

# Change Models

Adapted from *How Colleges Change* by Adrianna Kezar (2014)

## Scientific Management Model

- Change is driven by incentives and rewards to influence behavior
- Includes top-down approaches.
- Assumes that people are rational actors.
- More effective in contexts with strong institutional hierarchy.

## Using the Scientific Management Model

- What incentives and rewards currently exist in the system?
- How can incentives and rewards shift to motivate others?
- How can the organization be restructured to create change?

## Social Cognition Model

- Change is driven by cognitive dissonance/inconsistencies in thinking.
- Individuals resist change when they do not truly understand the change or understand how to integrate it into existing structures.
- Simply “telling” isn’t an effective way to change thinking

## Using the Social Cognition Model

- How are people understanding the issue at hand?
- How is my thinking different?
- What forms of evidence would help others understand it differently? (e.g., data, anecdote, research literature, alternative interpretations)

## Cultural Model

- Change is driven by culture.
- Culture includes a group's values, beliefs, history, metaphors, and processes.
- Individuals resist change when they perceive a conflict in culture.
- Understanding history and context can help decipher values and culture.

## Using the Cultural Model

- How does the proposed change effort align with existing values and group identity?
- How does this change align with our history?
- How can I leverage our department's values and aspirations?
- In what ways does this change depend on a shift in mission/values?



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## Evolutionary Model

- Change is driven by unplanned, external factors (especially economic).
- Focuses on building the infrastructure to respond to external forces.
- Leaders must manage and respond to external changes.
- Leaders can stimulate change, but cannot control the outcome of change.
- Recognizes that organizations are complex, and change requires attention to the entire system.

## Using the Evolutionary Model

- What are the external factors that might impact us?
- How can we design nimble structures that can adapt to external pressures?
- How are the components of our organization interrelated?

## Political Model

- Change is driven by collective action: Coalition building, identifying allies, creating collective visions, negotiating.
- Rapid change is driven by constraints in resources and competing interests.
- Individuals resist change when they do not perceive it to serve their interests.

## Using the Political Model

- Which efforts are synergistic?
- Which relationships should I cultivate?
- What are the existing power structures?
- For important decisions, which stakeholders are deciders? Whose input informs those decisions?
- What resources does my change rely on? What other groups use those resources?
- Address WIFM (What's in it for me?) and HMWIFM (How much work is in it for me?)

## Institutional Model

- Institutions (e.g., colleges, universities) are embedded within a network of other institutions (e.g., peer institutions, funding agencies, accreditation agencies).
- Changes are driven by pressure and competition from outside institutions.
- Institutions have significant inertia.

## Using the Institutional Model

- What does our institution value?
- Who are the other institutions that influence ours?
- Which bodies are our institution accountable to? How?
- Which of these institutions value the things we want to do? How can we leverage this?
- How can the work of outside institutions be leveraged to effect change at our institution?

