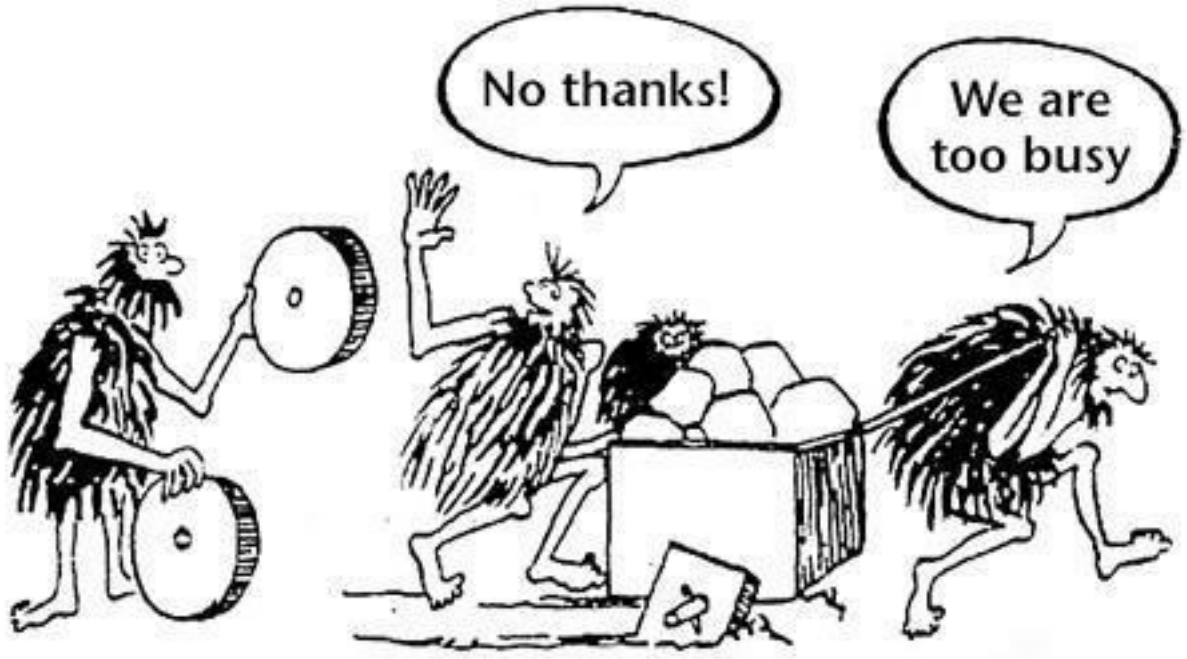
MAKING CHANGE MATTER

BY LEADING FROM THE INSIDE OUT

AMANDA HOSTALKA, M.F.A.
DEAN, SCHOOL OF DESIGN
STEVENSON UNIVERSITY

CHERYL A. WILSON. PH.D.
DEAN, SCHOOL OF HUMANITIES
& SOCIAL SCIENCES
STEVENSON UNIVERSITY

WHY ARE WE HERE?



WHO WANTS CHANGE?

image source: http://iancleary.com/5-stages-of-change/

WHO WANTS TO CHANGE?
That's someone else's
No es mí problema.
It will take too long.
It's hopeless.
We can't take the chance.
It's too complicated.
It's too political.
We don't have consensus yet.
to policy.
We have too many layers.
It's too radical.
We're doing OK as it is.
It can't be done.
It's not my job.
There's too much red tape.
We don't have the staff.
We tried that before.
It's against tradition.
It needs more thought.
Another department tried that.
It's not our problem.
They're too entrenched.
We're waiting

OVERVIEW

01 THEORY

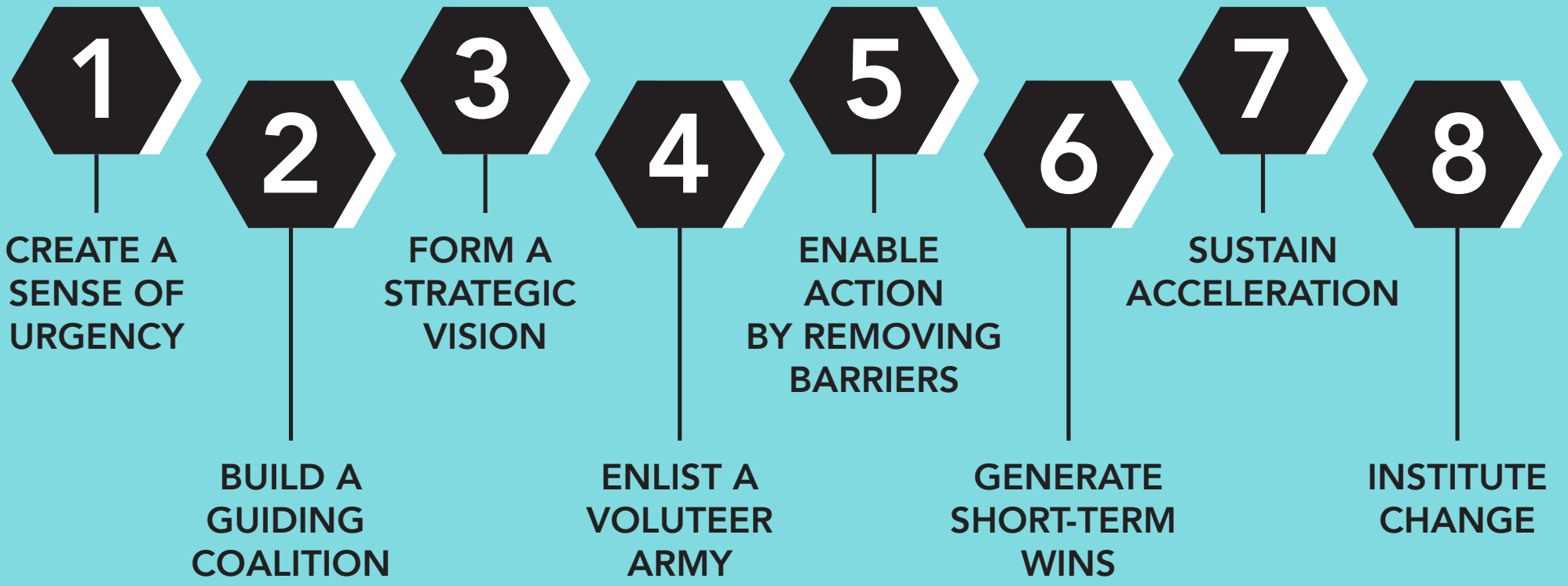
02 DISCIPLINE EXPERTISE

03 PRACTICE

04 CASE STUDIES

CHANGE THEORY

KOTTER



8-Step Process (Kotter, 1996)

BURKE

1

PRELAUNCH PHASE

Leader self-examination

External and internal environment scans

Establishing a need for change

Providing vision and direction

2

THE LAUNCH PHASE

Communicating the need

Initial activities/kickoff

Address resistance

3

POSTLAUNCH PHASE

Multiple actions/ interventions

Respond to objections

Remain consistent

Persevere

Repeat the message

4

SUSTAINING THE CHANGE

Handle unintended consequences

Maintain momentum

Choose successor

Continue to implement new initiatives

Leading organizational change (Burke, 2009)

THEORY PROBLEMS

"HAVE THEORY, WILL TRAVEL."

—MICHAEL FULLAN

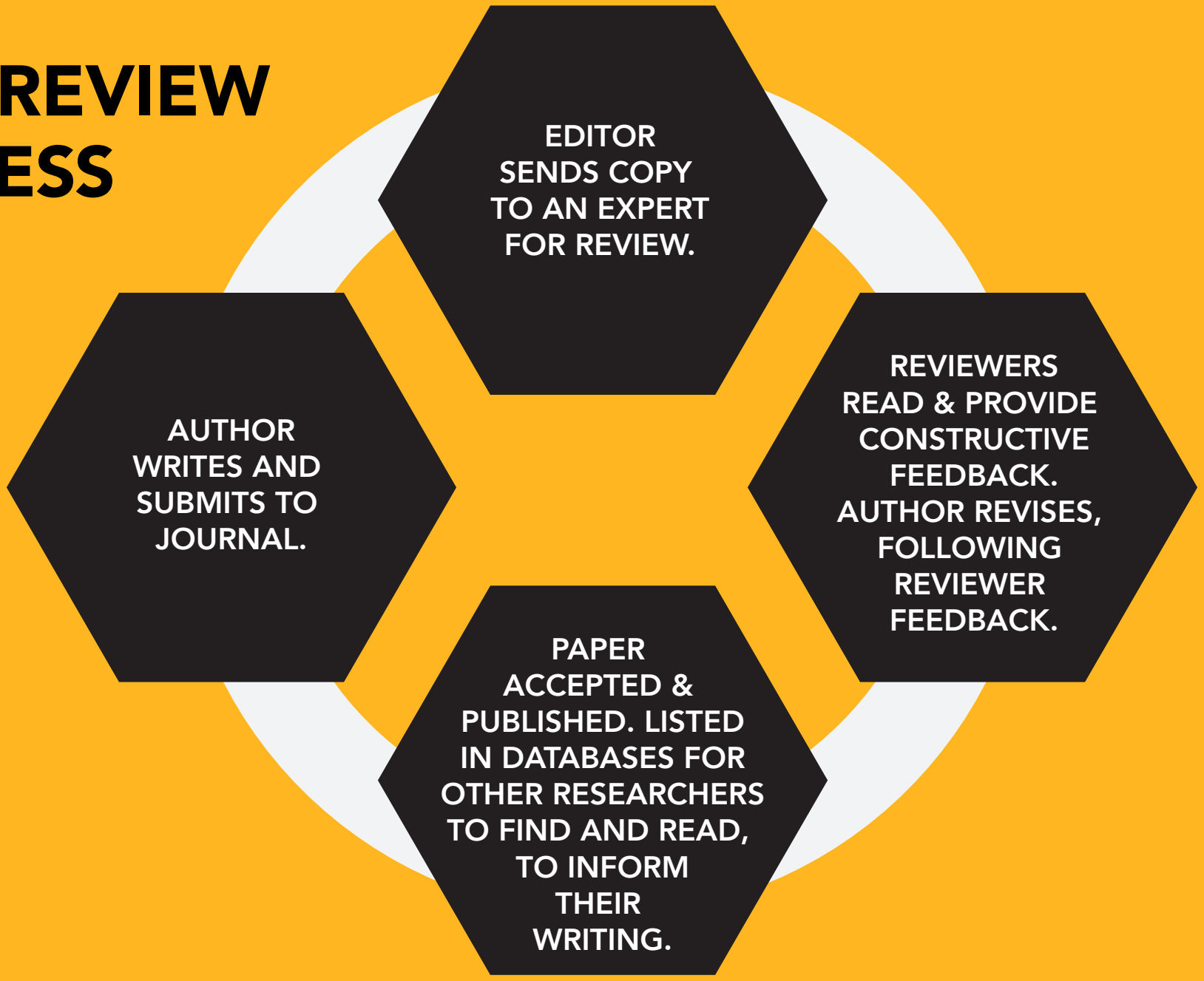
https://bibelot.co.uk/cms/wp-content/uploads/2016/07/p-16257-402227400.jpg

LOGICAL CONCLUSION?

A PERFECT MATCH FOR ARTS & SCIENCES

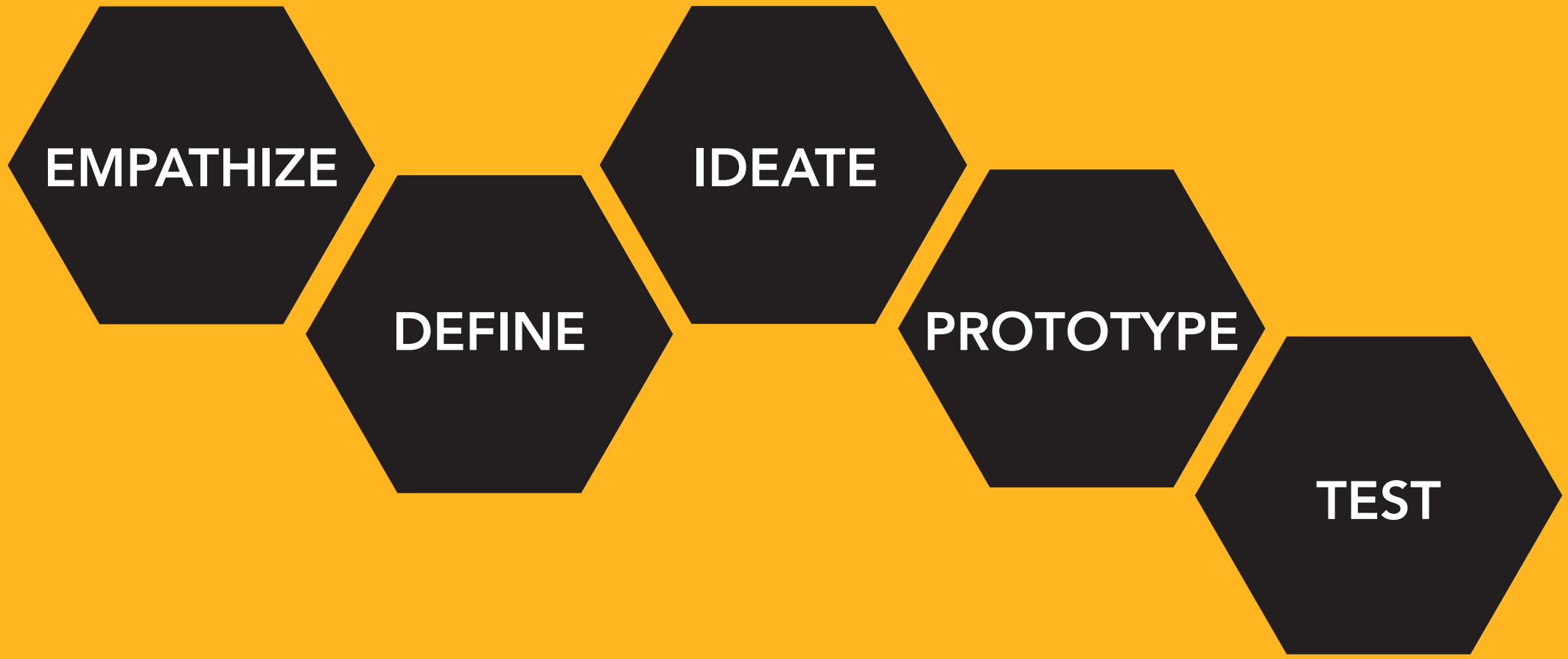
EX.1
RECURSIVE FEEDBACK

PEER REVIEW PROCESS



EX.2
DESIGN THINKING

DESIGN THINKING



EX.3
DIALOG

CONSTRUCTIVE DIALOG

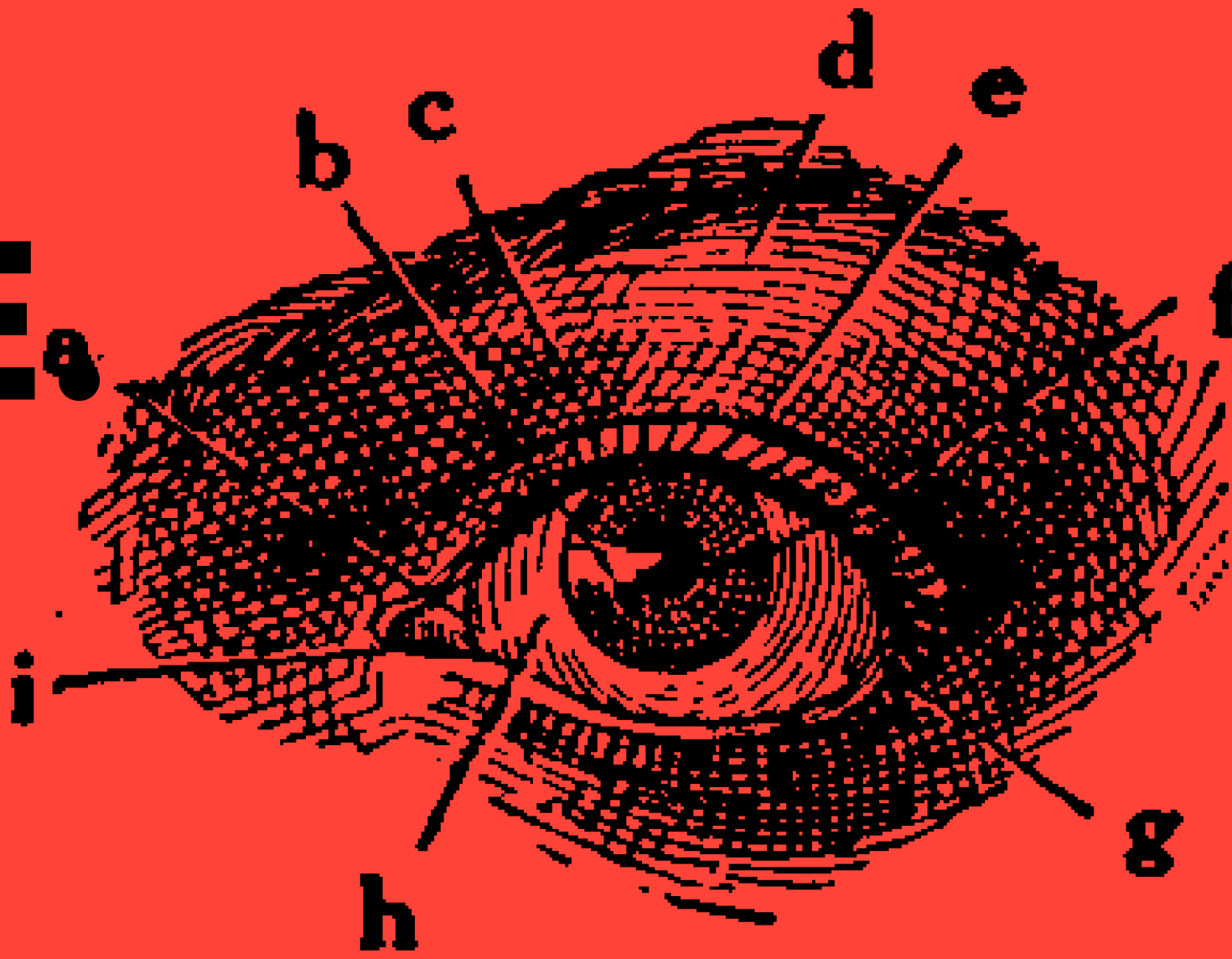
CAUTION

https://animals.howstuffworks.com/fish/sharks/shark.htm

CAUTION
BLAH. blah! blah.

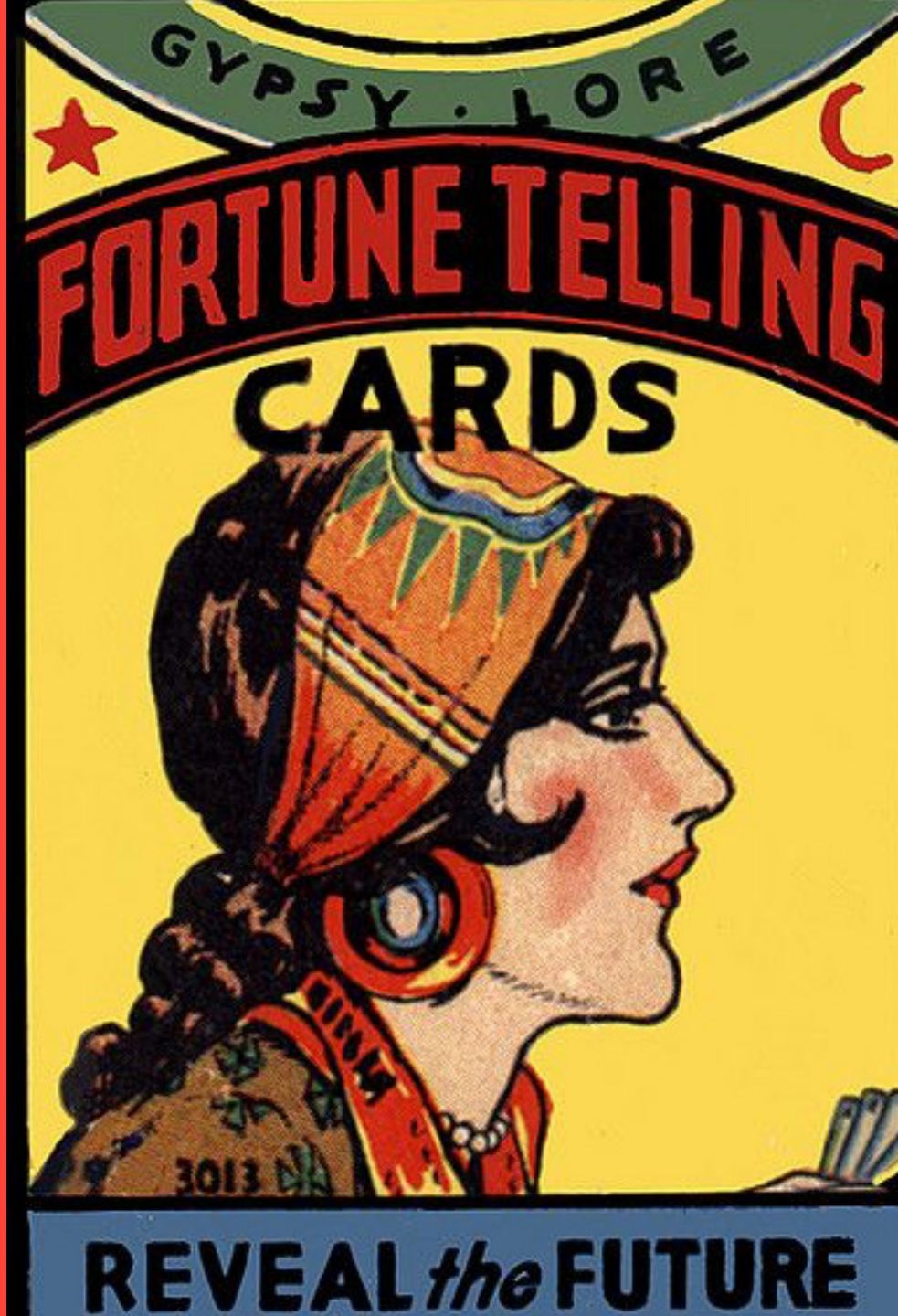
CHANGE
~~AND~~ IS
LEADERSHIP

BE VISIBLE.



Human Eye.

BE PRE-DICTABLE.



BE ON YOUR TEAM.

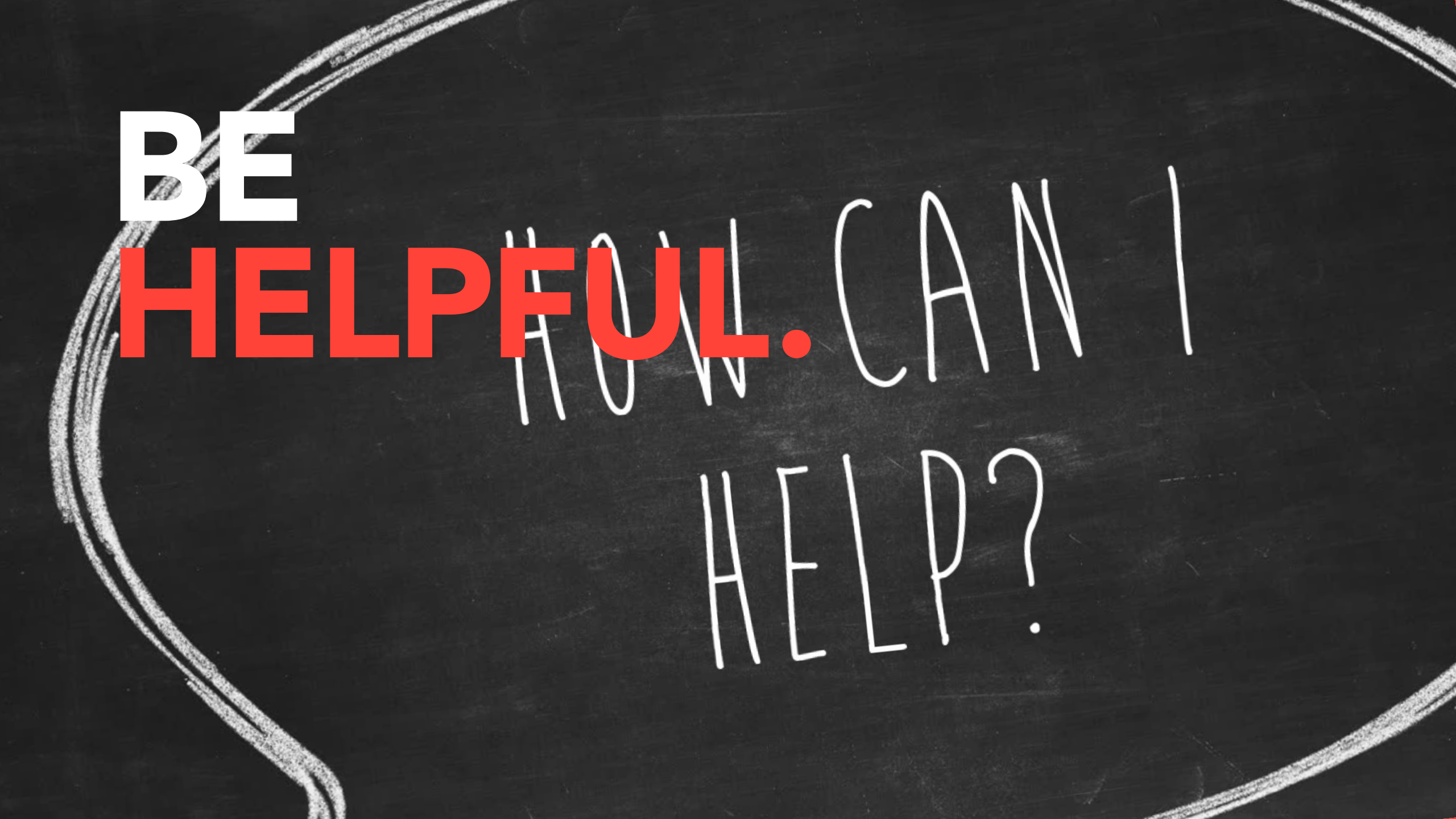
BE A
MODEL.
FABULOUS FIT
2009
image source: http://whip-stitch.com/wp-content/uploads/2010/10/main_new.jpg

BE REAL.

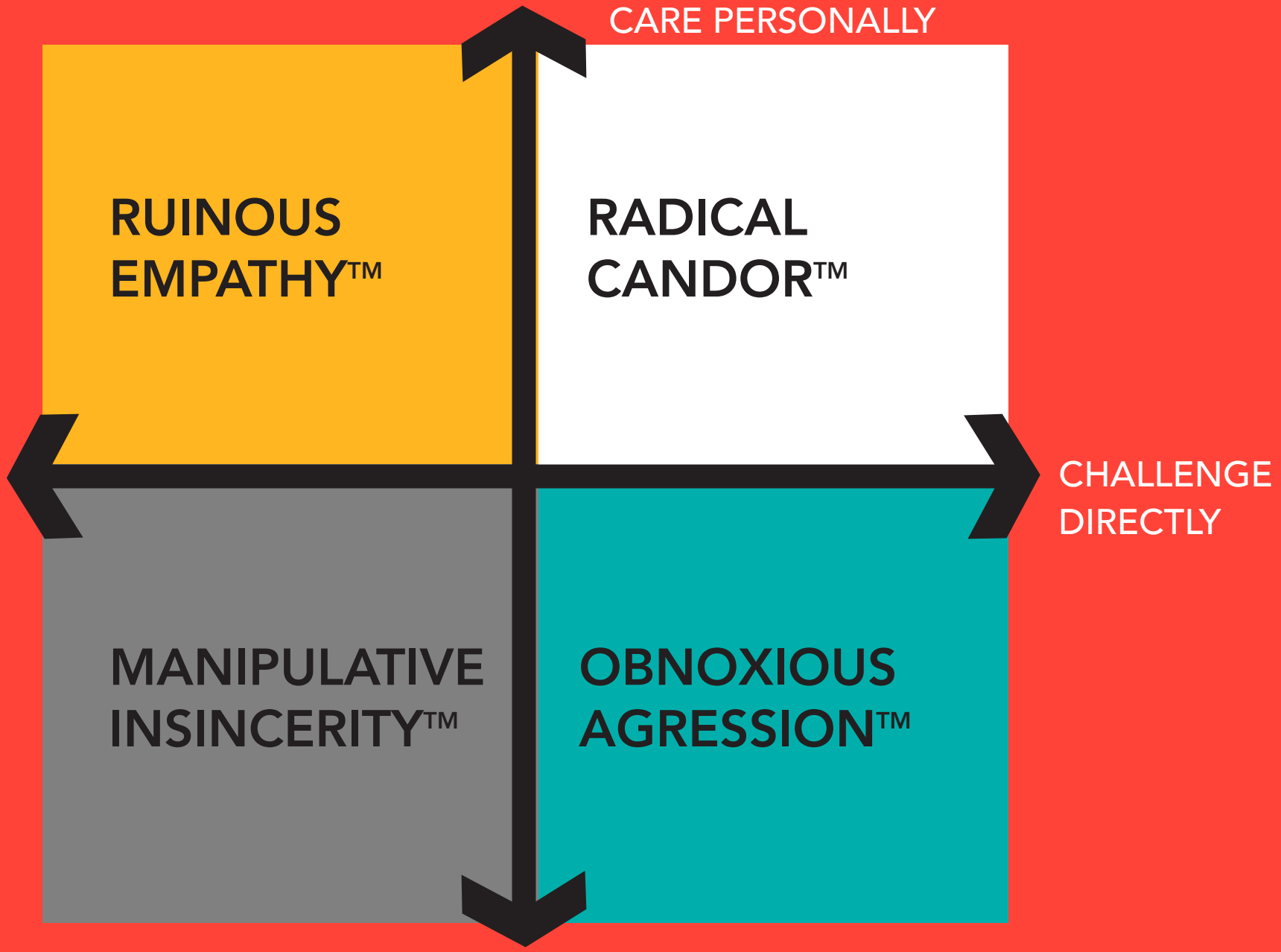
image source: http://i4.mirror.co.uk/incoming/article6934884.ece/ALTERNATES/s1200/Barbie-and-Ken-dolls.jpg

HIGH EXPECTATIONS [VERY]
PACESETTER
HEART ON SLEEVE
IN THE WEEDS
WORKS TOO MUCH
OVERCOMPLICATES THINGS
HARD TO SAY NO
COMPULSIVE EDITOR
OVERPREPARES

WHEN PEOPLE CAN'T OR WON'T CHANGE?

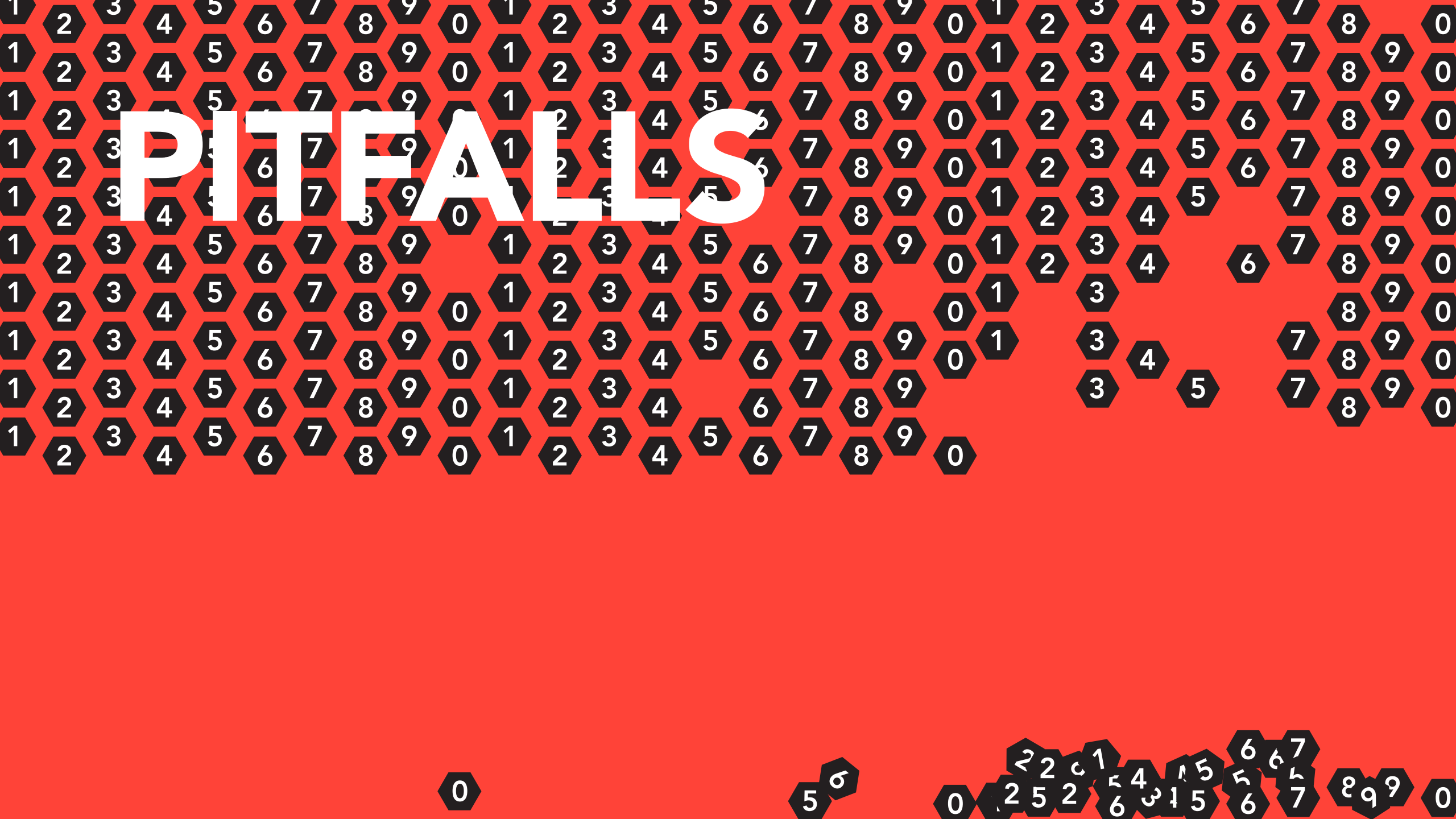

BE
HELPFUL.
HOW CAN I
HELP?

RADICAL CANDOR
KIM SCOTT



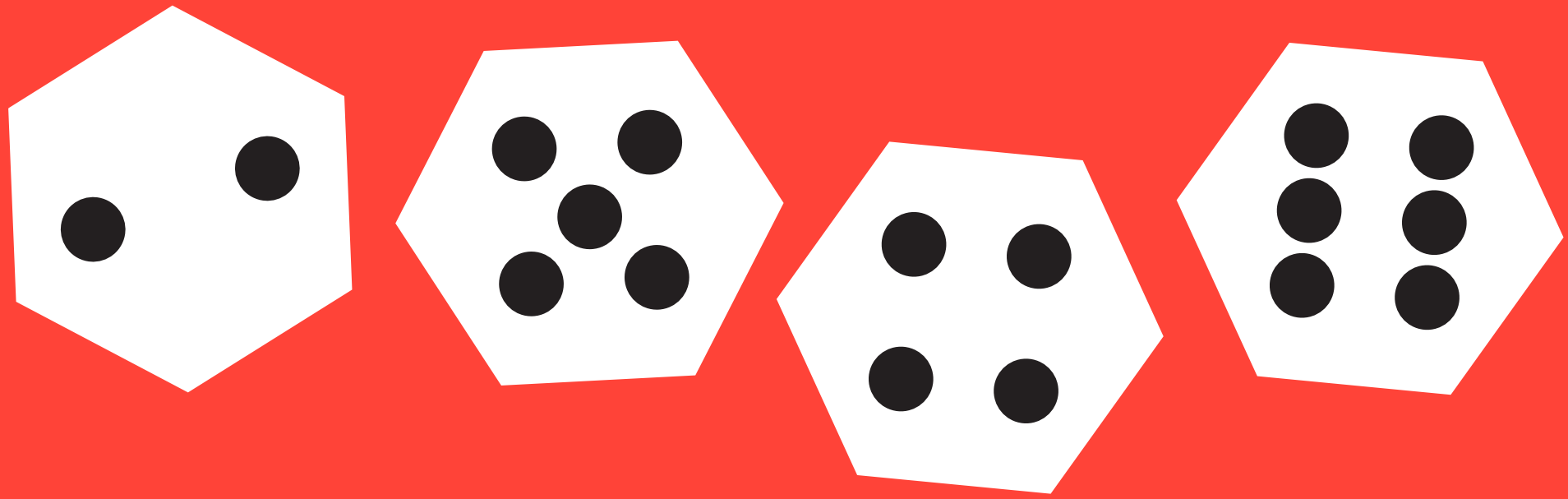
WHAT COULD POSSIBLY GO WRONG?

PITFALLS



STAY FOCUSED

ASSESSING CHANGE



CASE STUDY

01 UNIVERSITY REORGANIZATION

CASE STUDY
02 ORGANIZING INTERNSHIPS

CASE STUDY

03 OFFICE ROULETTE

QUESTIONS?

BIBLIOGRAPHY

Burke, W. Warner. *Organization Change*. 4th ed. Los Angeles: Sage Publications, 2014.

Fullan, Michael. *The Six Secrets of Change: What the Best Leaders do to Help their Organizations Survive and Thrive*. San Francisco: Jossey Bass, 2013.

Goldsmith, Marshall. *What got You Here Won't Get You There: How Successful People Become Even More Successful*. New York: Hyperion, 2014.

Hewlett, Sylvia Anne. *Executive Presence: The Missing Link between Merit and Success*. New York: Harper Collins, 2014.

Kegan, Robert and Lisa Laskow Lahey. "The Real Reason People Won't Change." *On Change Management*. Boston: Harvard Business Review Press, 2011. 119-26.

Kotter, John P. *Leading Change*. Boston: Harvard Business Review Press, 2012.

Kotter, John P. "Leading Change: Why Transformation Efforts Fail." *On Change Management*. Boston: Harvard Business Review Press, 2011. 1-16.

Scott, Kim Malone. *Radical Candor*. New York: St. Martin's Press, 2017.

Sirkin, Harold L., Perry Keenan, and Alan Jackson. "The Hard Side of Change Management." *On Change Management*. Boston: Harvard Business Review Press, 2011. 155-176.

THANK YOU.

AMANDA HOSTALKA, M.F.A.
DEAN, SCHOOL OF DESIGN
STEVENSON UNIVERSITY
ahostalka@stevenson.edu

CHERYL A. WILSON. PH.D.
DEAN, SCHOOL OF HUMANITIES
& SOCIAL SCIENCES
STEVENSON UNIVERSITY
cawilson@stevenson.edu