

MANAGING CHANGE TO ENCOURAGE REPLACEMENT, REDUCTION AND REFINEMENT

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For the 3R's to be achievable and sustainable we must all consider our current practices and implement new approaches. In recent years, industry initiatives such as NC3R's innovation platform CRACK IT and the Janet Wood Innovation Award have aided the introduction of new technologies, approaches and products which have both strategic relevance and positive impacts on animal use and welfare. Taking two of these as examples, tunnel handling and single use of needles, the challenge remains in ensuring these new best practice standards are embraced and implemented. For many, implementing these new standards will involve changing their working practice. As literature suggests 70-90% of change initiatives fail (Sturdy and Grey, 2003), I hereby present approaches to successfully manage change and encourage management, technicians and researchers to readily adopt new approaches.

Sturdy, A., Grey, C. (2003) Beneath and beyond Organisational Change Management: Exploring Alternatives, *Organization*, vol. 10, no. 4, pp. 651-662