

CARNEGIE

Effective Change Leadership

Best Practices for Managing Change “Up, Down, and Across”



1

Leading Change Isn't A
Side Job...It is THE Job.

**your market dictates
your possibilities**

FINANCIAL
UNCERTAINTY

WEALTH
TRANSFER

GEN Z
ATTRIBUTES



CARNEGIE

INCREASED
COMPETITION

ELUSIVE
CONSUMER

WEAKENING
DEMOGRAPHIC
DEMAND

NEW COMM
CHANNELS

QUESTIONING
VALUE AND COST

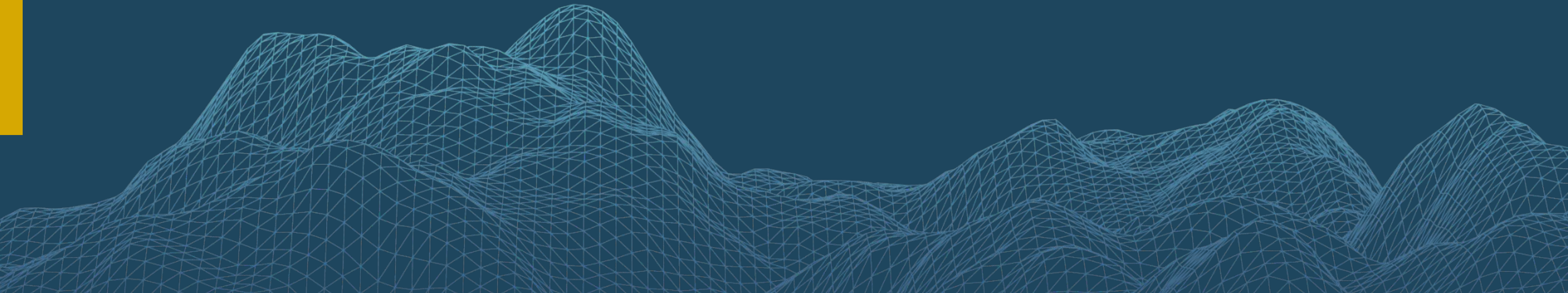
OUTCOMES
FOCUSED

Today's market


IS CHALLENGING AT BEST



Are you planning
for the big changes
ahead?



Supreme Court vs Affirmative Action







90.7

WMFE

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
LAW



Can race play a role in college admissions? The Supreme Court hears the arguments


October 31, 2022 · 5:00 AM ET

Heard on [Morning Edition](#)



NINA TOTENBERG




6-Minute Listen

ANSWER SHEET

The element of surprise

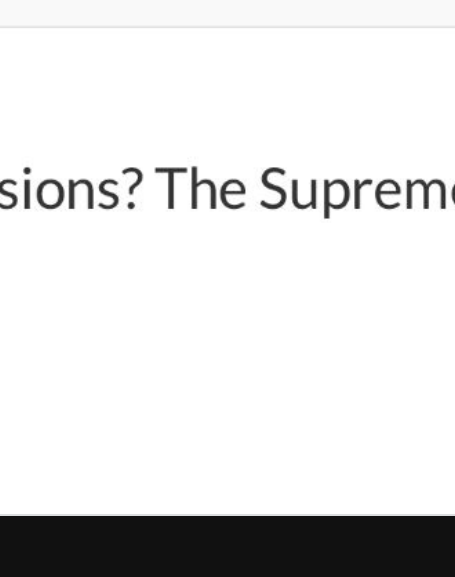
Court's 2023 affirmations



Perspective by [Valerie Strauss](#)

Staff writer

January 16, 2023 at 7:00 a.m. EST



Rapidly shifting markets



Forbes

FORBES > LEADERSHIP > EDUCATION

College Enrollment Losses Continue, But At A Slower Rate, According To New Report

Michael T. Nietzel Senior Contributor ⓘ
I am a former university president who writes about higher education.

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0

Oct 20, 2022, 01:15am EDT

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Further restrictions on data privacy

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SOLUTIONS SERVICES WORK RESOURCES



New Legislation Regarding Search Opt-in Privacy – What You Need to Know



Google

2021 New York State privacy act

×




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Tools

About 1,060,000,000 results (0.56 seconds)

The New York Privacy Law sets forth provisions for companies to manage personal data responsibly and lawfully. NY data protection laws will obligate companies to acquire consumer's consent, disclose their de-



all controls and information. Mar 10, 2022

WIRED

BACKCHANNEL BUSINESS CULTURE GEAR IDEAS SCIENCE SECURITY

MATT BURGESS

SECURITY


AUG 9, 2022 9:45 AM

Will Europe Force a Facebook Blackout?


Regulators are close to stopping Meta from sending EU data to the US, bringing a years-long privacy battle to a head.



Campus climate and shifting normalities







FEATURED TOPICS



Latest News

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FLORIDA COLLEGE SYSTEM PRESIDENTS REJECT ‘WOKE’ DIVERSITY, EQUITY AND INCLUSION (DEI), CRITICAL RACE THEORY IDEOLOGIES AND EMBRACE ACADEMIC FREEDOM



January 18, 2023

StanfordReport

TUESDAY, JANUARY 24, 2023





Students Faculty Staff About

Search this site

JANUARY 28, 2022


Campus Climate Survey reflects significant issues, Faculty Senate report details

In its first meeting of the winter quarter, the Faculty Senate heard a report on the results of the Campus Climate Survey, and the Faculty Senate voted to amend a motion introduced by the Planning and Policy Subcommittee on Campus Climate.



BY CHELCEY ADAMI

All members of the Stanford community must work to address the university's significant issues around harassing and discriminatory behaviors, instead of placing the burden on those most impacted, Vice Provost for Institutional Equity, Access and Community Patrick Dunkley told the Faculty Senate on Thursday.



MSUTODAY

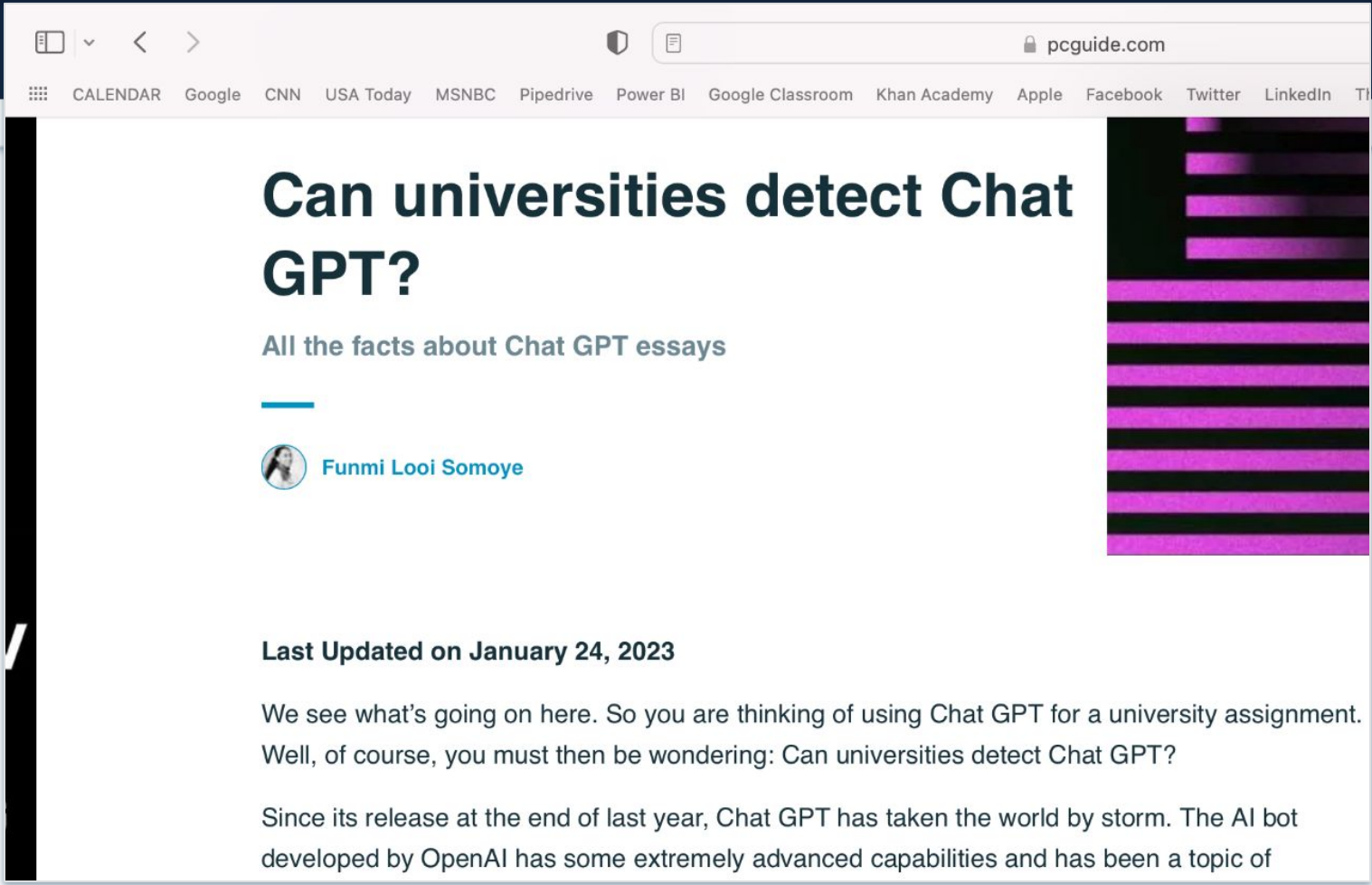
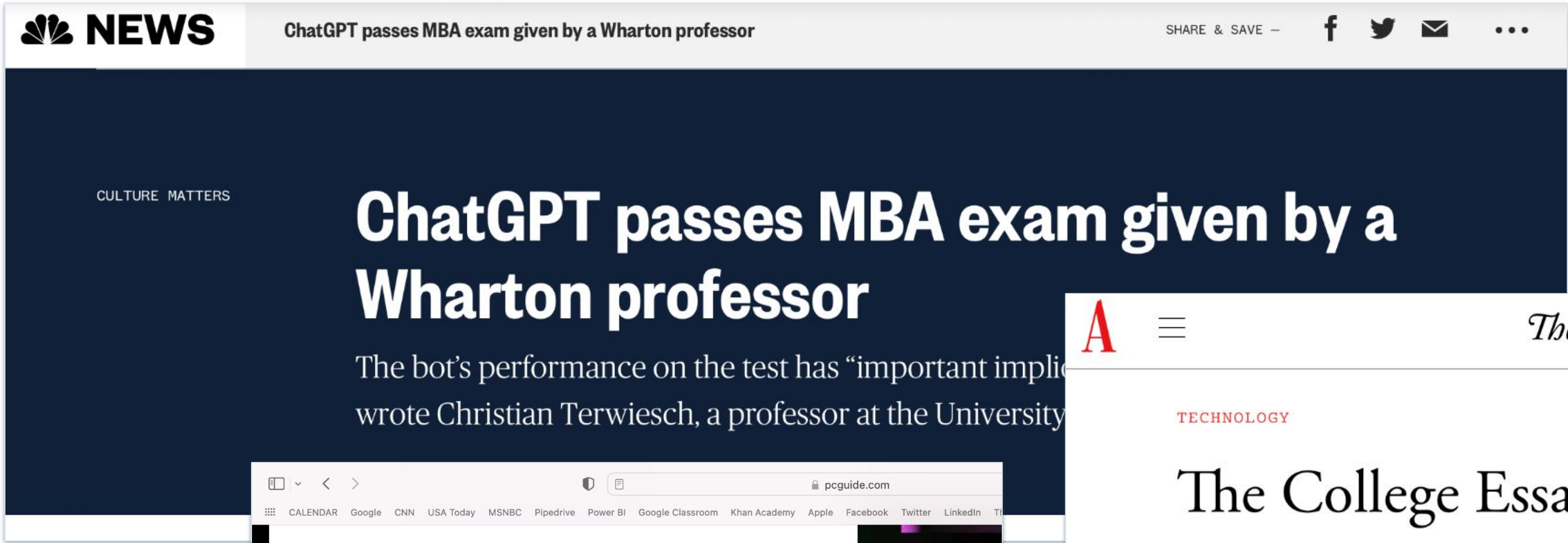
Search

MSU campus-wide climate survey results show major improvements

The results of Michigan State University's latest [Know More @ MSU Campus Survey](#) are in, and the data shows that there have been significant improvements in student, staff and faculty experiences with relationship violence and sexual misconduct, or RVSM.

Feedback from over 11,500 participants indicates positive growth since the 2019 survey, including a decrease in the prevalence of sexual assault, sexual harassment and workplace incivility, an improvement in most measures of climate and culture and an increase in overall awareness of various RVSM trainings and policies.

Humanized Artificial Intelligence (like ChatGPT)

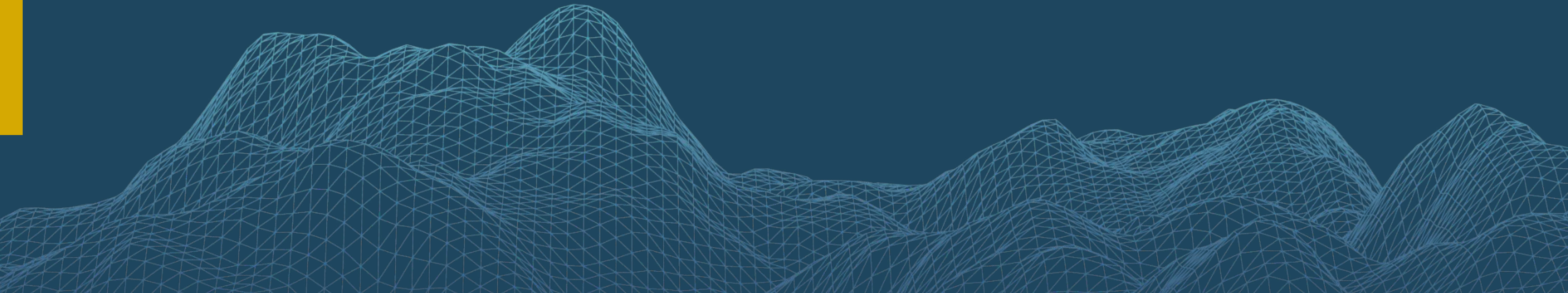


The Next “New” Generation



 Search...

And...These are just a
few of the things we
know about...



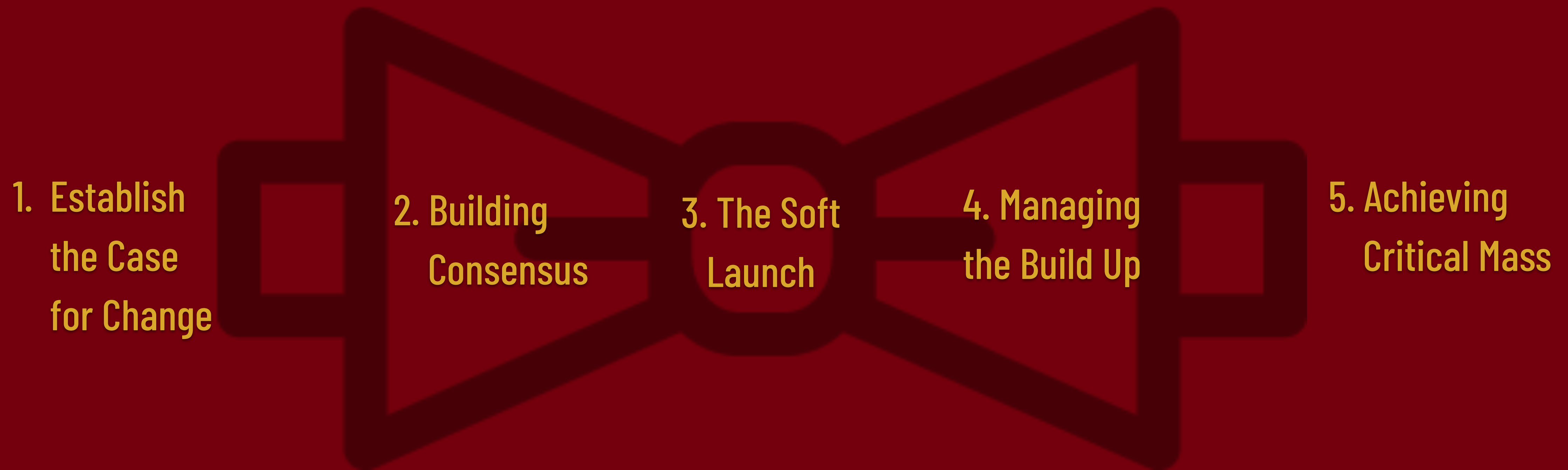


IT'S ALWAYS
2 MINUTES
TO MIDNIGHT

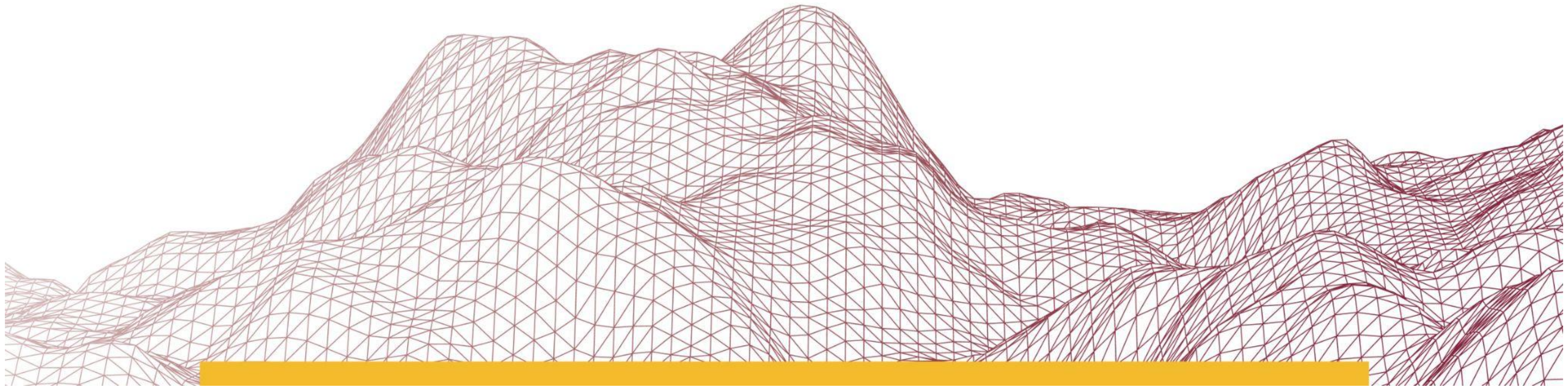
2

The Model for Change in Higher Education

The Bowtie Change Model



The Enemy of Change





DO I LIKE THIS?

The Bowtie Change Model



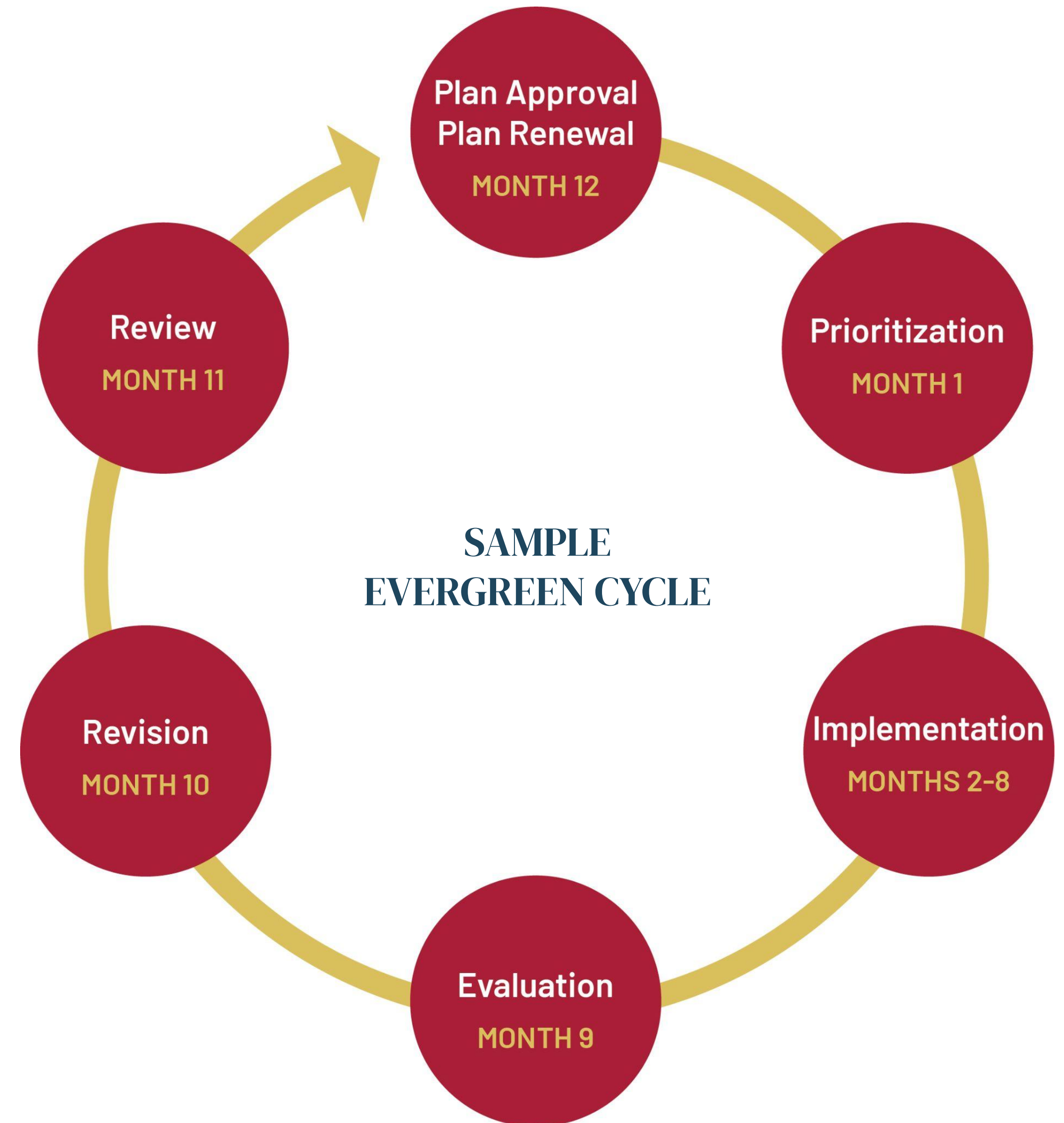
3

Bringing Planning Discipline Into the Work Process

Evergreen Planning Process.

A recurring annual cycle of plan development and implementation phases including approval, prioritization, implementation, evaluation, revision, and renewal.

Each year the plan is renewed for a new three-year or five-year time horizon enabling the plan to remain evergreen, or in a continuously relevant state.



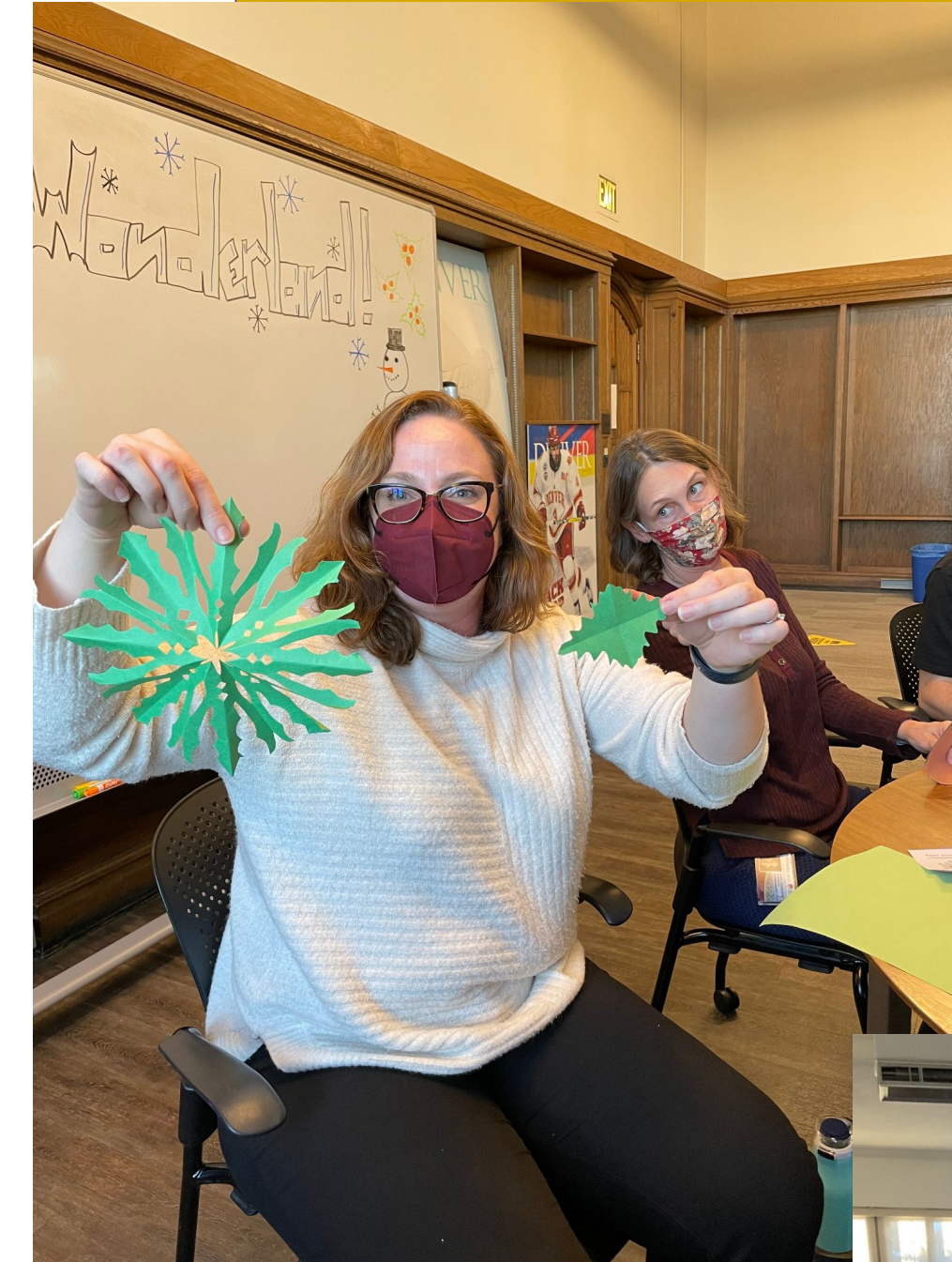
4

Evergreen Planning Accounts For Change Through The Process

Step 1: Bring Your Team Together

Building Culture, Sharing Insights, Gaining Alignment

- + Onboarding new employees
- + Increasing collaboration and camaraderie
- + Making time for FUNtastics!
- + Defining shared values
- + Creating a sense of belonging
- + Training brand ambassadors (MarComm Camp)



Step 2: Get Your Team Away

Strategy Retreat / Creative Blitz

- + Team training on what is the brand
- + Decision making in rapid succession
- + Empowered team post launch
- + Process improvements
- + Faster implementation
- + Team dynamics and fun



Step 3: Roadmap the Journey

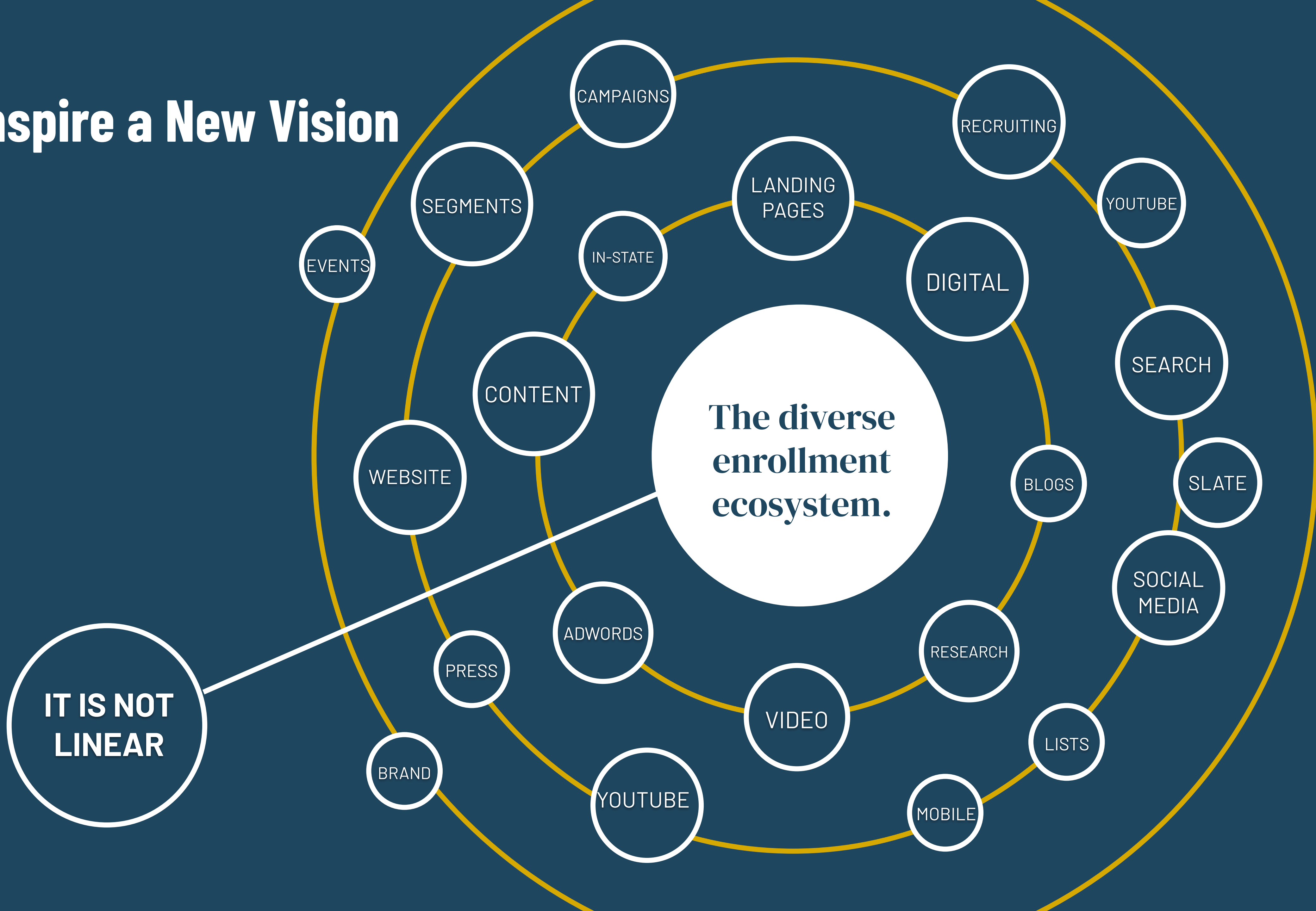
DU'S REPUTATION STRATEGY ROADMAP

2020	2021	2022	2023	BEYOND
<ul style="list-style-type: none"> + Carnegie activated + Research: <ul style="list-style-type: none"> - Market perception survey benchmark - Competitive analysis - Personality traits - Brand assessment + MarComm vision and focus established + Campus-wide marketing operations assessment + 4D messaging playbook 	<ul style="list-style-type: none"> + MarComm Workgroups activated + Student personas + Central marketing plan + Reputation and recruitment ad/marketing campaign + Visual and editorial style guide updates + Logo revamp + Brand messaging standards 	<ul style="list-style-type: none"> + MarComm service model + enhanced website with self-service templates + Campus brand roll-out and training, urban, and mountain campus banners, digital survey 2.0, displays+ + Brand resource website + Owned media (website, magazine, social) and asset refresh + Business paper suite refresh + Full suite of self-service templates for campus + Enrollment marketing campaign and collateral refresh 	<ul style="list-style-type: none"> + Community branding and guerilla marketing activation + Market perception + Advancement campaign collaboration + Brand ambassador program activation + Competitive analysis 2.0 + Sponsorship program + Signature programs and content packages + Website maintenance and refresh 	<ul style="list-style-type: none"> + Fully integrated marketing plan + Branded product expansion + Facility and signage updates + Personalized marketing program + Website maintenance and refresh



We're on a journey.

Step 4: Inspire a New Vision



7 Tips For Leading Effective Change

7 Tips for Leading Change

1

Process: Planning for change makes it part of the operation, not the side show

3

Frequency: Create a cadence of communications to reduce the risk of losing the narrative

2

Consensus: Make people feel a part of it; launching change is everybody's job

4

Avoidance: Focus on what is right, not what people like, and deal with people accordingly.

7 Takeaways for Leading Change

5

Measured: Build up to critical mass versus the a big bang

7

Renewal: Evergreen processes incorporates new ideas and change into your plans

6

Blitz: There's nothing more valuable than getting your team away to make decisions

Thank You!

Scott Ochander

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@TWinnovator