



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■



Job Description

This form summarises the purpose of the job and lists its key tasks. It is not a definitive list of all the tasks to be undertaken as those can be varied from time to time at the discretion of the School, in consultation with the post holder.

Job Title: Business Change Manager

Department/Division: Business Improvement Unit
Accountable to: Head of Business Change Management

Job Summary:

LSE has made a commitment to delivering transformational change in many areas across the School, resulting in a portfolio of projects and programmes to improve operational support services that impact the student and staff experience.

This important role leads on all aspects of the people side of change to ensure the successful delivery of business change across programme and project lifecycles; planning, facilitating and overseeing the implementation of changes to systems, processes, policies and skills. The BCM works within programme and project delivery teams and with stakeholders to identify people and School areas impacted by the change, partnering with them to ensure a consistent transition from the current way of working to the adoption and sustainment of the new way of working. The BCM also works on the realisation of change benefits across academic, administrative and student operating environments for the projects and programmes to which they are assigned and presents their work and items for decision at Project and Programme Boards.

The BCM is a key member of the project delivery team and forms positive and productive working relationships with a range of stakeholders, including Academic Departments; Divisions; the Students' Union and students; Additionally, the BCM may attend School fora and committees to discuss the work of the project or programme.

The BCM uses an established change management methodology and associated tools, with support from the Head of Business Change Management. The BCM also actively contributes to BIU change management resources and driving effective change management at an organisational level, for example assisting the Head of Business Change Management to grow the BIU Change Management knowledge base and establish a network of change agents/partners/champions, and as an ambassador for highly effective Business Change Management within the School and our networks.



Key Duties/Responsibilities

The responsibilities of this post include, but are not limited to:

Overview

- Apply the Business Improvement Unit's Change Management methodology to assess and define changes and their impact, and design and implement scaled and tailored change plans to successfully transition impacted stakeholders from their current to new ways of working (through the ADKAR phases).
- Using own judgement and in conjunction with the Head of Business Change Management, apply the Change Management methodology as appropriate for projects/programmes.
- Work in partnership with Project/Programme Managers to ensure all change and project plans are aligned and monitored, ensuring that project outcomes are achieved and embedded, and service benefits delivered.
- Work closely with Project/Programme Executive and Managers to ensure their roles in delivering the change plans are clear and they are prepared, equipped and supported to undertake them.
- Support all areas of project and programme work, including business analysis and contribute to Programme/Project Business Cases.
- Contribute to key project and programme artefacts such as Vision and scope articulation.
- Present at Programme and Project Boards as required.
- Participate in recruitment processes as required.
- Enable staff across the School to support change management and embedding change at a local level.
- Ensure necessary awareness of the change and its implications amongst subject matter experts to inform policy or regulation updates required by the relevant business areas.
- Ensure successful communication and adoption of the change to enable operational solutions to be delivered and sustained.
- Lead on operationalising the Organisational Design implications of the change in conjunction with business areas and the Project Executive to enable operational solutions to be delivered and sustained.
- Provide leadership and direction to enhance the effectiveness of change management within projects and programmes, supporting the Head of Business Change Management and the Director of the Business Improvement Unit to enhance change management capability within LSE and promoting the importance of effective Change Management to successful project outcomes.
- Actively contribute to the BIU's Change Management knowledge base and artefact repository for use across projects and programmes.

Change Management Preparation

- Conduct appropriate change assessments as specified within the change management methodology, defining success, impact and the appropriate change management approach.
- Assess risks associated with change scale and impact (distinct from programme/project risks) and identify mitigations.
- Create an overarching change management strategy which underpins subsequent change management plans e.g. Communications and Stakeholder plans.
- Work closely with relevant managers and impacted groups and individuals to articulate the planned changes, change impact, change readiness and plans for actively managing the transition for all impacted groups and individuals from the current state to the new way of working.
- Undertake stakeholder analysis and assessments to understand awareness and desire for the change and plan to manage any identified resistance and change fatigue.



- Plan all levels of stakeholder engagement, ensuring stakeholder involvement in and consultation on change design and implementation; effective communications; and management of expectations throughout the programme/project lifecycle.
- Support Programme and Project Managers to identify and quantify the project benefits in conjunction with operational managers and the Project Executive.

Managing the Change

- In conjunction with relevant colleagues, conduct assessments and build change plans e.g. communication and training plans, appropriate to the type and scale of the change and as specified in the change management methodology, ensuring all identified impacted groups and individuals are prepared, equipped and supported to engage with and embed the change
- Work with the other project/programme delivery team members, relevant divisions and subject matter experts to implement, monitor and adapt the overarching change strategy and related change plans, bringing together colleagues from across the School as required and repeating earlier assessments as necessary to inform plan content.
- Implement identified risk, resistance and change fatigue mitigation as required, monitoring and adapting as necessary.
- Work closely with the Project Manager to ensure all change plans are aligned with the project plan and milestones and regularly update the Project Executive with progress against all change plans and escalate issues and points of decision as needed.
- Enable effective dialogue about changes and their impact with all relevant stakeholders and groups, facilitating a feedback loop between impacted groups and the project/programme.
- Work closely with the Schools' Communications Division and other relevant colleagues to create, own and implement the Communications and Stakeholder Plans, ensure a co-ordinated approach with other School initiatives as relevant and clear, timely and effective project/programme communications.
- Work closely with the School's Human Resources Division and other relevant areas to create, own and implement the Training Plan and assess and progress Organisational Design implications to ensure all impacted groups and people are equipped to engage with, use and embed the new way of working.
- Work with the other members of the project/programme delivery team, all impacted groups and individuals, as well as other relevant colleagues, to ensure all people impacted by the change are fully equipped and supported to move successfully from the current state, through the transition state and in to the new way of working, which becomes operationally embedded.

Sustaining Outcomes (in addition to relevant actions from the above)

- In collaboration with the Project Executive, lead all activities associated with benefits realisation and ensure that continued accrual of benefits can be achieved and measured once the programme or project is complete.
- Develop specific sustainment actions to ensure changes are embedded and the new way of working is adopted by all impacted stakeholders.
- Prior to project or programme completion, transfer ownership to business process owners, creating readiness assessments and handover agreements including confirmation of responsibility for owning the change and sustaining the outcomes.
- Document change management lessons learnt, in conjunction with the Project Manager and Head of Business Change Management, and incorporate into the BIU knowledge base.



Duties/Responsibilities (continued)

Flexibility

To deliver services effectively, a degree of flexibility may be required in the duties performed in order to meet the exigencies of service. Job roles may also naturally develop over time and ongoing substantial changes to a role will be discussed between line managers and their staff, with job descriptions updated as and when appropriate.

Equity, Diversity and Inclusion (EDI)

LSE is committed to building a diverse, equitable and truly inclusive university. All posts (and post holders) will seek to ensure diversity and inclusion, while opposing all forms of unlawful and unfair discrimination on the grounds of age, disability, gender identity, marriage and civil partnership, pregnancy and maternity, race, nationality, ethnic or national origin, religion or belief, sex and sexual orientation, or social and economic background.

Ethics Code

Posts (and post holders) are assumed to have a responsibility to act in accordance with the School's Ethics Code and to promote the principles and values that the Code enshrines. The Ethics Code clearly states that the whole LSE community, including all staff, students, and governors of LSE, are expected to act in accordance with the principles which are set out in the Code. As such you are required to read and familiarise yourself with it. The School's Effective Behaviours Framework is designed to support this Code. It sets out examples for the six behaviours that all staff are expected to demonstrate, these can be found on the following link: [click here](#)

Environmental Sustainability

The post holder is required to minimise environmental impact in the performance of the role, and actively contribute to the delivery of the LSE Environmental Policy.