

Change Leadership

November 2019

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Session Roadmap

Intro:

The risks that accompany change

Presentation:

Key learnings from using Change Management methodologies

Breakouts:

How can you improve your change leadership skills?

Wrap up:

Sharing next steps

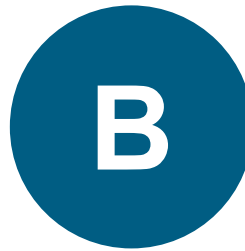


Three primary roles of Change Leaders

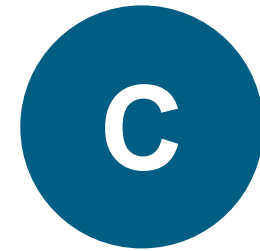
ABCs of Sponsorship (Executives or Senior Leaders - Owners of Change Initiative)



Actively and visibly participate throughout the project



Build a coalition of sponsorship with peers and managers



Communicate directly with employees

Change Support In Action

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:

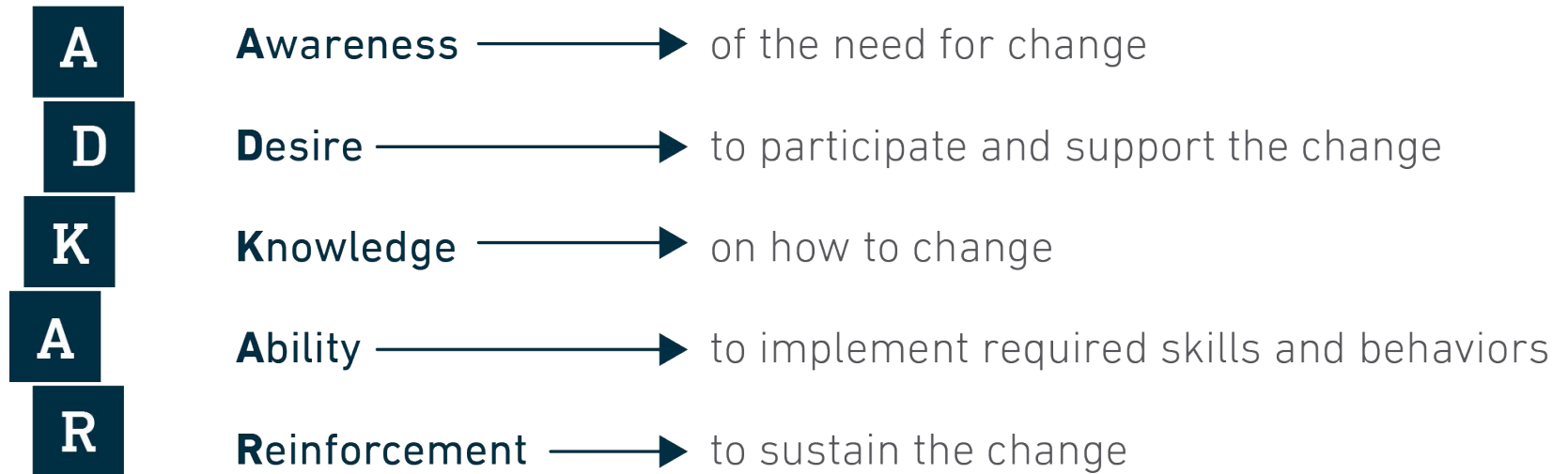
- Gave in-person presentations to the whole advising department
- Equipped leadership and mid-level managers to support the message
- Took time for Q&A
- Provided detailed materials explaining the plan

Survey responses from advisors illustrate why ongoing change management is critical

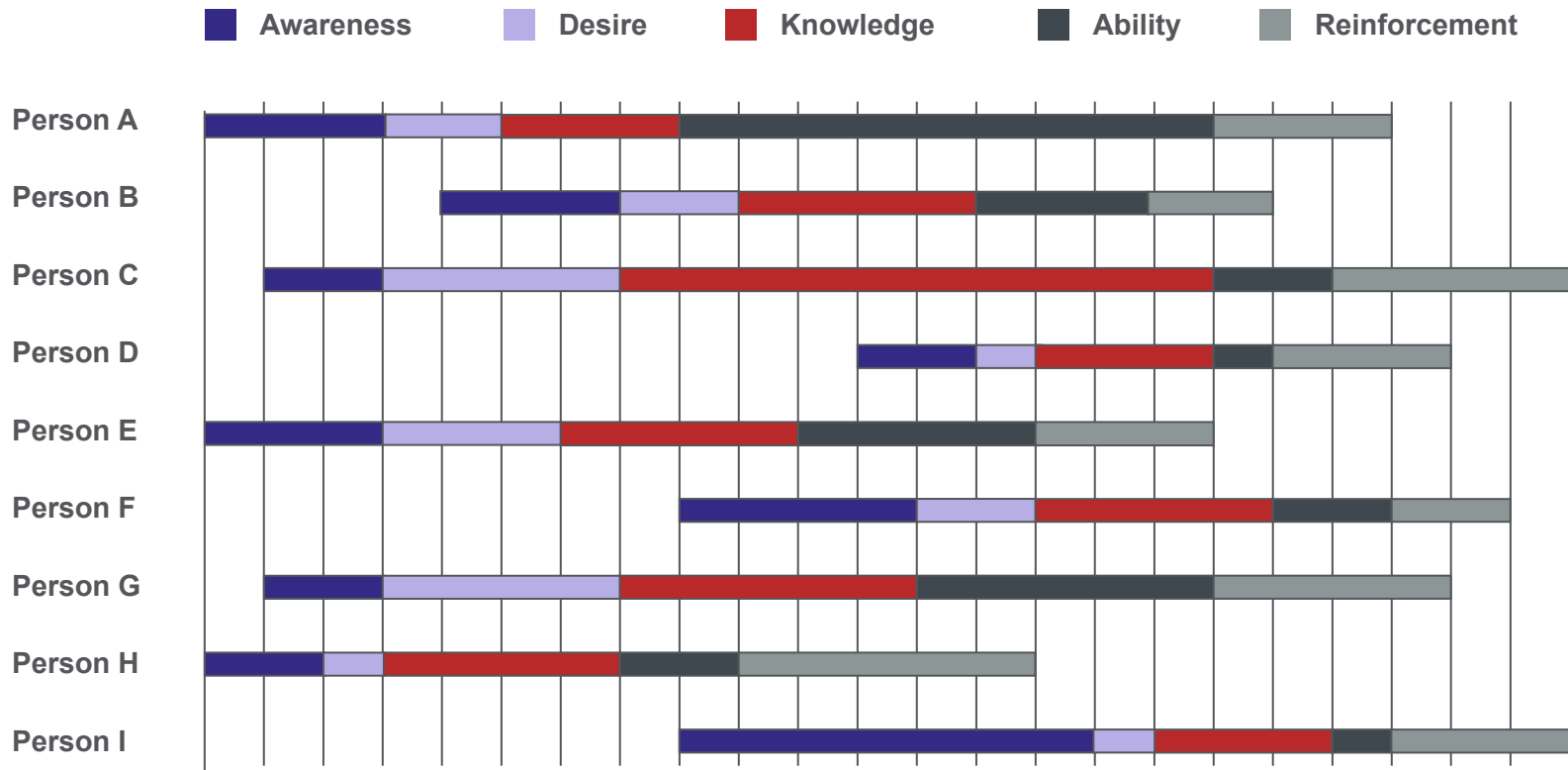
“I understand the need to make changes in an effort to retain more students, but not entirely sure that the strategy will make a significant difference in overall retention.”

Five building blocks of successful change

Prosci® ADKAR® Model



Not everyone changes at the same pace



Kotter's 8 Step Change Model

1. **Create A Sense of Urgency**
2. **Build A Coalition**
3. **Form A Strategic Vision**
4. **Enlist a Volunteer Army**
5. **Enable Action By Removing Barriers**
6. **Generate Short Term Wins**
7. **Sustain Acceleration**
8. **Institute Change**

Kotter's 8-Step Change Model



Breakouts

- Individual Self Assessment
- Peer Coaching With A Partner
- Share Your Next Step with a Group

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.

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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