The pace and breadth of innovation require colleges and universities to take a thorough approach to modifying longstanding models and practices in higher education. The consequences of failed initiatives can be substantial, and otherwise well-laid plans can be undone if the human and cultural aspects of an organization are not adequately considered. Change management addresses those factors, creating the best opportunity for success. The resources below explore the role of change management and provide examples of frameworks and other tools to support the process of managing complex change.

### Switch: How to Change Things When Change Is Hard (2010)

This book points out the risks of failing to include change management in an initiative, and it uses research from psychology, sociology, and other areas to explain why most people find change so difficult. It features engaging stories of effective change and includes easy-to-remember strategies.

### Moments of Greatness: Entering the Fundamental State of Leadership (2005)

The author of this article in *Harvard Business Review* contends that effective leaders can tap into what he calls a “fundamental state” in which they do their best work. By entering this fundamental state, leaders inspire those around them and help their organizations achieve better results.

### Accelerate! (2012)

Today’s pace of change is too high for many organizations to keep up, even though the stakes of failure are rising. This *Harvard Business Review* article lays out eight “accelerators” that contribute to a “strategy system” that can enable an organization to effectively respond to environmental changes and new demands.

### The 8-Step Process for Leading Change (2013)

A majority of change initiatives fail, and this article lays out a change management framework designed to increase the likelihood of success. The eight steps are simple and straightforward, and together they can provide the structure and guidance that are needed for organizations to pursue lasting change.

### Lead and Be the Change (2012)

In this TEDx Talk, Mark Mueller-Eberstein discusses a theory of transition, which articulates a set of phases—ranging from denial to enthusiasm—that people experience when faced with transformational change. He offers a set of steps to appropriately address individuals at different phases of change.

### Planning Transformational Change for Student Success within Higher Education (2016)

To determine how to implement transformational change across campus, Rio Salado College used a strategic planning effort and sought expertise from higher education leaders. In the process, the college developed a replicable and executable roadmap to plan change.

### Trust and Betrayal (2016)

This article summarizes a model—outlined in *Trust and Betrayal in the Workplace*—that leaders can use to create and sustain trust, which is an often-overlooked element of successful change management. The book provides examples for how operationalize an inherently abstract concept.