

Essential Practices for Organizational Change in Higher Education

Nicole Gahagan, EdD



The Society for College
and University Planning

Force Field Analysis

Context & Culture

This tool is useful for making decisions by analyzing the forces for and against a change and for communicating the reasoning behind your decisions.

Factors For Change:

Initiative:

Factors Against Change:

Stakeholder Analysis

Purpose: When used as a reflection and planning tool before engaging in conversation, the Stakeholder Perspectives Map enables change leaders to anticipate reactions to change-related news and subsequently manage expectations, address areas of concern, or proactively seek additional information. When used as an engagement tool, the Stakeholder Perspectives Map enables change leaders to collect their stakeholders' perspectives, allowing them to have their voices heard and their thoughts or feelings validated.

Stakeholder Perspectives Map

Stakeholder (Individual or Group)	Benefits of the Change	Risks of the Change

Sustaining Change Checklist

Use this checklist to identify which components of a sustaining infrastructure have been addressed and which still need attention.

HAVE WE ADDRESSED THE FOLLOWING?			
 SYSTEMS & PROCESSES The coordinated combination of documented steps in a workflow and people with defined roles assigned to achieve a set of objectives			
 TOOLS An instrument used for a specific purpose; can be physical (e.g., machine), technical (e.g., job aid), or technology (e.g., software) that enables a task			
 MINDSET/ATTITUDES/BELIEFS An inclination, disposition, or frame of mind that is made up of cognitions and emotions and reflected in critical behaviors			
 CRITICAL BEHAVIORS Vital or essential response of an individual or group to an action, environment, person, or other stimulus			
 JOB ROLES & PROFESSIONAL DEVELOPMENT A description of functional expectations and the competencies necessary to perform duties; provision of knowledge transfer and training to enhance performance			
 PERSONNEL STRUCTURE Defined authority relationships in an organization; the network of leadership and collaboration put in place to accomplish objectives			
 COMPENSATION & RECOGNITION The amount of the monetary pay and quality of non-monetary rewards provided in return for work performed			
 EVALUATION & QUALITY ASSURANCE The process and indicators of how performance is measured relative to objectives; mechanisms to make just-in-time and future improvements			

Human Need	Implications of Unmet Need		Associated Essential Practices
	Individual Outcomes	Organizational Outcome	
Coherence	Confusion	Initiative fatigue; change saturation	Scrutinize for Context and Culture Fit; Foster Sensemaking and Inclusion
Purpose	Apathy	Perpetuation of the status quo; inertia	Cast a Clear and Compelling <i>Why</i> ; Activate a Change Network
Belonging	Invalidation; Alienation	Disenfranchised workforce; narrow perspective; fragmented actions	Foster Sensemaking and Inclusion; Activate a Change Agent Network
Support	Frustration	Low employee morale; quiet quitting; resignations	Activate a Change Agent Network; Build a Sustaining Infrastructure
Confidence	Anxiety; Ambiguity	Culture of fear; pervasive self-protection behaviors; latent leadership	Foster Sensemaking and Inclusion; Build a Sustaining Infrastructure
All of the above	Limited to no engagement in change	Unimplemented strategies and unfulfilled goals	All five + consistently tending to organizational change capacity