

Charting Your True North (The Goal) When Navigating Change



Your Speaker

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Agenda

- Introduction
- Context: Higher Education Landscape
- Change Management
- Your Goal (True North)
- Building Your Crew
- **Exercise**
- Recap / Closing



Your True North

What is VUCA?

VUCA	<u>V</u> olatile	The environment demands you react quickly to ongoing changes that are unpredictable and out of your control
	<u>U</u> ncertain	The environment requires you to take action without certainty
	<u>C</u> omplex	The environment is dynamic, with many interdependencies
	<u>A</u> mbiguous	The environment is unfamiliar, outside of your expertise

Higher Education Landscape

Top changes impacting education:

1. Market
2. Operational
3. Budgetary



Top changes impacting Education Identified by participants



Market

Increase in competition

Consolidation

Increase in government regulations

Change to demand

Increase demand for eLearning and virtual products



Operational

Changes to curricula

Changes to student relations

Increased diversity

Shifting student demographics

Increased collaboration with commercial sponsors



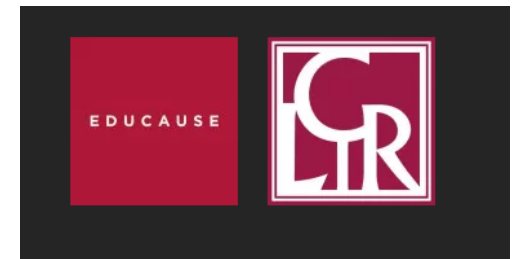
Budgetary

Budget changes

Changes to federal/state funding

Educause Leading Change Institute

- ~40 participants from 35 universities and colleges
- Working collaboratively to discuss and to solve top challenges facing higher education
- Includes librarians, deans, provosts and other higher education leaders



Educause Leading Change Institute

A word cloud visualization featuring various terms related to higher education and institutional change. The words are arranged in a dense, overlapping manner, with colors ranging from dark blue to green. The most prominent words, shown in larger fonts, include 'students', 'institution', 'community', 'faculty', 'you're', 'need', 'make', 'open', 'time', 'year', 'international', 'instance', 'public', 'funds', 'track', 'truth', 'every', 'days', 'let', 'didn't', 'hours', 'wards', 'different', 'college', 'important', 'see', 'people', 'part', 'question', 'want', 'se', 'because', 'work', 'together', 'new', 'know', 'also', 'really', 'record', 'deans', 'curriculum', 'leader', 'you've', 'reflect', 'back', 'three', 'much', 're's', 'right', 'help', 'one', 'what's', 'working', 'ask', 'thing', 'report', 'genuinely', 'best', 'doing', 'american', 'feel', 'always', 'trust', 'hearing', and 'deans'. The words are scattered across the image, with some appearing more frequently than others, creating a visual representation of the themes discussed in the Educause Leading Change Institute.

What's Your Biggest Challenge?

What Is Change Management?



On a Project Level

Change management is the application of a structured process and set of tools for leading the people side of change **to achieve a desired outcome.**



On an Organizational Level

A leadership competency for enabling change within an organization.

A strategic capability designed to increase change capacity and responsiveness.

Prosci Five Tenets of Change Management



1 We change for a reason.



2 Organizational change requires individual change.



3 Organizational outcomes are the collective result of individual change.

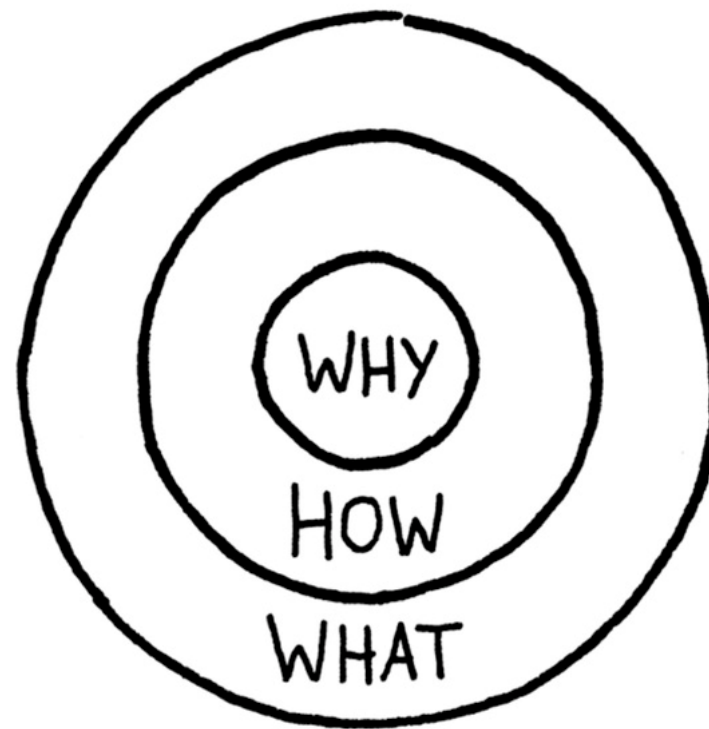
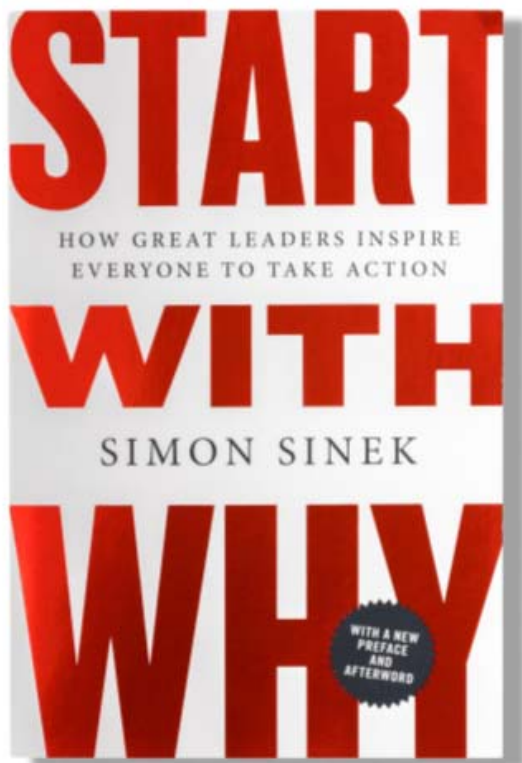


4 Change management is an enabling framework for managing the people side of change.



5 We apply change management to realize the benefits and desired outcomes of change.

Start with Why: Your Goal (True North)



Let's Talk about Navigation Strategies (Mission Statements)

Start With Your Mission



Example 1:

- Network For Change and Continuous Innovation positions higher education institutions to be agile, lifelong learning models to transform lives and communities around the world

Start With Your Mission



Example 2:

The mission of the California State University is:

- To advance and extend knowledge, learning, and culture, especially throughout California.
- To provide opportunities for individuals to develop intellectually, personally, and professionally.

Start With Your Mission



Example 3:

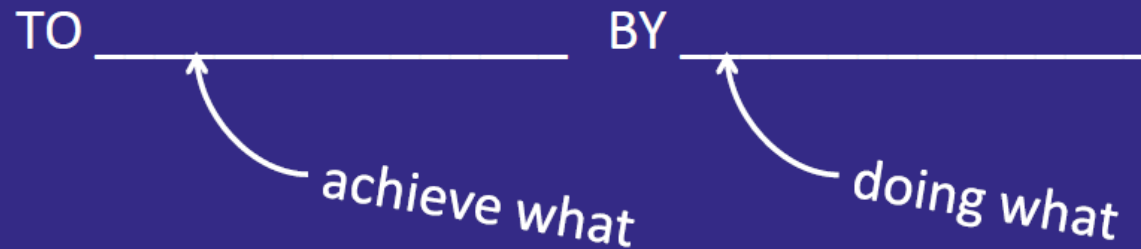
- The mission of the University of Michigan is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.

Let's Talk about Navigation Strategies:

How will you accomplish your mission?

Share a “To/By” Purpose Statement for a capability that you work with/in

TO/BY Purpose Statement Format



A few example To/By Purpose Statements CHANGE MANAGEMENT

TO drive business results BY enabling employees to successfully lead change

TO help the organization "get somewhere" BY helping people "get it"

TO move people through the phases of change BY informing and leading

TO achieve desired results BY helping people adopt new behaviors

TO create pull through the organization BY engaging people at all levels

TO deliver expected outcomes of change

BY preparing, equipping and supporting people through their own change journeys

Take a Minute To Think About Your To/By Purpose Statement

TO/BY Purpose Statement Format

TO _____ BY _____

achieve what *doing what*



Do You Have Your Goal in Mind?

- What goal do you want to achieve at your University or College?

**Now Let's Talk About:
Building Your Crew**

First, A Definition



A crew is a:

- Group of people organized for a particular purpose
- Body of people trained to work together for certain purposes
- Group of people who work closely together

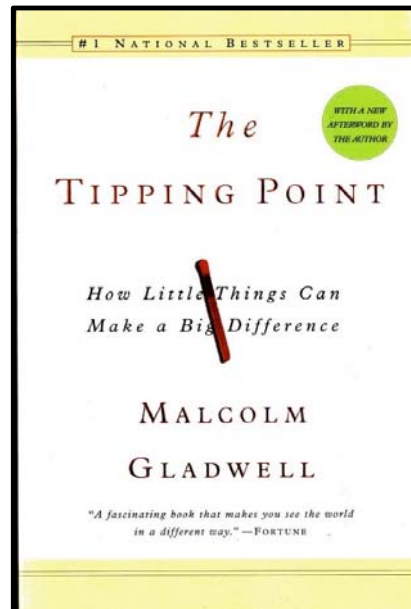
Where Do You Start at Your University?

Start With Your Organization

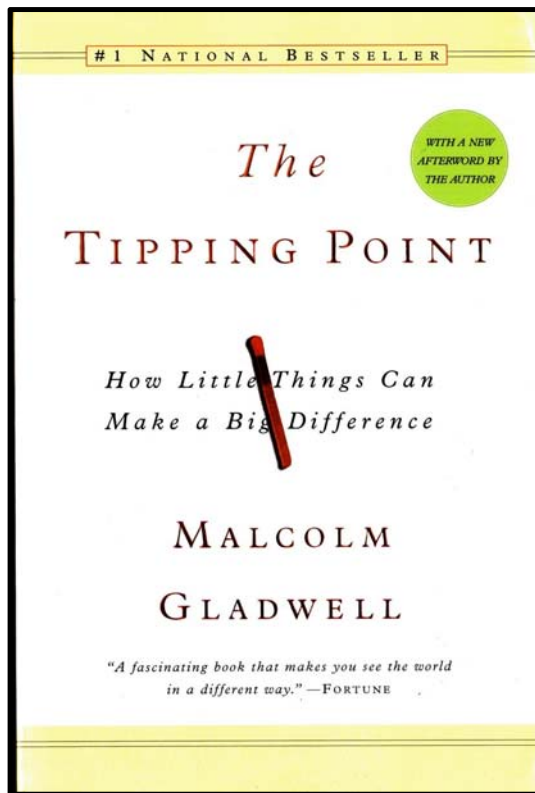


Tipping Point: Definition

“The **tipping point** is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire.”



Building Your Crew



MAVENS



CONNECTORS



SALESMEN

Tipping Point: Mavens

Mavens make change happen through information and ideas. These are the people you ask whenever you want to know something about anything — they're always the people in the know. They're builders, engineers, process folks, and system folks. It's all about the ideas and the information.



MAVENS



CONNECTORS



SALESMEN

Tipping Point: Connectors

Connectors make change happen through people. They galvanize people. They're natural hubs. That's just the way they're oriented to the world. These are people who, every time you ask a question, start flipping a Rolodex in the back of their mind, saying, "Who do I know who knows this? Who do I know who has done this? Who do I know that I need to connect you with?" They love connecting you with people, because they're all about the people.



MAVENS



CONNECTORS



SALESMEN

Tipping Point: Salespeople

Salespeople make change happen through persuasion. They can take an idea, make it sticky and accessible, and position it to get a tribe behind it. Salespeople are your storytellers and masters of persuasion. These are the people who can borrow your watch and then sell it back to you. They just have this uncanny ability to get you to buy into whatever they're selling.



MAVENS

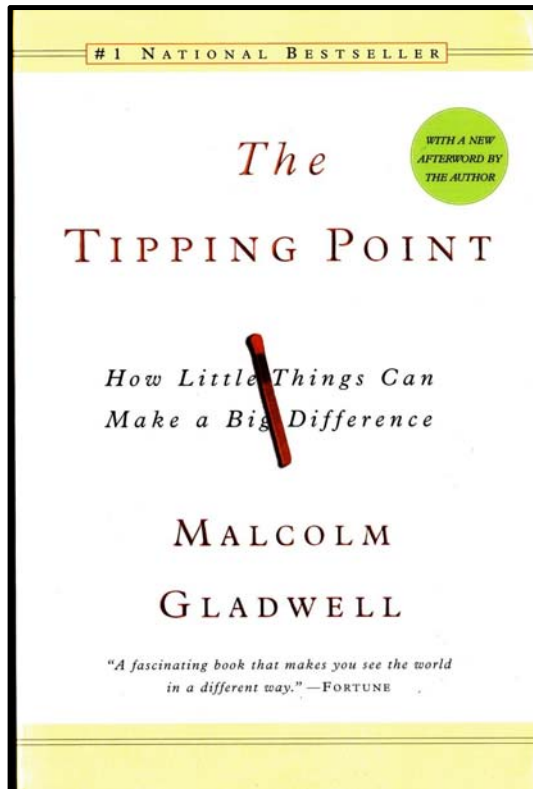


CONNECTORS



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Who can help me achieve my goal?



MAVENS



CONNECTORS



SALESMEN

Quick Recap

1. VUCA
2. Consider people side of change
3. Connect your True North (Goal) to the Mission of your University
4. Find your crew

Exercise: Building Your Crew





If you want to go fast, go alone.

If you want to go far,
go together.

African Proverb



Key Takeaways

1. VUCA
2. Consider people side of change
3. Connect your True North (Goal) to the Mission of your University
4. Find your crew
5. **And ONE final thought...**

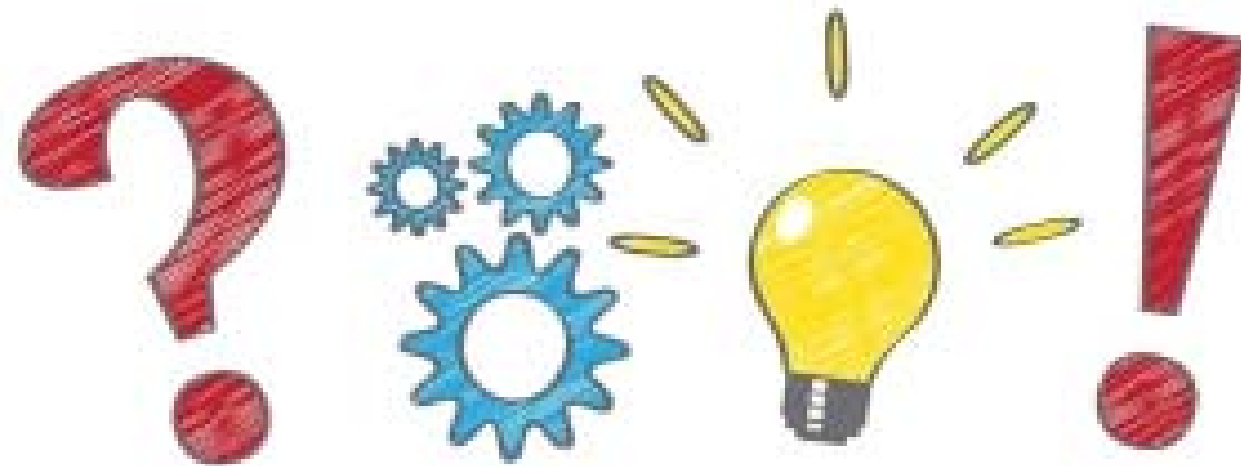


One Final Thought...

- Be Courageous – You're blazing a trail!



Questions?



Thank You!

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