

How to Promote Organizational Well-Being

Stages of Change

Stages of Organizational Change

1. Create Sense of Urgency
2. Build the Guiding Team
3. Get the Vision Right
4. Communicate for Buy-In
5. Empower Action
6. Create Short Term Wins
7. Don't Let Up
8. Make Changes Stick



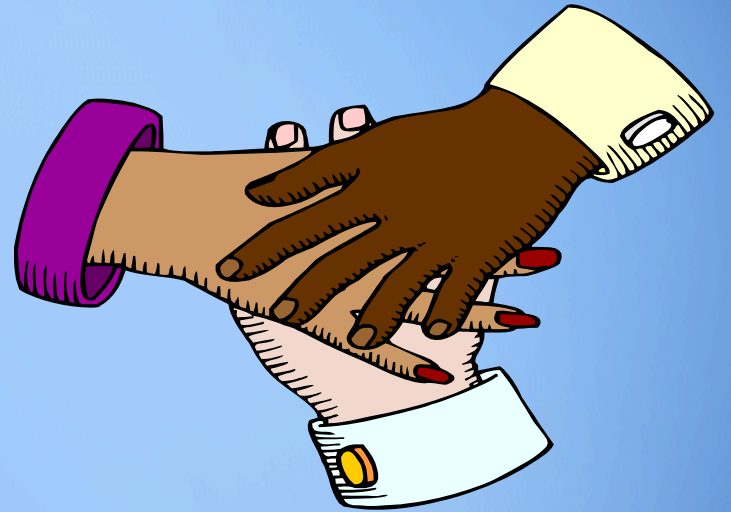
Stages of Organizational Change

1. **Create Sense of Urgency**
 - What will happen if we don't move forward?
 - Generate excitement



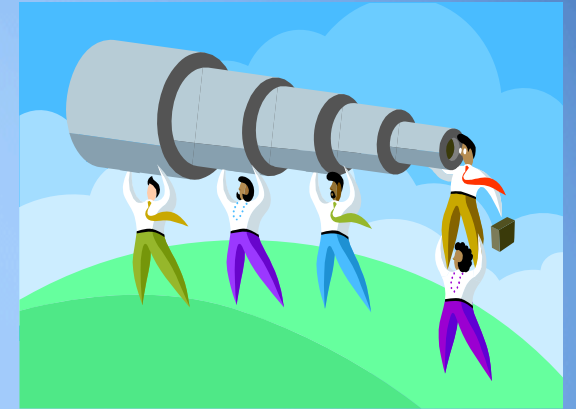
Stages of Organizational Change

1. Create Sense of Urgency
2. **Build the Guiding Team**
 - Get the right team
 - Balance between participation and action



Stages of Organizational Change

1. Create sense of urgency
2. Build the guiding team
3. **Get the vision right**
 - Spend time clarifying the vision
 - Get consensus around it
 - Don't assume they all know it



Stages of Organizational Change

1. Create sense of urgency
2. Build the guiding team
3. Get the vision right
4. **Communicate for Buy-In**
 - Spread the word throughout the organization
 - Newsletter
 - Meetings



Stages of Organizational Change



1. Create Sense of Urgency
2. Build the Guiding Team
3. Get the Vision Right
4. Communicate for Buy-In
5. **Empower Action**
 - Remove barriers to achieving goals
 - Choose one item at a time

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6. **Create Short Term Wins**
 - Generate momentum through some small achievements
 - Make the wins known throughout the organization
 -



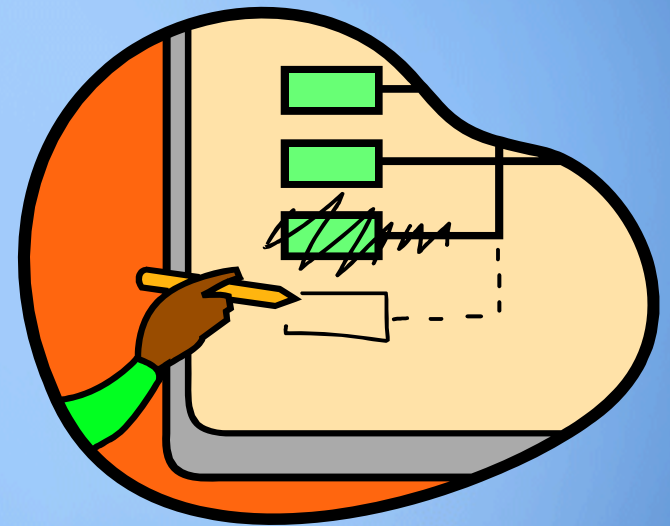
Stages of Organizational Change

1. Create Sense of Urgency
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4. Communicate for Buy-In
5. Empower Action
6. Create Short Term Wins
7. **Don't Let Up**
 - Neutral zone is normal
 - Stick with it
 - Break is ok to regenerate
 - But don't break for too long



Stages of Organizational Change

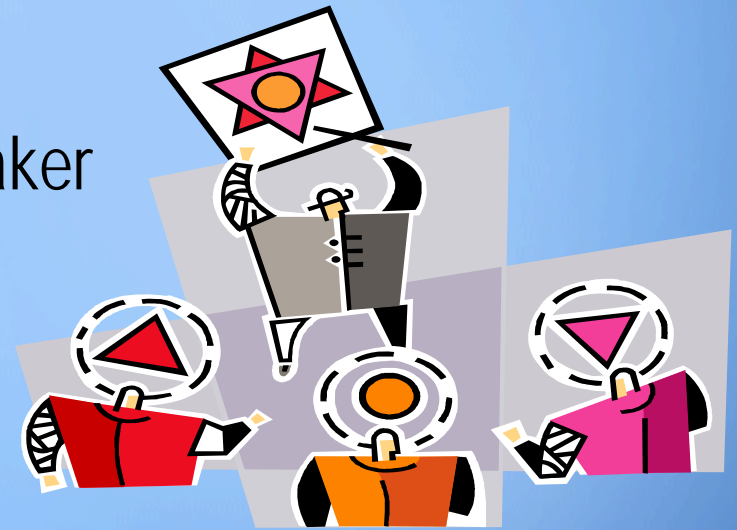
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2. Build the Guiding Team
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6. Create Short Term Wins
7. Don't Let Up
8. **Make Changes Stick**
 - Institutionalize change
 - Change hiring policies
 - Restructure



Skill building I VALUE IT

I VALUE IT

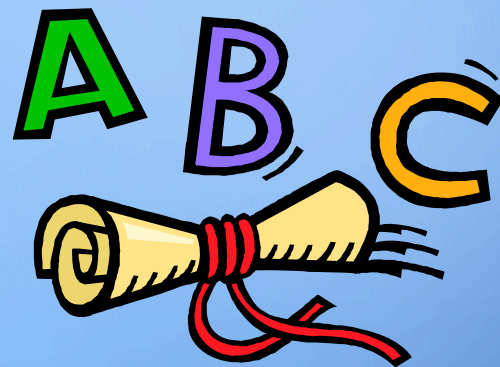
- Inclusive host
- Visionary
- Asset seeker
- Listener and sense maker
- Unique solution finder
- Evaluator
- Implementer
- Trendsetter



Strategies for Change Agents

ABCs of Change

- Affective - what you feel
- Behavioral - what you do
- Cognitive - what you think



Key Question

- How do you engage people in the organization-affectively, behaviorally, and cognitively-in the process of promoting change and well-being?



Inclusive Host

- **Affective:** create safe environment for people to express views and emotions
- **Behavioral:** structure time and space where safe and fun dialogue can occur
- **Cognitive:** promote sharing of personal narratives and interpretations of events and beliefs



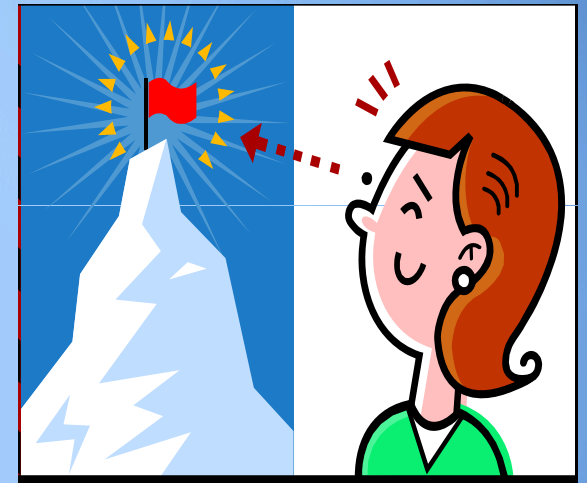
Visionary- Process

- **Affective:** Foster feelings of affiliation and solidarity in group work
- **Behavioral:** Engage people in activities to devise a vision for working together
- **Cognitive:** Address basic assumptions about working in groups



Visionary- Outcome

- **Affective:** Make the vision alive and foster ownership of it throughout the organization or community
- **Behavioral:** Involve people in the development of a vision for team, unit, organization or community
- **Cognitive:** Analyze gap between actual and desired state of affairs



Asset Seeker



- **Affective:** Make sure you recognize and affirm people's strengths
- **Behavioral:** Help people develop inventories of own strengths
- **Cognitive:** Reframe life experiences and ways of coping as strengths

Listener and Sense Maker

- **Affective:** Establish processes for people to feel heard and valued
- **Behavioral:** Structure opportunities for people to speak, learn, and problem solve together
- **Cognitive:** Learn how to listen to each other and problem solve in teams



Unique Solution Finder



- **Affective:** Small wins keep people engaged and energized
- **Behavioral:** Assign specific actions in line with goals and objectives
- **Cognitive:** Identify what values, beliefs and assumptions either promote or inhibit new actions

Evaluator-Past Efforts

- **Affective:** Make it safe to explore past failures and successes
- **Behavioral:** Get people involved in evaluation criteria that is meaningful to them
- **Cognitive:** Analyze links between sites, signs, sources and strategies of well-being



Evaluator- Present Efforts

- **Affective:** Reward people for sharing sources of stress
- **Behavioral:** Use empowerment-based evaluation and appreciative inquiry to evaluate efforts
- **Cognitive:** If change is needed, create cognitive dissonance between aspirations and actual actions



Evaluator- Future Efforts



- **Affective:** Build trust by showing your own personal commitment to act
- **Behavioral:** Institutionalize mechanisms to monitor well-being of staff and community members
- **Cognitive:** Create narrative of ongoing growth and development

Implementer

- **Affective:** Celebrate attempts to implement new behaviors and attitudes into life of organization or community
- **Behavioral:** Build structures that support new behaviors and attitudes and foster sustainability
- **Cognitive:** Tell stories of success and how they have helped other people improve well-being



Trendsetter

- **Affective:** Generate enthusiasm among peers about being leaders in a field
- **Behavioral:** Have a participatory plan for disseminating lessons learned
- **Cognitive:** Spread the message across organizations and communities in compelling ways



Integrative Framework for Strategic and Budget Planning



Ten Domains for Strategic Plan and Budget Planning

Guiding Principles

1. Values
2. Vision
3. Mission

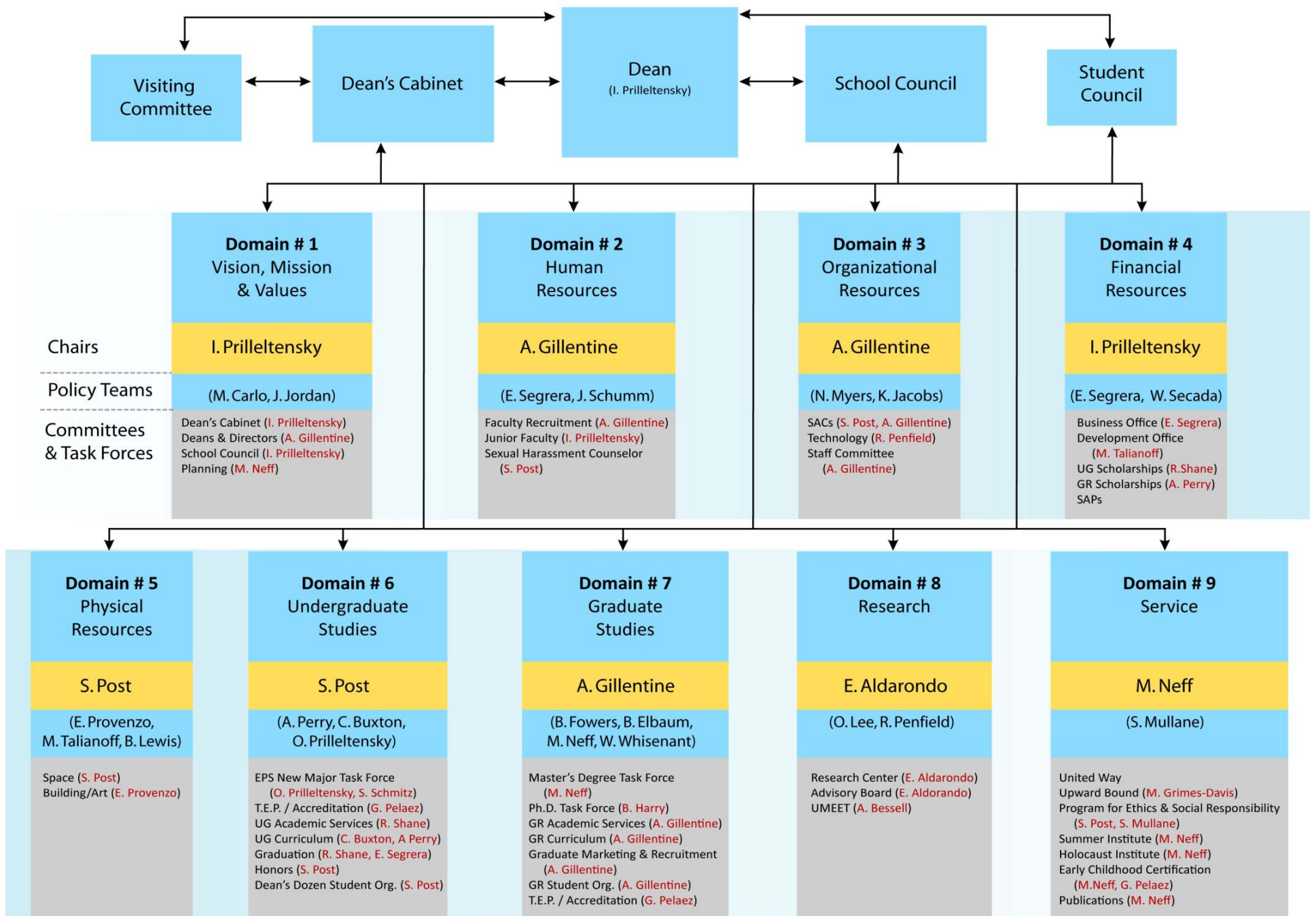
Resources

4. Human
5. Organizational
6. Physical
7. Financial

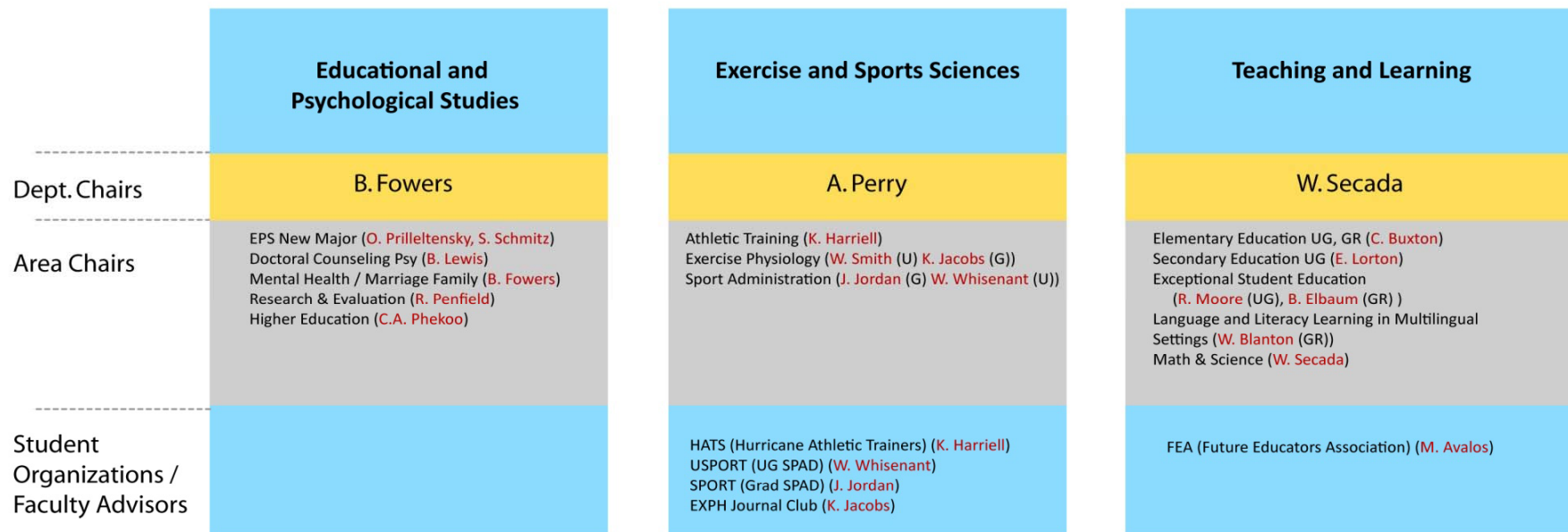
Core Functions

8. Research
9. Teaching
10. Service

School of Education: Alignment of Strategic Plan and Organizational Structures



School of Education: Departmental and Organizational Structures



Our School's vision and mission

