Ongoing Support</b></p> <p>Continuous support through training, coaching, and resources helps employees navigate the transition and maintain new practices.</p>	<p><b>Focus on Culture</b></p> <p>Addressing cultural aspects is crucial for sustainable change. Encourage behaviors that support the new direction and address those that do not.</p>

Effective change management is essential for organizations to adapt and thrive in a dynamic landscape. By understanding the principles, anticipating challenges, and implementing strategic approaches, organizations can ensure that changes are successful and sustainable. Ultimately, change management is about people—supporting them through transitions and enabling them to contribute to the institution's success.

## Additional Resources for Change Management

**Articles**  
[How to Manage Change / SHRM](#)  
"Effective change management goes beyond project management and technical tasks undertaken to enact organizational changes and involves leading the "people side" of major change within an organization. The primary goal is to successfully implement new processes, products and business strategies while minimizing negative outcomes."

[Change Management Principles / Indeed](#)  
"Change management principles are practices that business leaders implement with the purpose of effectively managing change within their organizations. The changes can affect an organization's internal structure or its relationship with external factors. Using principles to implement change management processes usually improves the chances of the respective changes being successful."

[Change is Inevitable - It's Time to Embrace It / Forbes](#)  
"The time has come to change how we change. The future favors organizations designed for constant evolution, not periodic transformation. By focusing on mindset and engagement, we can build workplaces where people drive change themselves. The journey requires commitment, but the cost of inaction is a continuous decline."

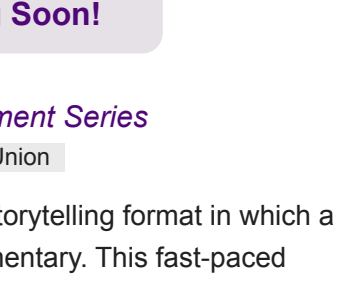
[Change Management Requires a Change Mindset / HBR](#)  
"Helping your team develop and strengthen their change mindset is neither overwhelming nor trite. Team discussions about one's orientation to change could unlock hidden superpowers and create new pathways for internal mobility. Integrating scenario mapping into your strategic planning process could involve a wide range of talent from across the organization without being overwhelming. All of these steps boost your "flux capacity" (your tolerance for change) and contribute to your future success."

**Videos**  
[5 Steps in the Change Management Process \(3:35\)](#)  
Change management is the process of guiding organizational change to fruition from the earliest stages of conception and preparation, through implementation, and, finally, to resolution. This video summarizes some of the key steps in the change management process.

[Lewin's Change Theory \(6:47\)](#)  
Lewin's Change Theory looks at the way that we behave and change in organizations. In this theory, Kurt Lewin shares a specific model of change called the Unfreeze-Change-Freeze model. Lewin's Change Theory is one of the social psychologist's most important contributions to the field.

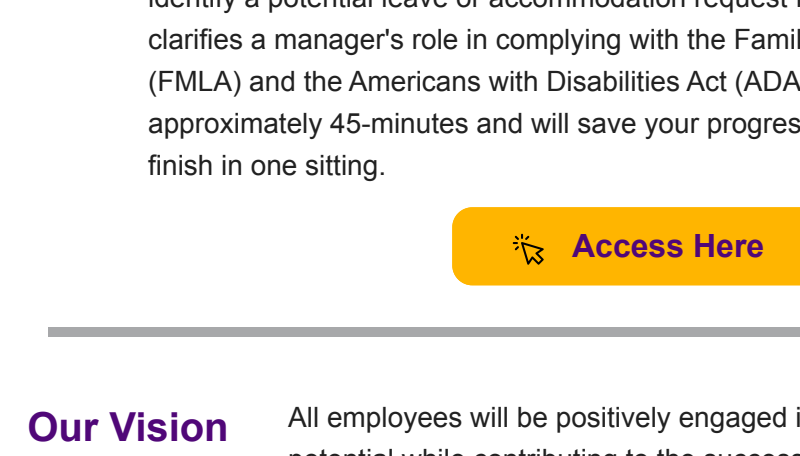
[Ways to Lead in an Era of Constant Change \(13:21\)](#)  
Who says change needs to be hard? Organizational change expert Jim Hemerling thinks adapting your business in today's constantly-evolving world can be invigorating instead of exhausting. He outlines five imperatives, centered around putting people first, for turning company reorganization into an empowering, energizing task for all.

**Read Recommendation**  
[Switch: How to Change Things When Change is Hard](#) by Chip Heath & Dan Heath  
Psychologists have discovered that our minds are ruled by two different systems - the rational mind and the emotional mind - that compete for control. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort - but if it is overcome, change can come quickly. In a compelling, story-driven narrative, the Heaths bring together decades of counter-intuitive research in psychology, sociology, and other fields to shed new light on how we can effect transformative change. Switch shows that successful changes follow a pattern, a pattern you can use to make the changes that matter to you, in the workplace and beyond!



**Available at:**  
[UNI Library](#)  
[Cedar Falls Library](#)  
[Waterloo Library](#)

**LinkedIn Learning: Class Highlight**  
[Leading Your Team Through Change / Mike Derezin](#)



**LinkedIn Learning**  
To access this class and other content from LinkedIn Learning, click on the blue button above and enter your UNI email address when prompted. If your personal email address populates, please ensure you click on the "change" link first to update your email address. Once entered, click on "Continue to the University of Northern Iowa LinkedIn Learning account" to access content.

## Upcoming Learning & Development

**Goal Setting & Personal Growth // Employee Engagement Series**  
September 9 / 11:00am-12:00pm / Zoom  
September 12 / 12:00-1:00pm / Gilchrist Hall 009  
The beginning of a new academic year is perfect to ideate how you can continue to grow and consider future steps for your career. This workshop will be geared towards understanding and defining goals for the academic year. During this time, we will review the new Professional Development Plan from HRS and identify opportunities for growth to help better equip staff for roles they are currently in or prepare them for future endeavors.



**Fundamentals of Supervision // Manager Development Series**  
October 9 / 8:30am-12:00pm / State College Room, Maucker Union  
This introductory training session is the first in the Manager Development Series (SDS). This interactive session will focus on the fundamentals of supervision. This training is recommended for those who supervise Merit and/or P&S staff but ALL managers are encouraged and welcome to attend. While priority registration based on capacity is given to current managers, this training may be shared with employees looking to promote into leadership roles. Duration is 3.5 hours with two 5-minute breaks.



**Effective Communication Strategies // Employee Engagement Series**  
October 21 / 1:00-2:00pm / Zoom  
October 24 / 11:00am-12:00pm / Gilchrist Hall 009  
Clear and effective communication is a critical aspect of success within the workplace. This workshop will provide some reflection on the clarity of your communication and share some strategies on how to convey your thoughts with clarity. Whether you're a seasoned leader or new to your role, this workshop will help prepare you to communicate more effectively through critical thinking.



**Building Community on Your Team // Employee Engagement Series**  
November 13 / 1:00-2:00pm / Zoom  
November 14 / 11:00am-12:00pm / Gilchrist Hall 009  
At its core, a team is a system of human relationships. In the process of building a team, it's critical to not only understand the individual needs of others but also how best to collaborate with one another. This session will share some strategies on how to cultivate stronger interpersonal relationships and help your team become a more cohesive unit. Even if you're not a manager, you can make a big difference on the dynamics of your team!



**PechaKucha Showcase // Employee Engagement Series**  
December 4 / 12:00-1:00pm / University Room, Maucker Union  
PechaKucha (a Japanese term for *chit-saof*) is a storytelling format in which a presenter shows 20 slides for 20 seconds of commentary. This fast-paced presentation is a great way to share your story and provide the audience with new insights. Bring your lunch and learn from leaders and peers from around the university as they share their story. Here are two examples:  
[Michael Goodman - Honoring Parentless Students](#)  
[Bailey Parnell - Dark Side of Social Media](#)

Interested in presenting? Reach out to [Jesse Heath](#)!



**FMLA & ADA Manger Responsibilities // Online Learning**  
This session provides managers with high-level information about how to identify a potential leave or accommodation request from an employee, and clarifies a manager's role in complying with the Family Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA). This training takes approximately 45-minutes and will save your progress if you are unable to finish in one sitting.



**Our Vision** All employees will be positively engaged in achieving their greatest potential while contributing to the success of the university.

**Our Mission** Human Resource Services fosters an environment of integrity and collaboration through innovative solutions and communications contributing to the successful recruitment, development, and retention of university employees.