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Change!

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When you hear,

**“We are going to make a
Change.”,**

how do you feel?



**What kind of changes
have you seen with in a
university?**



What do we know about change?

- Change is inevitable.
- Sometimes change seems big and sometimes it seems small.
- People don't like to change.
- We often need to change.
- It is hard to make change successfully.

When change is going to happen, what do we want to know:

Remember: 5W+H

- **What is happening? (to me)**
- **Why is it happening? (to me)**
- **Who is it happening to? (other than me)**
- **When is it going to happen? (to me)**
- **Where is it going to happen? (to me)**
- **How is it going to happen? (to me)**

10 Principles of Change Management

by John Jones, DeAnne Aguirre, and Matthew Calderone

<https://www.strategy-business.com/article/rr00006>

10 Change Principles:

1. Address the “human side” systematically.
2. Start at the top.
3. Involve every layer.
4. Make the formal case.
5. Create ownership.
6. Communicate the message.
7. Assess the cultural landscape.
8. Address culture explicitly.
9. Prepare for the unexpected.
10. Speak to the individual.

<https://www.strategy-business.com/article/rr00006>

Change at OC



We have recently implemented new online tools for academic advisors and students to use for planning, degree audit and enrollment.

Changed how all the faculty advise and students enroll.

It was a big change.

Address the “human side” systematically

Make you know how the change will impact people and then have a plan to systematically address it (not just one at a time).

Changing advising and enrollment online tools.

- *What will be the impact on individual faculty?*
- *What will be the impact on individual students?*
- *We used used a pilot project*

Start at the top.



Make sure the leadership is on board with the change.

Changing advising and enrollment online tools.

Make sure you have top administrative support.

- **We worked to get buy in and support from Chief Academic Officer, Deans and Divisions chairs.**

Involvement every layer.



Make sure all level of the organization are involved.

Changing advising and enrollment online tools.

- **We involved Deans, Chairs, Faculty, Students, Division Admins, Help Desk, Student Success.**

Make the formal case.



Once the change is identified then make a formal case that answers the 5W and H.

Changing advising and enrollment online tools.

- **We had written rationale, identified benefits**
- **Created an implementation schedule**
- **Communicated this across the campus in emails and training sessions.**

Create ownership.



Work to make everyone feel a part of the change (decision and process)

Changing advising and enrollment online tools.

- **We piloted the tool for a year in one large department.**
- **Gathered faculty input from pilot.**
- **We used faculty to pilot and train other faculty.**
- **We used student to help train other students.**

Communicate the message.

Make sure everyone knows about the change.

Changing advising and enrollment online tools.

- **Communicate early and often.**
- **We piloted the tool for a year in one large department.**
- **We started involving academic leadership in updating data.**
- **We presented in faculty meetings.**
- **We had campus wide emails, announcements, posters.**
- **We had departmental training sessions.**



Assess the cultural landscape.

Make sure the culture will be accepting of change.

Changing advising and enrollment online tools.

- Faculty and students in pilot were positive.
- We recognized that getting buy-in would not be easy.
- We used faculty to make the case and train other faculty.



Address culture explicitly.

Prepare the culture to be accepting of change.

Changing advising and enrollment online tools.

- We talked about doing a better job of advising.
- We talked about improving retention and degree completion.
- We offered lots of opportunities for assistance.



Prepare for the unexpected.

You won't think of everything.

Changing advising and enrollment online tools.

- We provided issue reporting mechanisms.
- We responded to issues quickly
- We provided regular live assistance.



Speak to the individual.



Don't let the change planning etc. keep you from thinking about the impact on each individual. Make sure there is something good for everyone regarding this change.

Changing advising and enrollment online tools.

- **We acknowledged it would be challenging.**
- **We showed appreciation.**
- **We offered individual support.**



How to change:

Identify the Problem

Devise the solution

Implement the solution

Evaluate the solution

George Polya, "How to Solve it", 1945

Identify the Problem



1. You think there is a problem
2. Talk about with the all those that are involved
3. Gather consensus that there is a problem
4. Talk to others that have he same problem
5. Try making a written statement of the problem
 - Short - One sentence
 - Why should this problem be solved
6. Build consensus that this is problem to be solved
 - Leadership
 - Those that will be impacted

Devise the Solution



1. **Get input from those involved**
2. **Get a small team to work on the solution**
3. **Look at how others have solved the problem**
4. **Write out a solution (5W and H)**
5. **Identify the benefits/rationale for the solution**
6. **Get input from others about the proposed solution.**
7. **Revise solution**
8. **Build consensus that this is the right solution**

Implement the Solution



- 1. Build the plan to implement the solution (write it down)**
 - Timeline of events and who is responsible
- 2. Review the plan with leadership and those being impacted**
- 3. Make sure the plan follows the principles**
- 4. Revise the implementation plan**
- 5. Communicate about the plan**
 - In a meeting
 - Personal visits
 - Emails
- 6. Execute the plan**

Evaluate the Solution



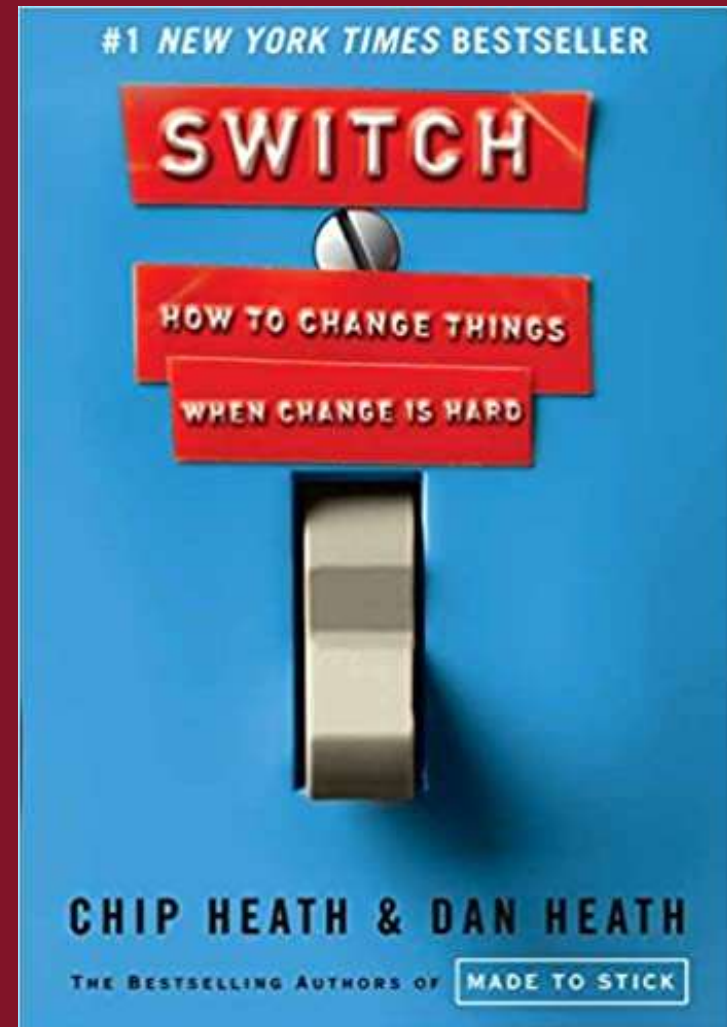
- 1. Determine if the problem is being solved**
- 2. Get input from those involved**
- 3. Make changes to the solution/implementation as needed**
- 4. Communicate that the problem is being solved.**

A Good Book on Change

Switch

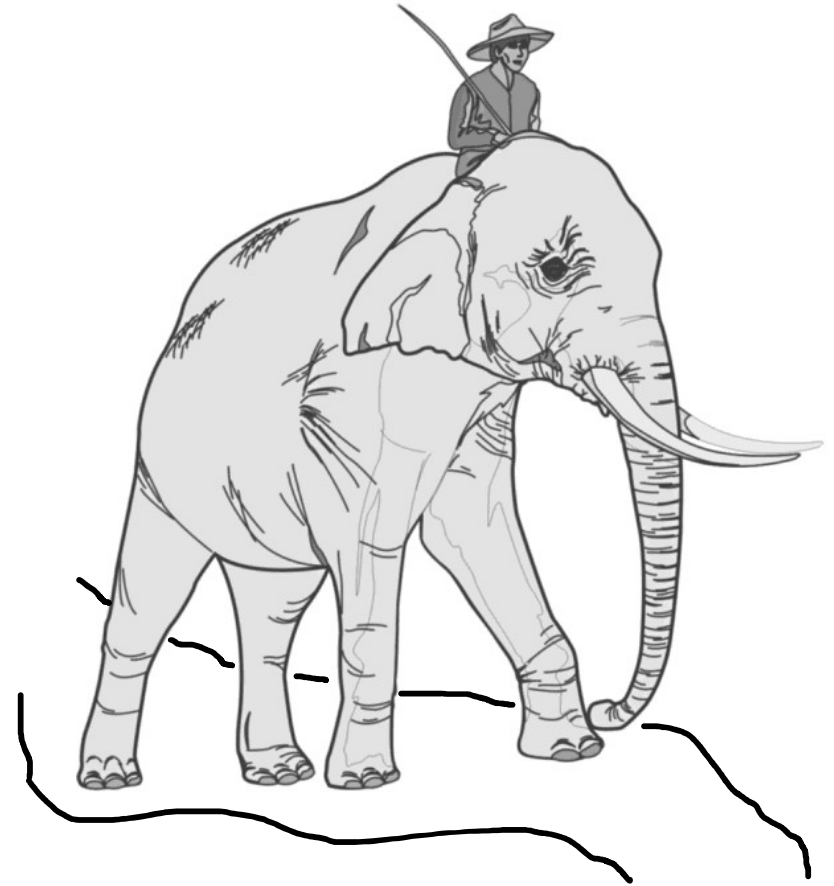
How to change when
change is hard

Chip and Dan Heath



A simple, but power full idea.

- **Direct the Rider**
- **Motivate the Elephant**
- **Shape the Path**





**Good Luck in
making change
successfully!**