Leading Change Through Performance Conversations

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Agenda

- Introduction
- Leading Change Through Performance Conversations
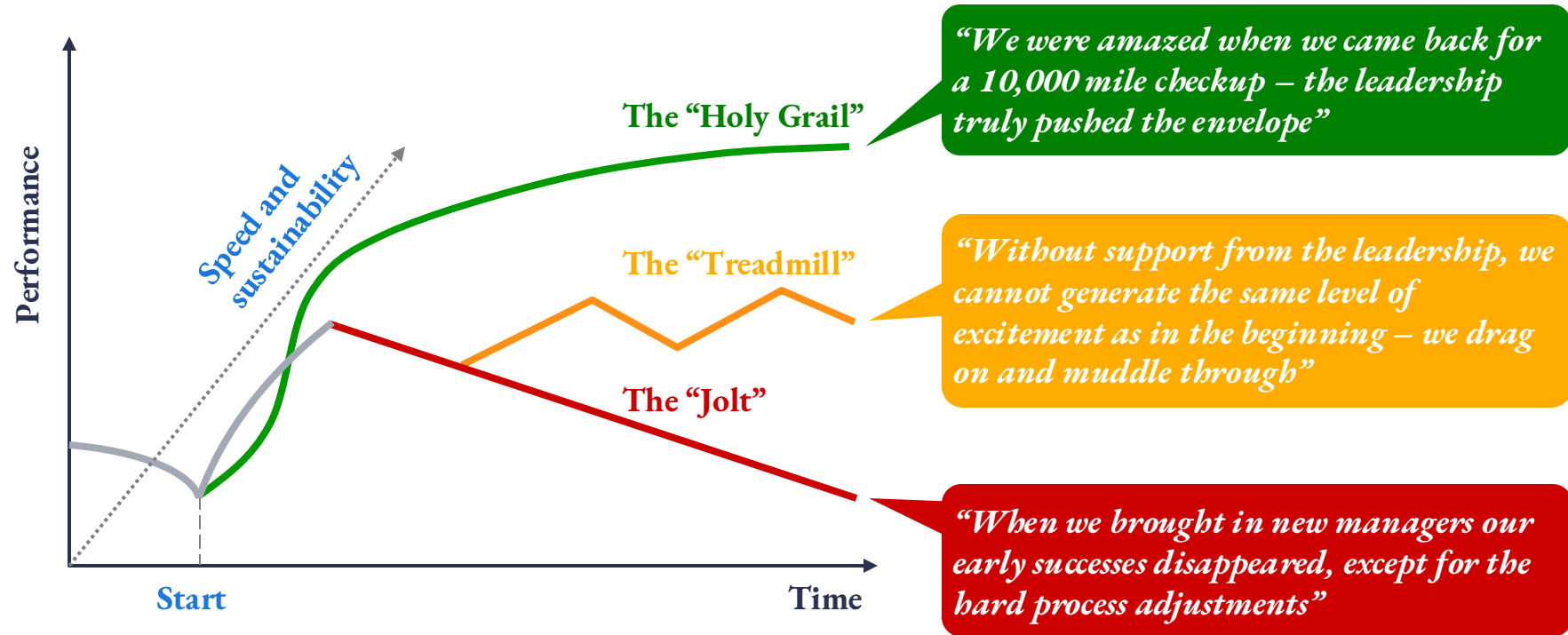- Navigating Resistance in Data Dialogs
- Wrap-up

Change…

... IS LOSS

... IS DIFFICULT

... IS ANNOYING

... SNAPS BACK

70% of transformations fail[1], with 2/3 of them due to human factors

The "Holy Grail"

"We were amazed when we came back for a 10,000 mile checkup – the leadership truly pushed the envelope"

The "Treadmill"

"Without support from the leadership, we cannot generate the same level of excitement as in the beginning – we drag on and muddle through"

The "Jolt"

"When we brought in new managers our early successes disappeared, except for the hard process adjustments"

Performance

Speed and sustainability

Start

Time

L&A

There are failure modes along the transformation journey, which are critical to overcome, and ideally prevent

Outcomes

Failure to scale
- No change in day-to-day behaviors
- Change agents – not the line – leading the change
- No capability upgrade at the local level
- Improvements not baked into budgets

Failure to sustain
- Multiple bottom-up efforts with competing methodologies and no overarching blueprint
- Limited leadership capacity
- Waning focus from senior team

Failure to launch
- Stuck in diagnostics – leaders unable to align on where to start, what to do
- Managers not held accountable for performance
- Employees resistant

Time

1-3 years

Students impacted   100s   10,000s   100,000s

L&A

All 3 elements of an 'operating model' must be addressed to yield sustainable change

"The technical processes, decision support tools, systems and resources that create value"

- Standard methodology and best practices
  - Functional areas
  - Matrix areas and support services
- Cross functional integration

Technical System

Management System

Cultural System
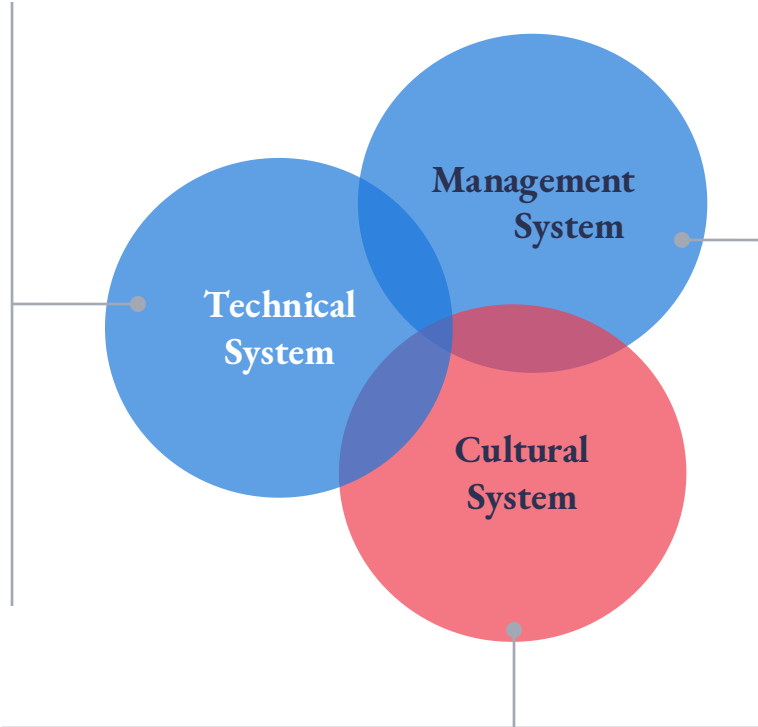
"The formal performance and talent management tools and systems (e.g., metrics, meetings, roles) supported by the right organization structure to drive results"

- Transparent performance management system
- Clear roles & responsibilities
- Continuous Improvement infrastructure

Today's focus

"The right people with the right skills, mindsets, behaviors and ownership, both individually and collectively"

- High aspirations
- Aligned senior team
- Clear understanding of mindsets
- Role modeling at all levels
- Compelling change story and communication
- Integrated capability development program

L&A

Benefits of an effective performance management system

Description

Structured forum

- Dialogs provide a forum for identifying improvement opportunities and spurring quick action, leading to immediate results and building momentum for ongoing change.

Signal value

- Structured dialogs signal a new way to work, in which creative ideas are valued and accountability is front and center

Generate "pull"

- They can generate "pull" for improvements to other performance management elements, such as dashboards, mindset shifts, etc.

L&A

The Management system contains two primary elements, both of which must be refined and updated continuously

A **Metrics**   **Dialogs** **B**

Current focus
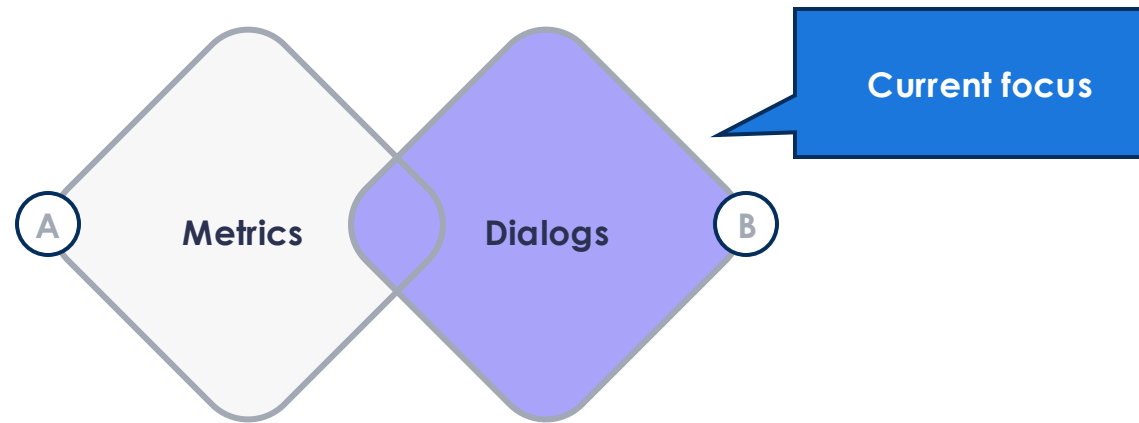
Metrics
- Limited set of numerical metrics and targets established to represent high-level organizational objectives
- Cascading metrics (supporting and sub-metrics) are developed to ensure tracking of progress towards high-level outcomes

Dialogs
- Performance dialogs focused on understanding current performance drivers, altering systems (e.g., academic policies) or behaviors, and ensuring disciplined follow-through
- Dialogs maintained at every level of the organization with different frequency

BUT(!): Performance dialogs are not simple to get right

Description

Data
- Many institutions struggle to obtain the data necessary for robust, meaningful conversations

Insights
- Some have sufficient data but find it difficult to draw out the insights necessary to spur action
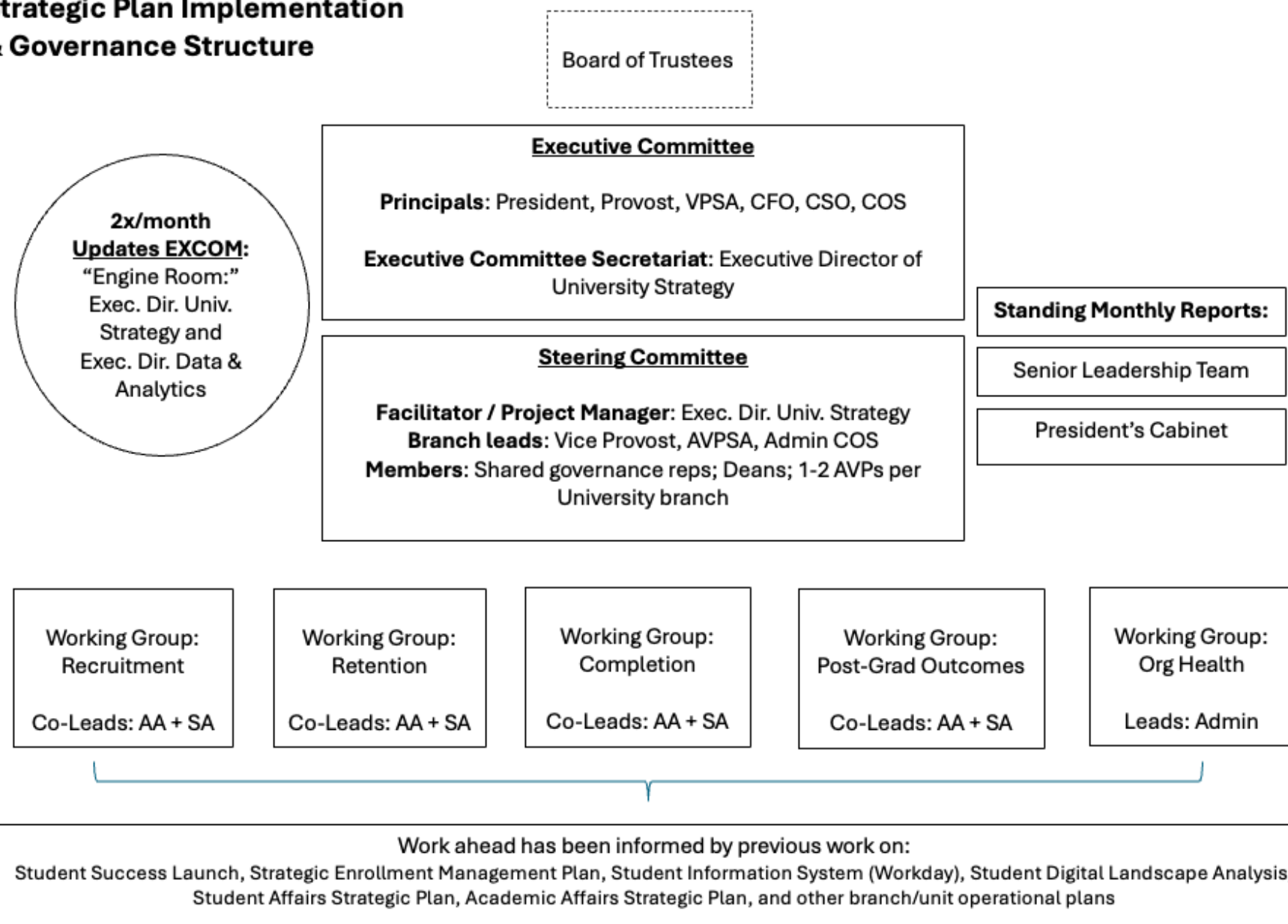
Routine
- Still others let dialogs devolve into routine status reports or have unfocused discussions that ultimately have no impact on performance

L&A

Agenda

- Introduction
- **Leading Change Through Performance Conversations**
  - Change is Hard
  - Comprehensive System of Change Management
  - **MSU Denver: Experiences**
  - Pitfalls When Managing Performance
  - Root Cause Problem-Solving
  - Personal Reflection
- Navigating Resistance in Data Dialogs
  - Common Themes and Their Impact
  - Comprehensive System of Performance Dialogs
  - How To Overcome Resistance?
  - Influencing Model and Key Influencers
  - Individual and Organizational Commitments
- Wrap-up

L&A

Strategic Plan Implementation & Governance Structure

Board of Trustees

2x/month Updates EXCOM:
"Engine Room:"
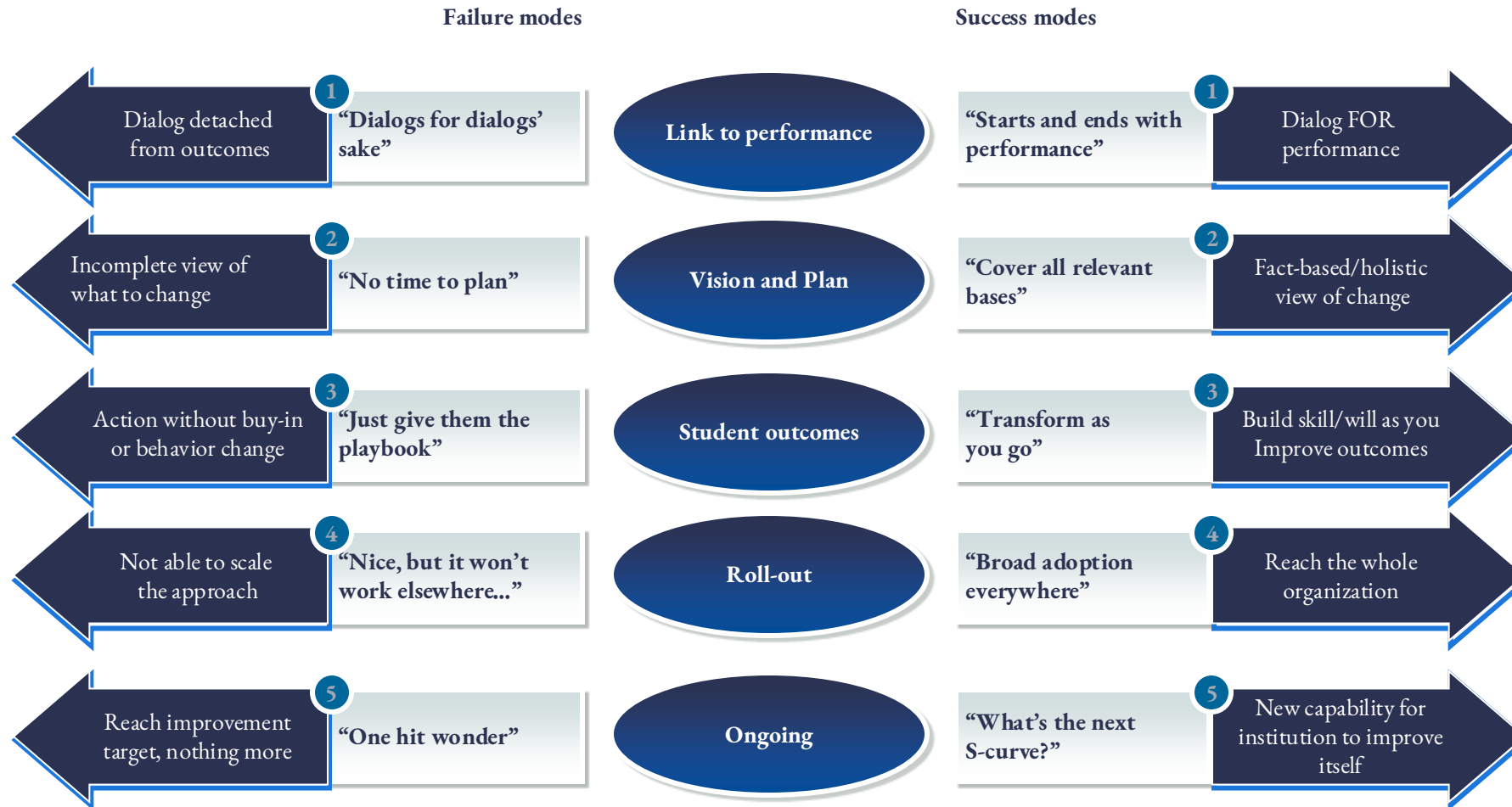Exec. Dir. Univ. Strategy and Exec. Dir. Data & Analytics

Executive Committee

Principals: President, Provost, VPSA, CFO, CSO, COS

Executive Committee Secretariat: Executive Director of University Strategy

Steering Committee

Facilitator / Project Manager: Exec. Dir. Univ. Strategy
Branch leads: Vice Provost, AVPSA, Admin COS
Members: Shared governance reps; Deans; 1-2 AVPs per University branch

Standing Monthly Reports:

Senior Leadership Team

President's Cabinet

Working Group: Recruitment

Co-Leads: AA + SA

Working Group: Retention

Co-Leads: AA + SA

Working Group: Completion

Co-Leads: AA + SA

Working Group: Post-Grad Outcomes

Co-Leads: AA + SA

Working Group: Org Health

Leads: Admin

Work ahead has been informed by previous work on:
Student Success Launch, Strategic Enrollment Management Plan, Student Information System (Workday), Student Digital Landscape Analysis, Student Affairs Strategic Plan, Academic Affairs Strategic Plan, and other branch/unit operational plans

Dashboard: Top-Line Metrics

Enrollment	Retention Rates	Completion Rates	Social Mobility
16,600 UG Students ***including CE**	**63% (FTFT 1st Year)** **66% (New Transfer 1st Year)**	**13% (FTFT 4-year)** **32% (FTFT 6-year)**	**Rank 141/1,204** **on CollegeNet SMI**

Undergraduate Enrollment Goal: 19,000

Legend: FTFT Resident, New Transfer Resident, Other Resident, Concurrent Resident, FTFT Non-Resident, New Transfer Non-Resident, Other Non-Resident, Concurrent Non-Resident

First-Year Retention Goal: 80%

FTFT values: 71%, 64%, 63%, 65%, 71%, 66%, ... 80%
New Transfer values: 67%, 61%, 63%, 63%, 70%, 63%, ... 80%

Legend: FTFT, New Transfer

FTFT Completion Goals: 4-Year 36%, 6-Year 60%

4-Year Graduation Rate: 11% 11% 13% 12% 13% 13% ... 36%
6-Year Graduation Rate: 28% 32% 30% 30% 31% 32% ... 60%

Social Mobility Ranking Goal: Top 10

Values: 575, 479, 192, 106, 141, ... 10

Data sources: CollegeNet SMI, MSU Denver census files, IPEDS.

Implementation Lessons Learned

- A **growth mindset** is paramount.
  - This is an iterative process.
  - What's needed to optimize will evolve over time.
  - Learn from mistakes (and do so openly). Everyone has room to improve.

- Lean into **"comms and calm."**
  - Be consistent, clear, and kind in your **communications**.
  - Individuals can only take it so far--you need shift the culture, which means engaging the broader organizational **community**.

- It's true that **persistence pays off.**
  - If we look back two years…
  - If we look back one year…
  - If we look back one semester…

Q&A

Institutions with great performance dialogs work in a way that intentionally focuses on avoiding pitfalls

Success modes

Failure modes				Success modes
Dialog detached from outcomes	**1** "Dialogs for dialogs' sake"	Link to performance	"Starts and ends with performance"	**1** Dialog FOR performance
Incomplete view of what to change	**2** "No time to plan"	Vision and Plan	"Cover all relevant bases"	**2** Fact-based/holistic view of change
Action without buy-in or behavior change	**3** "Just give them the playbook"	Student outcomes	"Transform as you go"	**3** Build skill/will as you Improve outcomes
Not able to scale the approach	**4** "Nice, but it won't work elsewhere…"	Roll-out	"Broad adoption everywhere"	**4** Reach the whole organization
Reach improvement target, nothing more	**5** "One hit wonder"	Ongoing	"What's the next S-curve?"	**5** New capability for institution to improve itself

Few institutions get all the elements right despite the potential for transformational change in outcomes

Most do this...

Few do this...

- Set a target - Resource for first phase	**①** **"The Perfor-mance Goal"**	- Identify specific capabilities required to execute high-quality performance dialogs - Get a clear picture of what success will look like - Build the business case for investing in this capability
- Do some analysis to understand how outcomes can be improved by a 'new initiative' - Identify 4-5 major things that need to change	**②** **"The Capability Blueprint"**	- Rigorously diagnose technical, management, behavioral systems v. best-in-class - Build plan for learning and for changing environment that is practical
- Identify specific changes you want to roll-out - Plan for some training - Establish some organization around the dialogs	**③** **"The Implemen-tation Vehicle"**	- Weave learning and environmental change into the performance dialogs you are rolling out - Develop short-term and long-term plans - Design process to be "end-user led' wherever you roll it out
- Create high-level plan for reaching 60% of organization (are all groups included?) - Conduct a controlled pilot / test	**④** **"The Scale-up Plan"**	- Run a pilot using only those tools and resources you will have in roll-out - Train best people as change agents - Utilize leveraged techniques for getting to 100% of organization (e.g., informal influencers)
- Measure student outcomes and financial goals - Declare "victory" at some point	**⑤** **"The Sustaining Engine"**	- Measure changes in people's skills and behaviors as well as results - Institutionalize training - Do a 10,000 mile checkup - Continually test your capability relative to external benchmarks

Pitstops: continuous improvement in effect

Symptoms and root causes

Symptoms

- A symptom is a sign or indication of a root cause, but it is not, by itself, a cause
- Most often, symptoms lack specificity and are difficult to categorize
- It is very difficult to develop solutions to directly address a symptom

Root causes

- A root cause is the real reason for an organizational or performance problem
- Root causes are specific and can be easily categorized
- Solutions can be implemented that either remove or mitigate the effects of a root cause

Advantages and disadvantages

Advantages

- Enhanced problem solving
- Prevention of recurrence
- Improved decision making
- Enhanced organizational learning
- Increase student and employee satisfaction

Disadvantages

- Time and resource intensity
- Complexity and subjectivity
- Potential for blaming culture
- Difficulty in identifying all factors
- Implementation challenges

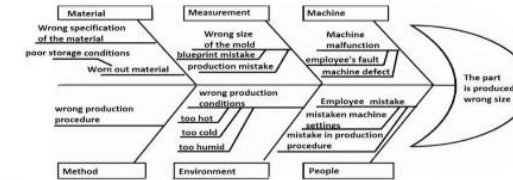# Common tools and techniques

Common tools and techniques

- Fishbone diagram
- 5 whys (or more)
- Failure mode and Effects analysis (FMEA)
- Pareto analysis
- Fault Tree analysis
- Bowtie analysis
- Barrier analysis
- Root cause mapping
- Change analysis
- Control charts
- Scatter diagrams
- Affinity diagrams
- Process mapping (from student point-of-view)