



The Fact Sheet

Vol. 1, No. 8 **Nov. 6, 2007**

What we know so far . . .

Remember that item that used to circulate around our email about shrinking the population of Earth to a village of 100? (www.csus.edu/indiv/o/oreyd/papers/earthpop.html)

I thought it would be interesting to do the same with our student population based on the IPEDS data we received last week. So, here's an approximate profile for these 100 students (Fall 2006).

83 are White, non-Hispanic

7 are Black, non-Hispanic

3 are Hispanic

2 are Asian

1 is Native American

4 did not report their race/ethnicity

65 are female

35 are male

44 are full-time students, of those

23 full-time students will return for Fall 2007

56 are part-time students, of those

15 part-time students will return for Fall '07

55 receive federal aid

11 receive state and local grants

20 receive institutional grants

20 take out student loans

19 will graduate within three years

14 will graduate with an Associate's degree

5 will receive a Technical Certificate

By the way, these students are taught by instructors that may earn up to \$8K more than their counterparts at comparable colleges, though our instructors earn \$13K less than these schools' professors (these figures are averages, of course).

The Eight Stages of Successful Change

As a reference for our work with AtD, those attending the Great College Workshop will consider the flow of change as traced by John Kotter in his book, *Leading Change* (2000). What follows comes from a follow-up study of change, *The Heart of Change* (2002):

Step 1

Those who are most successful at significant change begin their work by creating a sense of *urgency* among relevant people. In smaller organizations, the "relevant" are more likely to number 100 than 5, in larger organizations 1000 rather than 50. The less successful change leaders aim at 5 or 50 or 0, allowing what is common nearly everywhere—too much complacency, fear, or anger, all three of which can undermine change. A sense of urgency, sometimes developed by very creative means, gets people off the couch, out of the bunker, and ready to move.

Step 2

With urgency turned up, the more successful change agents pull together a *guiding team* with the credibility, skills, connections, reputations, and formal authority required to provide change leadership. This group learns to operate as do all good teams, with trust and emotional commitment. The less successful rely on a single person or no one, weak task forces and committees, or complex governance structures, all without the stature and skills and power to do the job. The landscape is littered with task forces ill equipped to produce needed change.

Step 3

In the best cases, the guiding team creates sensible, clear, simple, uplifting *visions* and sets of strategies. In the less successful cases, there are only detailed plans and budgets that, although necessary, are insufficient, or a vision that is not very sensible in light of what is happening in the world and in the enterprise, or a vision that is created by others and largely ignored by the guiding

team. In unsuccessful cases, strategies are often too slow and cautious for a faster-moving world.

Step 4

Communication of the visions and strategies comes next—simple heartfelt messages sent through many unclogged channels. The goal is to induce understanding, develop a gut-level commitment, and liberate more energy from a critical mass of people. Here, deeds are often more important than words. Symbols speak loudly. Repetition is key. In the less successful cases, there is too little effective communication, or people hear words but don't accept them. Remarkably, smart people undercommunicate or poorly communicate all the time without recognizing their error.

Step 5

In the best situations, you find a heavy dose of *empowerment*. Key obstacles that stop people from acting on the vision are removed. Change leaders focus on supervisors who disempower, or on inadequate information and information systems, and on self-confidence barriers in people's minds. The issue here is removing obstacles, not "giving power." You can't hand out power in a bag. In less successful situations, people are often left to fend for themselves despite impediments all around. So frustration grows, and change is undermined.

Step 6

With empowered people working on the vision, in cases of great success those people are helped to produce *short-term wins*. The wins are critical. They provide credibility, resources, and momentum to the overall effort. In other cases, the wins come more slowly, less visibly, speak less to what people value, and have more ambiguity as to whether they really are successes. Without a well-managed process, careful selection of initial projects, and fast enough success, the cynics and skeptics can sink any effort.

Step 7

In the best cases, change leaders *don't let up*. Momentum builds after the first wins. Early changes are consolidated. People shrewdly choose what to tackle next, then create wave after wave of change until the vision is a reality. In less successful cases, people try to do too much at once. They unwittingly quit too soon. They let momentum slip to the point where they find themselves hopelessly bogged down.

Step 8

Finally, in the best cases, change leaders throughout organizations *make change stick* by nurturing a new culture. A new culture—group norms of behavior and shared values—develops through consistency of successful action over a sufficient period of time. Here, appropriate promotions, skillful new employee orientation, and events that engage the emotions can make a big difference. In other cases, changes float fragile on the surface. A great deal of work can be blown away by the wind of tradition in a remarkably short period of time.

Step	Action
1	Increase urgency
2	Build a team
3	Get the vision right
4	Communicate for buy-in
5	Empower action
6	Create short-term wins
7	Don't let up
8	Make change stick