## Communicating Change – Case Study

You have a new university CIO with commercial leadership experience. After four months, she reworked every unit within your existing IT organization, and merged your organization with a separate IT department.

Where you previously had two divisions --Networking and Information Systems-- you now have four divisions:

1. Customer Support (24/7 help desk)
2. Academic Computing (LMS, classroom technology, software)
3. Systems & Analytics (enterprise systems, data warehouse)
4. Research Support (HPC and network connectivity).

The reorganization results in several individuals having new roles/responsibilities, with perceived demotions for several of the previous leaders and managers. Three people have retired unexpectedly, and several employees were promoted to manager or supervisory roles in spite of low performance ratings in the past.

Some staff are very upset, and some are thrilled with the changes. A consultant has been hired to “help” the organization through the transition.

**Float, Flail, or Sink in the Tides of a Reorg**

EDUCAUSE Connect Miami, Apr 6, 2016

http://www.educause.edu/events/educause-connect-miami/2016/float-flail-or-sink-tides-reorg

## Communicating Change – Table Activity

Select a scribe and a person to report findings back to the room. Choose one of the three roles below, discuss the case study from that perspective, and answer the three questions for your role.

**Role #1:**  As **communications officer**, you need to identify the best ways to communicate these changes to your customers and to campus.  (1) What are the most important items to share? What tools should you use? (2) How will you measure your success? (3) How do you maintain your own personal confidence and sense of equilibrium during this change?

**Role #2:**  As a **CIO**, you will need to communicate to your organization and to upper administration. (1) How will you communicate to your IT org? How do you handle confidential or time-sensitive information? Who can talk to you directly? To whom do you talk directly? (2) How should changes be communicated to key stakeholders or upper administration? Who does the CIO need to directly address? (3) How do you maintain your own personal confidence and sense of equilibrium during this change?

**Role #3:**  As a **mid-level manager** or team supervisor, you will need to communicate changes to your team and field questions from leadership. (1) How do you maintain relationships and the trust of your team while maintaining sensitive or confidential information? How candid can/should you be when reporting about morale or issues to leadership? (2) How do you lead your team through this time of transition and uncertainty? (3) How do you maintain your own personal confidence and sense of equilibrium during this change?