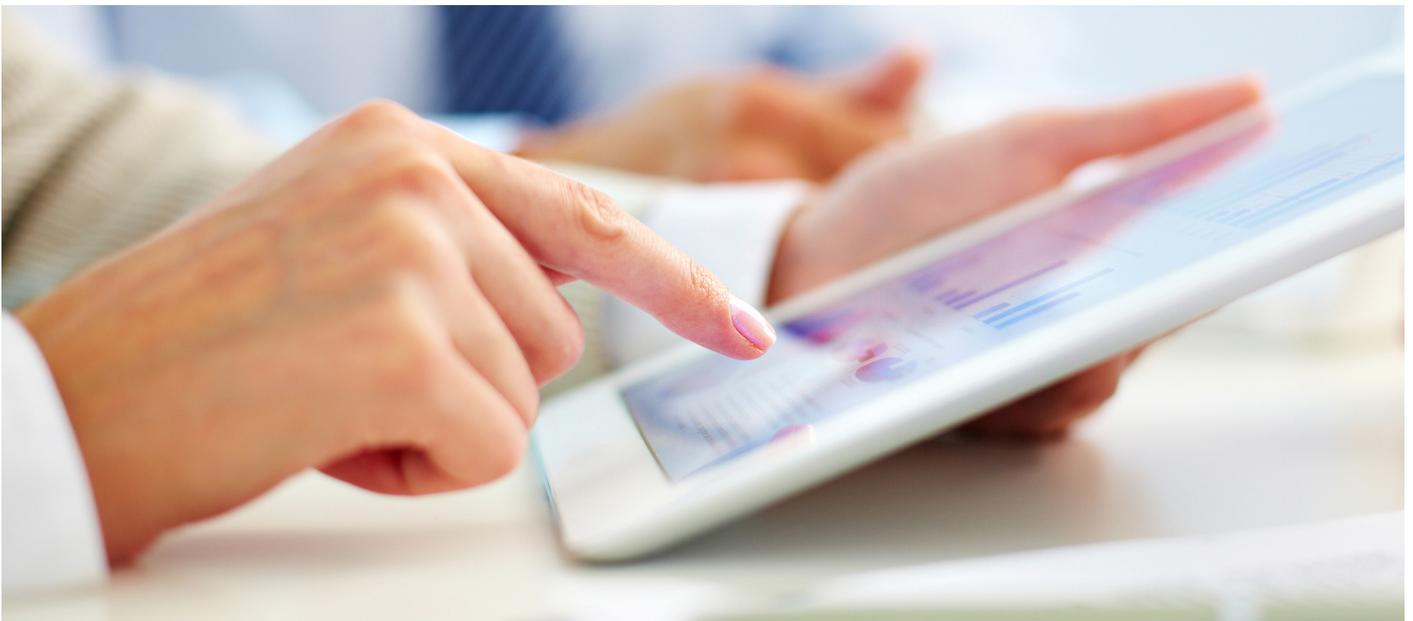


Transformational Change



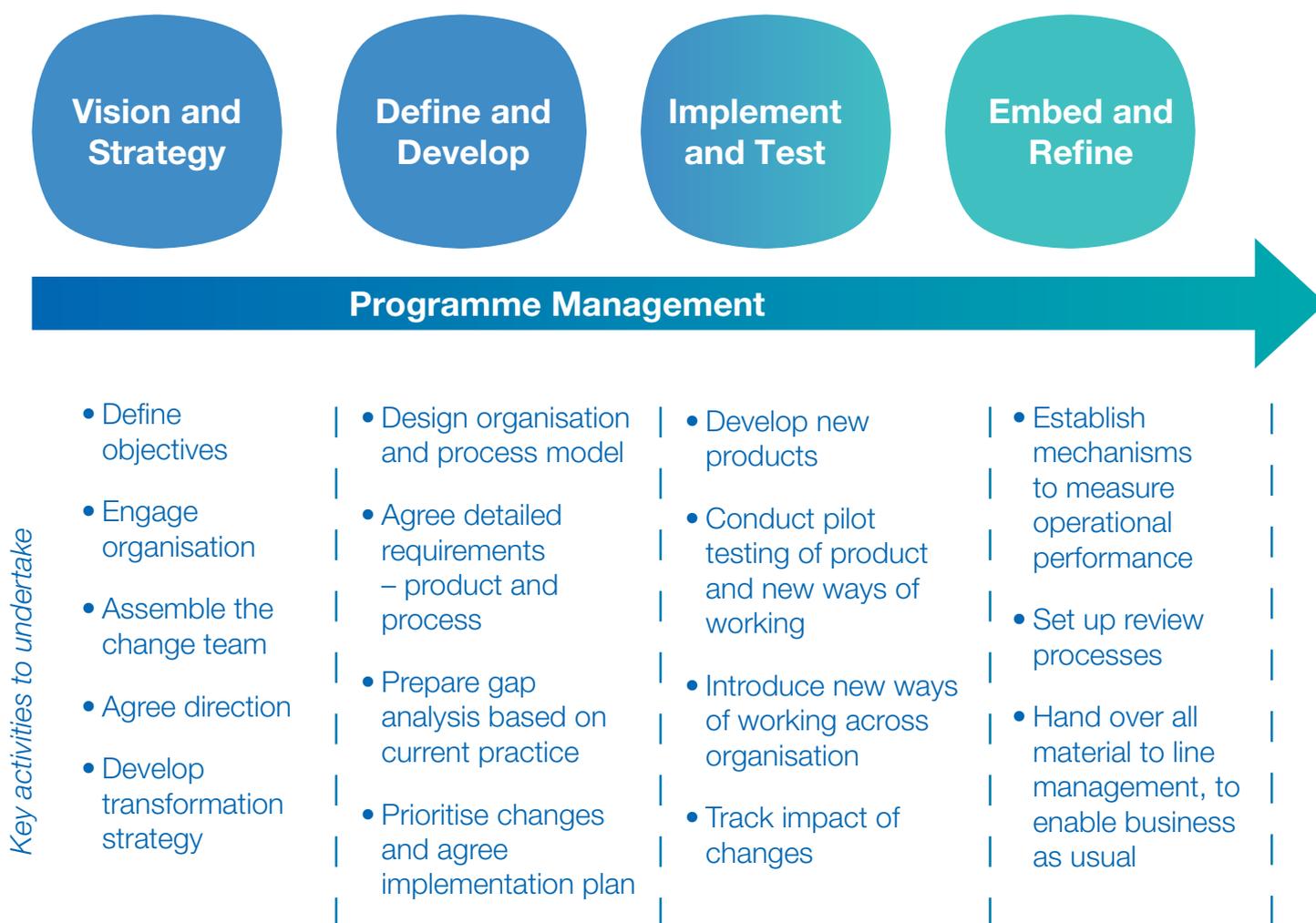
Introduction

For more than 20 years, Tribal has led the market in helping higher education institutions (HEIs) collect, analyse and understand their student data. From our student management systems to our financial benchmarking, and latterly our understanding of student satisfaction, Tribal is unique in being able to give HEIs a range of perspectives on how their organisation is performing.

But the nature of our work is changing, along with the HE sector as a whole. Tribal is proud to be leading the market in new ways with the development of its role as a true business partner for HEIs. Key to this is Tribal's Transformational Change capability which involves working with HEIs to redefine the way they work, informed by data, perspectives and models both from inside their own organisations, and from across the sector.

We are currently helping HEIs across the world with their transformation programmes, from initial strategy and programme definition, to leading the management of change and establishing cultures of continuous improvement.

Tribal's Transformational Change



How Tribal can help

a) Vision and Strategy

Typical challenge	How we can help
Programme objectives are undefined	Manage objective setting, including defining clear benefits and engaging the university in the process
There is disagreement around programme objectives	Broker agreement amongst stakeholders, building a prioritised set of objectives for the programme
Change team is not yet cohesive	Build a coherent change team with clear roles and responsibilities, linked to a clear governance framework
There is limited demand for, or awareness of, the planned changes	Develop and manage a communications strategy that engages key staff and prepares them for the change, including maximising use of programme sponsor in communications

b) Define and Develop

Typical challenge	How we can help
There is no end-design defined for the programme	Develop an organisation and process model describing how the university will look in the future
Detailed requirements have not been developed	Help the change team engage the university to develop a prioritised list of requirements for the change
There are limited plans in place to make changes happen	Develop an integrated programme plan, covering technology, process and organisational changes
Change team is unclear about how to apply the programme plan	Build the change team's capability to turn the programme plan into practical change and use change readiness assessment to help focus effort

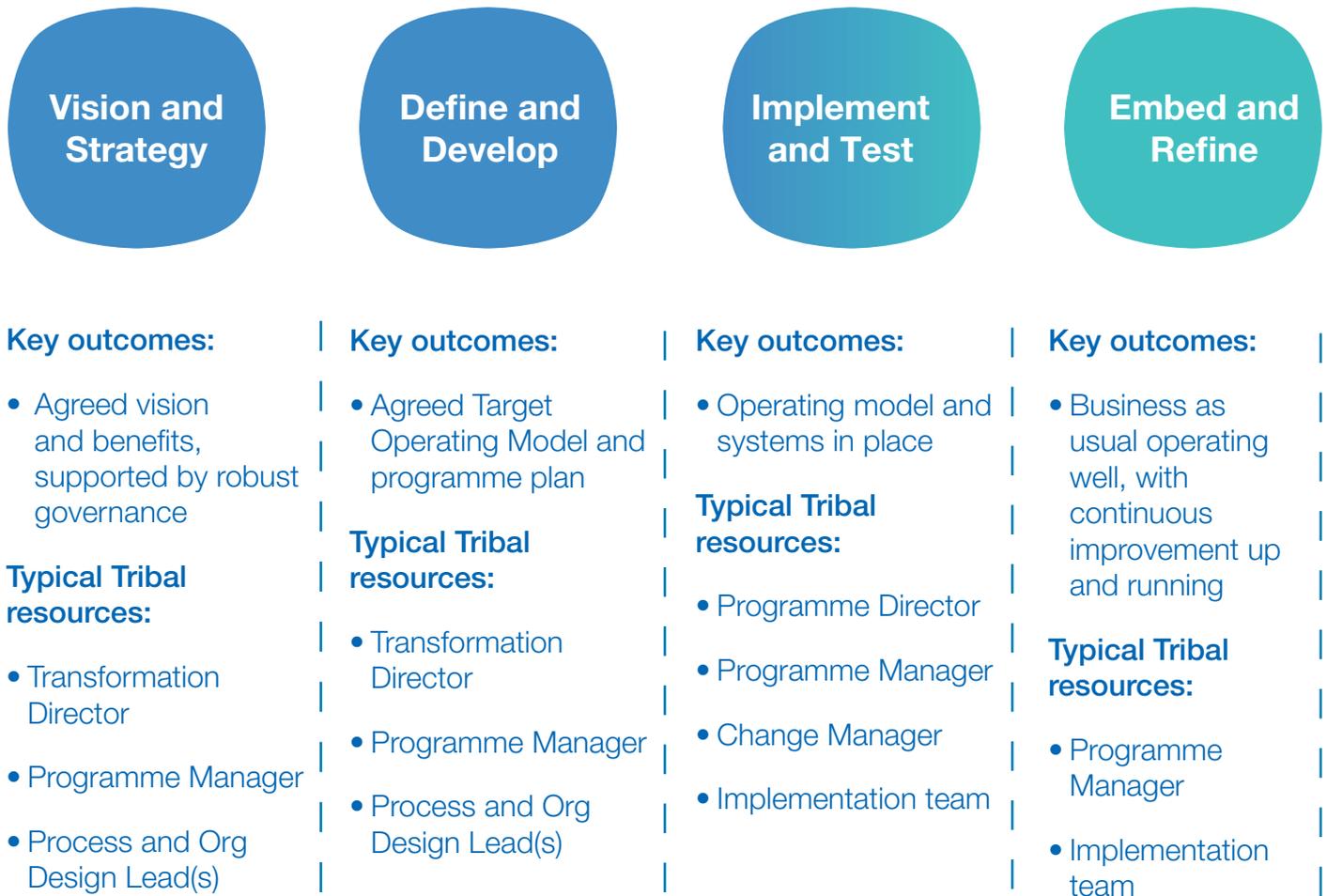
c) Implement and Test

Typical challenge	How we can help
Change is not having the desired impact	Use a piloting approach to test and refine proposed changes in a controlled environment
Change is not embedding	Energise communication with the university to address barriers and re-iterate the benefits of the programme
Business and technology changes are not complementing each other	Adopt a change management approach driven by business improvement, to maximise engagement with users
Change is seen to take too long	Apply tactical, high-visibility changes that address key constituencies' needs, and ensure that programme governance is working effectively so that progress is understood

d) Embed and Refine

Typical challenge	How we can help
Line managers have limited visibility of the change process	Work with line managers to transfer knowledge as part of implementation
Benefits of the change are not necessarily visible to the organisation	Establish mechanisms for tracking performance, derived from programme objectives
Change becomes a one-off event, rather than a continuous process	Establish review processes that enable the university to learn from its practice, refine its processes, and improve its operations

How we work



How we work - operating principles

- Change is a human process, enabled by technology
- Investment must be driven by value
- We can help across all stages of a programme, from advice to delivery
- We only provide the help you need
- We build on what we know works but we adapt it to you

If you are embarking on a transformation programme, or already have one running, we would like to help. For more information, contact:

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