EAB

Influencing Change:
Data, Power, and Motivation

Academic Performance Solutions
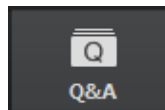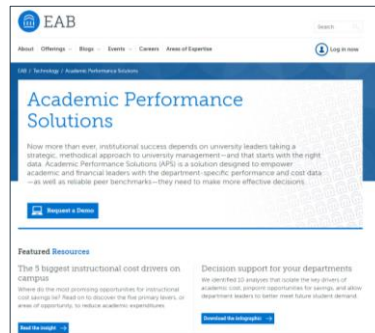
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Connect with EAB

EAB

We help schools support students
from enrollment to graduation and beyond

> Find and enroll your right-fit students

> Support and graduate more students

ENROLLMENT SUCCESS

STUDENT SUCCESS

INSTITUTIONAL SUCCESS

INSIGHTS

EXPERTISE

> Prepare your institution for the future

ROOTED IN RESEARCH

7,500+ Peer-tested best practices

500+ Enrollment innovations tested annually

ADVANTAGE OF SCALE

1,500+ Institutions served

3.7 M+ Students supported by our SSMS

WE DELIVER RESULTS

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

Academic Performance Solutions

Analytics Driving Action and Impact

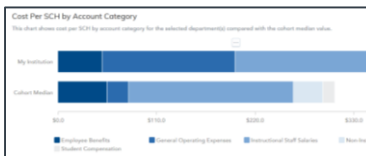| Academic Program Review	Budget and Resource Allocation	Course and Workload Planning

How can we more strategically evaluate department health on an annual basis?

- ✓ Compare enrollment trends to peer benchmarks
- ✓ Assess demand-capacity mismatches across all departments
- ✓ Compare course completion rates to peer benchmarks

How can we standardize and streamline resource allocation decisions?

- ✓ Consolidate underfilled sections and redirect resources to bottlenecks
- ✓ Inform faculty line allocation decisions with peer benchmarks on teaching loads
- ✓ Evaluate instructional costs per student credit hour across departments

How can we structure offerings to align with demand and support student outcomes?

- ✓ Compare class sizes and fill rates to peer benchmarks
- ✓ Match proliferation of distinct courses with enrollment trends
- ✓ Analyze course load trends by instructor type

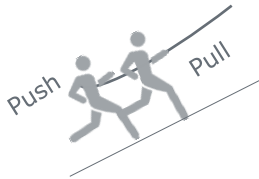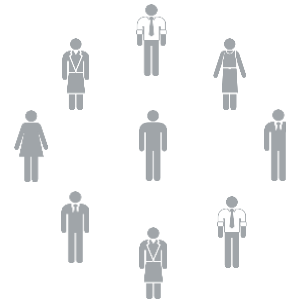| **Median Course Completion Rates for Gateway Courses[1]**	Intro to Biology	89%	Intro to Chemistry	87%
	Intro to Psychology	89%	Calculus I	74%

Influence: To induce another into action

In the Moment

Push   Pull

Combining power and motivation

Strategic

Building relationships

If *only* it was that easy….

The Archimedean Point

Departments Are the Fulcrum for Every Major Change Initiative

Key Decisions Effectively Controlled by Departments:

- Hiring
- Tenure and promotion
- Workload and releases

Faculty

Curriculum

- Major requirements
- Course offerings
- Gen ed component

- Majors
- New program launches

Program Offerings

Student Success

- Major advising
- Credit transfer into major

- Course redesign
- Online courses

Pedagogy

Space

- Course scheduling
- Faculty offices

Provosts and Deans

"I can't do anything if the faculty won't go along with it."

Academic Departments

Department Chairs

"I don't get to make any decisions."

**Active
Cooperation**

- The partner is on board to help achieve the goal
- Expectations for completion are set

**Passive
Noncooperation**

- Initiator misjudges the passive response to be cooperation
- Initiator is unaware of the unfinished goal and thus the purpose is never achieved

**Active
Noncooperation**

- Partner pushes back
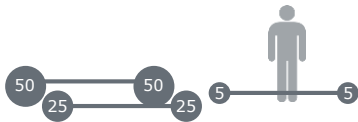- Progress is halted until the situation can be defused

1 Step outside of your comfort zone

2 Balance task and people focus

3 No single approach works: Use power and motivation

4 Know the individuals in your network

5 Strengthen relationships in advance of need

Undermining Attempts to Influence

Minimizing Effort

Minimizing Risk

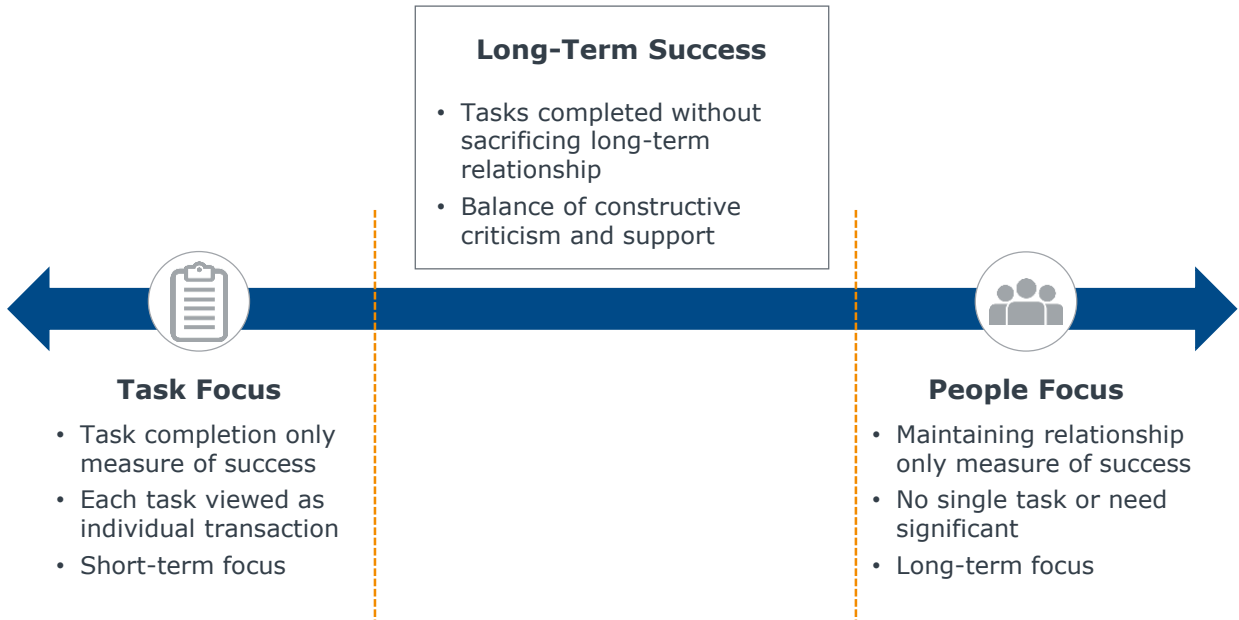You address only the areas where you have the most control and create unsustainable workarounds

You choose the approach with the smallest chance of unpleasant reaction, often depending on senior leaders or burning out the reliable

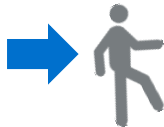# Combining Concern for Task and People

Long-Term Success

- Tasks completed without sacrificing long-term relationship
- Balance of constructive criticism and support

Task Focus

- Task completion only measure of success
- Each task viewed as individual transaction
- Short-term focus

People Focus

- Maintaining relationship only measure of success
- No single task or need significant
- Long-term focus

Use All Tools at Your Disposal

Push of Power

The ability to compel someone to act

Hard

Soft

- Sanctions
- Mandates
- Tenure
- Access
- Information

Pull of Motivation

Strategies that entice others to want to act

Hard

Soft

- Money
- Promotions
- Improved Environment
- Growth Opportunities
- Allegiance

"Push" Techniques

Authority and Resources

○ **Formal title**
Amplified by ability to impose consequences

○ **Access to valuable resources**
Amplified by having control over scarce resources

○ **Ability to leverage institutional policies**
Amplified by having keen understanding of organizational norms

Knowledge and information

○ **Technical proficiency**
Amplified by recognition for mastery

○ **Institutional knowledge**
Amplified by political savvy

○ **Possession of information**
Amplified by analytical ability

Credibility and Trust

○ **Gravitas**
Amplified by track record

○ **Altruism**
Amplified by reputation

○ **Trustworthiness**
Amplified by respect and confidence

Formal

Objective

Informal

Subjective

Which Power Source Do I Have?
Self Reflection

Authority and Resources

- Do I have formal leverage over this person, directly or indirectly?

- Do I control resources that appeal to the partner?

- Is there an institutional norm or regulation being violated?

Knowledge and information

- Do I know something the partner does not?

- Does my experience give me unique insight into the situation?

- Do I possess information that is valuable to this person?

Credibility and Trust

- Is the person aware of your reputation?

- Have your past interactions with this person been positive?
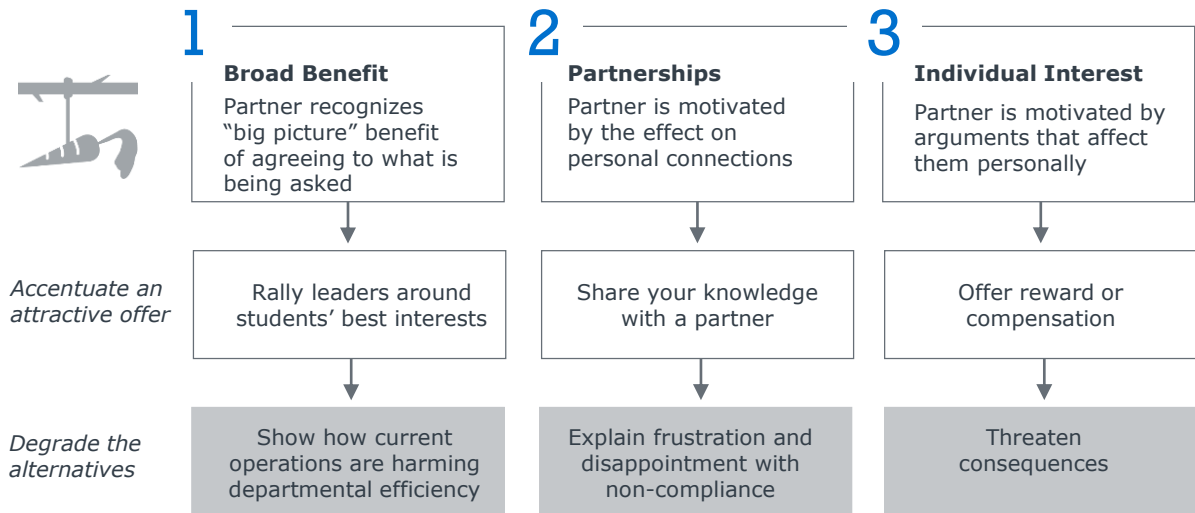
- Are you respected in this area?

Formal

Objective

Informal

Subjective

The "Pull" of Motivation

Beyond Maslow's Hierarchy of Needs

Using the carrot and stick

1 Broad Benefit
Partner recognizes "big picture" benefit of agreeing to what is being asked

2 Partnerships
Partner is motivated by the effect on personal connections

3 Individual Interest
Partner is motivated by arguments that affect them personally

Accentuate an attractive offer

| Rally leaders around students' best interests | Share your knowledge with a partner | Offer reward or compensation |

Degrade the alternatives

| Show how current operations are harming departmental efficiency | Explain frustration and disappointment with non-compliance | Threaten consequences |

What Motivates Them?
Self Reflection

Using the carrot and stick

1 **Broad Benefit**
Partner recognizes "big picture" benefit of agreeing to what is being asked

2 **Partnerships**
Partner is motivated by the effect on personal connections

3 **Individual Interest**
Partner is motivated by arguments that affect them personally

Do they act selflessly, even when not in their personal best interest?

Do I have a personal relationship with them that is valued?

Can I reward this person personally and directly?

Do they know the big picture of how the parties involved are interconnected?

Would noncompliance damage our relationship?

Can they be held accountable for noncompliance?

The Intersection of Power and Motivation

Power Source	Motivation Source	Influence Strategy	Definition
Authority and Resources	Broad Benefit	**Legitimizing**	Explicitly referencing either the scope of authority or institutional protocols
	Partnerships	**Directing**	Using directive and matter-of-fact communication; an order
	Individual Interest	**Exchanging**	Request based on a giving and levying of benefits, favors, and punishments
Knowledge and Information	Broad Benefit	**Factual Reasoning**	Using reason, data, factual information to support a request
	Partnerships	**Collaborating**	Working together with the partner to achieve the desired result
	Individual Interest	**Coaching**	Inspiring partner behavior by setting an example or demonstrating how something is done correctly
Credibility and Trust	Broad Benefit	**Appealing to Vision and Values**	Playing on feelings of loyalty to the institution's expected goals and commitments
	Partnerships	**Aligning**	Basing a request on a personal friendship/association with the team member
	Individual Interest	**Advising**	Guiding a partner with limited room for noncompliance

Factors that Undermine Effectiveness

Caveats

Perception is reality

Partner must recognize you have power or perceive value in what you are offering

Relevance is key

Effectiveness of power and source of motivation is situationally different

Beware of overreliance

Being dependent on any one power source will limit the scope of who you can influence. What motivates someone today might change over time
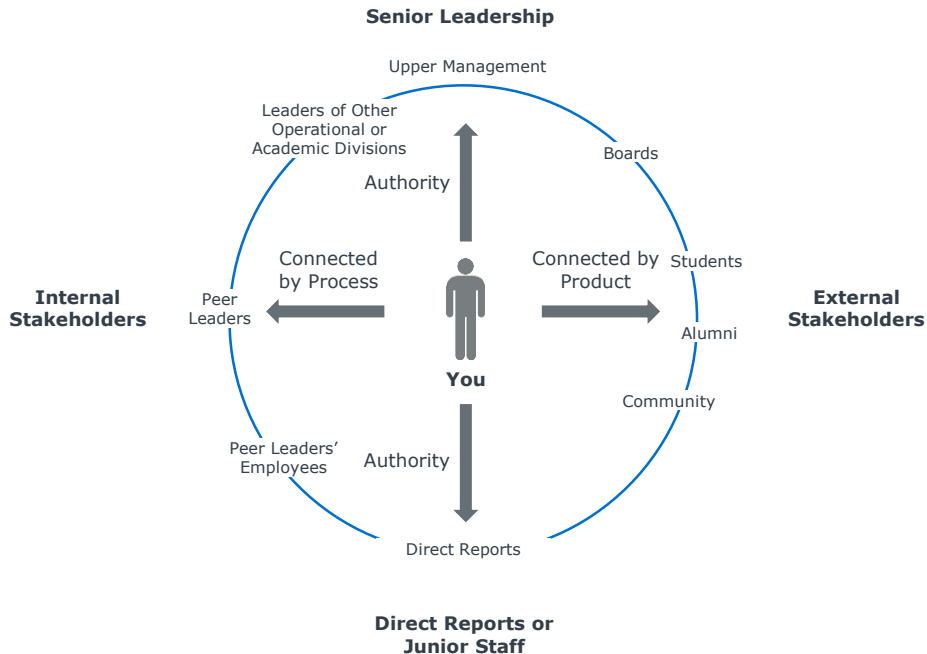
Always follow through

Failure to deliver erodes future strength of power

Expectations quickly reset

"One time" offers can easily become the standard expectation if repeated often

Who Do I Influence?

Senior Leadership

Upper Management

Leaders of Other
Operational or
Academic Divisions

Boards

Authority

Connected
by Process

Connected by
Product

Students

**Internal
Stakeholders**

Peer
Leaders

You

**External
Stakeholders**

Alumni

Community

Peer Leaders'
Employees

Authority

Direct Reports

**Direct Reports or
Junior Staff**

Weak relationships in any category result in inefficient work, unpredictable outcomes, and increased time spent negotiating conflicts

Assess Strength of Current Relationships

Gauging Strength Key to Assessing Current State

Limited Relationships

- Little to no prior involvement
- Superficial, civil interaction
- Uncertainty about how individuals will react to attempted influence

Strong Relationships

- Regular interactions over time with ongoing maintenance
- High likelihood of getting other's cooperation
- Good insight into other's individual concerns; your power are well recognized

Exceptional Relationships

- Frequent interactions over time with successful maintenance
- Certainty of other's willingness to sacrifice their time and effort to fulfill your requests – even acting against their immediate self-interest
- Certainty of cooperation with little or no explanation needed, i.e., often receiving benefit of the doubt

Number of People

Limited   Strong   Exceptional

Build Relationships Before They are Needed

Relationship Strength

More likely to be successful

Trying to build relationship in moment of need is too late

Time

Time of Need
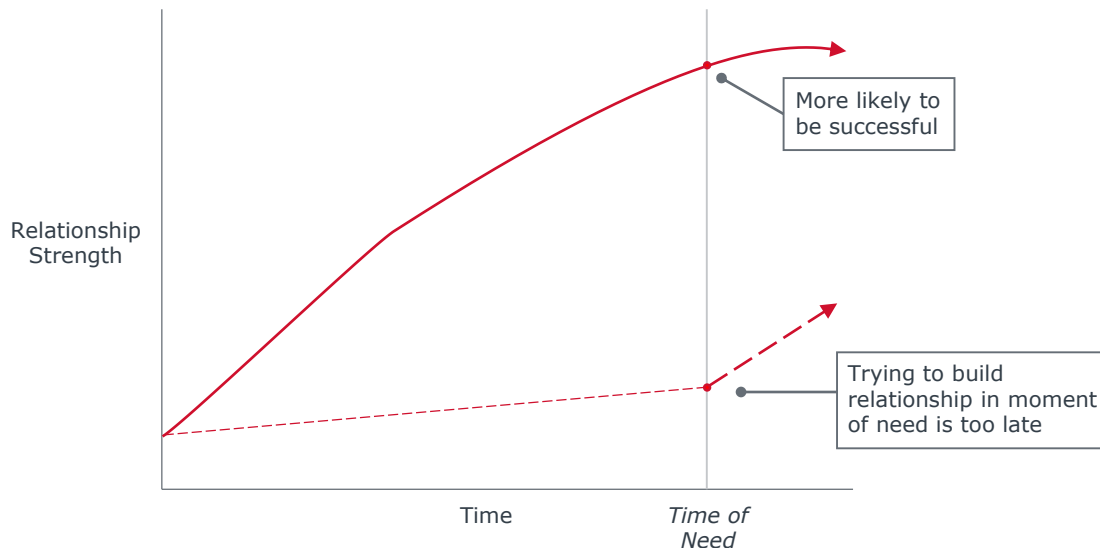
Five Principles of Effective Influence

1 Step outside of your comfort zone

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5 Strengthen relationships in advance of need

Use the worksheet to determine the most effective influence strategy to apply to your specific situation.

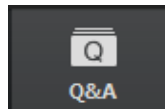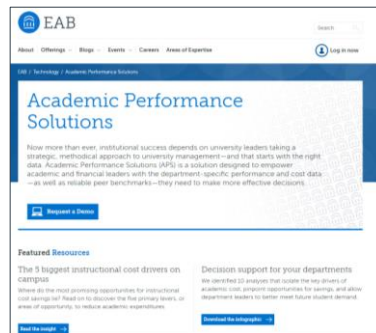**Want to receive a copy?**
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