

## Case Study

### The challenge

Following significant changes over the last few years and with more challenges in the future, the University Executive Board recognised that the University's approach to change needed to improve. The staff survey in 2017 had also identified change management as an area where progress was required.

### What happened?

The SUMS consultant facilitated in-depth discussions around the vital success factors for meaningful change with key leaders at the university, engaging in one-to-one interviews and a structured workshop. SUMS also provided a framework for change maturity to help guide those discussions and to encourage the university to undertake a deep analysis for how the issues it faced in this area could be addressed in future projects. The bespoke change maturity framework was tailored for the HE sector, but based on substantial data and research from across the globe, incorporating best practice principles from established and recognised change methodologies. Covering areas as diverse as

leadership and governance, to assessing the impact of change on processes, policies and people, this approach helped Reading to identify where they were and what activities were needed to enhance their level of change maturity.

### The outcome

The SUMS work provided a rich mixture of independent observation and insight to use in the development of an improved approach to change at the university. With a better understanding of the various components of change management, the university set up a Change Management Working Group (CMWG), looking at improving the university's performance across all the areas identified through the maturity framework in a coordinated way. In particular, the university is beginning to incorporate continuous improvement as part of its approach to change; in a constantly-evolving environment this will prove especially helpful. The university is now working with SUMS again to support the activities of the CMWG to deliver effective change at Reading.



**It's hard to imagine where else you would get something as useful as the support from SUMS. You don't have to waste time explaining how the HE sector works. They already know the extent to which universities are different.**

**RACHEL STEWART, DIRECTOR, PLANNING AND STRATEGY OFFICE (PSO)**

## Understanding change at the University of Reading

### For More Information

e – [sums@reading.ac.uk](mailto:sums@reading.ac.uk)

t – 0118 935 7073

[www.sums.org.uk](http://www.sums.org.uk)