Succeeding in the Maelstrom of Change: Unique Challenges in Higher Education
Succeeding in the Maelstrom of Change
Unique Challenges in Higher Education

Jan Wilson, M.Ed., SHRM-SCP, SPHR
Principal, Wilson and Associates Consulting
Organizational Development and Learning Consultant
You can’t teach someone to swim when they are drowning.

Synchronous delivery  Asynchronous delivery
Familiar technology  Unfamiliar technology
Existing activities & assessments  Redesigned activities & assessments
More time to prepare  Less time to prepare
More support  Less support

Faculty Anxiety

Lower  Higher

https://philonedtech.com/covid-19-recovery-and-planning-must-include-student-perspectives
Poll Question!
Multiple Phases of Higher Education Response to COVID-19

**Phase 1:**
Rapid Transition to Remote Teaching & Learning

North America and many other regions transition to fully-remote teaching and learning in just 3 - 4 weeks, with huge reliance on synchronous video (e.g. Zoom, MS Teams, Google Meet)

Feb - Mar 2020

**Phase 2:**
(Re) Adding Basics

Institutions must (re) add basics into emergency course transitions: course navigation, equitable access including lack of reliable computer and broadband, support for students with disabilities, academic integrity

Apr - Jul 2020

**Phase 3:**
Extended Transition During Continued Turmoil

Institutions must be prepared to fully support students for a full term, and be prepared for online delivery - even if starting as face-to-face

Aug - Dec 2020

**Phase 4:**
Emerging New Normal

Unknown levels of online learning adoption in new normal, but likely higher than pre-2020

2021 & Beyond

Outlook as of end of March, 2020

---

https://philonedtech.com/covid-19-recovery-and-planning-must-include-student-perspectives
You Are Not Alone

- Automotive Industry Change
- Restaurants/Bars/Gig Economy
- Health Care’s Push to Person Centered Care
Student Centered Learning

“While there’s always going to be new knowledge and new tools, the level of our use of technology in the learning process, the granularity of understanding learning, and change management strategies will continue to change. You add those three together and it allows you to start reimagining different ways for institutions to do their work, and perhaps even envision new institutional forms.”

Louis Soares, Chief Learning and Innovation Officer, American Council on Education

Digital Transformation

“…the new normal is just as likely to be a twenty-five year old returning veteran, a single parent or a fifty three year old displaced worker….As in so much else, our students will lead us if we have the will and the tools to listen.”

Ted Mitchell, Changing Demographics and Digital Transformation
Workplace Readiness

“Employers are shifting their hiring mindset toward a “what do you know” rather than “where did you go” model of assessment; stackable credentials offer the prospect of better recognizing these work ready skills.”

Micheal King, VP and GM IBM Global Education Industry

“Current students will be expected to demonstrate their capacity and capability to adapt …on a more or less continuous basis…curriculum will require adaptation to how faculty teach and facilitate learning, and how students transfer this learning into their civic and work lives.”

Taylor and Harris, Beyond Classroom Borders: Linking Learning and Work Through Career Relevant Instruction
Why Is Change So Hard?

• Is This The Right Way To Go?
• Did We Think of Everything?
• WE HAVE TO DO SOMETHING!

• BOTTOM LINE: PEOPLE
Five Things You Should Know About Change Management
Thing One:

Get Smarter About What Change Management Is and IS NOT

Over the past 20 YEARS research demonstrates

that 70% of change efforts within organizations fail
Thing Two:

Change Management Really CAN Work

EFFECTIVE CM DRIVES RESULTS AND OUTCOMES

Change management is a success enabler

Research on thousands of initiatives shows a direct correlation between how well the people side of change is managed (change management) and how successful the effort is.

Projects with improved change management had increased likelihood of meeting objectives, finishing on time and finishing on budget.

6x INCREASED LIKELIHOOD OF MEETING OBJECTIVES

Percent of study participants who met or exceeded objectives

- 15% Poor
- 44% Fair
- 76% Good
- 94% Excellent

Change Management Effectiveness

RESEARCH INSIGHT
Thing Three:

ALL Constituencies Must Be Secured
Don’t Outsource Your Responsibility for Managing Change

“The content of change management is reasonably correct, but the managerial capacity to implement it has been woefully underdeveloped.

In fact, instead of strengthening managers’ ability to manage change, we’ve instead allowed managers to outsource change management to HR specialists and consultants instead of taking accountability themselves—an approach that often doesn’t work.”

Ron Ashkenas, Harvard Business Review
Thing Five:

Adopt a “Bucket Approach” Way of Thinking
Thing Five:

Adopt a “Bucket Approach” Way of Thinking

<table>
<thead>
<tr>
<th>Employees’ Appraisals of Change</th>
<th>Negative Workplace Change</th>
<th>Neutral Workplace Change</th>
<th>Positive Workplace Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition</td>
<td>Changes that reduce access to a variety of resources.</td>
<td>Changes that do not change the resources available to employees.</td>
<td>Changes that increase access to a variety of resources.</td>
</tr>
<tr>
<td>Examples</td>
<td>“The workload is obviously larger but we have the same amount of hours.”</td>
<td>“Changes in performance measures were generally meaningless.”</td>
<td>“A change in job duties allowed me to expand my influence on peers.”</td>
</tr>
</tbody>
</table>
How To Know if You Are Managing Change Well (Or Not)

<table>
<thead>
<tr>
<th>Vision</th>
<th>Skills</th>
<th>Incentives</th>
<th>Resources</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHANGE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vision</th>
<th>Skills</th>
<th>Incentives</th>
<th>Resources</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONFUSION</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vision</th>
<th>Skills</th>
<th>Incentives</th>
<th>Resources</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANXIETY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vision</th>
<th>Skills</th>
<th>Incentives</th>
<th>Resources</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRADUAL CHANGE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vision</th>
<th>Skills</th>
<th>Incentives</th>
<th>Resources</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRustration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vision</th>
<th>Skills</th>
<th>Incentives</th>
<th>Resources</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALSE START</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Where Can We Get Help?

Kotter Eight Step Change Model

- CREATE a sense of urgency
- BUILD a guiding coalition
- FORM a strategic vision and initiatives
- ENLIST a volunteer army
- ENABLE action by removing barriers
- GENERATE short-term wins
- SUSTAIN acceleration
- INSTITUTE change

ADKAR Model

- AWARENESS
  - What is and isn’t working in my organization
  - What are my options
  - Communicate that there is a problem
  - Focus attention on the most important reasons to change

- DESIRE
  - Communicate benefits for adoption of Scrum
  - Identify risks involved
  - Build momentum
  - Address fears

- KNOWLEDGE
  - Learn new technical skills
  - Learn to think as a team
  - Learn how to timebox
  - Share information
  - Set reasonable targets

- ACTION
  - Employ a suitable governance framework
  - Training the basics
  - Start small
  - Don’t do it by stealth
  - Adjust processes that touch the Scrum teams

- REINFORCEMENT
  - Engage a Scrum Coach
  - Identify champions
  - Share Scrum experiences
  - Learn from early mistakes

ACMP’s Standard for Change Management®

- Evaluating Change Impact and Organizational Readiness
- Formulating Change Management Strategy
- Executing Change Management Plans
- Developing Change Management Plans
- Closing the Change Management Effort
1. **Continue Your Calling!**
   - Teach Online
   - Test Online
   - Build a Virtual Village
     - Chat
     - Video
     - Virtual break out rooms for project work

2. **Support Your Students**
   - Help with isolation fears they may be having
   - Proactively look for those struggling
   - Support students with disabilities
   - Be the beacon that you are!

3. **Support Your Colleagues**
   - Learn from one another
   - Communicate your needs
   - Offer support to others

4. **Take Care of Yourself and Your Family**
   - Stay healthy
     - Social distancing
     - Handwashing
   - Family balance
   - Self-care
     - Find your Zen through this
     - Minimize your news fix
     - Get in a routine that works for you
     - Do the best you can, it’s all any of us can do
General Resources

PhilOnEdTech, blog post, April 2020
https://philonedtech.com/covid-19-recovery-and-planning-must-include-student-perspectives/

COVID19 Recovery and Planning Must Include Student Perspectives
Kevin Kelly, April 2020

Pivots, Pirouettes, and Piqués: Gracefully Managing the Anxieties of Remote Teaching and Learning, Chief Learning Officer, blog post
Rajiv Jangiani, Ph.D., April 2020

Agile Innovation in the Face of COVID19, Chief Learning Officer, blog post
Cheryl Fink, Holly Downs, Sunil Puri, April 2020

How to be an influential leader during stressful times: a disciplined listening approach, Chief Learning Officer, blog post
Michael Reddington, April 2020

How Professors are Teaching in a Coronavirus World, Stanford Business, blog post
Author Not Cited, March 2020.

A Quick Guide to Converting your Face To Face Pedagogical Approach to the Online Environment, Boston University Center for Teaching and Learning, blog post
Author Not Cited, April 2020
Student Centered Learning Resources

- University of Michigan – Adjusting your study habits during COVID
- Rutgers University – Student remote learning tips
- Boise State University – Learning remotely: A guide for students
- Lehigh University – Preparing for Remote Learning – 10 Crucial Steps
- San Francisco State University – Keep Learning Student QuickGuide

https://philonedtech.com/covid-19-recovery-and-planning-must-include-student-perspectives
Thank you for joining us today!

Questions? Please email Alice

acifuentes@honorlock.com