



Charles Sturt
University

Cultivating change capability

VOICE PROJECT 2020 CHANGE CHALLENGE
AWARD WINNER – ENTERPRISE CATEGORY

26 May 2020 | Division of People & Culture

What we will cover today

- Acknowledgement of Country
- The challenge and our response
 1. Ethos and values
 2. Brand transformation
 3. Change capability
 4. Recognition and reward
- Outcomes and challenges
- Moving forward for a Sustainable Future

The challenge

*University Strategy
2017-2022 set an
ambitious agenda for
change for Our
Students, Our
Communities and
Our Internal
Capability*

- 1 Reverse a trend in declining student load by restoring brand equity as a University of first choice
- 2 Build a strong University with the organisational culture, capability and agility to adapt and thrive in a changing environment
- 3 Establish a change framework to provide a structured process and tools to lead the people side of change and achieve strategic priorities

Our response

Priority actions were identified and agreed based on strategic planning insights and Your Voice Survey results:

Values and Capabilities	Brand Transformation	Change Capability	Recognition and Reward
<ul style="list-style-type: none">• Values in Action• Capability Framework	<ul style="list-style-type: none">• Strategic investment for growth and development• Communication platforms• Delivery of the Charles Sturt experience through every touch-point	<ul style="list-style-type: none">• Establish a change management function• Built capability through a Change Centre of Excellence• Provide change management support for strategic projects under the University Strategy 2017-2022.	<ul style="list-style-type: none">• A refreshed Recognition and Reward program aligned with the renewed Values and University Strategy.

Our ethos

*yindjamarra
winhangarra*

We always have and
always will aim to create
a world worth living in



1 Our values

- We defined a clear set of values reflecting how we want to be known
- More than just being aware, 86% of our people reported **believing** in our values in the 2019 Your Voice Survey
- Values in Action resources and support provided to help leaders and teams influence behaviour, enable decisions and create boundaries based on our values



Insightful



Inclusive



Impactful

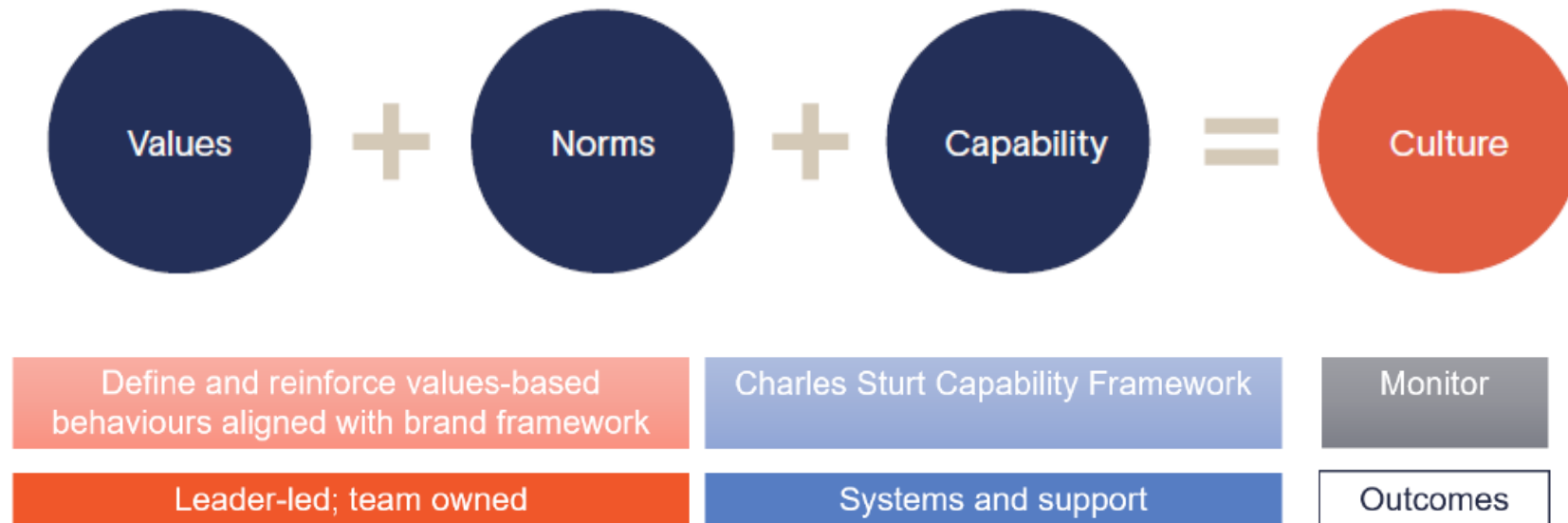


Inspiring

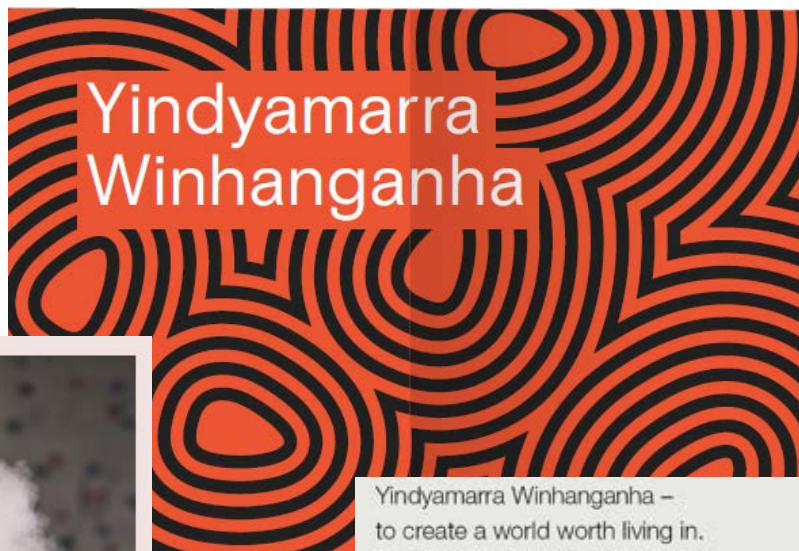
Our Culture Roadmap

Purpose is about where the University's journey is taking us.

Culture is the combination of values, norms and capability that will get us there.



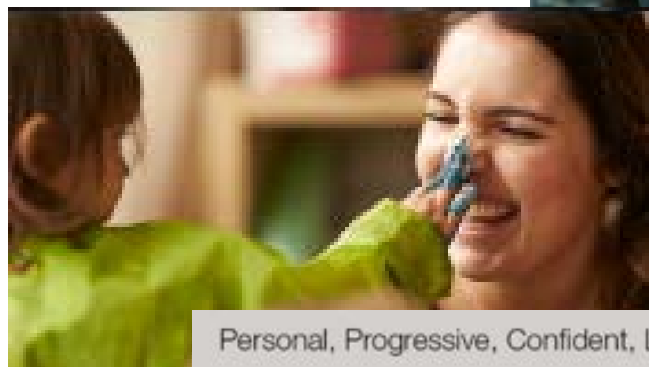
2 Brand transformation



Yindyamarra Winhanganha –
to create a world worth living in.



Real Connections; Make It Worth It;
You Can, Here; Never Stand Still.



Personal, Progressive, Confident, Lively.



Insightful, Inclusive, Impactful, Inspiring.

To be an education leader for Australia
by empowering our communities with
the resilience, drive and mindset to
positively impact their world, and the
world around them.



Brand launch



Questions

3 Change capability

Change Framework

Organisational Change
1. Prepare
2. Manage
3. Reinforce

Individual Change
ADKAR

Project Change Triangle (PCT)
Sponsorship
Project Mgt
Change Mgt

Key Plans
Communication
Sponsorship
Training
Coaching
Resistance Mgt

Roles

Sponsors
Active and visible
Build coalition
Communicate

Managers (CLARC)
Communication
Liaison
Advocate
Resistance Mgr
Coach

Collaboration
Leader led and team owned

Ways of Working

Living our brand, our values and being student centred

Building change capability and agility

Growth mindset – our own and coaching others

Recognising and rewarding - outcomes and behaviours

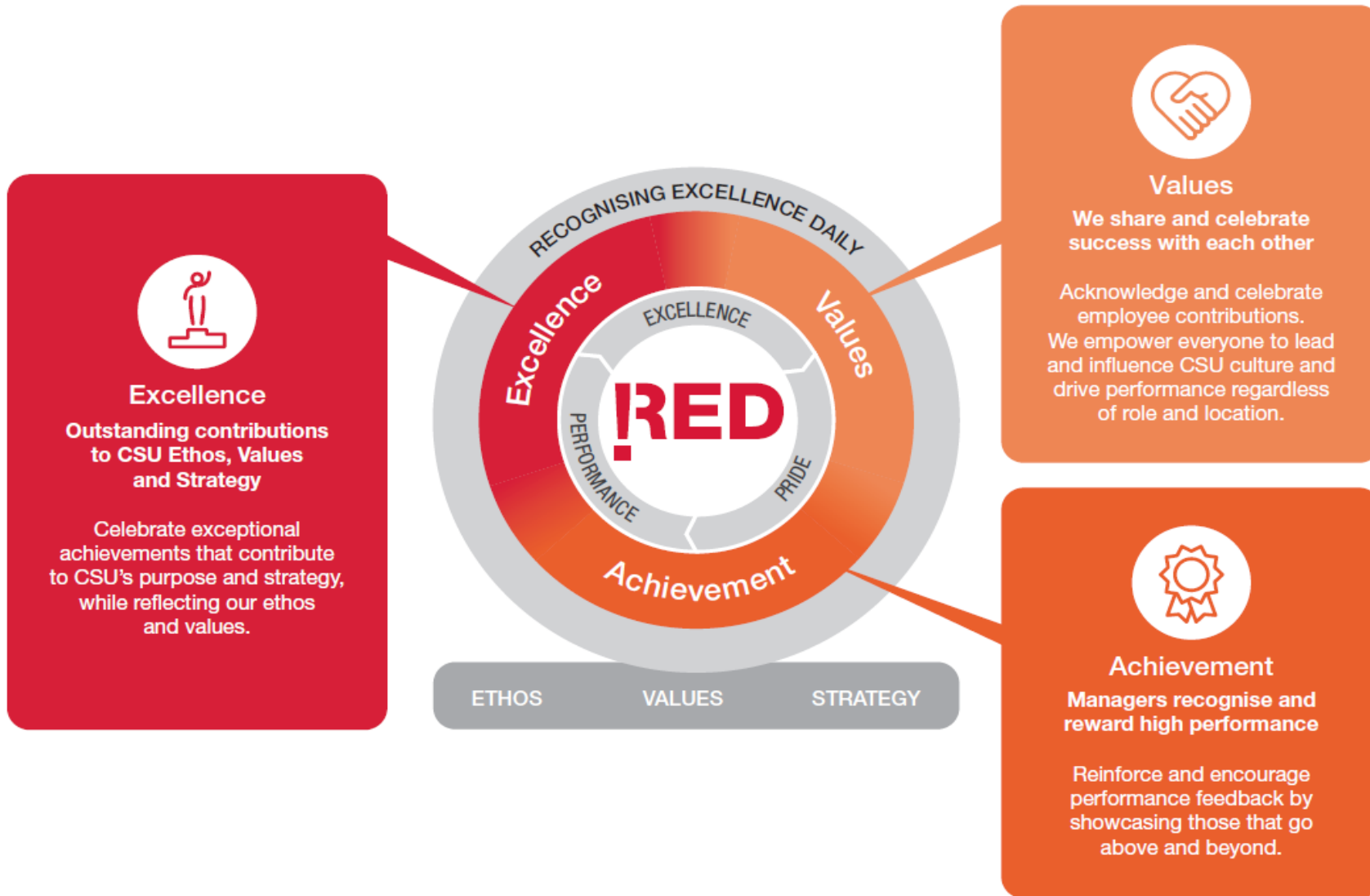
Outcomes
Meeting objectives
Adoption
Utilisation
Proficiency
Every change a better experience (what and how)



Building change capability

- Certified change practitioners
- Comprehensive training commitment:
 - Effective Leadership Conversations
 - Senior Leader sponsorship
 - Change Leaders workshops
 - Team workshops
 - Change for Project managers
- 70+ brand champions activated in support of the brand transformation project
- 50+ Customer Relationship Management system project champions and 70+ CRM super users helping drive changes
- Partnering with leaders across the University to support change in their areas
- Use of ADKAR and PCT assessments becoming embedded as standard practise
- HR Business Partners applying change practices supporting better business outcomes
- Change practises being embedded into project delivery

4 Reward and recognition



Introducing RED

Where Charles Sturt University celebrates and shares success



Welcome to **RED**

Learn about the different ways we recognise across the University and click here to view a welcome video from the Vice-Chancellor.



Excellence Award nominations now open!

Nominations extended to 30 September @ 5pm

Click here to nominate.



Wellbeing Centre

At Charles Sturt University, we want to help you be the best you can be.

Check out our latest eCards [Send Recognition](#)



JK Jodie Kleinschafer has received "Inspiring" card from **Stacey Jenkins**

1 day ago



DB EW +2 Donna, Elizabeth and others have received "Achievement Award" card from **Stacey Jenkins**

1 day ago

Inspired Stories



CSU Fiji Animal Health Program
by Helen Crawford ...

2 👍 23 👁



Goin' to the Henty Field
by Helen Crawford ...

1 👍 1 💬 29 👁



Outcomes

92%

I know how my role contributes to supporting students and overall success (+3%)

77%

Passion representing employee engagement (+4%)

77%

Awareness of University Strategy (19% above the sector norm)

60%

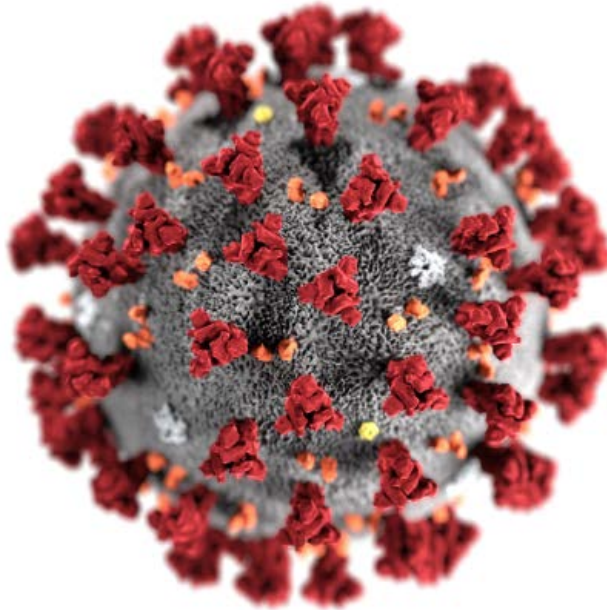
Recognising contributions and achievements (+13%)

>95%

Change programs relevant and helpful for leaders to perform their roles

Challenges

- Increasing Higher Education Provider registration and compliance requirements
- Declines in student load due to changing market orientation and increasing competition
- Drought, bushfires and now COVID-19



Reinforcing roles for all staff

- Look after yourself and each other
- Advocate for the University
- Share your ideas, concerns and feedback
- Demonstrate our Values

Leaders

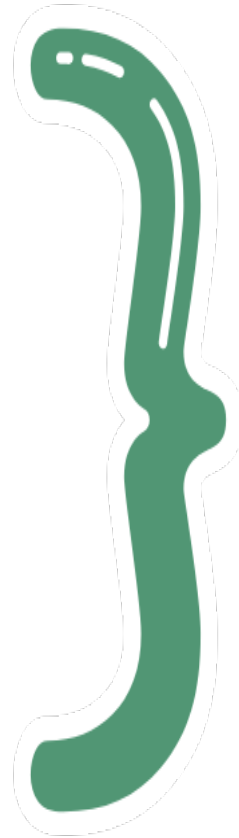
- Support the cascade of messages
- Advocate and lead the change
- Staff wellbeing – looking after your teams, especially while we are working remotely
- Gather feedback – identify and escalate to your Portfolio leader – we can then create resources to respond to this



Moving forward

Priority areas based on the 2019 Your Voice Survey results:

- **Leadership** communication and collaboration
- **Respect, equity and complaint Management** aligned with our values
- **Results focus and process improvement** to improve efficiency and provide an outstanding student experience.



Building a Sustainable Future:

building on our strengths and ensuring our future is **financially and academically sustainable.**

Building our Future

Our success and learnings underpin our Strategy evolution to prioritise our approach and inform our transformation.



Our People

Our people are core to everything we do. We will deliver performance through our people to foster a shared commitment to delivering on our mission and vision.

- Our Priority for 2020:**
- Leadership and accountability

- Other core elements:**
- Continue to embed our Values
 - Continue to build change capability
 - Capability Framework
 - Equity and Diversity
 - Staff Wellbeing & Complaints management



Our Students

Our students demand an education that is flexible, connected and will get them the job they aspire to. We will have high-quality courses, micro subjects and partnerships that lead the way in academic innovation.

- Our Priorities for 2020:**
- Course and subject optimisation
 - Product diversification

- Other core elements:**
- Course revitalisation
 - Chares Sturt Advantage
 - Course development processes
 - Student experience
 - International Strategy

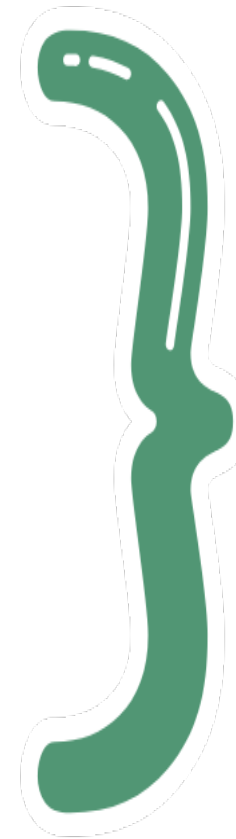


Our Communities

We are a university of the land and people of our regions. Our role is critical in leading the development and skills for the betterment of our regions. Our campuses and research must deliver impact and benefit.

- Our Priority for 2020:**
- Campus Futures

- Other core elements:**
- Research and innovation including the Research Strategy



Informing Sustainable Futures:

building on our strengths and ensuring our future is **financially and academically sustainable.**

Thank you & Questions

Download today's slides at:

www.voiceproject.com/webinar2020-resources

For any information or enquiries please contact Voice Project at enquiries@voiceproject.com or 1800 8 VOICE (1800 886 423)