ABHE 2020: Transforming Strategic Planning into Effective Institutional Change
TCL’s holistic solutions

Planning, Implementation and Change Management

- Governance
- Accreditation
- Mergers and Alliances
- Turnarounds
- Higher Ed Executive Coaching / Leadership
- Reorg / Redesign
- Marketing and Branding
- Distance Learning
Does this sound like your institution?

- Enrollments are down or trending down
- Revenues do not meet current expenses
- “Borrowing” from the endowment (or no endowment)
- No institutional strategic plan, not followed/updated
- No academic strategic plan/ not aligned w institution SP
- The faculty senate is obstructionist
- Faculty think they should have a (greater) say in everything
- Faculty actions do not relate to the current environment
Welcome to the new normal

- Number of traditional college age students is decreasing
- One third of all private institutions show signs of financial distress
- 40% of the 17.5 million undergrad students attend 2-year colleges
- Students believe there is less value in higher ed
- 98% of all institutions look alike / teach the same subjects / have the same degrees and programs
- Distance from home has become more a factor in college choice - median distance from home for students
  - Publics: 18 miles
  - Private NPs: 46 miles
  - Community colleges: 8 miles
Improving academic leadership
Leadership succession
Academic culture not allowing change
Lack of a shared vision across campus
Faculty diversity
Faculty hiring practices
Departmental turf wars
Poorly defined governance roles
Glass ceiling / diversity in leadership
Responsible board governance

Leadership Issues - 2017

<table>
<thead>
<tr>
<th>Issue</th>
<th>Score</th>
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<tbody>
<tr>
<td>Improving academic leadership</td>
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<td>Lack of a shared vision across campus</td>
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<td>Poorly defined governance roles</td>
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## Leadership Issues – 2018

<table>
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<tr>
<th>Issue</th>
<th>Rating</th>
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<tr>
<td>Improving academic leadership</td>
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<tr>
<td>Lack of a shared vision across campus</td>
<td>3.5</td>
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<tr>
<td>Retirements and hiring the right leadership</td>
<td>3.3</td>
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<tr>
<td>Board governance</td>
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<tr>
<td>Academic culture not allowing change</td>
<td>3.1</td>
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<tr>
<td>Title IX issues (sexual assault/harassment)</td>
<td>3</td>
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<tr>
<td>Diversity</td>
<td>2.6</td>
</tr>
<tr>
<td>Departmental turf wars</td>
<td>2.5</td>
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| Series1 | 3.8 | 3.5 | 3.3 | 3.1 | 3.1 | 3 | 2.6 | 2.5 |

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Insanity: doing the same thing over and over again and expecting different results.

- Albert Einstein

www.quotesworthrepeating.com
Implementing Change
The myths of change

• Change follows orderly, rational processes
• Someone else has figured it out
• Once we get through this change, it will be "smooth sailing"
Myths of change

• Change follows orderly, rational processes
• Someone else has figured it out
• Once we get through this change, it will be “smooth sailing”
• We don’t need a plan to make change happen
• People will follow because I say it needs to happen
• WIIFM around change
Why change fails

1. Allowing too much complacency
2. Failing to create a sufficiently powerful guiding coalition
3. Underestimating the power of vision
4. Under communicating the vision
5. Permitting obstacles to block the new vision
6. Failing to create short-term wins
7. Declaring victory too soon
8. Neglecting to anchor changes firmly in the new culture

Adapted from Kotter
“Most organizations don’t fail for lack of talent or strategic vision. They fail for lack of execution - the routine ‘blocking and tackling’ that great companies consistently do well and strive to do better.”

- TJ Rodgers

*No Excuses Management*
What’s it like to drive in a fog
TCL’s holistic management system

BEGIN HERE

A. OUTCOMES
- FUTURE STATE
- BRAND PROMISE

B. FEEDBACK
- STAKEHOLDER ATTUNEMENT PROCESS @ EACH STEP
- ATTUNEMENT OF PEOPLE
- ALIGNMENT OF DELIVERY

C. INPUT
- CURRENT STATE

D. PROCESSES
- “STRATEGIC CHANGE MANAGEMENT”
- 9. STRATEGY IMPLEMENTATION (AND ENTERPRISE-WIDE CHANGE)
- 10. ANNUAL STRATEGIC REVIEW (AND UPDATE)

8. PLAN TO IMPLEMENT

7. ANNUAL PLANS/STRATEGIC BUDGETS
6. THREE-YEAR BUSINESS PLANS
5. STRATEGY DEVELOPMENT

4. CURRENT STATE ASSESSMENT
3. KEY SUCCESS MEASURES
2. IDEAL FUTURE VISION

STAKEHOLDER ATTUNEMENT PROCESS @ EACH STEP

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Where are you going?

Plans are nothing. Planning is everything.

—Dwight D. Eisenhower
Kotter’s 8 step change process

1. Establish a sense of urgency
   • Allowing too much complacency
2. Create a guiding coalition
   • Failing to create a sufficiently powerful guiding coalition
3. Developing a vision and strategy
   • Underestimating the power of vision and stakeholder alignment
4. Communicating the change vision
   • Under communicating the vision
5. Empowering employees for broad-based action
   • Permitting obstacles to block the vision
6. Generating short-term wins
   • Failing to create or celebrate short-term wins
7. Consolidating gains and producing more change
   • Declaring victory too soon
8. Anchoring new approaches in the culture
   • Neglecting to anchor the changes firmly into the culture

Adapted from Kotter
Org change 101

Stage 1

Unfreezing: Creating motivation to change (Conscious)

Frozen: Unaware of need to change (Unconscious)

Stage 2

Change: Moving to new level (Conscious)

Stage 3

Refreezing: Stabilization at new level (Unconscious)

Critical Point: Support needed if new behaviors are to continue

Adapted from Lewin
The phases of change

Adapted from Bridges, Haines, Kubler-Ross, Senge, and Lewin
The rollercoaster of change

Current State

#1 Feelings:
- Shock
- Anger
- Depression
- Anxiety

#2 Acknowledge Feelings:
- Listening
- Empathizing
- Explaining Reasons for Change
- Key Phrase as Rallying Cry

#3 “Hang-In” Point
Persevere

#1 Shock/Denial

#2 Depression / Anger

#3 “Neutral Zone”

#4 Hope/Adjustment

#4 Hope
- Participating in the new vision
- Energy Infusions
- Reinforcement
- Quick wins
- Celebrate successes

#5 Rebuilding

#4 Hope

Adapted from Bridges, Haines, Kubler-Ross, Senge, and Lewin
Making change stick

• Change structures
• HR initiatives
  • Metrics and values
  • Performance evaluations
• Celebrating and building on small wins
• People support what they help create
• Leadership and psychology of change
Visionary leadership — CEO / Senior Executives with Personal Leadership Plans
- Repetitive stump speeches and reinforcement
- Ensures fit / integration of all parts & people towards the same vision / values

Executive Committee
- Weekly meetings and attention
- Ensure follow-up on top 15-25 priority yearly actions from the strategic plan

Change Leadership Steering Committee—replaces or is the Strategic Planning Team
- Bi-monthly/quarterly follow-up meetings to track, adjust and refine everything
- Ensures follow-through via a yearly comprehensive map of implementation

Program Management Office
- Ensures fit, support and integration of project with your strategic plan
- Manages enterprise-wide change with multiple projects

Internal Support Cadre (Project team)
- Day-to-day coordination of implementation process
- Ensure the change structures & processes don't lose out to day-to-day
Resistance to change
People choose to change (or not to change) based on their mental models and the trust they have in their leadership.
– They don’t get it . . .
– They don’t like it . . .
– They don’t like you . . .
Institutions have many stakeholders

- Administration
- Faculty
- Students
- Alumni
- Parents
- Community / Businesses
This model doesn’t work any more
## Generations in the Workplace

### MULTIPLE GENERATIONS @ WORK

<table>
<thead>
<tr>
<th>Generation</th>
<th>Key Experiences</th>
<th>Work Expectation</th>
<th>Aspiration</th>
<th>Changing Jobs</th>
<th>Career Paths</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Traditionalists</strong></td>
<td>Pre-1945</td>
<td>Experienced: Great Depression, WWI and II, GI Bill</td>
<td>Work is: An obligation</td>
<td>Aspiration: Home ownership</td>
<td>Career Paths: Slow and steady</td>
</tr>
<tr>
<td><strong>Boomers</strong></td>
<td>1946-1965</td>
<td>Experienced: Television, Moon Landing, Watergate, Vietnam War</td>
<td>Work is: Expected</td>
<td>Aspiration: Job security</td>
<td>Changing Jobs: Loyal to employer, connecting to values</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Career Paths: Career “multitaskers”</td>
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</tbody>
</table>
# Generations in the workplace

<table>
<thead>
<tr>
<th>TRADITIONALIST</th>
<th>BABY BOOMER</th>
<th>GENERATION X</th>
<th>GENERATION Y</th>
<th>GENERATION Z</th>
</tr>
</thead>
</table>

## Influences
- **Traditionalist**: Disciplinal Authority
- **Baby Boomer**: Factual Experts
- **Generation X**: Practical Professionals
- **Generation Y**: Experiential Peers
- **Generation Z**: Creational Forums

## Learning Style
- **Traditionalist**: Formal Instructive Military Style
- **Baby Boomer**: Logical Structured Classroom
- **Generation X**: Casual Interactive Roundtable
- **Generation Y**: Visual Multimodal Cafe
- **Generation Z**: Active Engaging Lounge

## Training
- **Traditionalist**: Hierarchical Face-to-Face
- **Baby Boomer**: Technical Data-Driven
- **Generation X**: Applicable Examples
- **Generation Y**: Collaborative Stories
- **Generation Z**: Interactive “Why” Driven

## Marketing
- **Traditionalist**: Trust Based Print & Radio
- **Baby Boomer**: Brand Loyal Mass Media
- **Generation X**: Skeptical Targeted Channels
- **Generation Y**: Accessibility Social Media
- **Generation Z**: Brand Connection Conversational

## Communication
- **Traditionalist**: In Person
- **Baby Boomer**: Phone Call
- **Generation X**: E-Mail
- **Generation Y**: Text
- **Generation Z**: Social Networks
Planning + Attunement = Shared Vision

**Core Planning Team**
Drives Strategic Planning Process

**Attunement**
through
ongoing
adjustments

**Key Stakeholders**
Provide Input and Feedback

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**Benefits of Strategic Planning with Attunement:**

- Gets everyone on the same page
- Identifies and prioritizes initiatives
- Reduces resistance to change
- Improves resource allocation and budgeting
Stakeholder attunement isn’t easy

How do we get the best answers?

• Creativity comes from:
  • intense dialogue / thought
  • time to get away and reflection — working in your business / job vs. on your job / business
  • a second or even third intense dialogue
    • in the Stakeholder Attunement Process session
    • in the next planning meeting
• Test assumptions using the SAP is critical for:
  • improving quality of answers to current / future challenges
  • understanding what is truly going on in the business / university
  • developing "buy in" and commitment to the answer
  • reducing resistance to change
Sustaining the Change
(Lead, Follow, or Get Out of the Way)
IS YOUR
PROJECT
PLAN
DONE?

I CAN'T DO
A PLAN
UNTIL YOU
TELL ME THE
STRATEGY.

MY STRATEGY IS
TO MAKE YOU DO
A PLAN.

SOMETIMES THE
LEADERSHIP JUST
RADIATES FROM
MY BODY.
Leadership is the art of mobilizing others to want to struggle for shared aspirations.

—Jim Kouzes and Barry Posner
The Leadership Challenge, 3rd ed.
Management is doing things right
Leadership is doing the right things

Peter Drucker and Warren Bennis
If change is not connected to a higher purpose
Why should we invest ourselves?

People commit to causes . . . not plans
Everybody is a genius. But if you judge a fish on its ability to climb a tree, it will live its whole life believing that it is stupid.

-Albert Einstein
Putting it All Together
Three requirements for creating vibrant higher education institutions

1. **Holistic thinking** – Leadership must focus on the big picture, develop strategies for attaining the future, and measure outcomes.

2. **Alignment** – Institutions’ strategies, structures, and process must work together in sync.

3. **Stakeholder attunement** – People support what they help create. Everyone wants a say in things that will affect them BEFORE the decision is made.

**LEADERSHIP IS CRITICAL FOR EVERYTHING!**
TCL’s holistic management system

1. **Charting the course** – Developing strategic and annual plans (and documents)
2. **Implementing the changes** – Successful implementation of programs and enterprise-wide change
3. **Sustaining the progress** - Building and sustaining high performance year after year is all about leadership

**THE RESULTS:**

*Superior results and sustained excellence*
TCL’s holistic management system

**A. OUTCOMES**
- FUTURE STATE
- CUSTOMER VALUE

**B. FEEDBACK**
- STAKEHOLDER ATTUNEMENT PROCESS @ EACH STEP

**C. INPUT**
- CURRENT STATE

**D. PROCESSES**
- “STRATEGIC CHANGE MANAGEMENT”

**8. PLAN TO IMPLEMENT**

**9. STRATEGY IMPLEMENTATION (AND ENTERPRISE-WIDE CHANGE)**

**10. ANNUAL STRATEGIC REVIEW (AND UPDATE)**

**2. IDEAL FUTURE VISION**
- VISION
- MISSION
- CORE VALUES
- POSITIONING
- RALLY CRY

**3. KEY SUCCESS MEASURES**

**4. CURRENT STATE ASSESSMENT**

**5. STRATEGY DEVELOPMENT**
- ALIGNMENT OF DELIVERY
- ATTUNEMENT OF PEOPLE

**6. THREE-YEAR BUSINESS PLANS**

**7. ANNUAL PLANS/STRATEGIC BUDGETS**

**BEGIN HERE**
University strategic management process

**First Quarter**
- Intense Energizing of Possible New Initiatives and Programs Across Institution
- Executive Committee and Cabinet Retreat
  - Business and Senior Academic Leaders
  - Early Learning?
  - Faculty and Student Reaction?
  - Initiative Resources Sufficient?
  - HIPO Recommendations

**Second Quarter**
- Anonymous Online Student Survey:
  - Economic / Competitive environment scanning
  - Are we heading in the right directions?
  - Do students feel it?
  - Sufficient resources to execute?
  - Messages clear & credible?

**Third Quarter**
- Board of Trustees Meeting
  - Approve plan for next year
  - Initiative Best Practices
  - Level of commitment/quality of talent
  - Differentiation (20% / 70% / 10%)
  - Resource planning - Promote / Reward / Remove

**Fourth Quarter**
- Executive Committee and Cabinet
  - Board Agenda
  - Individual program initiative highlights
  - Initial plans for new year
  - HIPO recommendations

- Operating Plans Presented:
  - Academic and Business Leaders
  - Results of program and initiatives reviews
  - Business unit results against operating plans
  - Economic / Competitive environment scanning

- Board of Trustees Meeting
  - Next-Year Operating Plan Focus
  - Role Models Present Initiative Successes
  - HIPO Recommendations
  - All business and academic dialogues: What have we learned?
Strategic management systems

Where is your institution today?

1. Survival
2. Budgets
3. Financial Objectives
4. Annual Planning
5. 3-Year $ Forecasts
6. Annual Retreats
7. Vision-Mission-Values
8. Bus. Unit Plans
9. Strategic Planning
10. 21st century Holistic Mgmt. Systems

Reactive (A)
Traditional (B)
Proactive (C)
we cannot solve our problems with the same thinking we used when we created them

~ Albert Einstein
Questions?
Thank you for your participation

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