Pittsburg State University

Change Management Guide for Project Leaders

-Developed by the department of Information Technology Services (ITS) –

for PSU leadership members who are implementing technology projects.

A change management strategy is a clear, structured plan that helps leaders guide their organization through change while keeping disruptions and surprises to a minimum. Although the focus is on transforming the organization, success often hinges on how effectively you support and lead people through the process.

*For change management to succeed, it needs to be driven by the **subject matter expert** who is initiating the change. This is because they have a deep understanding of why the change is necessary and how it should be implemented. While teams like IT and other departments play an important supporting role and help facilitate the process, they aren't positioned to make decisions about policies or processes that may need to be adjusted during the transition.*

Purpose

Provide project leaders with a repeatable process for managing change on campus:

- Align with university values

Minimize disruption

- Increase adoption of new initiatives
- Document processes and understand the ripple effects of the changes to those processes

Understanding the Campus Context

Stakeholder Landscape: Faculty, staff, students, administration, alumni, community partners
Identify champions and potential resistors. Understanding how and who the change will affect is key to knowing how to approach change and increase adoption.

Example**:** Students – How to reach them, how often to communicate, methods of training.

- **Campus Culture:** Tradition-driven or innovation-friendly?
  How have past changes been received? Determining the culture or temperature of the campus, knowing what worked and what did not, can help determine success.

- **University Strategic Goals:** Align with mission, vision, and long-term plans
  Tip: Avoid rushed changes; shared governance is key.

Build the Case for Change

Stakeholders need to understand why the change matters
Answer:
What is changing?
Why now?
Who benefits and how?
What happens if we don't change?
Deliverable: *"Why This Matters"* brief

Engage Stakeholders Early and Often

- Advisory Groups
- Town Halls & Forums
- Faculty Senate & Student Government
- Listening Sessions
  Golden Rule: Involve people before finalizing changes.

Communicate with Clarity and Consistency

Use multiple formats:

- Emails, web page, infographics
- Brown Bags, campus media
  Message Framework:
  1. What's changing

2. Why it's important
3. How it affects you
4. What you need to do
5. Where to get help

Plan for Training and Support

- **Audience Segmentation:** Faculty, staff, students; tailor training to their workflows. Use real campus data and scenarios when possible.
- **Training Methods:** Face-to-face, online modules, live virtual sessions, peer mentors, short videos
- **Support Tools:** Guides, FAQs, step-by-step quick-reference sheets, videos, peer mentoring
  Sample Training Rollout:
- Week 1: Train-the-Trainer (Change Ambassadors)
- Week 2: Pilot Group Training
- Week 3–4: Full Training Launch
- Week 5: Go-Live
- Week 6–8: Follow-up
- Week 8+: Recognition & Stories

Address Resistance Constructively

- Listen first
- Respond with facts and empathy
- Highlight success stories
- Offer flexibility

Evaluate and Adjust

- **Metrics:** Surveys, help desk tickets, training completion
- **Check-ins:** Monthly or quarterly
- **Adjustments:** Refine as needed

Celebrate Success

- Recognize efforts and milestones
- Share success stories and tips
- Highlight early adopters
  Example**:** Shout-out to Library staff for early adoption

Document and Share Lessons Learned

- Maintain a change log
- Create a reusable playbook
- Share insights

Sample Change Management Timeline

Phase	Activities	Duration
Discovery	Stakeholder mapping, cultural assessment	2–4 weeks
Planning	Build case, communication plan	4–6 weeks
Engagement	Town halls, advisory groups	Ongoing
Implementation	Training, launch communications	Project-dependent
Stabilization	Monitor, adjust, support	1–6 months
Closure	Celebrate, document lessons learned	2 weeks

Quick-Reference Checklist

- Aligned with university mission?
- Identified key stakeholders?
- Clear case for change?
- Multi-channel communication plan?
- Training/support in place?
- Measurement plan ready?
- Recognition plan ready?