Leadership Institute - Panel on Leading Change

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1. Have a clear idea of what you wish to accomplish, at least at the macro level.

    E.g., Unification; specific culture or climate changes; brand; programmatic

2. Put the overarching goal or guiding philosophy in simple, direct terms, and articulate it frequently.

    - "Evaluative, not Adversarial"
    - "M-F, 8-5, save the best for guests"
    - "One College"
    - "Categories, not Classes"
    - "Moral, Mission and Business"

3. Honestly assess your own tolerance for uncertainty and change. Do the same for your leadership/implementation team.

    - Commit to discomfort.
    - Add some balance to the change leadership team.
    - ID the thought leaders

4. Communicate, communicate, communicate!

    Be transparent to the extent possible, but not self-defeatingly so.

5. Give people a stake in contributing to successful change. Have their backs.

    - Encourage out-of-the-box thinking
    - Find win-wins
    - Freedom to fail

6. Remember that resistance to change is really about fear of loss in most people's minds.

7. Align with larger organizational efforts where possible.

    E.g., One College derived from One University

8. Have the conversation, even when you can't effect the change right away.

    Socialize people to the need for change, and the general direction

9. Don't let the tyranny of the imminent get in the way.

10. People are not that different from other animals. You only need 5% - 15% to shift to get the rest of the flock or herd to follow. Accept some casualties; the lions and sharks need to eat, too.