Leading Change: 
Three Key Questions

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Dilbert

You must learn that change is good.

Change is

Any questions?

Who wants this one?

I got it.

Question: Why don't you triple our pay? That would be a change.

That would not be in the best interest of shareholders.

Okay, why don't you work for free? That's a change that's good for shareholders.

Or, would it be better to admit that change can be very bad?

My favorite part was when he yelled, "Stop ruining my slogans with your logic!"

Snort! Hee-hee!!!
Three Key Questions

• Why do we as a campus need to change?
• How much change is needed?
• What should leaders (including yourselves) be doing?
Question 1: Why do we need to change?

- **Insight:** Make a clear and compelling case about why things must be different.
- **Insight:** Craft an agenda that makes sense and does not assign blame.
- **Challenge:** To articulate the challenges in ways consistent with history, norms, and expectations.
Why do we need to change?

• External pressures
  › Calm waters
  › Currents
  › Rapids
  › Waterfalls

• Internal pressures and desires

• Data, Stories, Data-and-Stories
Question 2: How much change is needed?

• Insight: The magnitude of the change affects the process.
• Insight: The change changes.
• Challenge: Determining the scope and size of the change and intentionally designing strategies that match its magnitude.
### How much change is needed?

<table>
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<tr>
<th>Pervasiveness</th>
<th>Depth</th>
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<tbody>
<tr>
<td>Low</td>
<td>Low Adjustments (I)</td>
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<td>High</td>
<td>Isolated Change (II)</td>
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<td>High</td>
<td>Far-Reaching Change (III)</td>
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<td></td>
<td>Transformational Change (IV)</td>
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Question 3: What should leaders do?

1. Create institution-wide momentum and energy for the change.
2. Remove barriers to change and elements that reinforce the status quo.
3. Help people think differently (adopt new mental models).
1. Leaders Create Momentum and Energy

- Provide a compelling rationale.
- The right timing matters.
- Create rich opportunities for involvement.
- Identify champions.
- Use meaningful public deadlines effectively.
- Gain external recognition.
2. Leaders Remove Barriers

- Develop new skills and knowledge among people.
- Secure new resources.
- Create new units and positions.
- Tap shared governance bodies constructively.
3. Leaders Get People to Think Differently

- Create numerous campus conversations.
- Benefit from outsiders and their ideas.
- Create a *process* to articulate a set of guiding ideas/values.
The Difficulty with Change

• Change is a long-distance run; usually looks like a failure from the middle.
• Trust and goodwill are central, but fluid.
• The sense of urgency varies.
• Product pushes out process and people.
• Strategies seem simple.
The Problem of Doing the Same Thing

YEAH, BUT SINCE TOM HAS ALREADY TRIPPED THE BOoby-TRAP, IT SHOULD WORK NOW...

Pull Rope To Open Temple

WHY IT TOOK SO LONG FOR US TO HEAR ABOUT THE DISCOVERY OF THE ANCIENT MAYAN CIVILIZATION...
Leading Change: Three Key Questions

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