

**University of Kent,
Excellence and change**

**Keynote: 'Embracing the challenges of
change'**

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Change

- Nature of change
- Review of change in work environment
- Personal change
- Reactions to change
- Models of change

Models of change

- Kurt Lewin: Unfreeze/Change/Refreeze
- Kubler Ross Change Curve: Shock and denial/Anger and depression/Acceptance and integration
- Kotter's Eight step model: sense of urgency/build coalition/vision/enlist support/enable by removing barriers/generate short terms wins/sustain acceleration/institute change
- Planned v Unplanned v Emergent change

Managing change in higher education

- Communication
- Change methodology
- Higher education change issues
- Right people at the right time
- Resources
- Review and learning

'Embracing the challenges of Change'

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