

# Engagement: Organizational Change Initiative

**Industry:** Agriculture, Natural Resources, and Food Systems

**Client:** UC Agriculture and Natural Resources

**Role:** Chief of Staff to the Vice President

**Leader:** Jan C.

"Managing culture is more challenging than logistics," says Jan C., Chief of Staff at Agriculture and Natural Resources, "some people just do not like change." Jan describes the change ANR experienced during their organization's move as an enormous transition. Agriculture and Natural Resources partnered with Kapur in a reorganization that brought 150 employees working in 16 different locations, in charge of 60 offices around the state, into a brand-new facility. The physical and cultural change merged the separate traditions of many into a unified group that now works more collaboratively, shares resources, and identifies as one team.

To address the challenge, Kapur implemented its change management methodology, which innovates change efforts by employing a strategy of executing an organizational change using a project management framework. By "projectizing" the initiative, it positioned the transition in a way that Jan, a 30-year industry veteran, and her teams could relate to and helped them to use existing skills in new ways. "I never thought about change as a project," says Jan. "We are a group of practically oriented people. The great thing about Raj and his organization's approach was his practical framework that put this in a way everyone can understand. It wasn't esoteric change, but a practical project."

As part of a robust communication plan to facilitate the change Kapur identified opportunities to build a 'one team' identity and a systematic approach to achieve their goals. while offering resources to ease change-related concerns. "People were very apprehensive to new surroundings; they were meeting coworkers for the first time," says Jan. "Raj provided ways to help people envision their new space before they got there and offered tools and strategies to help people feel comfortable and confident."

**"The work we did with Kapur eased anxiety and tension because it was so well executed," says Jan. "Kapur was a true partner. It went much better than expected, it was one of the best things I've ever worked on."**

As a result, this change management effort supported Agriculture and Natural Resources in achieving a more collaborative culture. With a process that spanned more than a year, Kapur played a key role in transitioning the group to a new environment that encourages interaction and promotes a collective identity through a successful change management campaign. 