

Leaders' Role in Promoting Successful Change

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Presentation Overview

Purpose

Context of Higher Education Today

Leaders & Change Theory

Successful Practices

Higher Education Examples

Case Studies

Summary



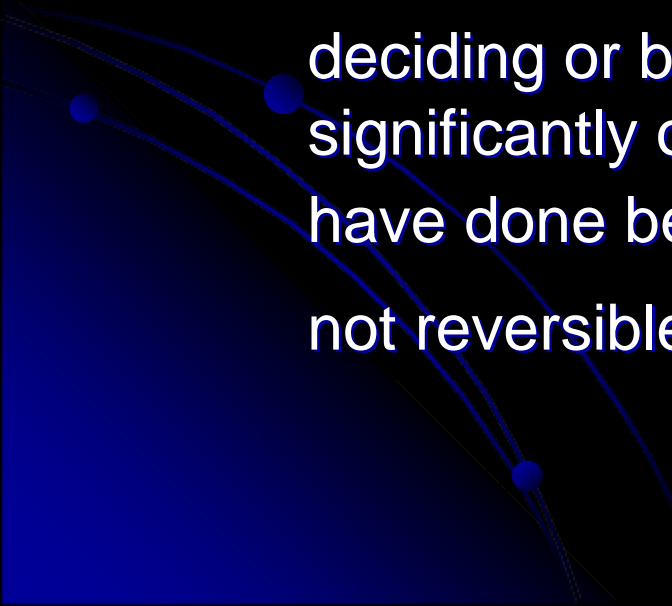
Purpose

- 1. To understand the change process and leaders' roles in that process
- 2. to select the appropriate leadership actions to match circumstances leaders face
- 3. To identify collaborative leadership practices
- 4. To identify first steps for change

Context of Higher Education

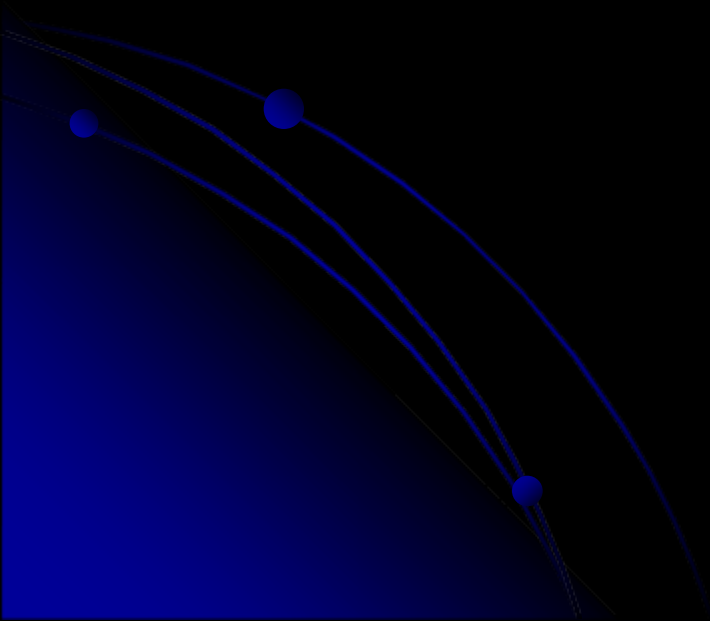
- ACE
- Rubens *Pursuing Excellence in Higher Education*
- Hersh & Merrow *Declining by Degrees*
- Bok *Our Underachieving Colleges*
- Newman *The Future of Higher Education*
- *Examples from your own institutions*

Defining Change

- First order change
 - doing more or less of something we are already doing
 - always reversible.
 - Second order change
 - deciding or being forced to do something significantly or fundamentally different from what we have done before
 - not reversible
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Examples of 1st, 2nd order change

- First order change
- Second order change



Group Discussion

How are you dealing with change on your campus?

How has your campus supported change?

What role has leadership played in determining change?

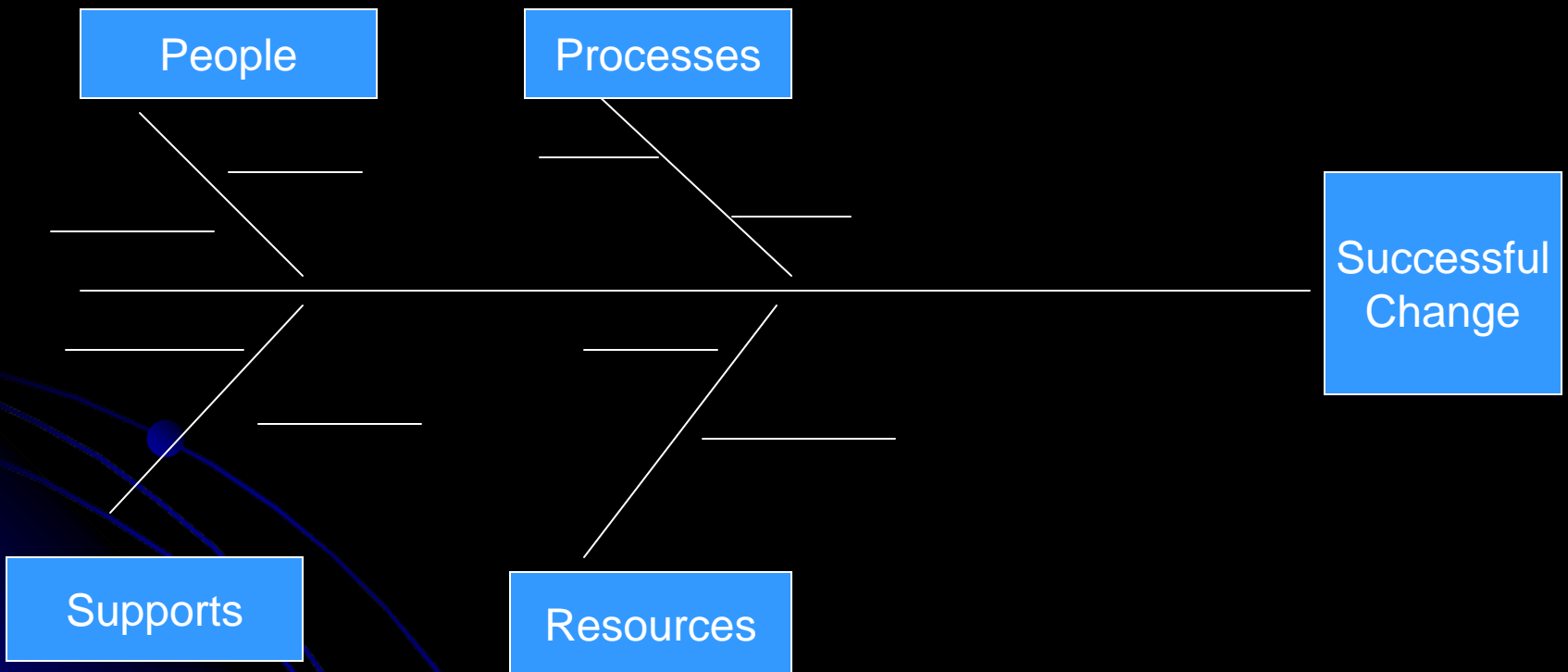
Share examples

Group Change Activity

- Consider a specific change initiative you are familiar with on your campus. Share the following:
- Who was involved ?
- What structures came into play?
- Who was left out that should have been included?
- What steps for the change were followed?

Mapping Successful Change

Name what needs to happen



Successful Academic Change

- Dissatisfaction with the status quo
- A clear mandate
- A spirit of shared ownership
- Consistency of vision
- Opportunities for multiple venues for conversations
- Allocation of appropriate and adequate resources
- Open communication
- A defined process
- Will to engage

National Academy for Academic Leadership & Institutional Change

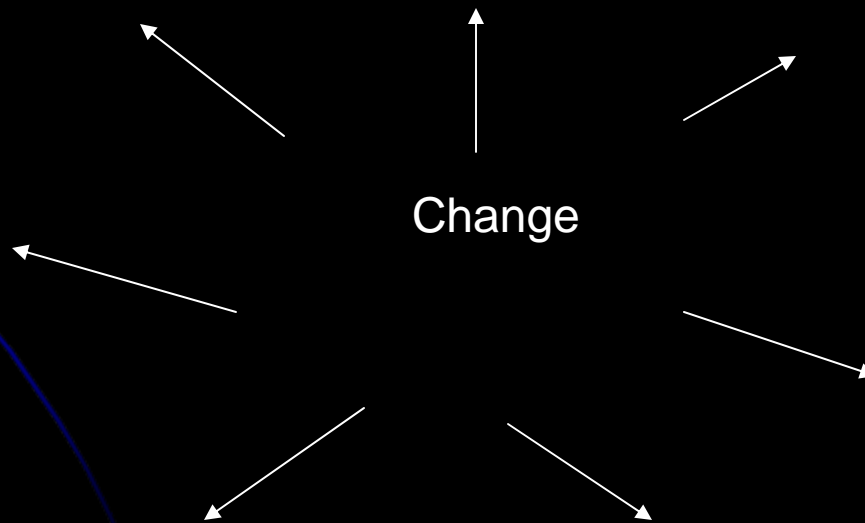
Successful Academic Change

- Repeated articulation of vision
- Powerful and consistent metaphors
- Assessment and willingness to adjust
- Continuous cultural change
- A collective understanding of why and how change is being undertaken
- Availability of the right and helpful data
- Linking all change efforts to mission
- Anticipating sources of resistance and being prepared with responses

National Academy for Academic Leadership & Institutional Change

Defining Change Success

- In the specific examples you shared in your group, what attributed to successful change?
- What were barriers to change?



Theory Base

Leadership and Change

- Christensen, Marx and Stevenson, *The Tools of Cooperation and Change*
- Thomas Angelo's *Transformative Assessment*
- Kotter, *Leading Change*
- Yukl, *Leadership in Organizations*
- National Academy for Academic Leadership & Institutional Change-
<http://thenationalacademy.org>

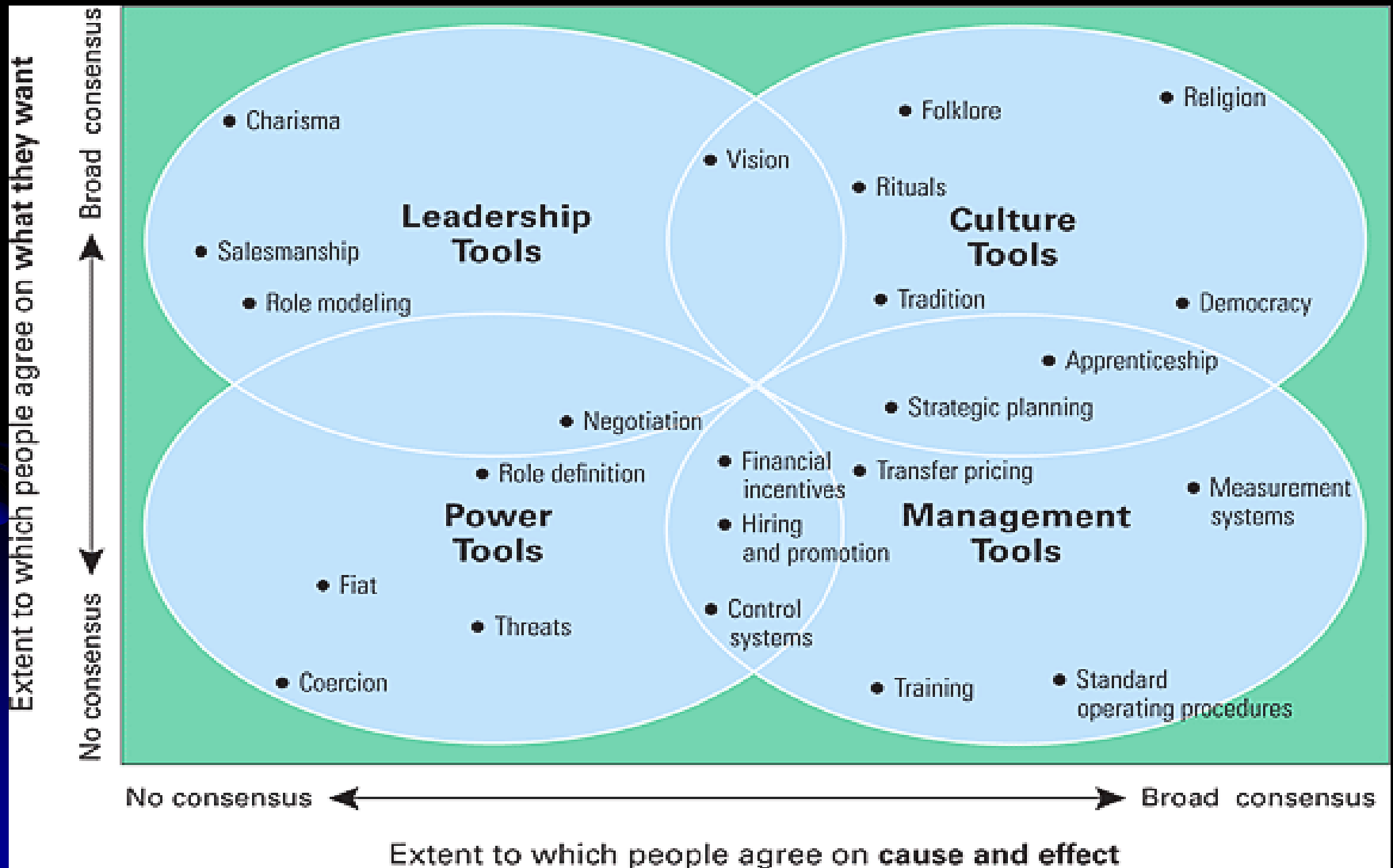
Agreement Matrix

(Christensen, Marx, Stevenson)

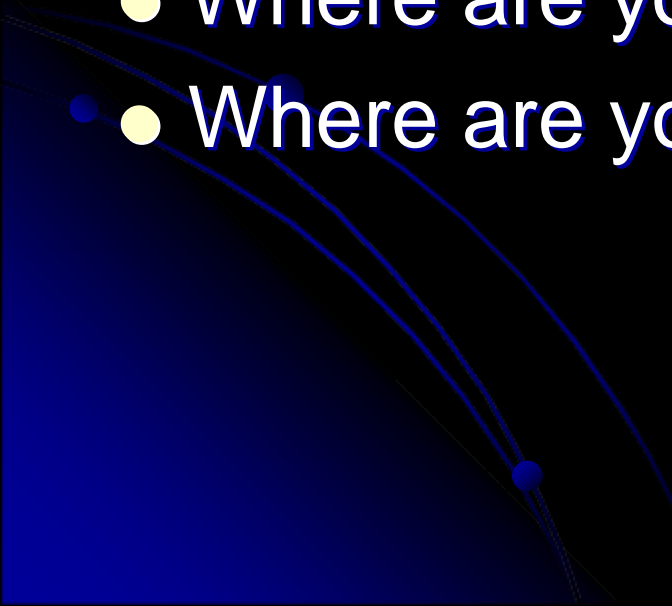
- **There are two dimensions of agreement- the goal and how to get there. The challenge is to build cooperative efforts. We need agreement on**
- **1) the extent to which people agree on an end and 2) agreement on cause and effect-which actions will lead to desired outcome**

Agreement Matrix

Matrix http://harvardbusinessonline.hbsp.harvard.edu/hbrsa/en/issue/0610/article/R0610D_B.jhtml



Self-Reflection

- Considering your leadership context and your role in the change process, where do you place yourself in the agreement matrix?
 - Where are you most comfortable? Why?
 - Where are you least comfortable?
- 


5 Whys Activity

Higher Learning Commission 2007

- 1. Write down a specific change process **problem**. (Writing the issue helps you formalize the problem and describe it completely. It helps a team focus on the same problem.)
- 2. Ask why does this problem happen? Write the answer.
- 3. If that answer does not provide the root cause of the problem from step 1, ask WHY again, and write that answer.
- 4. Look back to step 3 until your group is in agreement that they have identified the problem's root cause.

Angelo's Transformative Assessment

- A. Transformative systems are institution-wide strategies that are based on institutional goals and implemented in an integrated way for all levels to systematically transform teaching and learning.**

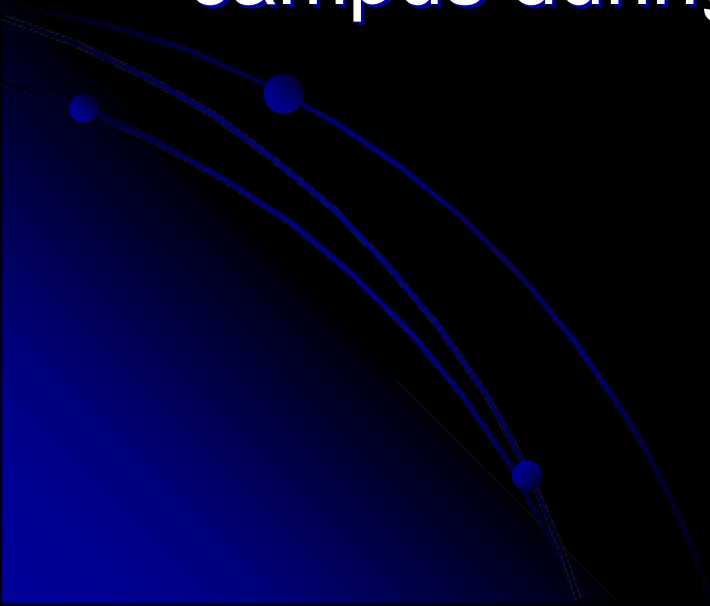
 - B. Such strategies are aligned with institutional mission, planning; budgeting, information technology, development, and other key institutional processes so that together, they drive changes in the direction of high priority for the institution.**
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Collaborative Tools

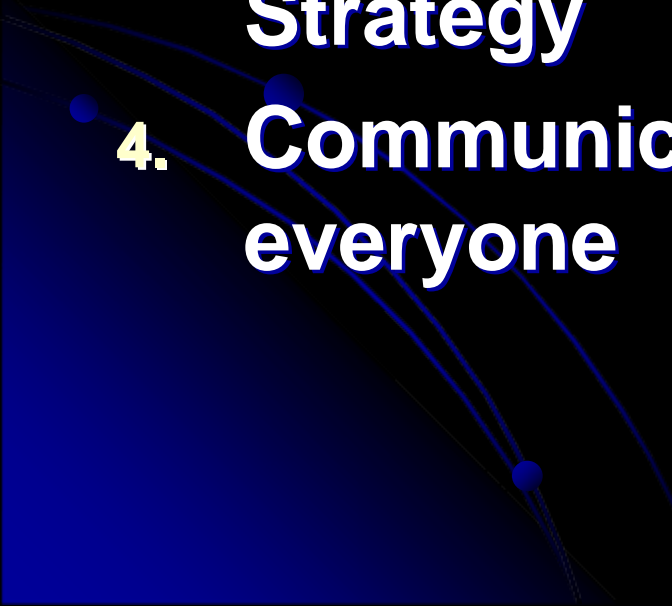
- **Build trust**
- **Build shared vision**
- **Build shared motivation**
- **Build shared language**
- **Build shared guidelines**
- **Develop organizational and individual capacity and culture**

Collaborative Tools Activity

- In your groups, select one of Angelo's principles and provide examples of how you have done this on your campus or how you would like to do this on your campus during change initiatives.



Kotter's Eight steps/processes for leading successful organizational change

- 1. Laying a Solid Foundation for Transformation**
 - 2. Construct a Leadership Team**
 - 3. Create and Articulate Vision & Strategy**
 - 4. Communicate vision for change to everyone**
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Kotter's Eight steps/processes for leading successful organizational change

5. Introducing New Ways of Doing Things

6. Engineer short term successes


7. Solidify improvements and engender additional changes based on improvements-continuous improvement process

8. Institutionalize the Transformation

Kotter's Why Transformation Efforts Fail

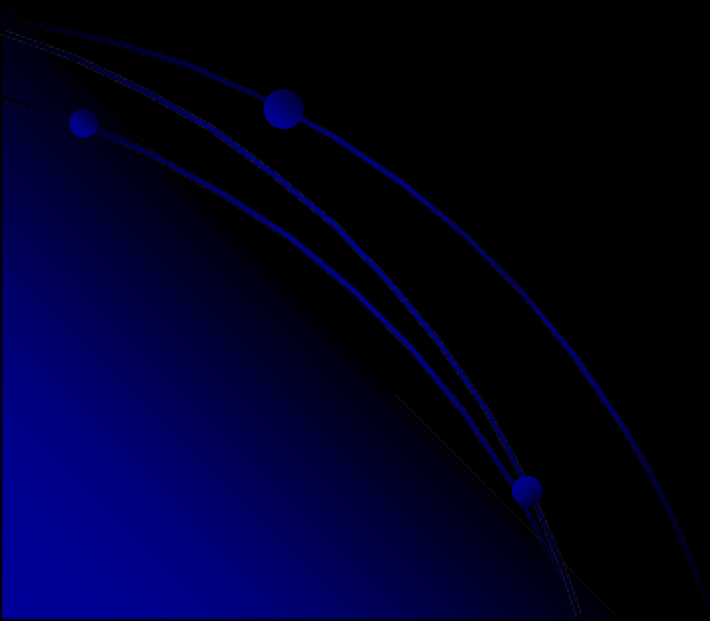
- **Not establishing a great enough sense of urgency**
- **Not creating a powerful enough guiding coalition**
- **Lacking a Vision**
- **Under-communicating the Vision**
- **Not Removing Obstacles to the New Vision**

Kotter's Why Transformation Efforts Fail

- **Not systematically planning for and creating short-term wins**
 - **Declaring Victory Too Soon**
 - **Not Anchoring Changes in the Institution's Culture**
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Putting Change Process into Action

- Building upon the tools and strategies from this discussion today, we will begin to map a plan for successful change on your campus.



Putting Change Process into Action

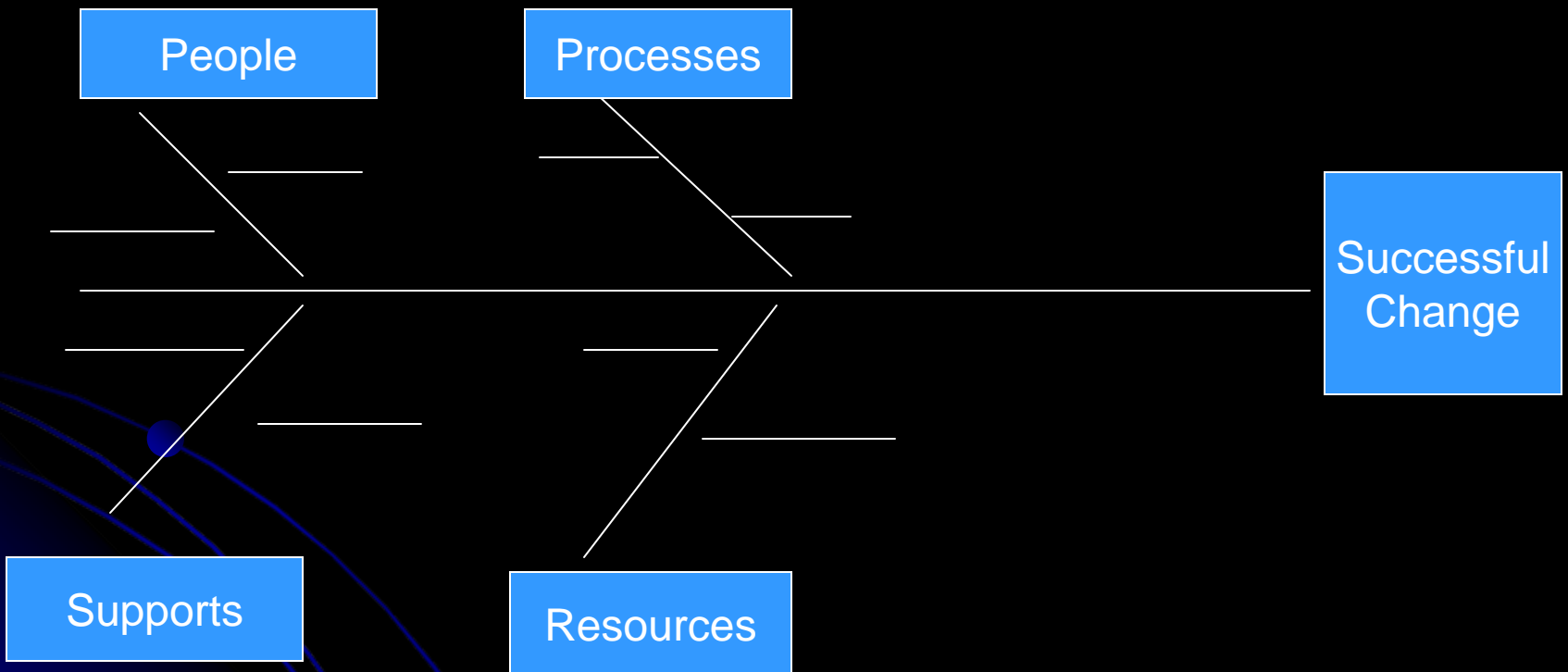
Steps for leaders	Campus Action Plan for Change Initiative XXX
Lay a solid foundation	
Construct a Leadership Team	
Create and Articulate Vision & Strategy	

Making it Happen: Turn the Agenda into Action-Mike Hammer

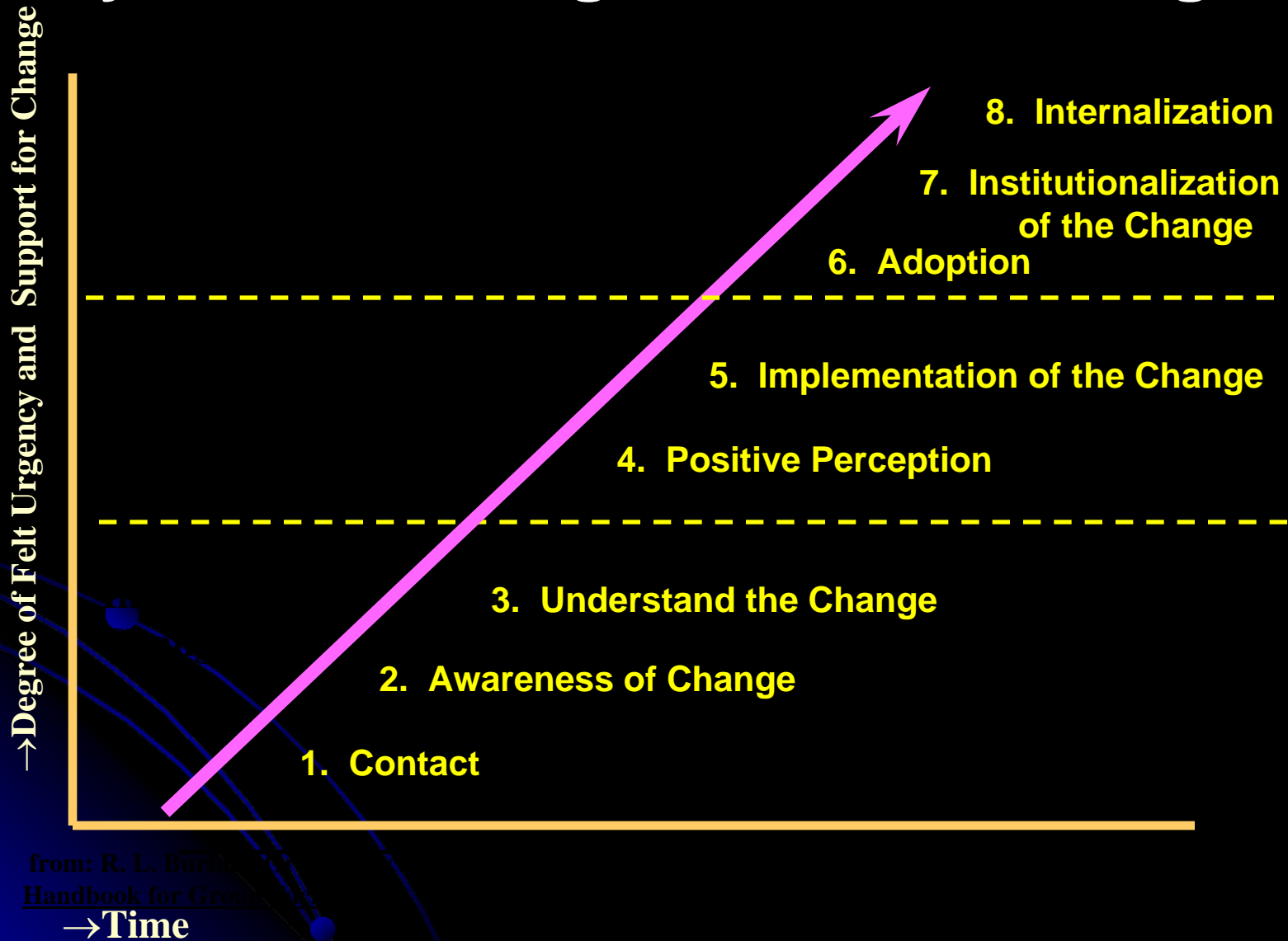
- 1. Integrate and focus your efforts
- 2. Give more attention than you think is needed to people issues.
- 3. Manage different constituencies differently
- 4. Display committed leadership
- 5. Communicate effectively
- 6. Deploy in a series of steps

Mapping Successful Change

Name what needs to happen



Dynamics of Organizational Change



from: R. L. Burdette
Handbook for Group

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