EAB

Leading Change

Implementing Improvements in the Academy

SACAD Annual Meeting
SACSCOC Concurrent Session – December 3, 2017

Academic Performance Solutions

EAB

Start with best practices research

› Research Forums for presidents, provosts, chief business officers, and key academic and administrative leaders

› At the core of all we do

› Peer-tested best practices research

› Answers to the most pressing issues

Then hardwire those insights into your organization using our technology & services

Enrollment Management

Our **Royall & Company** division provides data-driven undergraduate and graduate solutions that target qualified prospective students; build relationships throughout the search, application, and yield process; and optimize financial aid resources.

Student Success

Members, including four- and two-year institutions, use the **Student Success Collaborative™** combination of analytics, interaction and workflow technology, and consulting to support, retain and graduate more students.

Growth and Academic Operations

Our **Academic Performance Solutions** group partners with university academic and business leaders to help make smart resource trade-offs, improve academic efficiency, and grow academic program revenues.

1,200+
College and university members

10,000
Research interviews per year

250M+
Course records in our student success analytic models

1.2B
Student interactions

Leading Change

Implementing Effective Improvements

1

2

3

4

Accepting the Challenge

Knowing Your Stakeholders

Maximizing the Potential for Action

Securing Commitment

Making a Commitment to Change

Calculating Likelihood of Support

Strategically Mobilizing Stakeholders

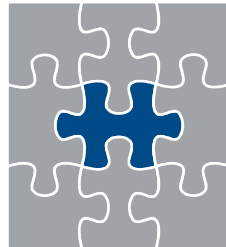*Achieving Results Through Skillful Communication*

Taking on the Challenge

The Evolution of Commitment

1

**Recognizing
Need**

Accept that
there is a true
need for change

2

**Embracing
Right Solution**

Identify the most
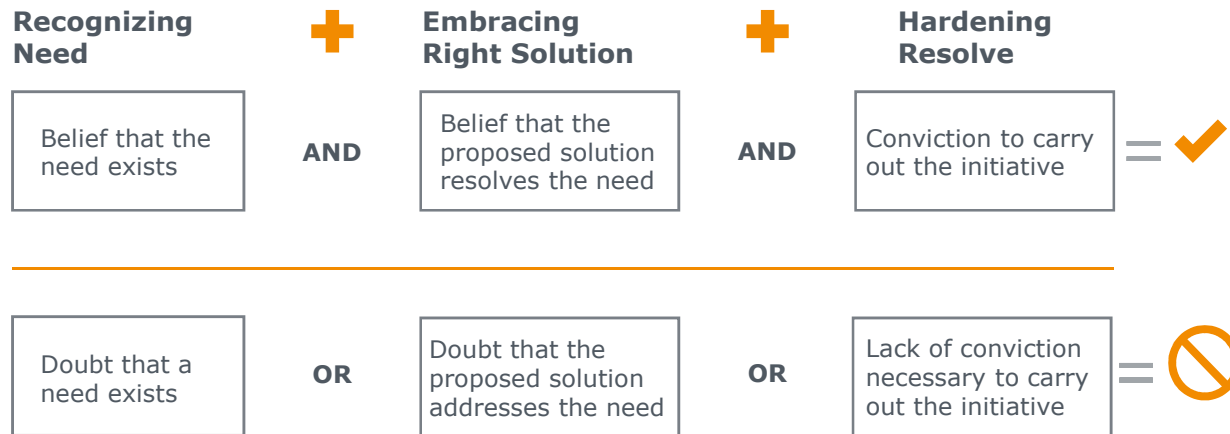effective way to
solve the problem

3

**Hardening
Personal Resolve**

Commit to the change
despite any associated
risks or costs

Putting It All Together

Accepting or Rejecting the Challenge

Recognizing Need		**Embracing Right Solution**		**Hardening Resolve**	
Belief that the need exists	**AND**	Belief that the proposed solution resolves the need	**AND**	Conviction to carry out the initiative	= ✔
Doubt that a need exists	**OR**	Doubt that the proposed solution addresses the need	**OR**	Lack of conviction necessary to carry out the initiative	= 🚫

Implementing Effective Improvements

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Maximizing the Potential for Action

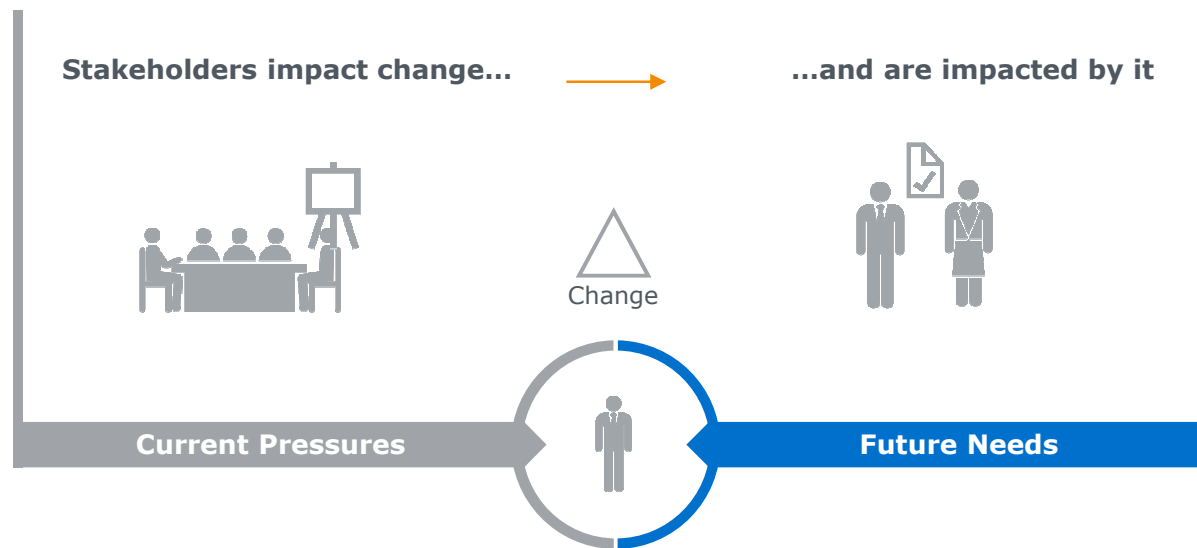*Strategically Mobilizing Stakeholders*

4

Securing Commitment

Achieving Results Through Skillful Communication

A Dualistic Identity

Stakeholders on Both Sides of Changes

Stakeholders impact change...   →   **...and are impacted by it**

Change

Current Pressures   **Future Needs**

Sources of Stake

Involvement Stems from Different Foundations

Power	Agency	Constituency
Stakeholders holding the authority and ability to prevent or allow a change to take place	Stakeholders responsible for designing and carrying out the change effort	Stakeholders impacted by a change or concerned about the results of a change

People with Power

Two Sources of Political Capital

Veto Holders	Resource Holders

Characteristics
Hold "go/no go" authority

Characteristics
Oversee or assign staff with expertise

Maximizing Influence

Leveraging Stakeholders with Power

✓ Obtain approval of change efforts	✓ Leverage or "borrow" power of others	✓ Utilize authority to get access to resources

Agency at the Heart of Change

Two Key Stakeholder Roles

Knowledge Experts	Change Agents

Characteristics

- Have expertise in inter- and intra-departmental processes, as well as change process and outcome

- Have institutional knowledge

Characteristics

- Lead and manage change implementation

- Train others and often teach by example

Optimizing Operations

Leveraging Stakeholders with Agency

Use knowledge to design and refine change initiative at the beginning and throughout the change process

Procure assistance with "legwork" of change initiative

Delegate ownership over components of change implementation process

Constituents Ride the Waves of Change

Stakeholder Groups Impacted by Change

Direct Constituents	Indirect Constituents

Characteristics

- Directly impacted by change
- Status, income, and/or responsibilities may be affected
- Competition and graduation

Characteristics

- Indirectly impacted by change
- Have concern in some way for, or about, results of change

Motivating the Masses

Leveraging Stakeholders with Constituency

✓ Gain compliance with and/or acceptance of change

✓ Activate or control ability to act as united front

Taking Stock of Stakeholder Stance

Calculating Support

+

Supporter

Can be counted on to support and promote the initiative, even if problems arise

?

Undecided

Uncertain of position; could be swayed to take action in spite of indecision

—

Dissenter

Actively opposed to the initiative; not expected to switch allegiance

Magnifying Stance with Urgency

Determining Likelihood of Involvement

Two Components

Time Sensitivity

The immediacy with which the change is needed by the person or group in question

Personal Importance

The importance of the claim to the person or group in question

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Pitfall #1: Aiming for One Hundred Percent

Continual Focus on Dissenters

Trying to convince others that we are right...

...inflames the dissenters even more

...and creates excessive delays

...and leads to missed opportunities to convert undecided stakeholders
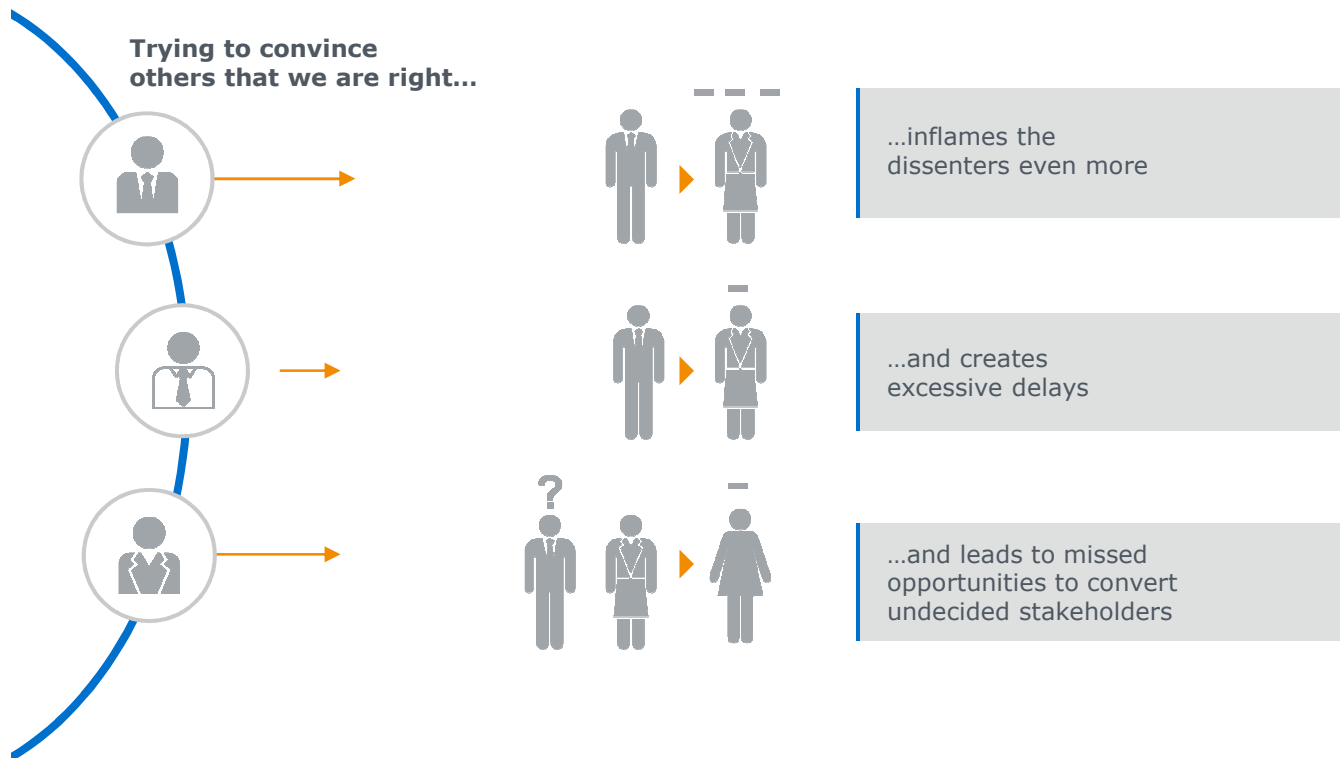
Pitfall #2: Preaching to the Choir

Repeated Efforts to Increase Enthusiasm

Instead of mobilizing action...

...likely garners little or no additional benefit

...may exhaust supporters before the hard work starts

...might frustrate supporters into taking no action
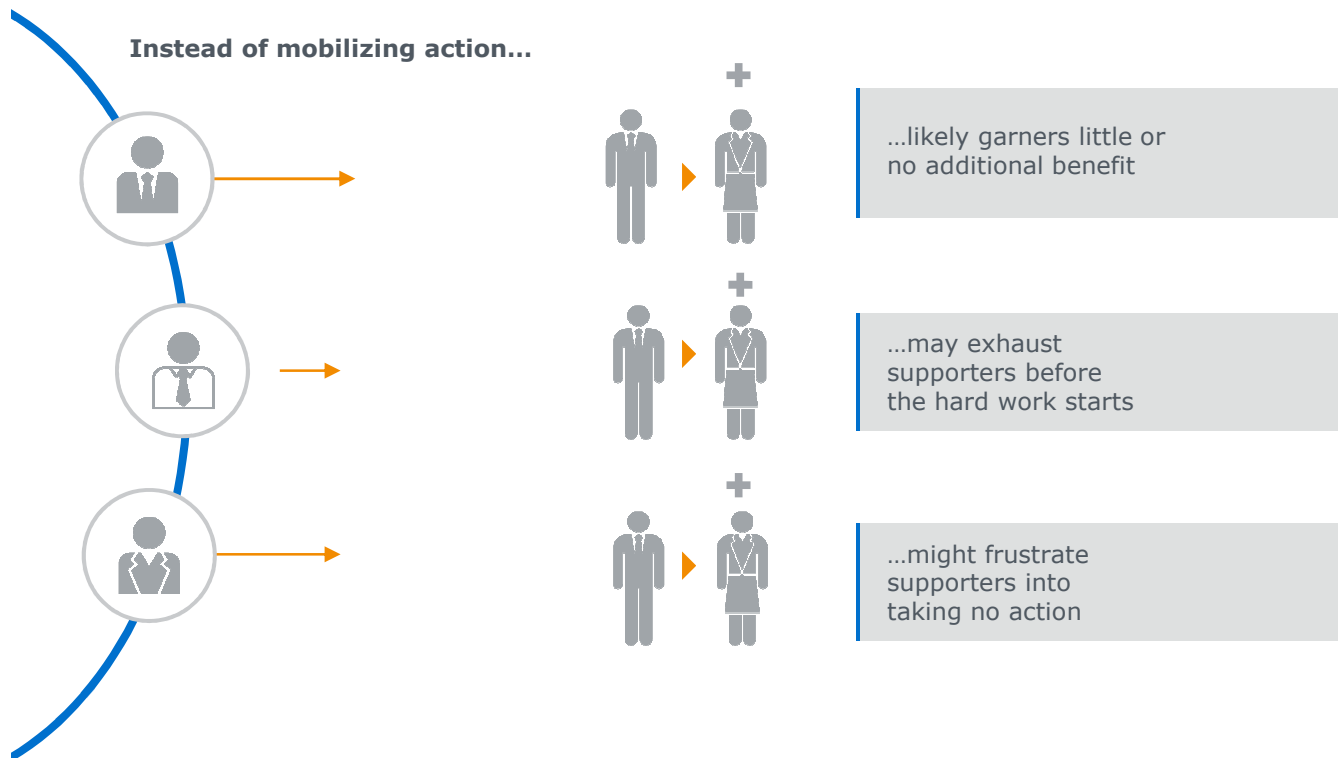
"What Do I Need from Stakeholders?"

Defining Your Desired Outcome

Current State

Supporters → *Action*

Undecideds → *Inaction*

Dissenters → *Reaction*

Supporters → *Action*

Undecideds

Dissenters → *Inaction*

Desired Result

Best case scenario is for undecideds to move to action, while dissenters move to inaction
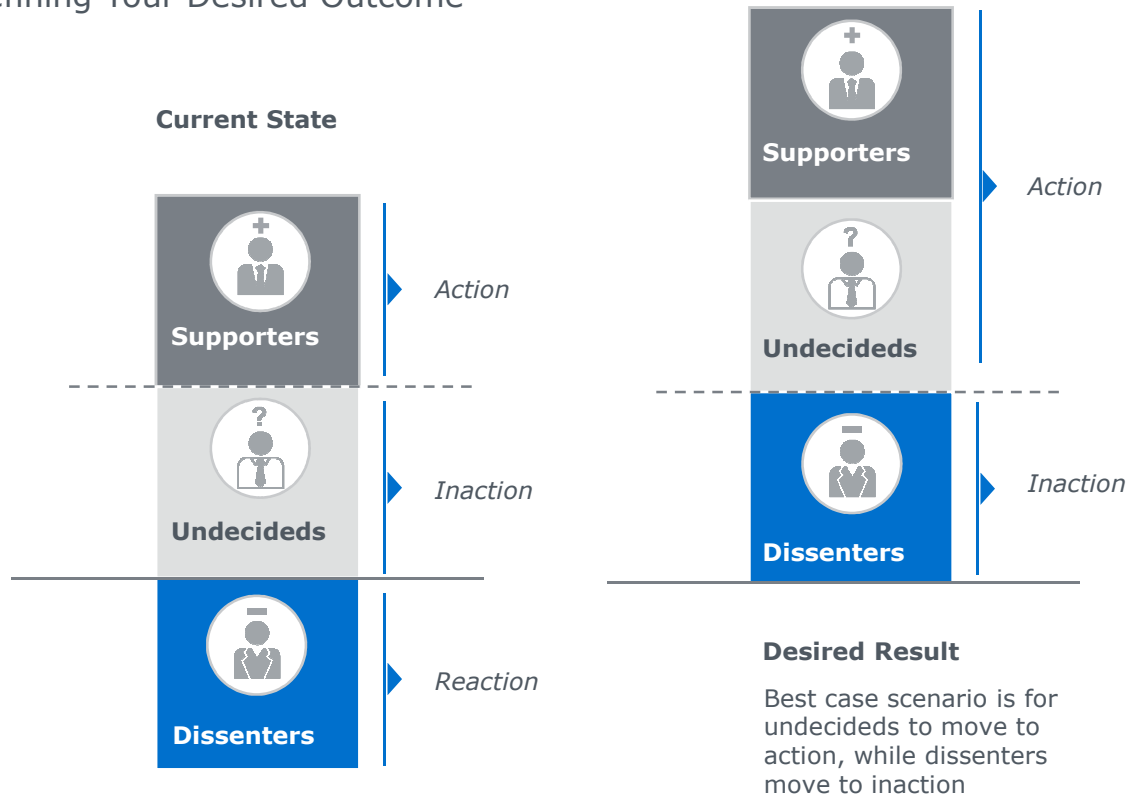
"What Do Stakeholders Need from Me?"

Evaluating Their Impetus to Act

+

Supporter

"My WIFM already aligns with the change initiative"

?

Undecideds

"I don't know what I stand to gain"

—

Dissenter

"There is nothing in this initiative for me"

WIFM: What's In It For Me?

Three Distinct Strategies

Nuanced Strategy Based on Stance

1 Inflate urgency of supporters to inspire continued action

Supporters

Action

3 Craft WIFM of undecideds to incite action

Undecideds

Inaction

2 Deflate urgency of dissenters to neutralize reaction

Dissenters
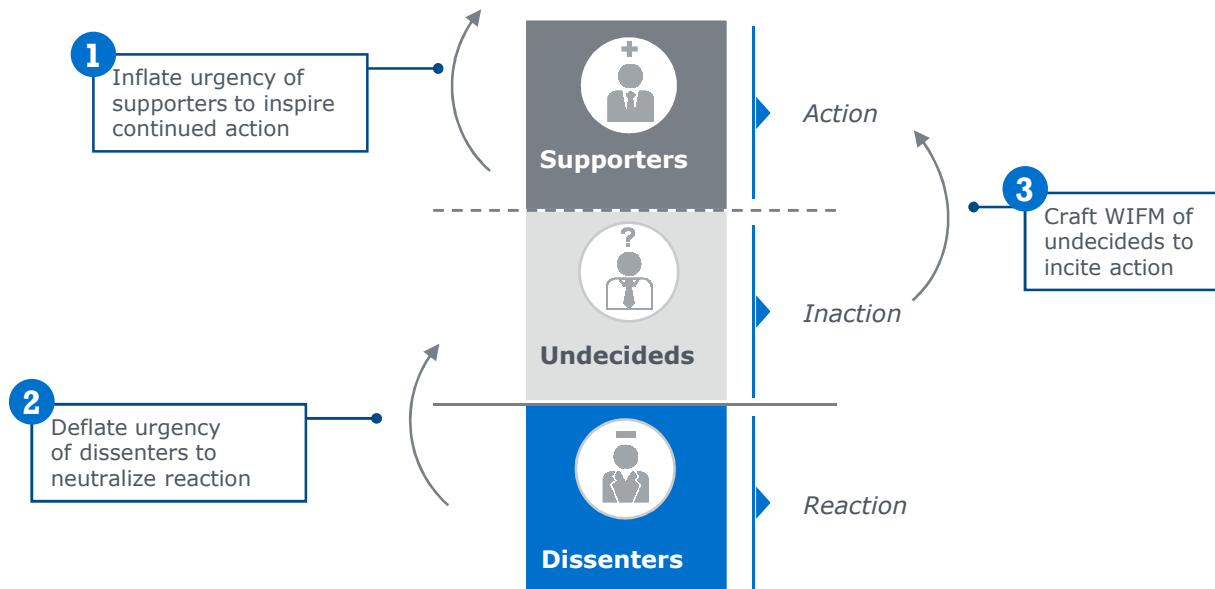
Reaction

Requests Vary Based on Stake

Getting the Right Thing from the Right Person

		Power	Agency	Constituency
Generate Action	**?** **Undecideds**	**Obtain Acceptance** Gain firm commitment to change initiative	**Tap into Knowledge** Employ information to design or refine change	**Gain Compliance** Convince to participate in change, alter behavior
	+ **Supporters**	**Leverage Power** Utilize support to obtain resources, influence stakeholders	**Delegate Ownership** Designate responsibility for process components	**Build Momentum** Use support to withhold or exert pressure to change
Guarantee Inaction	**—** **Dissenters**	**Overcome Dissent** Use variety of methods to offset influence	**Work Around** Find supporter with knowledge to counter negative messages	**Negate Urgency** Block any effort to unite in opposition

Requests Vary Based on Stake

Getting the Right Thing from the Right Person

Rarely Contained in One Conversation

Multiple Sources of Stake, Multiple Interactions

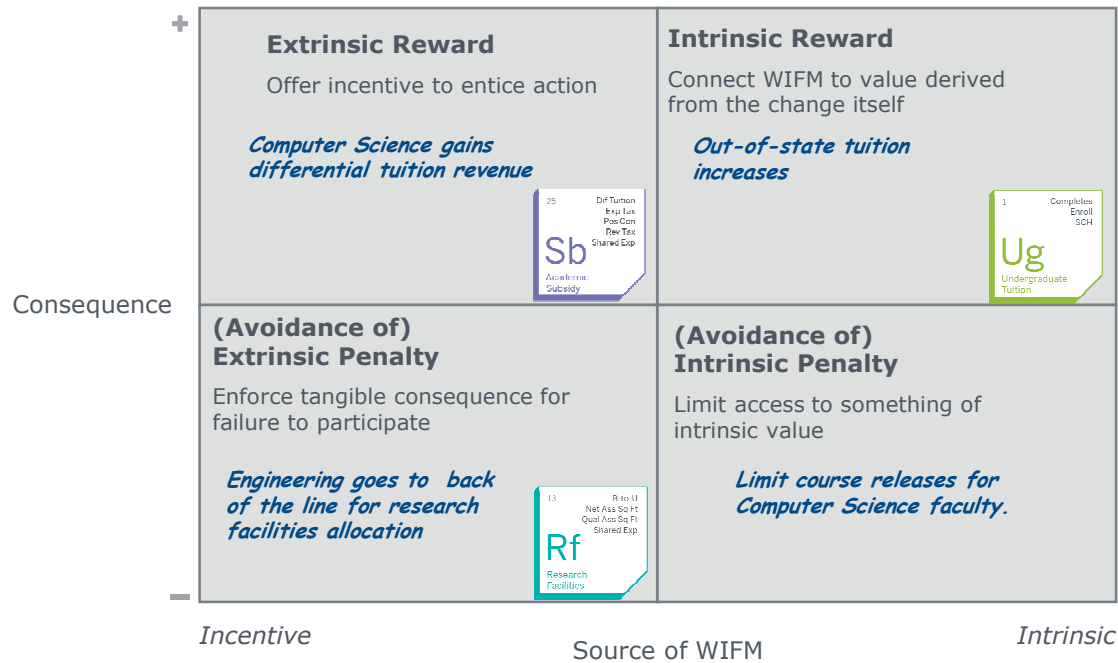| Week 1	Week 2	Week 3
Provost presents growth proposal in order to **gain acceptance** of engineering school dean.	Computer science chair **taps into knowledge** of dean to organize strategy	Provost and dean present plan to **gain compliance** from chair and faculty

+	
Extrinsic Reward	**Intrinsic Reward**
Offer incentive to entice action	Connect WIFM to value derived from the change itself
Computer Science gains differential tuition revenue	*Out-of-state tuition increases*
25 Dif Tuition / Exp Tax / Pos Con / Rev Tax / Shared Exp — **Sb** — Academic Subsidy	1 Completes / Enroll / SCH — **Ug** — Undergraduate Tuition
(Avoidance of) Extrinsic Penalty	**(Avoidance of) Intrinsic Penalty**
Enforce tangible consequence for failure to participate	Limit access to something of intrinsic value
Engineering goes to back of the line for research facilities allocation	*Limit course releases for Computer Science faculty.*
13 R-to-U / Net Ass Sq Ft / Qual Ass Sq Ft / Shared Exp — **Rf** — Research Facilities	

Consequence

Incentive   Source of WIFM   *Intrinsic*

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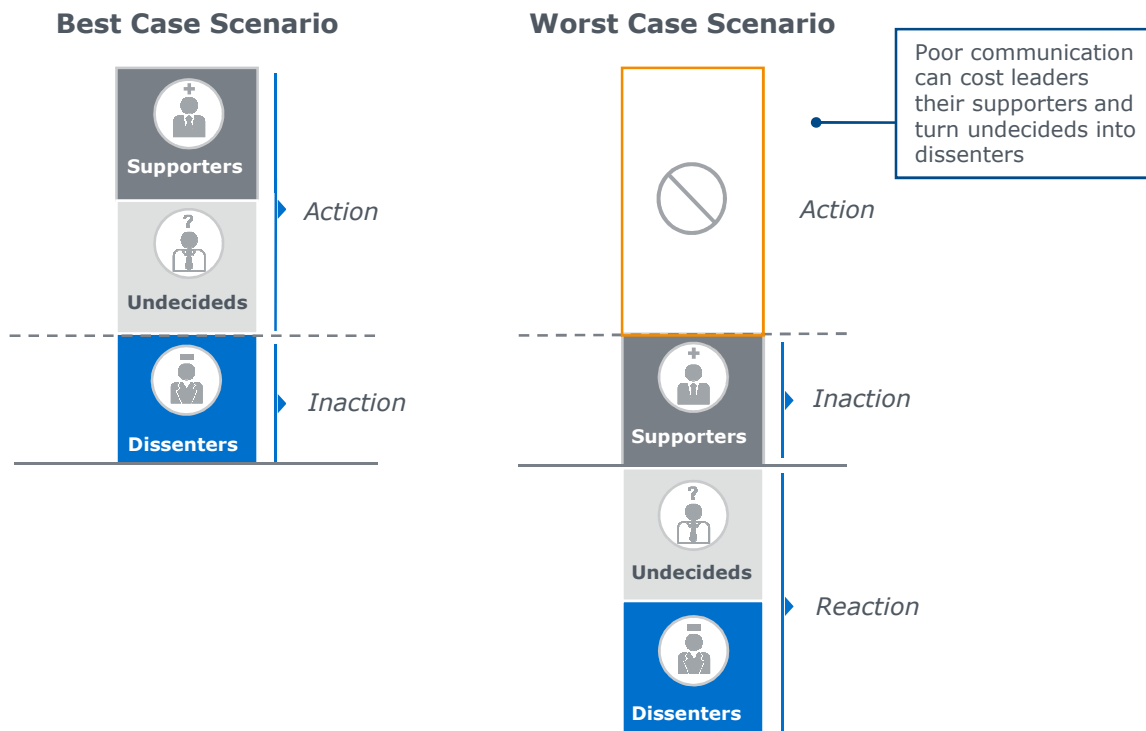
Achieving Results Through Skillful Communication

The Power of Words

Instigating a Positive Response

Best Case Scenario

Supporters

Undecideds

Action

Dissenters

Inaction

Worst Case Scenario

Action

Poor communication can cost leaders their supporters and turn undecideds into dissenters

Supporters

Inaction

Undecideds

Dissenters

Reaction

The "Dean Scream"

Dean Campaign Sunk by Iowa Scream

Howard Dean for President 2004

Eeny Meeny Miny Mode

Mode Selection a Cautionary Tale

While face-to-face conversations allow a leader to…

- Control the environment, choosing an optimal setting
- Engage in dynamic discussion, achieving a mutual understanding
- Convey emotions authentically, using facial expression and body language

…using the phone can…

- Catch someone off guard or at a bad time, impairing full attention
- Limit natural conversational cues, resulting in one-sidedness
- Generate awkward pauses and silences, reducing interpretation to tone of voice, inflection

…while email can…

- Be delayed in receipt, reducing urgency and/ or be reproduced, breaking confidentiality
- Eliminate opportunity for clarification in real-time, yielding misinterpretation and confusion
- Mute all emotional nuance, creating ambiguity at best

Recognizing Archetypal Preferences

Individual Preferences Shape Processing Style

Fact Finder	**Architect**	**Strategist**	**Diplomat**
Requires data and logic in support of argument	Needs full transparency around structure, process, and methods to be used	Must envision connection to larger goals	Concerned with preserving and growing relationships

Craft Strongest Possible Approach
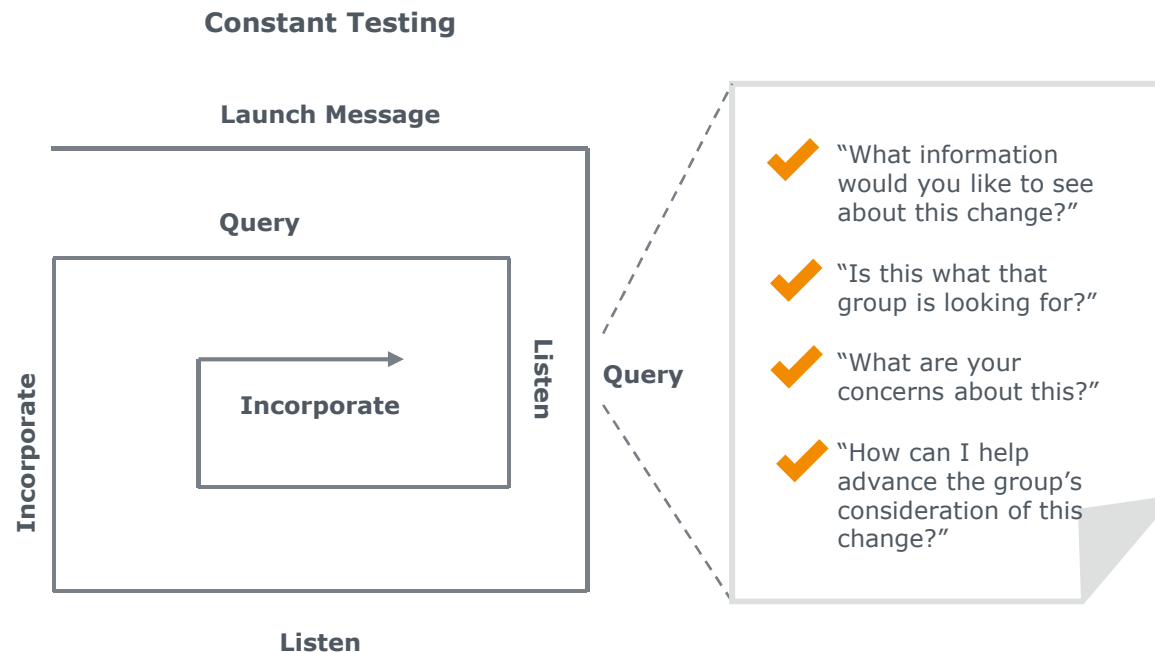
Match to Stakeholder Preference

Prepare for All Styles

- Recipients of your message may change preferences when external factors demand it

- Assume you will need to deploy all four strategies

Active Listening Enables Confirmation

Constant Testing

Launch Message

Query

Incorporate

Incorporate

Listen

Listen

Query

✔ "What information would you like to see about this change?"

✔ "Is this what that group is looking for?"

✔ "What are your concerns about this?"

✔ "How can I help advance the group's consideration of this change?"

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