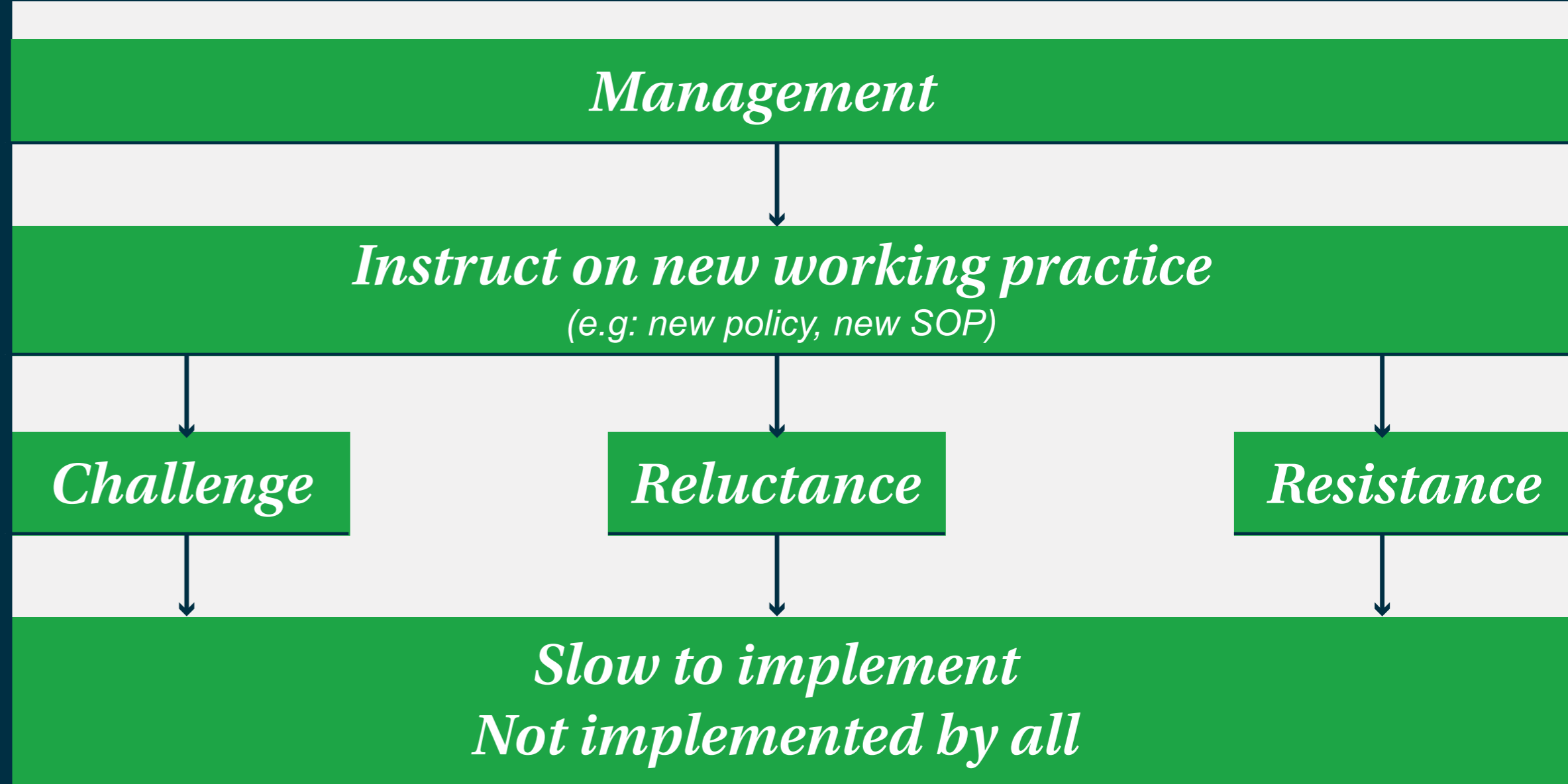


Introduction:

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.

The old route to change:

In essence, change is the formation of a new working practice by a small group and the implementation of such by all. It is common to experience challenges, reluctance to change and resistance to implement a new way of working. As a result, the new working practice is implemented slowly and without real drive. In some cases it will not be adopted at all.



A new route to successful change:

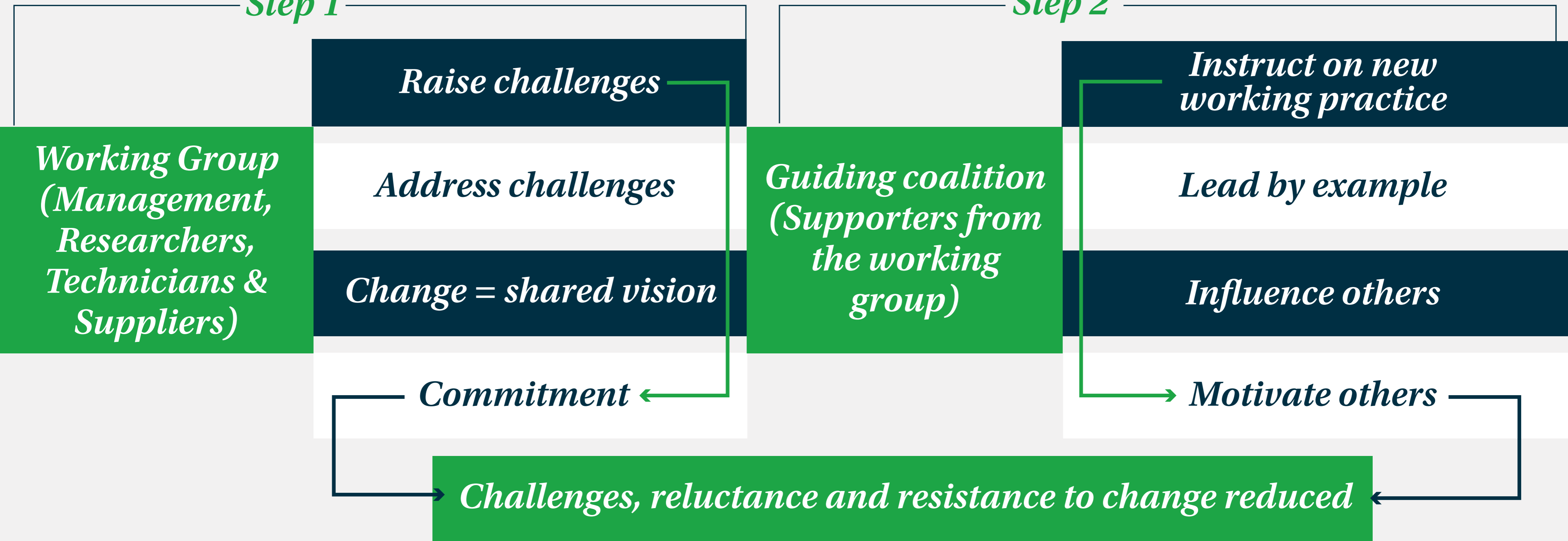
A process which develops a shared vision which forms a new working practice encourages commitment and implementation. Challenge, reluctance and resistance is minimised. The new working practice is successfully implemented and supported by the majority, it is adopted by all.

“Change is disturbing when it is done to us, exhilarating when it is done by us”

– Kanter, 1983

Step 1

Step 2



Step 1: Encourage commitment and develop a shared vision.

Why?
For a new process, activity or working practice to be implemented, people need to support it, recognise the value in it and recognise more benefits than challenges.

- How?**
- Encourage commitment from the ground up.
 - Start with those who will be most affected by the change and who will implement it on a day to day basis.
 - Encourage better understanding of why change is necessary by engaging with a working group with representatives from management, research groups, technicians and suppliers.
 - Allow the working group to highlight difficulties and challenges.
 - Develop new SOP's and working practices via the working group.
 - Encourage a sense of ownership by involving the working group. This encourages commitment and development of a shared vision, one which is more suitable to the majority, supported by key groups and more likely to be implemented because they are committed to the new working practice and feel part of its success.

Step 2: Commitment builds a guiding coalition which leads by example, influences and motivates for change more broadly.

Why?
Those committed to the new process will become advocates amongst their peers (a guiding coalition), lead by example, influence and motivate others and drive the change forward.

- How?**
- Engaging with the supporters from the working group in step one and encourage them to lead the change implementation
 - When this guiding coalition includes those who can lead by example the tendency to 'hold on to the past' is diminished because change is seen in action amongst peers.
 - Identifying a change champion amongst the guiding coalition (a technician or researcher who is both affected by and in support of the new working practice) can utilise positive peer to peer interactions to influence and motivate.
 - The change champion sees opportunity for professional development, something others will strive to achieve and thus look to accept changes in the future to facilitate this development. Therefore, not only has this approach reduced challenges, reluctance and resistance to change in the current situation but it sets the foundation for success in future projects also.

Conclusion:

Commitment and motivation influence the implementation of new working practices. If either are lacking, the likelihood of adopting new approaches to the 3R's will be limited. Inclusion of stakeholders outside of management (technicians, researchers, suppliers) at the earliest opportunity encourages commitment and motivation. This can be achieved by forming working groups and guiding coalitions which include staff members affect by and responsible for implementing the new approach.

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