Change Management: How Understanding the Change Process Helps Support Advisors

- Identify typical changes relevant to advising
- Understand the stages of change
- Identify where a person is in the change process and how our behaviors can impact it
- Recognize the signs of change and change talk
- Learn about tools to support advisors moving through the change process

Going on a Road Trip

Change: (v) make or become different; (n) the act or instance of making or becoming different

Perceived Risk

Destination

Packing for the Trip
Why is change so difficult?

**Perceived Risk**
- Lose something of value
- Unpopular
- Uncertainty
- Challenging
- Loss of control

**Fear**
- ... of not being able to adapt
- ... of the unknown
- bad execution and management of change
- lack of clear and defined direction
- poor communication to team/stakeholders
- missing deadlines during the process
- excessive change in direction

Changes to Advising Environments

- Job uncertainty
- Unrealistic workload
- Technology challenges
- Ever changing student populations

Changes in Service Demands
The Changing Student Population

- Millennium Students (Born 1977-1997)
- Returning Adults
- International Students
- Transfer Students
- Students with Disabilities
- Students with Mental Health Concerns
- Parents and Families

Office Road Rage

- Burnout, overextending oneself
- Family or co-worker conflict
- Advising environment not a great place to be
- Ineffective relationship building with students

Impact of Change on Students

- Larger advising loads = Less time for advising and relationship building
- Changing student populations and service demands = Need for professional development

Understanding the Change Process Helps us Support Advisors

Eat it! Don't!
The Rules

- Stand up
- 1 person is in the middle representing the advisor
- 1 person represents the administrator talking about additional work projects you need to complete
- 1 person represents student needs
- 1 person to represent family needs
- No name calling or punching, but you can yell!
- 1 minute to complete activity

The WHOLE Story You May Not Know

Prochaska’s & DiClemente’s Stages of Change

Change happens in an instant

Transition takes longer
Bumps in the Road

Schlossberg's Model for Understanding Individuals in Transition
• Anticipated Transitions
• Unanticipated Transitions
• Non-Event Transitions

Our Role as Administrators

• Identify where an advisor falls in the change process
• Help advisors move through the stages in their own way and time while keeping the focus on their educational goals
• Model positive Change Management

Fisher's Process of Personal Change
Positive Change Management

- Win-Win Attitude
- Honest and Open Communication
- Allow Input
- Be Open to Alternative Solutions
- Be Flexible
- Allow Emotions
- Delegate and hold accountable

https://www.nmcstrategicmanager.com/change‐leadership/5‐actions‐to‐create‐positive‐change/

Neurophysiology

Mirror Neurons

- A mirror neuron is a neuron that fires both when an animal acts and when the animal observes the same action performed by another. Thus, the neuron "mirrors" the behavior of the other, as though the observer were itself acting.
- When we see someone laugh, cry, show disgust or experience pain, in some sense, we share those feelings.
- People in the workplace want their relationships to be authentic and positive and will respond negatively to anxiety, anger, vacillation, and defensiveness.
- Be aware that our non-verbal and verbal patterns are being “imitated” in the other person. This puts the responsibility on our shoulders to communicate and act in ways that move people toward accepting and/or embracing change.

What is Change Talk?

Change talk is speech that favors movement:

- Desire: I want to...
- Ability: I can...
- Reason: It’s important...
- Need: I should
Scenario

Your office has encountered a large number of retirements and new advisors have entered the office with new and innovative ideas. A veteran advisor feels threatened and in response has been acting passive aggressive in meetings, has been short with advisees, and as a result, refuses to embrace the newly implemented advising model.

Scenario

Career Services and Academic Advising offices have decided to combine services and offices to leverage resources. Many staff in both areas are not happy about the change. One staff member in particular is angry, says he’s going to quit, and refusing to take part in the change.

Are We There Yet
Team Cohesiveness

Did You Arrive at Your Destination?

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