



insidetrack



Learning to Successfully Navigate Change

Change Leadership

Your cheat sheet on the two most important concepts in change leadership, plus examples from institutions that are using change management principles to achieve organizational transformation.

The Approach

InsideTrack's operations professionals are Prosci® Change Practitioners, a firm whose methodologies are employed by the largest corporations, governments, not-for-profit organizations and academic institutions in the world to help them change more successfully. Prosci's research with more than 1,000 organizations demonstrates that projects undertaken in conjunction with an effective strategy for achieving change are six times more likely to succeed. Based on decades of research and practical application, Prosci's approach is widely recognized as one of the most effective for driving individual and organizational progress.

Concept #1: Effective sponsorship is key

Every successful change begins with active and visible support from leadership. These leader-advocates are your sponsors. When staff recognize that leadership is supportive of the change, and investing time and resources into achieving the change, you are more likely to get buy-in from all levels of your institution. Leverage your sponsors as champions of change.

Here are the ABCs of Effective Sponsorship:

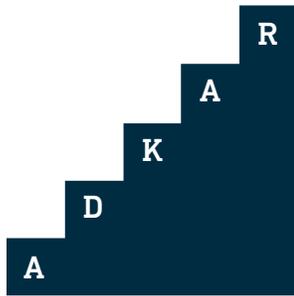
- Active and visible participation: Sponsors need to continually demonstrate their support for — and involvement in — the change
- Building support with peers and managers: Sponsors should gather an intentional group of managers and peers to advocate for the change, and provide feedback when necessary
- Communicating directly with employees: Sponsors should communicate their support for the change — including the reasons for the change, the impact it will have, and the risks of not changing — often, repeatedly and through multiple channels

Concept #2: Organizations are made up of individuals — so every individual needs to embrace the change

Every individual adopts change at their own pace. Most will have some kind of barrier they will need to overcome before they support and can successfully engage in the change. Remember, resistance is a natural response, and when change occurs in the workplace, it can bring on anxiety and insecurity. Make sure staff know “what’s in it for me.”

Prosci® ADKAR® Model

The five building block of successful change



- Awareness** —————> of the need for change
- Desire** —————> to participate and support the change
- Knowledge** —————> on how to change
- Ability** —————> to implement required skills and behaviors
- Reinforcement** —————> to sustain the change

How do institutions successfully navigate change? Here are four scenarios that show what change leadership looks like in practice.

The Institution	Large four-year public institution	Adult-serving private institution	Private four-year institution	Public community college
The Change	Partnering with academic departments to improve retention by enabling students to choose their majors earlier	Moving to one unified technology platform for student support staff	Transferring more coaching program management and oversight to staff	Focusing on improving graduation rate of first-time, full-time students
The Challenge	Difficult to coordinate efforts across the organization	Adoption among staff is inconsistent	Inconsistent staff response; some are enthusiastic, some are concerned	Resistance is coming from the leadership level
Next Steps	Start a dialogue with faculty advocates by asking them, “What would this change look like in your department?”	Focus on Awareness and Desire by sitting down with each individual staff member to communicate that this platform exists to make their work easier	Explore the root cause of resistance with the individual and emphasize what the individual is doing well	Organize a retreat where everyone can learn about data to grow Awareness of the change and the risks of not undertaking this change