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.

**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.

**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 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?

**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)

**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?
## Change Models

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<table>
<thead>
<tr>
<th>Evolutionary Model</th>
<th>Political Model</th>
<th>Institutional Model</th>
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</thead>
<tbody>
<tr>
<td>▪ Change is driven by unplanned, external factors (especially economic).</td>
<td>▪ Change is driven by collective action: Coalition building, identifying allies, creating collective visions, negotiating.</td>
<td>▪ Institutions (e.g., colleges, universities) are embedded within a network of other institutions (e.g., peer institutions, funding agencies, accreditation agencies).</td>
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<tr>
<td>▪ Focuses on building the infrastructure to respond to external forces.</td>
<td>▪ Rapid change is driven by constraints in resources and competing interests.</td>
<td>▪ Changes are driven by pressure and competition from outside institutions.</td>
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<td>▪ Leaders must manage and respond to external changes.</td>
<td>▪ Individuals resist change when they do not perceive it to serve their interests.</td>
<td>▪ Institutions have significant inertia.</td>
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<td>▪ Leaders can stimulate change, but cannot control the outcome of change.</td>
<td>▪ Recognizes that organizations are complex, and change requires attention to the entire system.</td>
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<tr>
<td>▪ Using the Evolutionary Model</td>
<td>▪ Using the Political Model</td>
<td>▪ Using the Institutional Model</td>
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<tr>
<td>▪ What are the external factors that might impact us?</td>
<td>▪ Which efforts are synergistic?</td>
<td>▪ What does our institution value?</td>
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<tr>
<td>▪ How can we design nimble structures that can adapt to external pressures?</td>
<td>▪ Which relationships should I cultivate?</td>
<td>▪ Who are the other institutions that influence ours?</td>
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<tr>
<td>▪ How are the components of our organization interrelated?</td>
<td>▪ What are the existing power structures?</td>
<td>▪ Which bodies are our institution accountable to? How?</td>
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<tr>
<td>▪ For important decisions, which stakeholders are decision makers? Whose input informs those decisions?</td>
<td>▪ What resources does my change rely on? What other groups use those resources?</td>
<td>▪ Which of these institutions value the things we want to do? How can we leverage this?</td>
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<tr>
<td>▪ Address WIFM (What's in it for me?) and HMWIFM (How much work is in it for me?)</td>
<td>▪ How can the work of outside institutions be leveraged to effect change at our institution?</td>
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