



Organizational Change Plan

Annual Department Health Check-Up

APS Summit
2019

Change Readiness Assessment

Please complete this diagnostic for your institution.

1 Create a sense of urgency

Definition

Understand the organizational imperative for change (i.e. the rallying cry) and ensure the dialogue occurs internally to gain buy-in around this urgency.

Potential Barriers

- Failure to understand the driving force or catalyst for an annual review process
- Failure to spend enough time building urgency
- Failure to define and spread the simple message (“why”) at the appropriate times (early)
- Failure to set milestones around the process
- Failure to explain that maintaining program health is everyone’s job
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

2 Pull together the guiding team

Definition

Build a leadership team that has the credibility, authority, analytical ability, and communication skills to lead the initiative forward.

Potential Barriers

- Failing to establish clear objectives and communicate responsibilities of each team member
- Failure to rally key stakeholders from various departments to serve as champions and build engagement
- Failing to communicate roles and responsibilities of each stakeholder and set expectations
- Failing to regularly meet as a group on progress of initiative
- Failure to engage stakeholders at the appropriate times in project cycle
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

3 Develop the change vision and strategy

Definition

Develop a vision for successful outcomes and build a simple strategy for how that will be accomplished. Focus on developing the short mission statement and identify any relevant stories that contain an emotional connection.

Potential Barriers

- Failure to provide clear direction for annual review rollout that defines processes, frequency and workflow
- Failure to Failure to standardize process across departments
- Failure to understand and mitigate against change fatigue
- Failure to incorporate impactful examples of success into the change vision and strategy
- Underestimating the magnitude of achieving a culture shift on campus
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

4 Communicate for understanding

Definition

Develop a communication plan and materials that allow for a broad understanding of the why, what, and how.

Potential Barriers

- Failure to socialize the need for annual reviews
- Lack of proactive and positive messaging around outcomes of monitoring programs annually
- Failure to embed in regular conversations (and not just special meetings or via email)
- Failure to listen and adjust message to stakeholder concerns
- Failure to set expectations around deliverables
- _____
- _____
- _____

Rating Risk (circle)		
HIGH	MED	LOW

Your Next Steps

5 Empower others to act

Definition

Remove barriers that prevent others from driving the initiative forward.

Potential Barriers

- Failure to empower key stakeholders during initial stages of rollout
- Failure to act on initial feedback /incorporate end user feedback into action plan (and identify a path for receiving feedback)
- Failure to communicate importance of contribution from all levels
- Structure of academic teams does not incentivize engagement across departments and colleges
- Failure to tie annual review process and outcomes to individual responsibility and larger institutional goals
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

6 Produce quick wins

Definition

Identify and create quick wins that can help gain buy-in and generate momentum on campus.

Potential Barriers

- Leadership failure to own and drive process, and define goals
- Spending more time compiling the data than interpreting the data
- Failure to effectively train or supplement training on the process
- Failure to develop reporting guidelines and templates
- Failure to gather and communicate impactful examples of success
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

7 Don't let up

Definition

Ensure the initiative remains an organizational priority and is visible to the team. Recognize that there will be challenges but that they can be overcome.

Potential Barriers

- Failure to ensure that changes and improvement opportunities identified during the review process get enacted
- Diminishing leadership involvement once process is rolled out
- Failure to communicate that monitoring program health is an ongoing commitment
- Failure to engage with the appropriate parties to better understand and highlight evolution of academic and budgeting practices and process
- Not engaging with dedicated consultant proactively to address needs before they become challenges – or incorporate best practices
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

8 Create a new culture

Definition

Sustain improvements and clearly associate demonstrated behaviors with success.

Potential Barriers

- Failure to alleviate data distrust and change fatigue by not stipulating use of the appropriate tools and resources
- Shifting organizational focus once initial goals have been achieved
- Failure to integrate practices throughout the institution
- Failure to share overall organizational results more broadly and promote increased transparency
- Lack of recognition for those stakeholders who have made the greatest efforts
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

Change Readiness Next Steps

Please fill out the table with next steps.

Activity step	Notes
Create a sense of urgency	
Pull together the guiding team	
Develop a change vision and strategy	
Communicate for understanding	
Empower others to act	
Produce quick wins	
Don't let up	
Create a new culture	

Change Readiness: Annual Dept. Health Check-Up

Please complete this summary **AFTER** completing the diagnostic on pages 2-5. The goal of this exercise is to gain an understanding of what barriers may exist and prioritize accordingly.

Activity step	Summary	What is the level of challenge/risk to completing this step at your institution?		
Create a sense of urgency	Understand the organizational imperative for change (i.e. the rallying cry) and ensure the dialogue occurs internally to gain buy-in around this urgency	HIGH	MED	LOW
Pull together the guiding team	Build a leadership team that has the credibility, authority, analytical ability, and communication skills to lead the initiative forward	HIGH	MED	LOW
Develop a change vision and strategy	Develop a vision for successful outcomes and build a simple strategy for how that will be accomplished. Focus on developing the short mission statement and identify any relevant stories that contain an emotional connection	HIGH	MED	LOW
Communicate for understanding	Develop a communication plan and materials that allow for a broad understanding of the why, what, and how	HIGH	MED	LOW
Empower others to act	Remove barriers that prevent others from driving the initiative forward, whether at the leadership or user level	HIGH	MED	LOW
Produce quick wins	Identify and create quick wins that can help gain buy-in and generate momentum on campus	HIGH	MED	LOW
Don't let up	Ensure the initiative remains an organizational priority and is visible to the team. Recognize that there will be challenges but that they can be overcome	HIGH	MED	LOW
Create a new culture	Sustain improvements and clearly associate demonstrated behaviors with success	HIGH	MED	LOW