



STUDENT SUCCESS Symposium

INDIANAPOLIS, IN

PRESENTED BY
↔ Strada EDUCATION + insidetrack.

Change Leadership

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#CloseEDGaps



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Session Roadmap

Intro: The risks that accompany change

Presentation: Key learnings from using Prosci's methodology with partners

Breakouts: How can you improve your change leadership skills?

Wrap up: Sharing next steps

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The human factors that determine the financial return or ROI



Speed of Adoption

How **quickly** are people up and running on the new systems, processes and job roles?



Ultimate Utilization

How **many** employees (of the total population) are demonstrating “buy-in” and are using the new solution?



Proficiency

How **well** are individuals performing compared to the level expected in the design of the change?

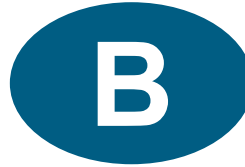


Three primary roles of sponsors

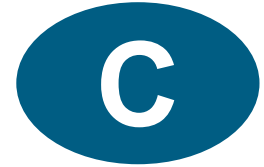
ABCs of Sponsorship



Actively and visibly participate throughout the project

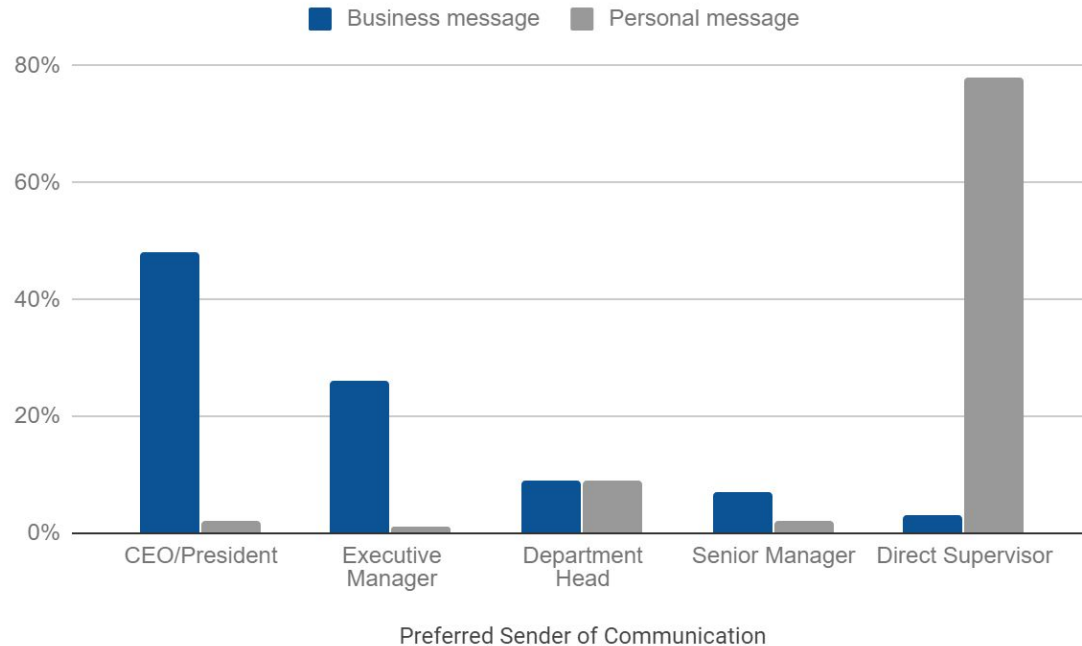


Build a coalition of sponsorship with peers and managers



Communicate directly with employees

Communication: Preferred senders of change messages according to employees



A relatable sponsorship story

Initiative objective:

Transition advisors from *transactional* to *developmental* student support in order improve outcomes, increase on-time progression, and improve completion rates.

To kick off the initiative, the VP of Student Success:

- Gave in-person presentations to the whole advising department
- Equipped leadership and mid-level managers to support the message
- Took time for Q&A
- Provided detailed materials explaining the plan

Survey responses from advisors illustrate why ongoing change management is critical

“I understand the need to make changes in an effort to retain more students, but not entirely sure that the strategy will make a significant difference in overall retention.”



“I think that the change is still a little undefined in terms of exactly what the new advisor-student interactions will look like, what the expectations will be and how that will impact my conversations and role.”



“I come from a strong customer service background and have always operated this way so I don't expect much to change for me.”

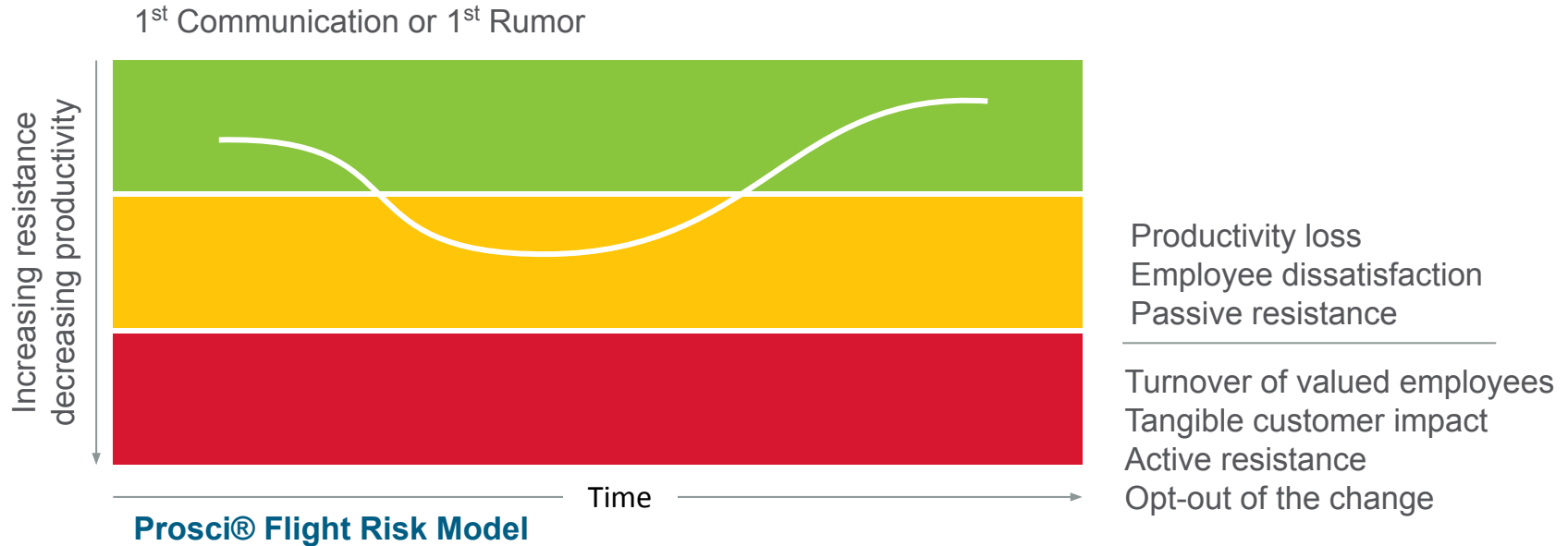


“I have not heard or been told of what the penalty or consequence will be if we cannot adopt this new approach/techniques.”

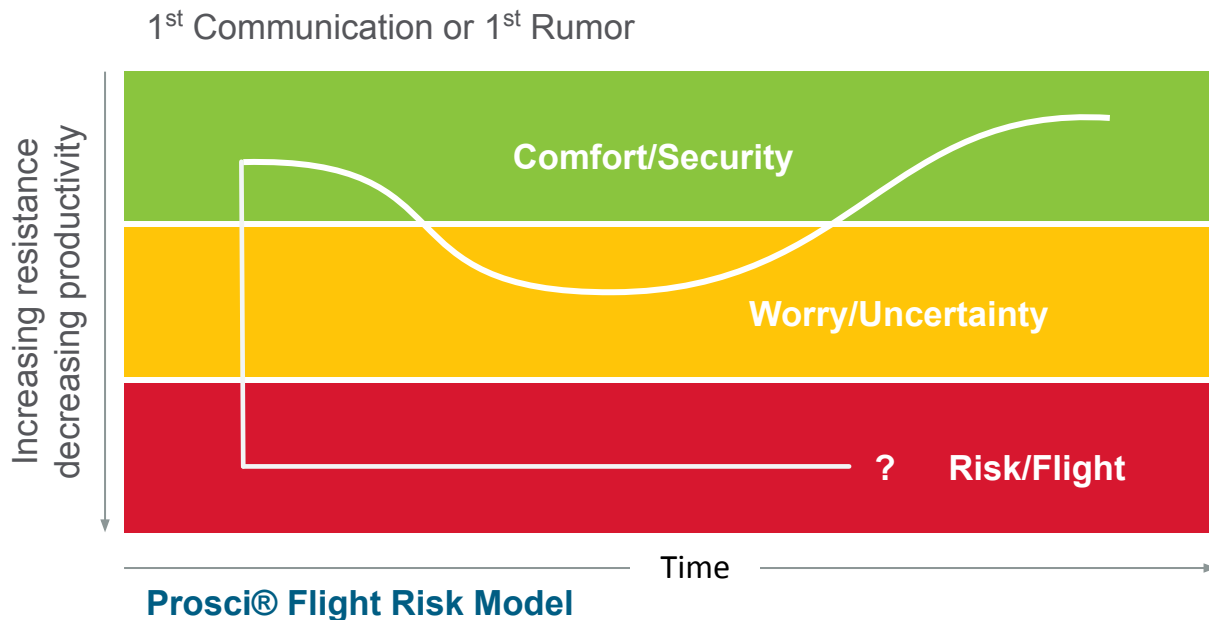


“I have mixed feelings.”

With change, expect a decline in productivity and an increase in resistance



Without change management, change leads to a negative impact that will last longer



Five building blocks for an individual to succeed in making a change



Awareness of the need for change

Desire to participate and support the change

Knowledge on how to change

Ability to implement the required skills and behaviors

Reinforcement to sustain the change

Not everyone changes at the same pace



Customizing your change management approach increases the likelihood of success

- Scope of change - workgroup vs. enterprise
- Number of impacted employees
- Variation in groups that are impacted
- Type of change - simple or complex
 - Process
 - Technology / systems
 - Job roles
- Organizational restructuring - change in reporting structures



Breakouts

Individual self-assessment

Peer coaching with a partner

Share your next step with the group

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Individual self-assessment

1. Identify a change to focus on.

This can be a recent change to reflect upon or an upcoming change you're planning for.

2. Choose one of the three checklists: Organization, Individual, or Sponsor.

Some of you will find all of these roles relevant, but for this exercise, choose the lens you think will be most actionable.

3. Read through the Prosci checklist you've chosen.

As you go, highlight areas of strength and opportunity related to the change you chose.

4. Identify one area you think you or your organization could improve upon.

Peer coaching with a partner

Instructions

- You'll have 4 minutes to focus on each person (8 minutes total).
 - Your goal is to help your partner determine a specific next step that will drive improvement in their chosen area.
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Discussion prompts

- Which area did you choose for improvement and why?
- What would improvement look like in this area?
- What is one next step you can take to do this aspect of change management better?



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Thank you!

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