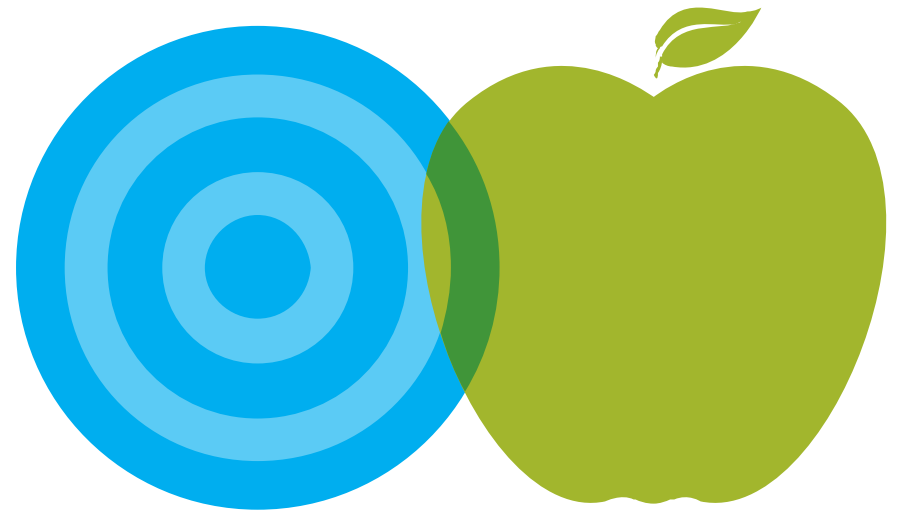
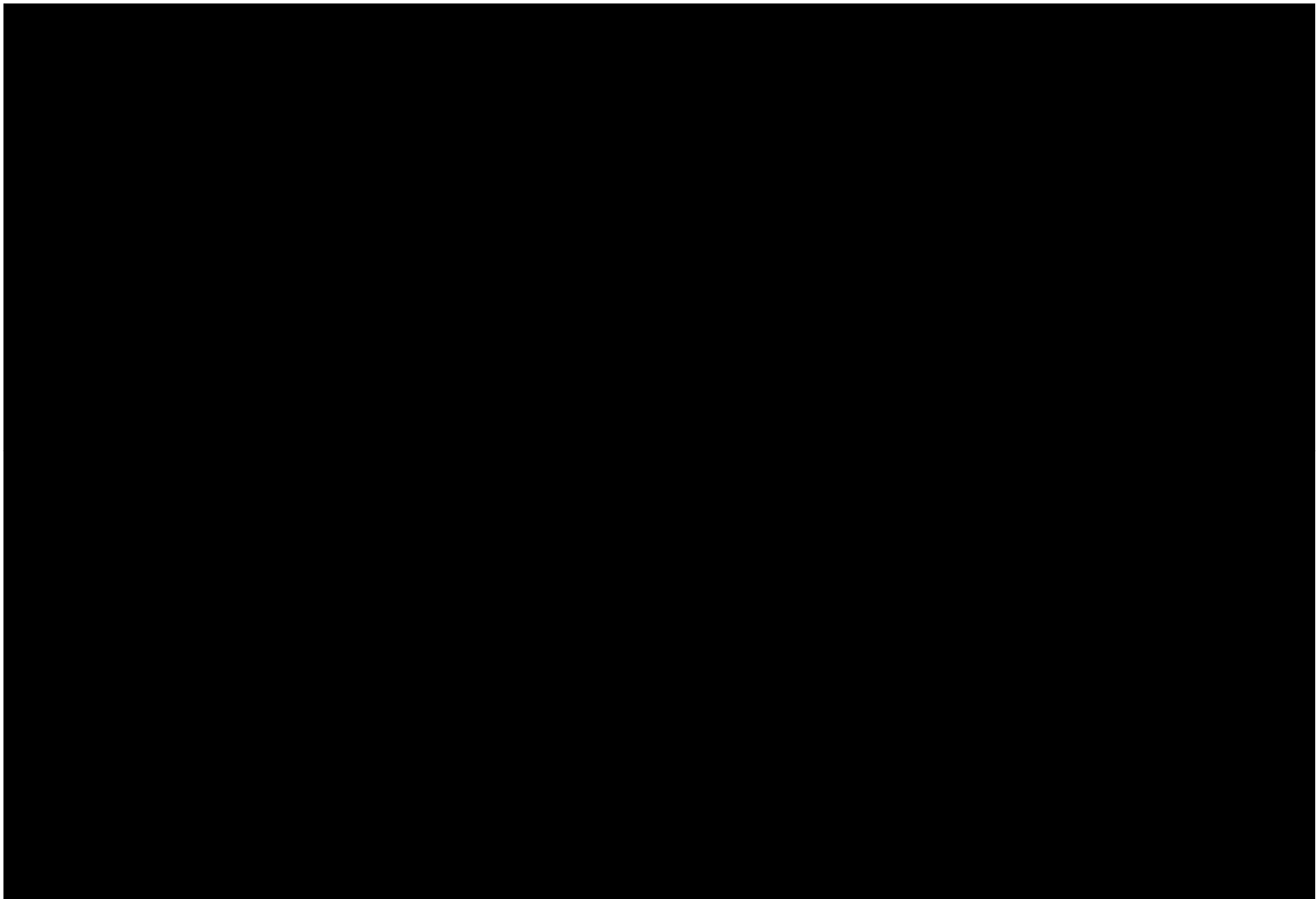
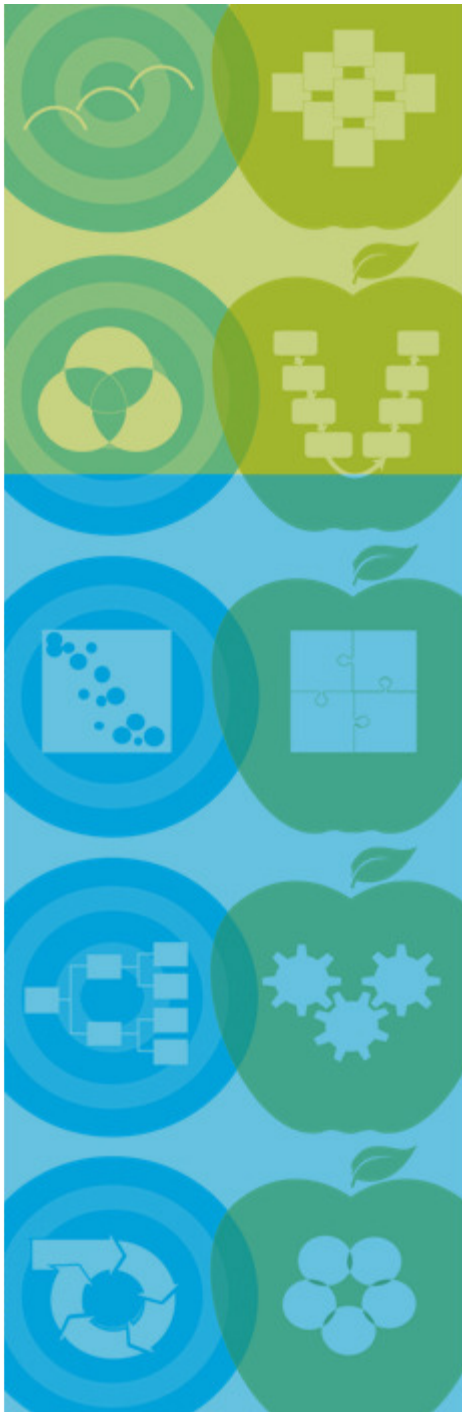


Introduction to Leading Transformational Change

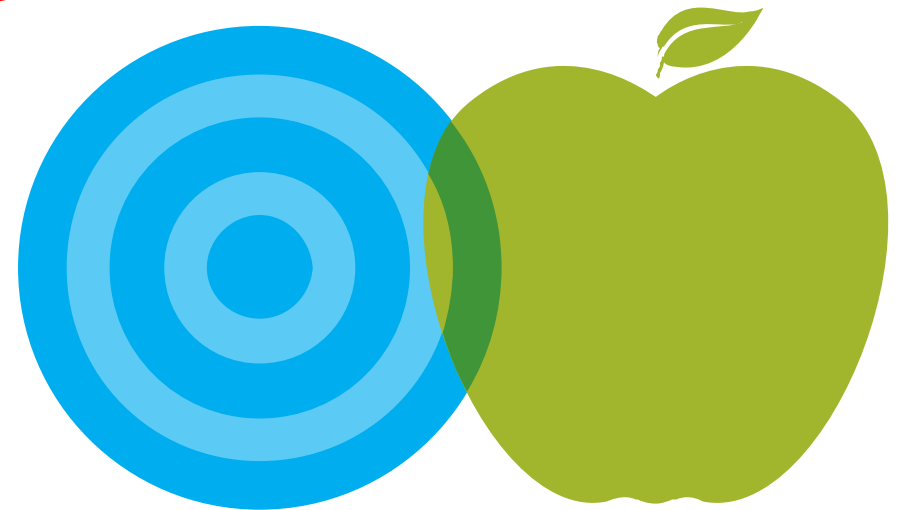






Introduction to Leading Transformational Change

Herding Cats



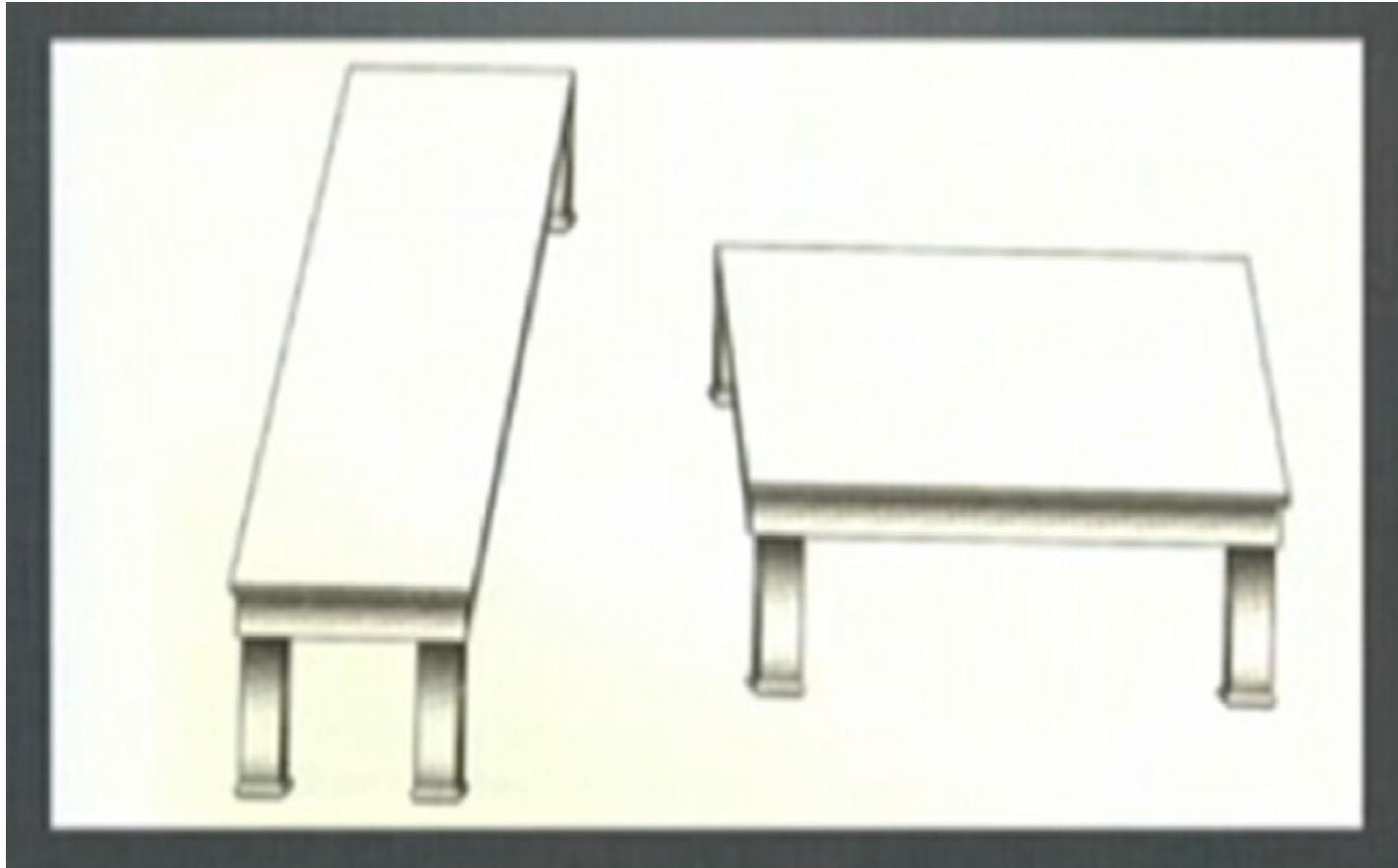
**“Vision without action
is merely a dream**

**Action without vision
merely passes the time**

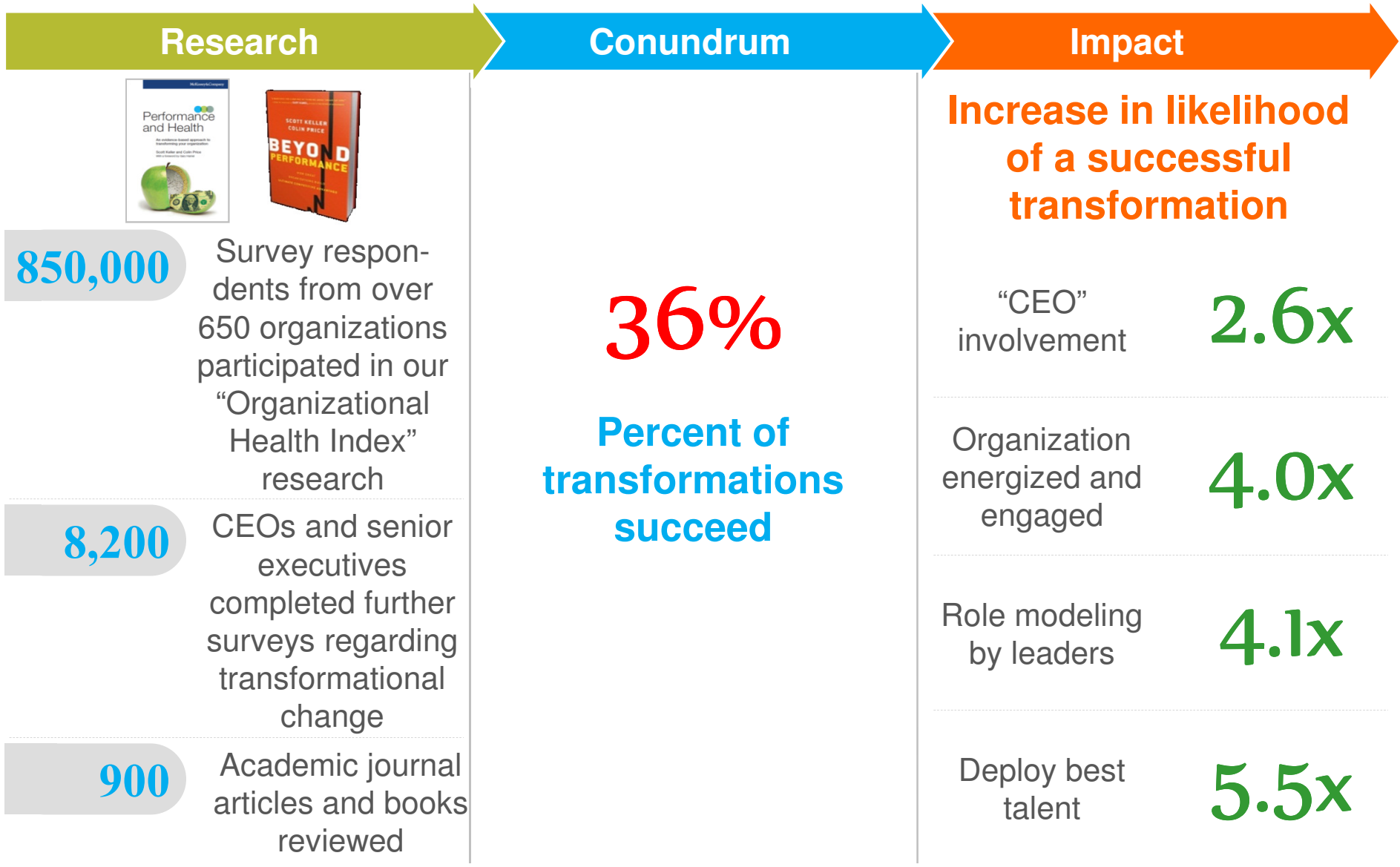
**Vision with action can
change the world.”**

- Chinese proverb

The big idea

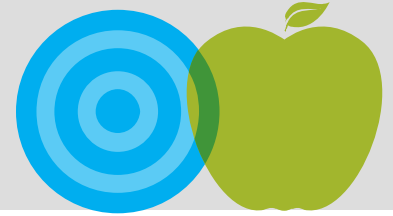


The research

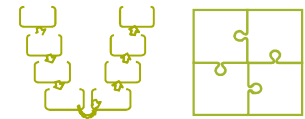


Three strategies for making change stick (... the 20 minute version)

1 Focus on both Performance and Health



2 Shift the context using the Influence Model



3 Tell 5 stories at once



1 Performance ... and health

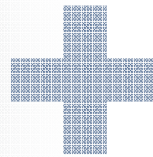
Performance

What a university does to improve how it **educates** students, innovates through **research**, and gives back to the community through **service**

Health



How an organization **aligns** itself, **executes** with excellence, and **renews** itself to sustainably achieve performance aspirations

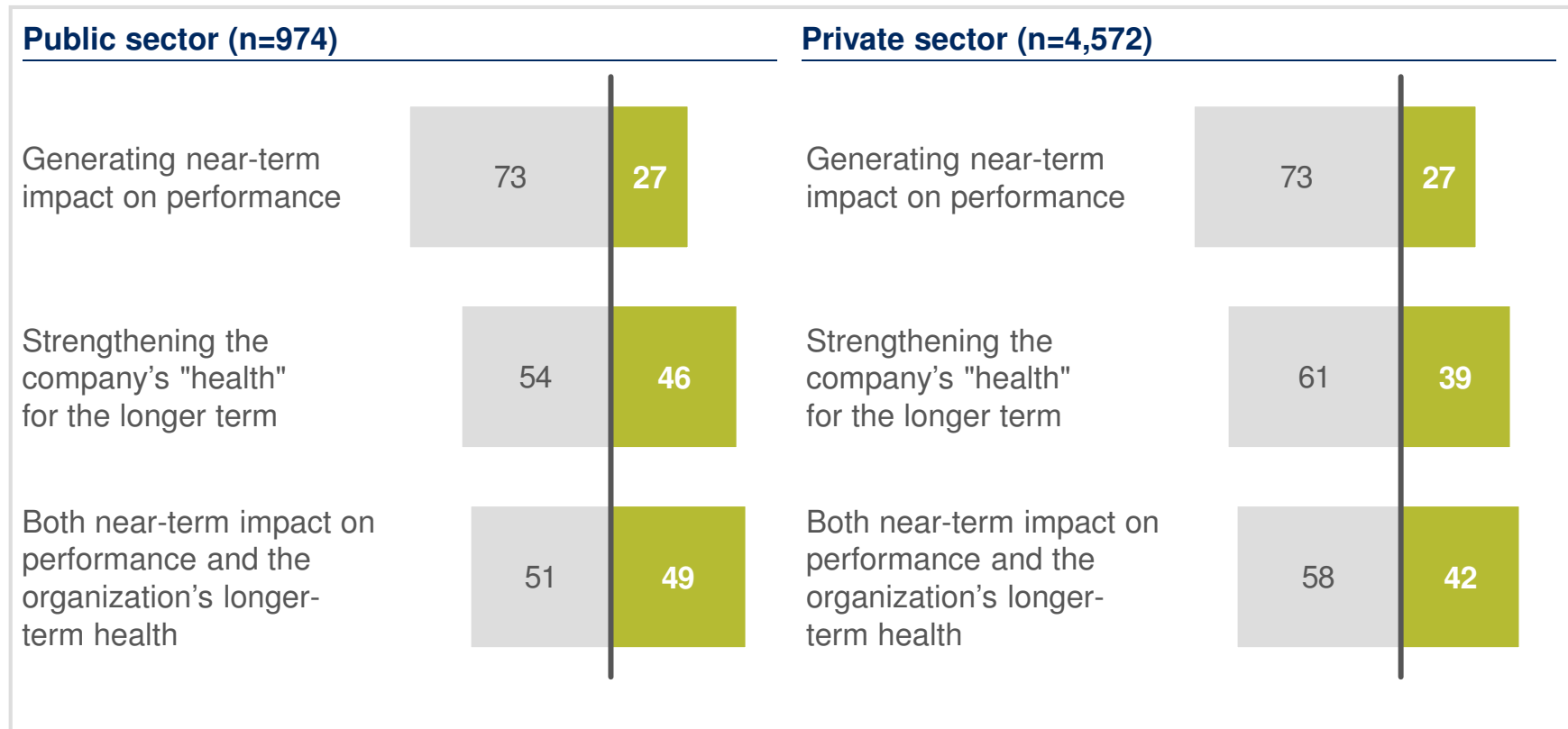


1 Focusing on both increases your chances of success

Percent

■ Successful¹
 ■ Unsuccessful²

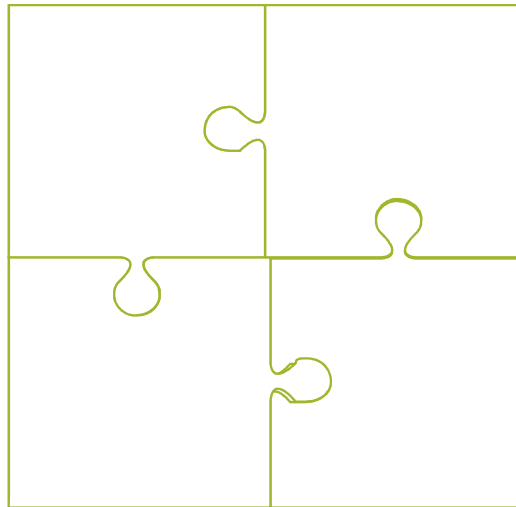
Transformation focused on...



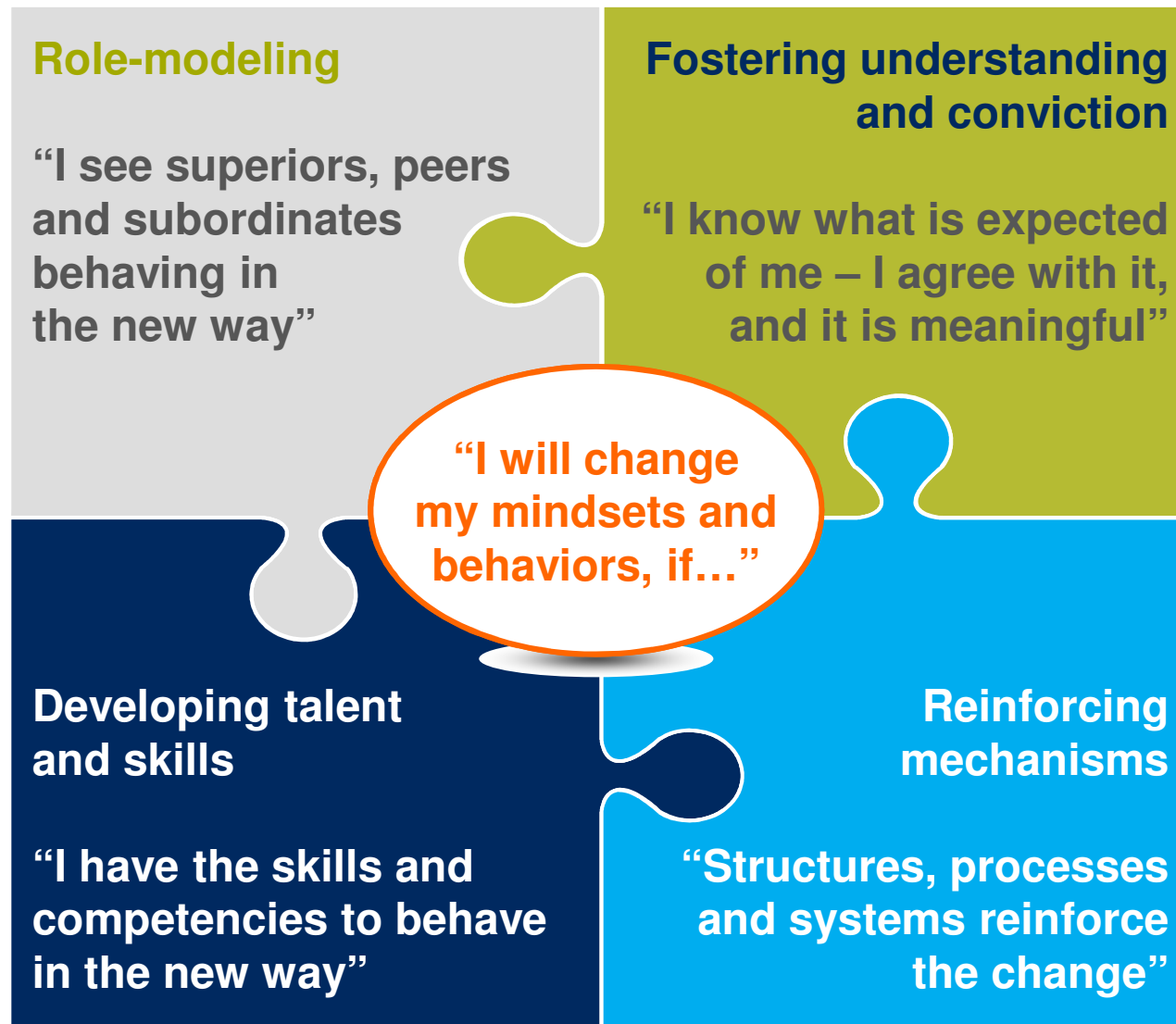
1 Successful includes respondent choices of extremely or very successful

2 Unsuccessful includes respondent choices of not at all or somewhat successful

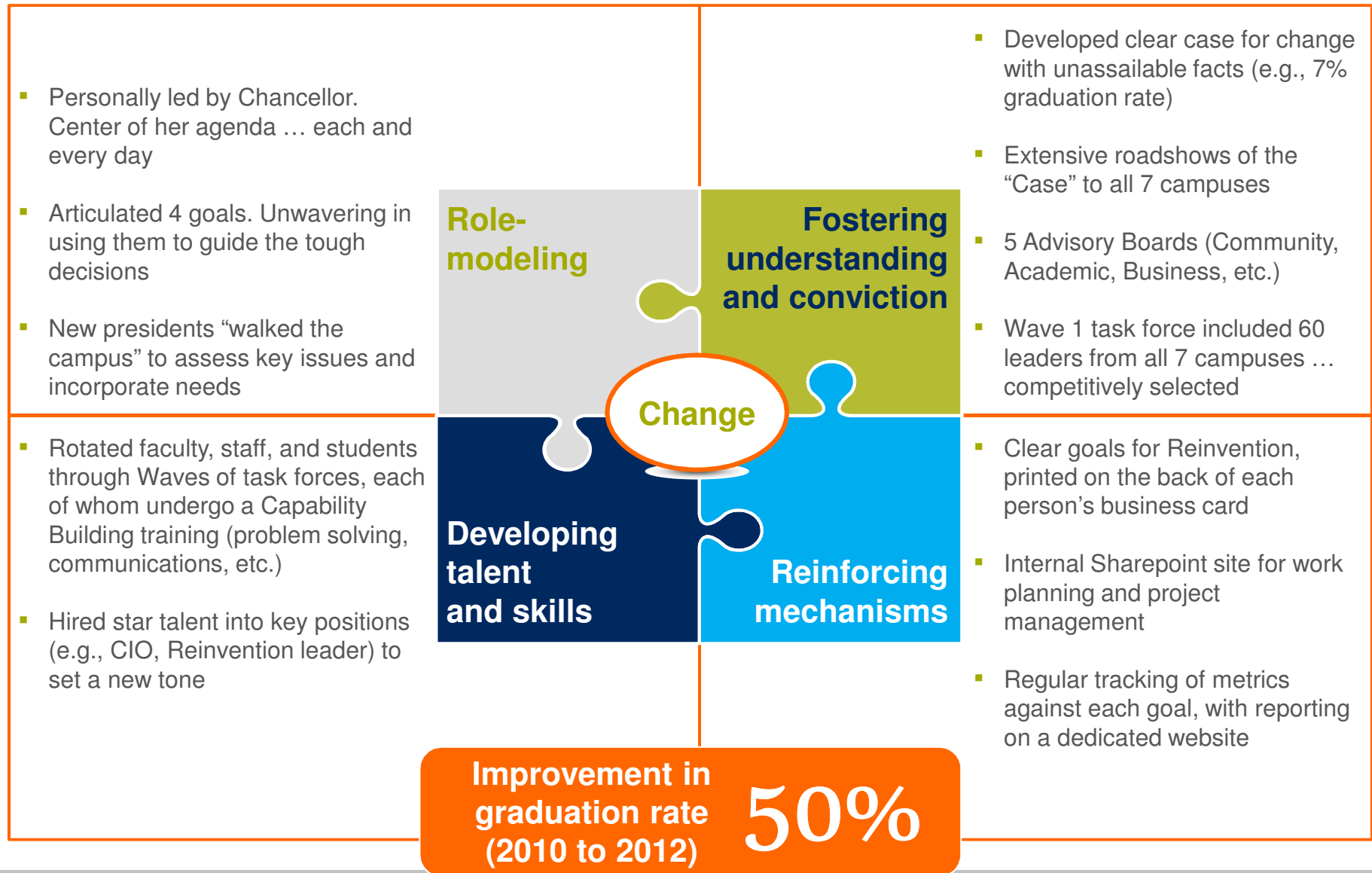
2 Shift the context



2 The Influence Model



2 The City Colleges of Chicago transformation: “Reinvention”

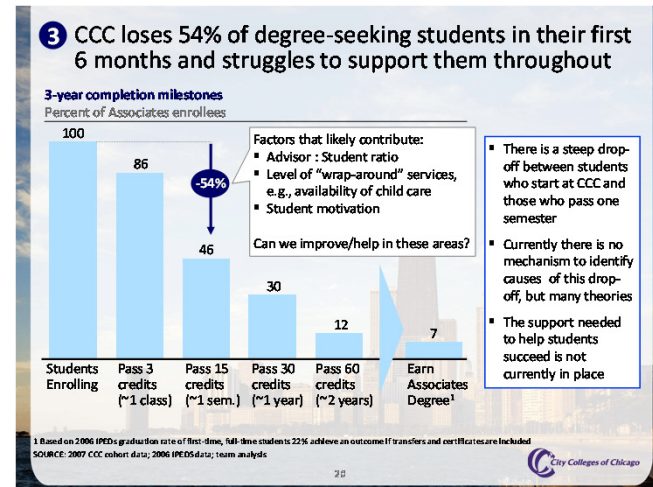
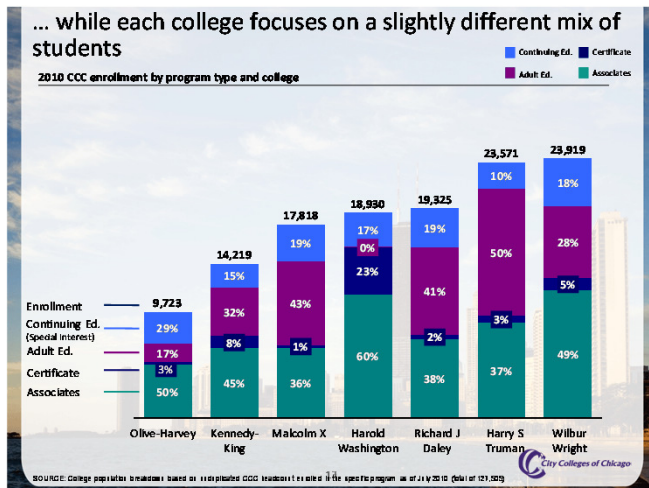


2 The City Colleges of Chicago transformation: “Reinvention”

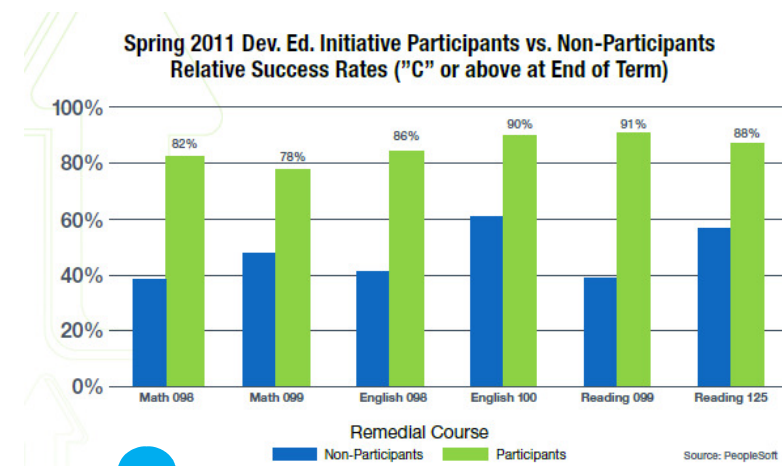


Fostering understanding and conviction

- Developed clear case for change with unassailable facts (e.g., 7% graduation rate)
- Extensive roadshows of the “Case” to all 7 campuses
- 5 Advisory Boards (Community, Academic, Business, etc.)
- Wave 1 task force included 60 leaders from all 7 campuses ... competitively selected



2 The City Colleges of Chicago transformation: “Reinvention”



Reinforcing mechanisms

- Clear goals for Reinvention, printed on the back of each person's business card
- Internal Sharepoint site for work planning and project management
- Regular tracking of metrics against each goal, with reporting on a dedicated website

2 The City Colleges of Chicago transformation: “Reinvention”

- Personally led by Chancellor. Center of her agenda ... each and every day
 - Articulated 4 goals. Unwavering in using them to guide the tough decisions
 - New presidents “walked the campus” to assess key issues and incorporate needs
-
- Rotated faculty, staff, and students through Waves of task forces, each of whom undergo a Capability Building training (problem solving, communications, etc.)
 - Hired star talent into key positions (e.g., CIO, Reinvention leader) to set a new tone

**Role-
modeling**



**Developing
talent
and skills**



3 The Power of Words



3 Telling a story



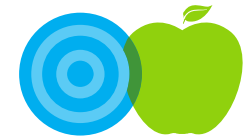
3 The X Factor: Sources of meaning

	Importance to you	Example calls to action
Mission/ Community	_____ %	<ul style="list-style-type: none"> Improving society Building the community Civic duty
Institution/ University	_____ %	<ul style="list-style-type: none"> Reputation / rankings Growth (enrollments, faculty) Sponsored research
Students	_____ %	<ul style="list-style-type: none"> Student success Shaping lives Superior service / make it easy
Team experience	_____ %	<ul style="list-style-type: none"> High performing teams Sense of belonging Caring environment
Me personally	_____ %	<ul style="list-style-type: none"> Personal development Paycheck Empowerment

3 Example: Appealing to ‘5 sources of meaning’

	Cost-focused turn around program	‘Good to great’ transformation
Mission/ Community	<ul style="list-style-type: none"> Ultimately this is about us being able to serve more students with the limited resources we have 	<ul style="list-style-type: none"> Ultimately this is about building the community and making it a vibrant place to live
Institution/ University	<ul style="list-style-type: none"> Uses of funds are growing faster than sources of funds, this can’t continue or we won’t survive 	<ul style="list-style-type: none"> We have the opportunity to “jump a curve” and leave the competition far in the dust
Students	<ul style="list-style-type: none"> Greater simplicity, fewer errors, more affordable tuition and less student debt 	<ul style="list-style-type: none"> Expanding the range of programs and experiential learning that our students have access to
Team experience	<ul style="list-style-type: none"> Less duplication of effort, accountability matched with empowerment 	<ul style="list-style-type: none"> Working together across silos to achieve collectively what one person or team could not do alone
Me personally	<ul style="list-style-type: none"> This is a once in a career opportunity to turn around the institution. In the end, there will be bigger, more attractive jobs 	<ul style="list-style-type: none"> Increase financial rewards, expanded opportunities to advance and develop in a growing organization

Recap



- You can beat the odds by putting equal rigor & discipline into performance & health
- To shift mindsets, shift the context in which people are working
- Tell five stories at once – it's powerful, practical, and easy to apply

