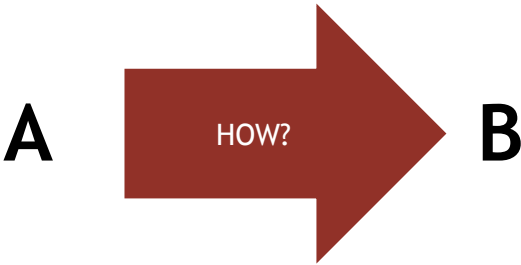


Strategies for Sustainable Change

2009 AFA Annual Meeting



Change is a Process.



We Want a Full Bucket



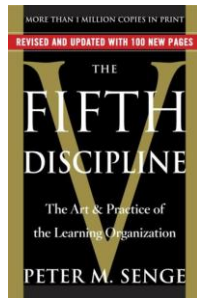
Systems Thinking

“Point A” is a natural and logical product of the system.

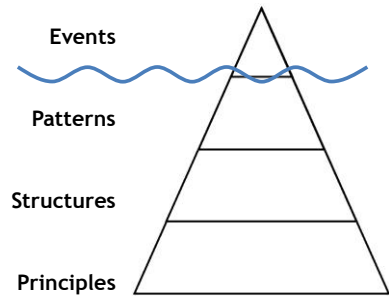
Understand how the system works.

Change the system.

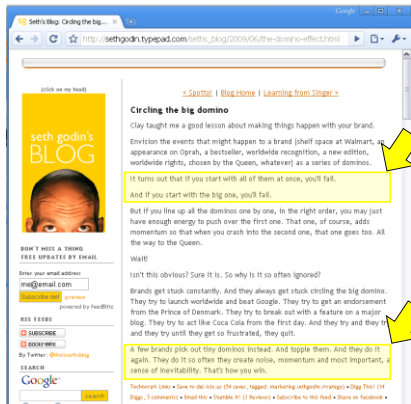
Get different results.



Systems Thinking Pyramid



WWSS?



If a butterfly flaps its wings...



Lessons in Change

1. Change is a process
2. Target the core of the system, not the event
3. Change does not take place in a vacuum
4. Ignore the big domino
5. Take action at a distance

Strategy

a plan, method, or series of maneuvers or stratagems for obtaining a specific goal or result

Strategic...

...Thinking

- Analysis
- What?
- SWOT
- Selecting focus areas
- Understanding the bucket

...Execution

- Action
- How?
- Capability Building
- Adjusting the system
- Building a better bucket

What Works?

Pop Quiz!

7 Questions

Please select “A, B, C, D, or E” at the top of your screen for each question

(Don’t worry, you already know the answers!)

What Works?

1. You are working to decrease the number of hazing-related incidents in the community.

What is the best approach?

- A Anti-Hazing Speaker
- B New Hazing Hotline
- C Hazing Awareness Posters
- D Newly Streamlined Judicial Process for Hazing Cases
- E All of the above, combined

What Works?

1. You are working to decrease the number of hazing-related incidents in the community.

Correct!

- A
- B
- C
- D
- E Anti-Hazing Speaker, New Hazing Hotline, Hazing Awareness Posters AND a Newly Streamlined Judicial Process for Hazing Cases

Complimentarity

- Each initiative will lead to a small, temporary gain on its own
- When combined with supporting initiatives, the results are amplified
- Complimentary efforts have a stronger, more sustained effect

What Works?

2. You are enhancing the educational offerings to fraternity and sorority leaders in a diverse, growing community at a regionally-based commuter institution.

What is the best approach?

- A Traditional classroom-style leadership education for credit
- B Multiple-day weekend retreats held offsite twice per semester
- C Guest lecturers held weeknights once per month
- D Online portal of learning resources including documents, links, videos, audio files, and self-paced curriculum
- E Forget it, there's no good way to do this

What Works?

2. You are enhancing the educational offerings to fraternity and sorority leaders in a diverse, growing community at a regionally-based commuter institution.

Correct!

- A
- B
- C
- D Online portal of learning resources including documents, links, videos, audio files, and self-paced curriculum
- E

Consistency

- Initiatives must be aligned with your community's unique characteristics
- In short, they must "fit"
- Inconsistent initiatives require disproportionate effort, tend to fail and complicate the system

What Works?

3. The awards process just changed and students must now submit their application by the end of March. You're worried about last minute submissions and extension requests.

What is the best approach?

- A Present information during the next council meeting with a stern warning about the deadline
- B Make the online application form available only during a certain time window
- C Let them figure it out; I don't have time for that now
- D Email blast!
- E Tell the council/chapter presidents to spread the word

What Works?

3. The awards process just changed and students must now submit their application by the end of March. You're worried about last minute submissions and extension requests.

Correct!

- B Make the online application form available only during a certain time window

Control

- Establishing formal rules and protocols for basic operations helps to institutionalize practices.
- Control allows for some operations to happen automatically rather than being subject to chance or to personality
- This often develops in your system as a few strategic shifts paired with slow evolution

What Works?

4. There are a lot of things changing throughout the university and in your community. You have a lot to communicate, and it's sometimes overwhelming to keep track of who knows what.

What is the best approach?

- A Just keep your head down, stay focused, and stick to your area
- B Attend weekly department meetings and give an oral report of updates
- C Build a central online dashboard to post announcements, calendars, forms, files and to-do lists
- D Send a weekly email blast to everyone in your address book
- E Break out the phone tree!

What Works?

4. There are a lot of things changing throughout the university and in your community. You have a lot to communicate, and it's sometimes overwhelming to keep track of who knows what.

Correct!

- A
- B
- C **Build a central online dashboard to post announcements, calendars, forms, files and to-do lists**
- D
- E

Coordination

- Aligning your efforts across the institution and community builds synergy
- Coordination involves implementing TOOLS to streamline efforts and communications. It is not about you DOING the coordination.
- Without this element, the change process is rickety and requires more hands-on effort

What Works?

5. You're trying to build engagement and momentum among the community. Students definitely need some enticement to get involved.

What is the best approach?

- A Award the top-performing chapter at the end of the year
- B Pay student leaders for their involvement on the task force
- C Give a \$1000 performance-based cash award at the end of the semester
- D Give weekly informal praise online, through twitter and on facebook. No repeats, and target new involvement
- E Nothing. They should want to do it regardless of recognition. If they don't, it's their problem.

What Works?

5. You're trying to build engagement and momentum among the community. Students definitely need some enticement to get involved.

Correct!

- A
- B
- C
- D **Give weekly informal praise online, through twitter and on facebook. No repeats, and target new involvement**
- E

Compensation & Incentives

- It is basic economics: rewarding the right people for doing the right thing will foster that behavior.
- Compensation and incentives can be financial and physical or emotional and social.
- Analyze students' decisions, because the system often encourages counterproductive behavior.

What Works?

6. The community is performing well in every area except academics. Apparently you have very over-engaged students who haven't placed the same priority on their studies.

What is the best approach?

- A Publish chapter/council GPAs everywhere and recognize high performers.
- B Require every chapter to have an academic advisor
- C Quiet hours Sunday through Thursday nights
- D Loss of recognition and involvement for underperformance
- E Study hours!

What Works?

6. The community is performing well in every area except academics. Apparently you have very over-engaged students who haven't placed the same priority on their studies.

Correct!

- A Publish chapter/council GPAs everywhere and recognize high performers
- B
- C
- D
- E

Culture

- The unofficial values, norms, rules of thumb and cues in your community support its current state.
- By changing the cues, introducing new social parameters and presenting new heuristics, you can adjust the impact of culture.
- Culture is a facilitator, not a driver of change.

What Works?

7. Implementation of your strategic plan is in full swing, but you wonder whether it is working. You decide to get more information about how the community is responding.

What is the best approach?

- A On second thought, forget about it. Let the cards fall where they may
- B Collect every piece of statistical data, survey students often and run multiple analyses repeatedly
- C Use an annual climate assessment and the standards program to gauge results
- D Add "community-wide assessment tool" to the next strategic plan
- E Monitor variables you would expect to change. Hold monthly, informal focus groups with random students.

What Works?

7. Implementation of your strategic plan is in full swing, but you wonder whether it is working. You decide to get more information about how the community is responding.

Correct!

- A
- B
- C
- D
- E Monitor variables you would expect to change. Hold monthly, informal focus groups with random students.

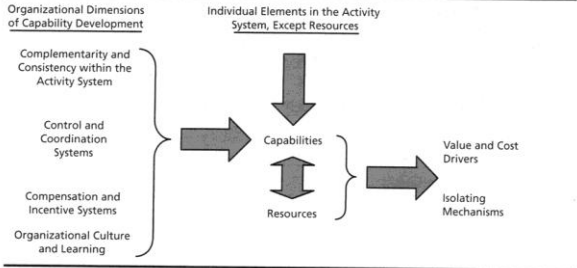
Learning

- The ability to gather meaningful feedback helps determine whether our strategic thinking was right.
- Although the strategic course is set, we may need to slightly shift direction.
- With no mechanism for learning about the system, our efforts may be wasted.

Building Capabilities

Chapter 5 Strategy Execution 133

FIGURE 5.3 | The Organizational Dimensions of Capability Development



Application Discussion

How does this change your thinking about strategic change?

Application Discussion

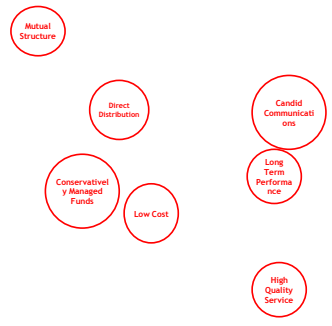
Share a brief example of how you might enhance your current efforts using this model.

Activity System

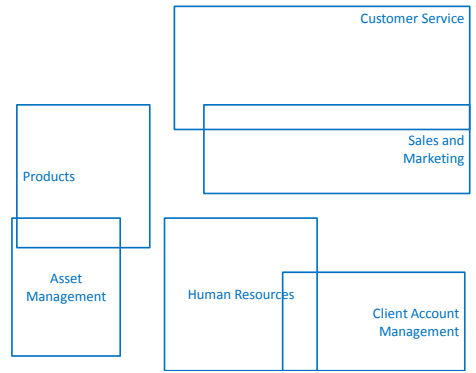
A visual display of key strategic ideas as implemented through initiatives in various operational areas

- 3 Levels (Bottom Up):**
- Individual Initiatives
 - Structures
 - Principles

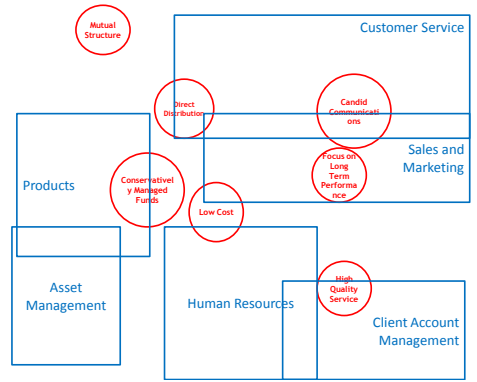
Vanguard | Principles



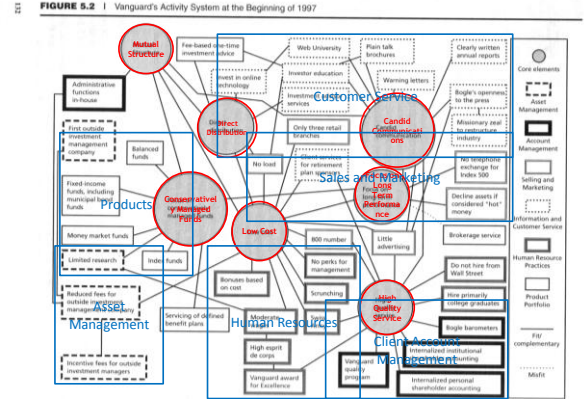
Vanguard | Structures



Vanguard | Principles + Structures



Vanguard | Individual Initiatives



Small National Organization | Strategy

Principles

- Personal Relationships
- Consistency
- Communication

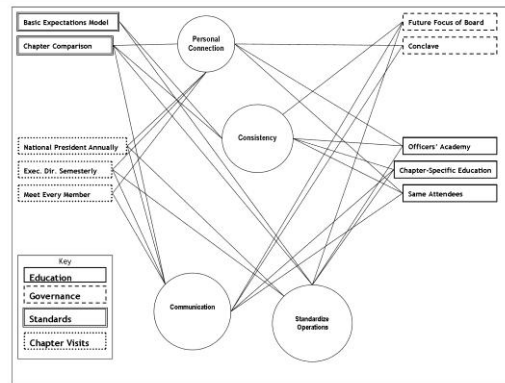
Structures

- Recruitment
- Dues Collection
- Chapter Visitations

Specific Initiatives

- Chapter Visitations
 - President Annually, ED semesterly
 - Meet Every Member
 - Tailored education per chapter
- New Officers' Academy
 - Same attendees as Conclave, Sapphire
- New Standards Process
 - Basic Expectations
 - Chapter Comparisons

Small Nat'l Org. | Activity System



Regional State Institution | A→B

A

- High number of Hazing Reports
- Primarily "Social"
- Unrecognized Groups
- Sororities: 15-20 members
- Low fraternity membership
- Poor GPA
- 2500 service hours
- \$5-6000 Philanthropy

B

- 1 hazing report over 2-3 yrs.
- Mostly accountable for actions
- Complete turnover of chapters (fraternities)
- Sororities: all in 50's
- At or above all campus GPA
- 9600 service hours
- \$50,000 philanthropy

Regional State Institution | Strategy

Key Strategies

- Redefine Fraternity/Sorority: Values
- Bring everyone to table
- Empower Innovators
- Transparency

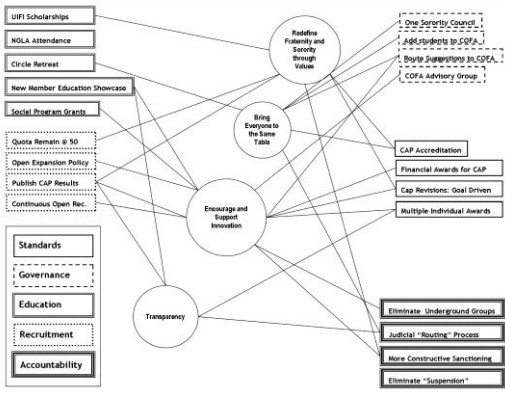
Operational Areas

- Education
- Governance
- Recruitment
- Standards
- Accountability

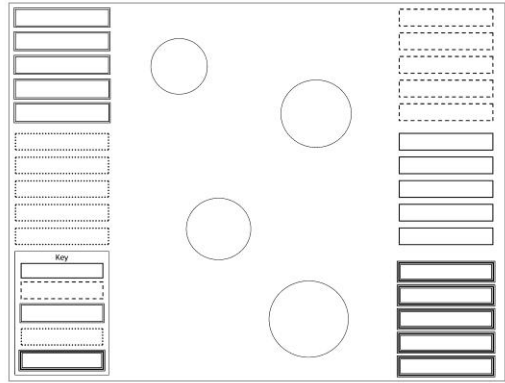
Specific Initiatives

- Publish Accreditation Results
- Continuous Recruitment
- One sorority council
- More students on COFA
- COFA takes advisory role
- CAP Accreditation Process
- Financial Awards for CAP
- Multiple Individual Awards
- Open Expansion
- Eliminate Underground Groups
- Judicial "Routing" Process
- Constructive Sanctions
- Eliminate "Suspension"

Reg. St. Institution | Activity System



Your Activity System



Review

Lessons in Change

1. Change is a process
2. Target the core of the system, not the event
3. Change does not take place in a vacuum
4. Ignore the big domino
5. Take action at a distance

Capability Building

- Complimentarity and Consistency
- Coordination and Control
- Compensation and Incentives
- Culture & Learning

Use your Activity Systems

- Identify a few core principles
- List your structural areas
- Fill in existing elements
- Determine which initiatives to Remove, Add, Adjust or Maintain