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Driving Change Effectiveness in Higher Education

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Meet the Presenters



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Objectives

● Change Resistance Baseline

- Understand that change resistance is biological and should be expected

● Change Effectiveness *Superpower*

- Introduce developmental psychology principle – Attachment

● Fieldwork Examples

- Share examples of where clients are utilizing the principles

Background

Activity:

Please open a web browser on your smartphone or tablet and type in the words “Change Resistance”

1.48

Billion

Change Resistance Is Talked About a Lot ...

Activity:

When you searched “Change Resistance,” an article from Harvard Business Review (Paul Lawrence) appears at the top of the search – in what year was that article published?

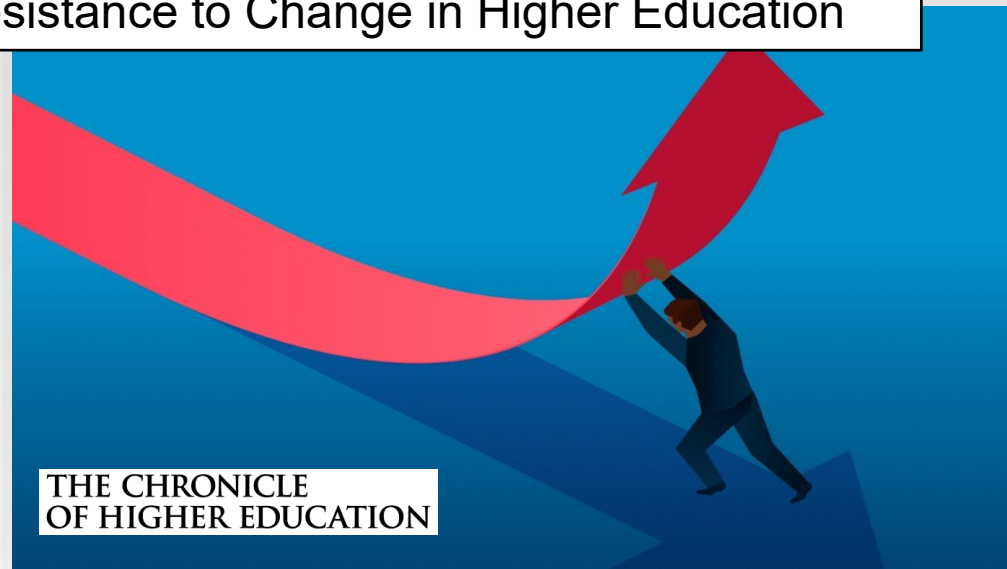
1969

We’ve Been Talking About Change Resistance For a Long Time ...

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Change Imperative in Higher Education

Whatever It Is, I'm Against It
- Resistance to Change in Higher Education



THE CHRONICLE
OF HIGHER EDUCATION

Brian Rosenberg
SEPTEMBER 25, 2023

Summarized pervasive resistance to change within the field of higher education.

- Historically, small changes have driven outsized resistance;
- Preference for the “Old” Normal versus the “New” Normal;
- 72% of Presidents believe “Fundamental Change” is required.

Rosenberg’s article paints a picture of a system in need of tremendous change – scared by a history of resistance.

Typical Business Change Catalysts

Wherever you turn, organizations are embarking on bold initiatives that involve change, and their leaders know that the ability to realize the benefits of those initiatives relies on their organizational change effectiveness

These changes require people to do things differently ...



**System
Implementations**



**Performance
Improvements**



**Policy or
Process Change**

... Why is CHANGE so hard?

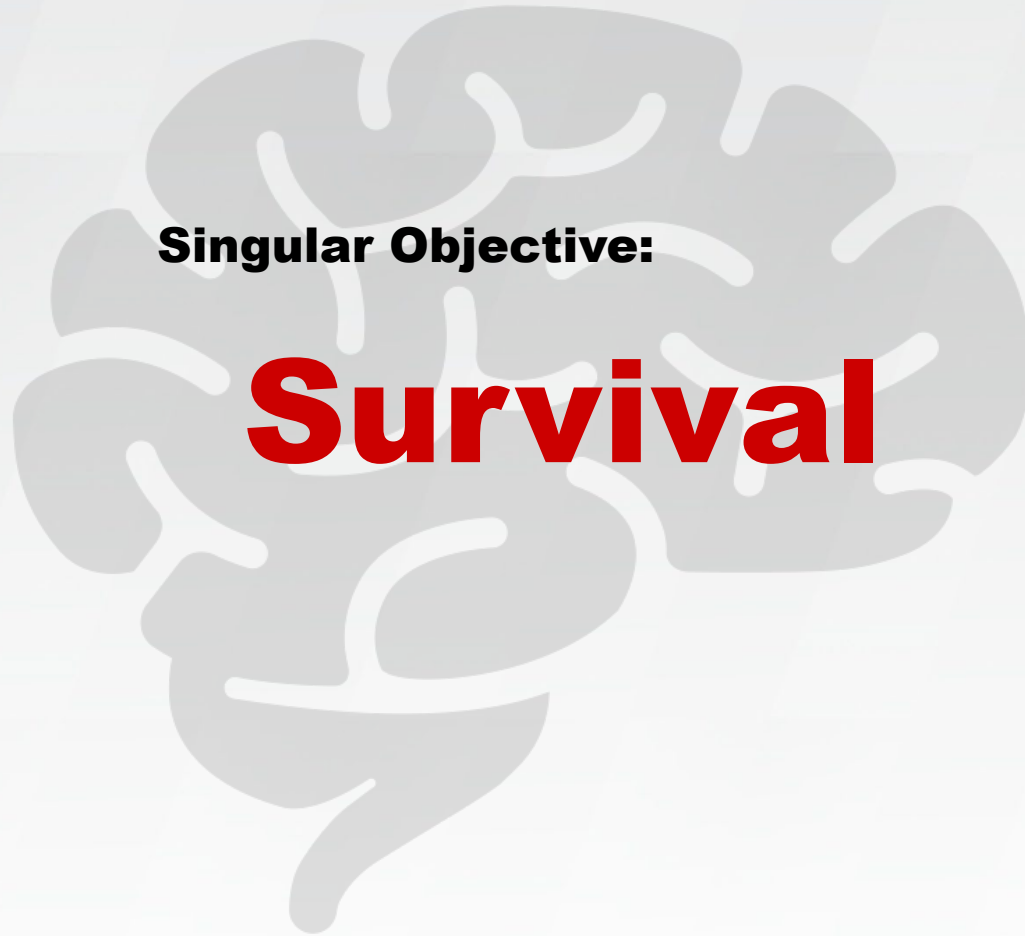
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A man in a dark suit and tie is shown from the chest up, covering his face with his right hand. The image is overlaid with a large white '17' and the word 'Years' in white text. The background is a blurred cityscape at sunset or sunrise, with a red color overlay.

17
Years

It All Starts With the Brain

It has taken 22,000 years for the brain to evolve to its current state – one word describes this evolution.



The “Triune Brain” is comprised of three layers

- 1 INSTINCTIVE
- 2 RATIONAL
- 3 INTUITIVE

The Intuitive Brain is where resistance to change may start ...

... But also, it’s where the secret to **change effectiveness** is found

Journey to “Change Readiness”

Level 1 –

Satisfaction

Easiest to achieve

Applies to current situation, and current output

1

2

3

Journey to “Change Readiness”

1

2

3

Level 2 –

ENGAGEMENT

More difficult to achieve
– Typically, 30-35% of workforce

Relates to willingness to exert incremental effort

Journey to “Change Readiness”

1

2

3

Level 3 –

ATTACHMENT

Most difficult to achieve and relates to support

Precursor to willingness to try new things

Superpower of Change Effectiveness

Change Effectiveness Secret

Attachment

Rooted in the Intuitive Brain, humans attach or lean on tangible and intangible objects for support as we navigate the world – and wrestle with change.



TANGIBLE

- People
- Places
- Things



INTANGIBLE

- Mission
- Rules/Regulations
- Habits

Attachment is a **HARD-WIRED** mental model that is purely **BIOLOGICAL**. A set of symptoms emerge when Attachment is sagging.

Motivation
Anxiety
Frustration
Conflict
Absenteeism
Withdrawal



Throughout life, we can transition, almost like moving across monkey bars from one object of support to another when we have a **SECURE BASE OF ATTACHMENT**.



Core Question ...



So **WHY** is change resistance so prevalent? More to the point:

- Why do some of those smallest changes meet such stiff resistance?
- How can an old process that was horrible last year, now be something that can't be let go?
- Are we doomed to incremental change at best – **Stuck** where we are?

ATTACHMENT is likely working against you. But it doesn't have to ...



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Post-Pandemic Fieldwork

Workforce on the Brink



COVID-19 and the Public Health Emergency changed the American workforce – inarguably, forever

But when we began our work in late 2022/early 2023, our clients expected things to be taking a turn.

- Anxiety should have subsided,
- Exhaustion should have also lessened,
- Along with an expected continuation of goodwill

What we found in our most recent work was something different ...

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Powerful Byproduct

Original Intent

Current Change Readiness

Assess Drivers of Attachment

Identify Change Adaption Strategies



Unexpected Byproduct

Correlated Common Thread

Perspective into “Quiet Quitting,” et al

Baseline to Build From

Our clients were looking to construct their approaches to building their change effectiveness through attachment: by understanding the state of their people through a fact-based lens that didn't shy away from the difficult questions.

As a byproduct of this work, specifically observing multiple populations during two transitional periods, we found a set of measures that provide powerful perspective into recent workforce challenges like “Quiet Quitting” and the “Great Resignation” – among other things.

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Measurement “Guide” Overview

Using a validated and research driven survey diagnostic, Clari³ty/INTELLIGENCE assesses an organization's change readiness using a survey diagnostic that has been applied across three continents and effectively deployed over 30,000 times. Using the results of the survey diagnostic, our consulting team evaluates change readiness (attachment) across all demographics and aspects of the organization, including location, department, and job type to identify the root causes behind agility challenges, burnout, and confidence levels.

Three primary components impact organizational change readiness: agility, burnout, and confidence. Clari³ty /INTELLIGENCE uncovers the challenges inhibiting an organization's ability to effectively drive change effectiveness—from an unbiased, direct perspective of those within the organization.

01

AGILITY

The ability to adapt to incremental change

02

BURNOUT

The drag of exhaustion, cynicism, and efficacy on performance

03

CONFIDENCE

Attitude when considering the long-term prospects of the organization



The INTELLIGENCE dashboard provides leaders with a perspective to inform strategic choices and improve change effectiveness. The visibility created by the dashboard enables leaders and management to hold their teams accountable – a key step in taking the guesswork out of change.

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Case Study Example

Field Example* – “Tough Medicine”

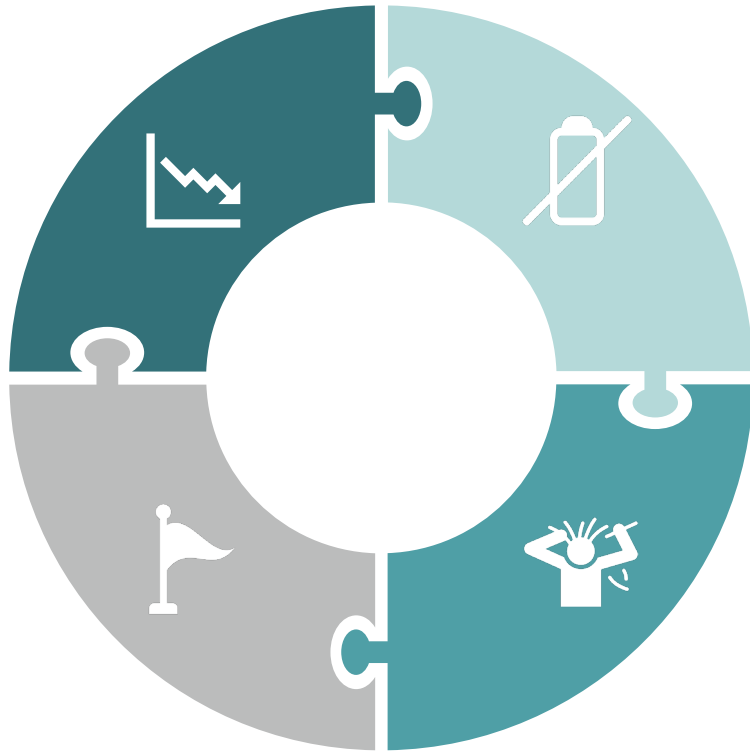
Multi-state organization comprised of more than 10 facilities and associated sub-brands and direct outlets. Organization deployed Clari³ty at the outset of strategic plan and redeployed as organization moved into execution mode.

+47%

KEY METRIC

Increase in **Cynicism** between Year 1 and Year 2

MEGA THEMES



Downward Trends

In both the Agility and Burnout measurement components, the organization was trending downward.

Evolving Burnout

The character of burnout had evolved; some early tactics were effective, but others seemed immune

Conflict and Frustration

A rise in interpersonal conflict and organizational frustration spoke to growing productivity challenges.

Progress Amplification

While apparent progress was made toward strategic plan milestones, limited awareness and connection had been made.

ROOT CAUSES



Organization Design and Decision Making

Organizational design was inconsistent and varied across locations, and decision rights were unclear.



Process Disconnects and Inequities

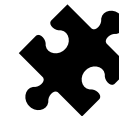
Process disconnects between locations caused conflict and rework – complicated by perceived inequities



Communication Ineffectiveness

Communication delays and gaps were drivers of disconnect built a sense of limited transparency

NEXT STEPS



Design Engagement



Support Focus



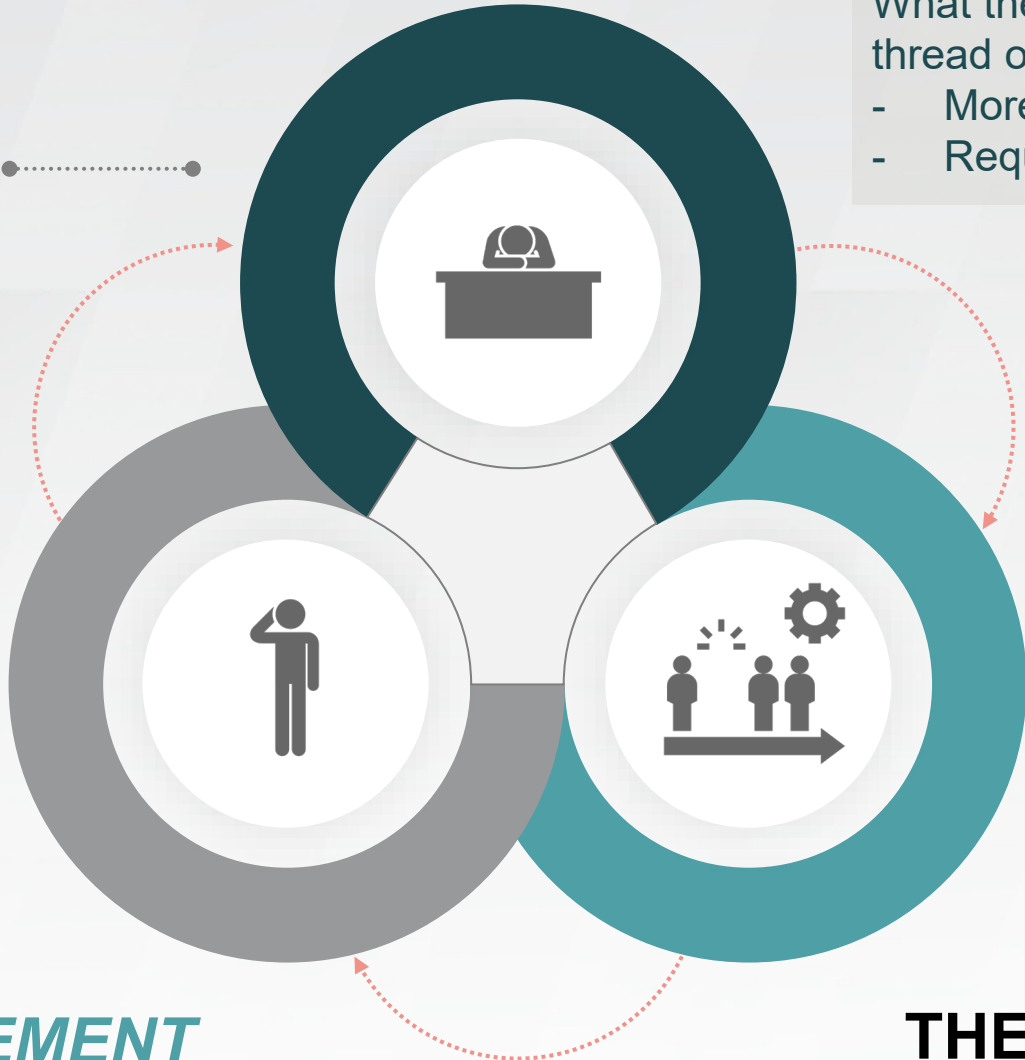
Functional Review

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Common Thread of Discontent

FRUSTRATION

Frustration within the workforce is beginning to impact productivity – “Bare Minimum Mondays.”



What these organizations have in common is a thread of workforce fatigue that's:

- More resistant to INTERVENTION and
- Requires MORE EFFORT to address

CYNICISM

A lesser-known dimension of burnout, this crisis of connection is real – “Conscious Quitting.”

ABSENTEEISM

State of being there, but not being there is becoming more and more commonplace – “Quiet Quitting.”

> THEN *DISENGAGEMENT*

THE GREAT “DISCONNECT”



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Where to From Here?

Where to From Here?



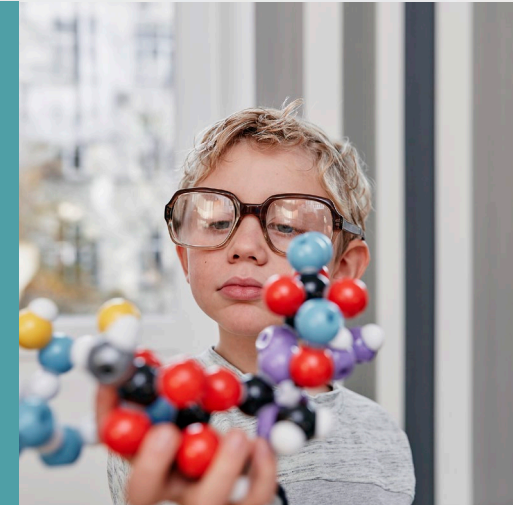
SUPERPOWER

Understanding Attachment, and deploying objects that contribute to the secure base during any transition is critical



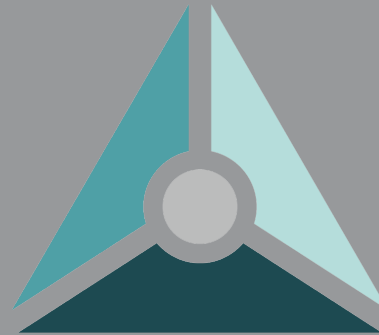
DIFFERENT WORKFORCE

The workforce is struggling to adjust from the impact of the pandemic – at a time when business leaders need them at their best



WIRING

We are biologically wired to resist change, and that wiring informs how to improve change effectiveness



NOT AN OPTION

The stakes are too high, failure is not an option when it comes to connecting with your workforce – and a guide can help

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Change is easy to propose, hard to implement, and especially hard to sustain.”

Andy Hargreaves

Research Professor at Boston College

Questions

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Learn More About Clari³ty



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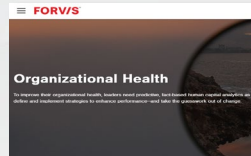
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The Clari³ty solution portfolio is deep and extensive. To learn more about our portfolio of Clari³ty solutions:



Web

Learn more about the Clari³ty solution portfolio, the details around its solutions, uses, and associated FORsights



Video Introduction

Introduction of the overall solution and a description of how Clari³ty can assist leaders in driving the change that growth + efficiency require.



Dashboard Demo

Brief demo of the Clari³ty dashboard, giving a brief glimpse into the capabilities the dashboard will support.

To learn more about our point of view on effectively leading change during these profound times, visit us at forvis.com/clari3ty.com

A photograph of several large icebergs floating in the ocean. The water is a deep blue, and the sky is a lighter blue. The icebergs are white and blue, with some jagged edges. The overall scene is serene and cold.

Thank You!

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