



# The Future of Ohio Higher Education: Managing Change for Lasting Impact

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# A Sobering Statistic About Change...



*About 70% of change initiatives ultimately fail.*



# Change Is Driven by Many Different Factors

## External Forces for Change

- Demographic characteristics
- Technology changes
- Customer and market changes
- Social changes/pressures
- Political changes/pressures

***What forces are you facing?***

## Internal Forces for Change

- Low job satisfaction and/or engagement
- Increased absenteeism and turnover
- Low performance, productivity and/or efficiency
- Value changes of organizational members
- Changing needs, desires, preferences of organizational members

*An obvious but often overlooked point: Need to be aware of these forces.*



# Change Can Be Oriented Around...

**Organizational  
Strategy**

**Processes**

**Technology**

**Products and Marketing**

**Employees**

**Structure**

**Organizational  
Culture**

**Organizational  
Knowledge**

**?**

**Customers**

**Legal**

**Agreements**

**External Events**



# Basic Beliefs About Change

- Change happens, fundamentally, at the individual level.
- Organization change happens largely to the extent that there is collective individual change.
- People do not necessarily resist change per se., they resist when change is forced on them.
- Change is personal, and often involves work, loss and sacrifice.
- For people to change, they should feel a compelling reason to do so.
- People should understand how their personal need to change fits with the organization's reason for change.
- In general, people are more willing to change if they feel a degree of ownership in the overall change itself.



## Some Concerns Given the “Current Day”

- We’ve had even greater levels of uncertainty due to politics, AI, Covid-19, economic issues, global conflict, demonstrations, etc.
- People are fatigued and stressed in lots of different ways
- Peoples’ priorities have likely changed significantly in the last few years (we’re way down on Maslow’s hierarchy right now!)
- Engagement, team dynamics, culture, etc. are all shaken post-Covid
- People are sick of change
- It might be even harder than before to get people excited/engaged about change initiatives
- In many ways, we are living in unprecedented times...but
- Our need to effectively *embrace* change is greater now than ever!



## Some Ways to Increase Resilience

- Be aware of everything that is meaningfully impacting you
- Take care of your physical health
- Develop/cultivate your support system (friends, family, etc.)
- Be an active member of that support system—for yourself and for others
- Set boundaries, manage your time and work on your life balance
- Be realistic in your goals, time commitments, etc.
- Celebrate successes (even small ones!)
- Be as compassionate to yourself as you are to others
- Continue building your emotional intelligence
- Try to be optimistic and hopeful in your mindset

*Help others build their resiliency by working with them on these*



# Three Critical Elements That Enable Change

- 1) A strong **dissatisfaction** with the current situation
  - A belief that what's been done in the past isn't good enough
  - A desire for positive change and something different
  - A personal commitment to helping make change happen
  
- 2) A **compelling vision** for a successful future
  - An inspirational, uplifting and engaging model for the future
  - A clear understanding of differences between the “current” and “future” states
  - A widely communicated and clearly articulated vision for the future
  
- 3) A **process** to help move from the “current” to the “future” state
  - A process that is seen as credible and likely to succeed
  - Communication/information to keep them engaged in the process

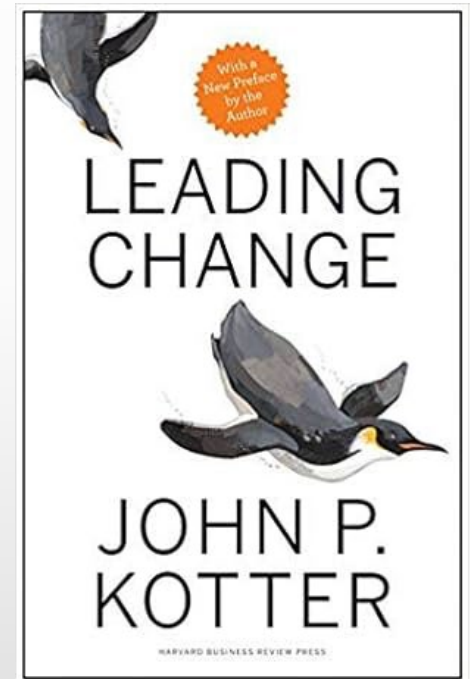
$$\text{Change} = (D \times V \times P) > R$$





# A Good Model for Change—Kotter's 8 Steps

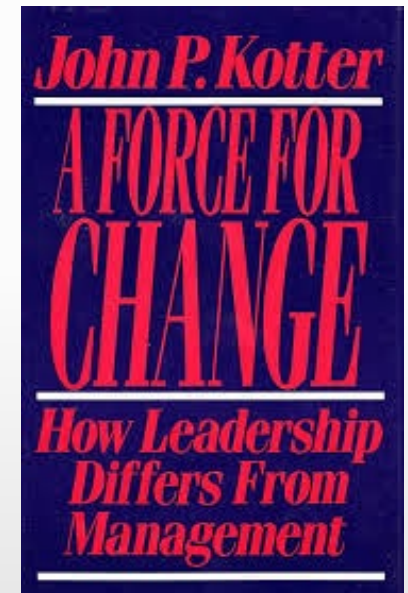
- 1) Establish a sense of urgency within the organization
- 2) Develop the guiding coalition for the change
- 3) Develop a compelling vision and strategy for the future
- 4) Communicate the vision widely and get buy-in and commitment
- 5) Empower people to take broad-based action
- 6) Generate and recognize short-term wins (even if small ones)
- 7) Consolidate gains and keep moving—don't let up
- 8) Anchor change in the organizational culture





# Eight Reasons Why Change Fails

- Allowing too much complexity
- Failing to build a substantial coalition
- Not understanding the need for a clear and compelling vision
- Failing to clearly communicate the vision
- Permitting roadblocks against the vision
- Poor planning and failing to achieve (and recognize) short-term wins
- Declaring victory too soon
- Not anchoring changes in corporate culture



\*Source: John Kotter, "A Force For Change"



# Change vs. Transition



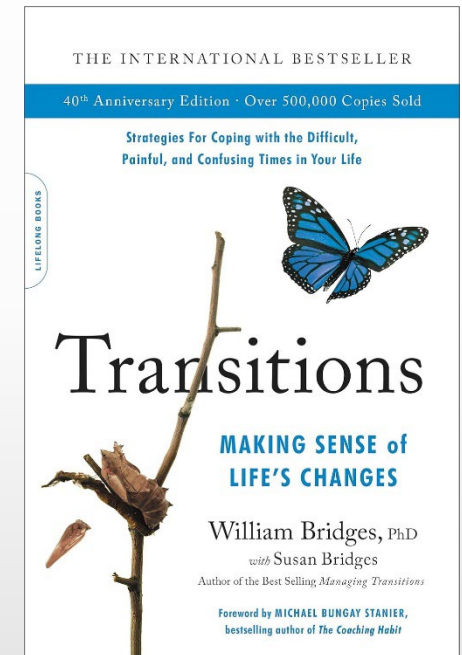
# Change and Transition\*

**Change:** What organizations go through; an event that is observable, situational, external to the individual per se. Change sets into motion the transition process.

*It starts with a beginning.*

**Transition:** The psychological experience of change at the individual level. As a psychological event, it is a three-phase process that individuals go through over time to come to terms with the external changes.

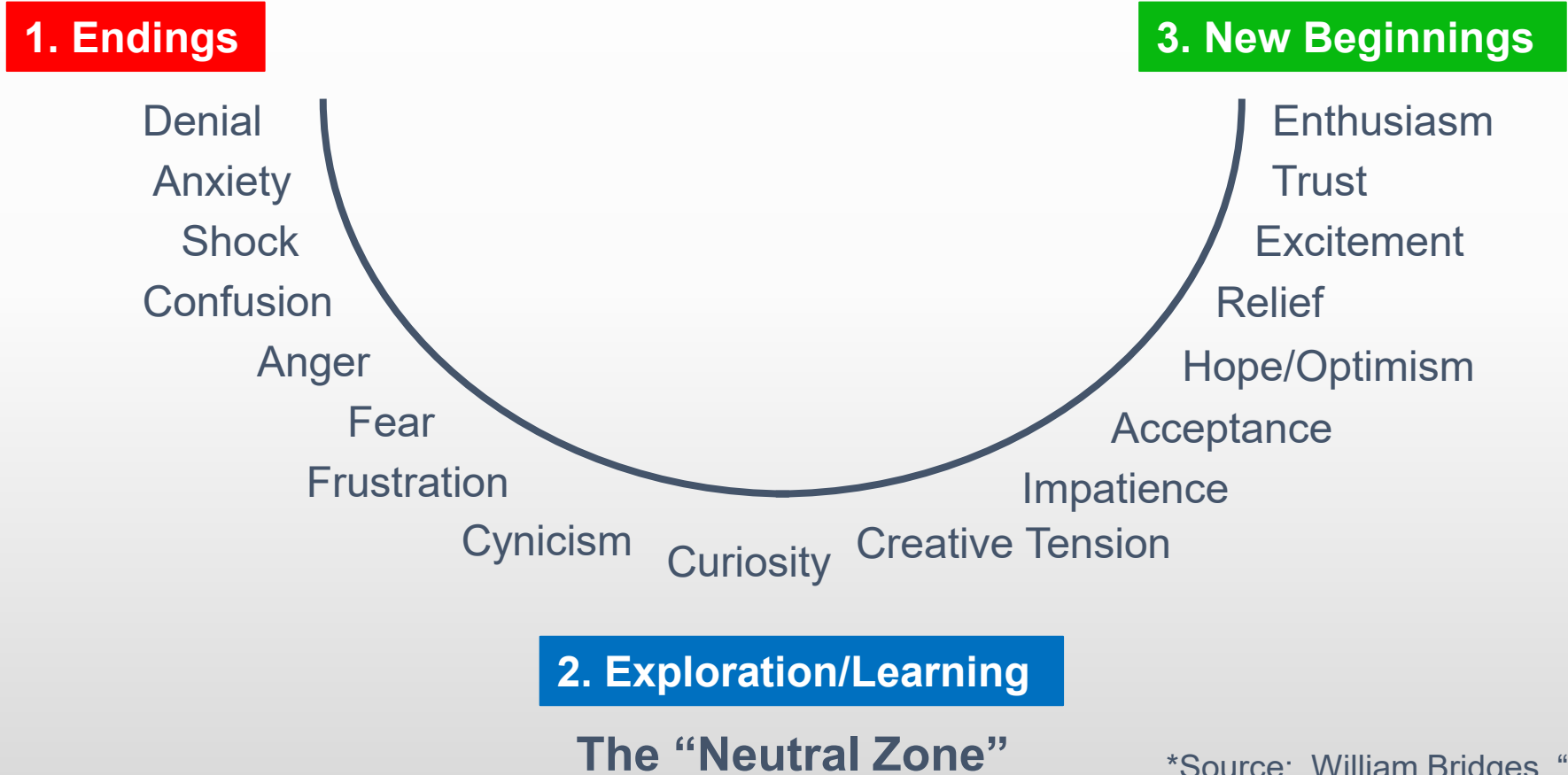
*It starts with an ending.*



*“Unless transition occurs, change will not...” – William Bridges*



# The Emotions of Individual Transition\*



\*Source: William Bridges, "Transitions"



# Losses During Transition

- Attachments: *Membership, reporting relationships, friends*
- Turf: *Physical territory, responsibilities, title*
- Structure: *Comfortable routine, way of working, office or view*
- Future: *Dreams, goals, plans for advancement*
- Meaning/Significance: *Where do I fit in?*
- Control: *Loss of power to create outcomes*
- ?

*Losses are perceived and can vary across individuals*



# Helping People with the Endings

- Accept the reality and importance of loss; acknowledge it openly and sympathetically
- Expect and accept signs of grieving – anger, bargaining, anxiety, sadness, disorientation, and depression
- Compensate for the losses when possible
- Define what is over and what is not in as much detail as possible
- Mark the endings
- Treat the past with respect; recognize it as a foundation to build on
- Let people take a piece of the old way with them

\*Source: William Bridges, "Transitions"



# Minimizing the “Neutral Zone”

- Set short-range goals for people to aim toward along the way to long-term outcomes
- Ensure goals are realistic
- Provide training on new skills needed for success
- Protect people from further changes while they regain their balance
- Be encouraging and help people stay optimistic
- Involve people in different ways to keep them engaged
- Find ways to encourage collaboration and team orientation

\*Source: William Bridges, “Transitions”





# Pulling People to New Beginnings

- Clarify and communicate the purpose
- Paint a picture of how the outcomes will look and feel
- Lay out a plan for phasing in the outcome
- Give each person a part to play in the plan and the outcome
- Be consistent in messaging
- Ensure some quick successes and celebrate them

\*Source: William Bridges, "Transitions"



# Overcoming Resistance to Change



# WHY Do People Resist Change?

- They are predisposed against change (some people just don't like it)
- Fear of the unknown and/or fear of failure
- Lack of trust in the organization, its leadership, etc.
- History of antagonism, mistrust, etc.
- Loss (and losses can be wide and varied; status, job security, etc.)
- Peer pressure
- Disruption of tradition, existing relationships, etc.
- Poor timing
- Reward systems not aligned and/or not supporting the change
- ?



# People React Differently to Change





# Dealing Effectively with Resistance

- Welcome resistance (at least early on) and don't be threatened by it
- Get resistance out into the open; allow people to speak their minds
- Enlist your “innovators”
- Convert your “early adopters” and “late adopters”
- Outrun the pessimists and resisters
- Remember to address the “What’s in it for me?” issue
- Involve as many people in the change as possible
- Show belief in the change with your visible and behavioral commitment
- Communicate, communicate, communicate

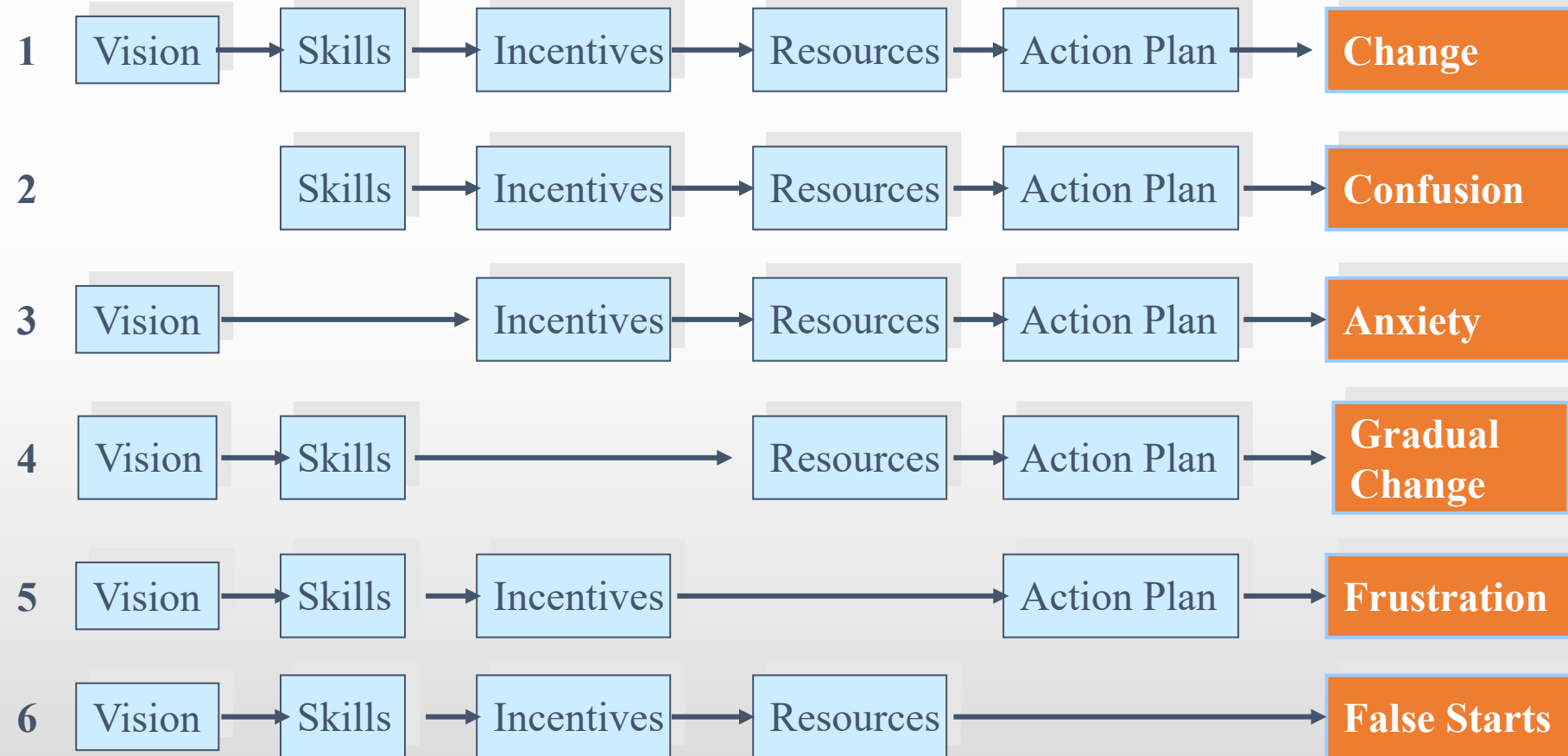
*Deal with resistance (and resisters) openly, honestly and quickly*



# Final Thoughts on Leading Change



# Different Change Management Outcomes\*



\* Source: American Productivity and Quality Center



# What Can You Do to Help Drive Change?

- Be passionate in your own commitment
- Have a compelling vision and do all the “prep” work
- Delegate as much accountability for change as possible
  - Make people feel needed and a key part of our future success
- Be intolerant of weak commitment
- Recognize and build momentum as change starts to occur
- Recognize and reinforce wins (even small ones)
- Remember that communication goes both ways—down AND up
- Be optimistic about the change (both internally and externally)





# What Makes the Process Work?

- Involve an appropriate amount of objective, forward thinking people
- Use frameworks to guide your thinking and recommendations
- Maintain the energy, commitment, and dynamics of the group—keep the end goal in mind
- Challenge your thinking and encourage “devil’s advocate” viewpoints
- Communicate as much as possible and appropriate
- Develop (realistic) milestones and work to continually meet them
- Stay healthy (mentally, physically and psychologically)



# Summary Thoughts About Change

- Don't skimp on the “prep work”; it plays a key role in success
- Don't forget to continually be answering “What's In It For Me?”
- What gets measured gets done; incorporate change into accountabilities
- Remember that organization culture can enhance and/or inhibit change
- A clear strategy is the cornerstone of successful organization change
- Understanding and commitment are best gained by involving others
- Probably can't overcommunicate about the change, or overclarify roles
- Remember that change is very personal; it happens one person at a time
- Be sensitive to transitions...the psychological experience of change



# Embracing Change in a VUCA World

- Try to view the changing times as opportunities, not obstacles.
- Be even more strategic (and sensitive) in your perception and planning.
- Give more thought to possibilities and contingencies, as appropriate.
- Be optimistic; people are looking for it and in today's world they need it.
- Be passionate, authentic and behavioral in your own commitment.
- Generate, recognize and reinforce wins (even small ones).
- Be disciplined but within that discipline be agile given the times.
- **Last (but not least)...take care of yourself.**



***What Questions Do You Have?***