Relevance: Shaping Organizational Culture to Implement Guided Pathways

SUNY Guided Pathways Institute #3
MVCC
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Guided Pathways Pillars

Major Shifts

Create Pathways
Rethink Dev. Ed.
Increase Advising Capacity

CLARIFY THE PATH
ENTER THE PATH
STAY ON THE PATH
ENSURE LEARNING

Frontload Career Planning
Inescapable Supports
Equity at Scale

Not a Project, but a Commitment
Large Scale Change
- Curriculum Mapping
- Meta-Majors
- Rethink Intake & Holistic Support
- New Cross-functional Strategies
- Roles & Responsibilities
- Infusion of Data
- Technology Gaps
- Equity conversations - unprecedented
KEEP CALM AND REMAIN RELEVANT
Thank You for Being Late
- Thomas Friedman
Not Immune

"The Parchment Ceiling"
Human Nature

Reactions
Perceptions
Feelings

Substantial Organizational Change
Being vs. Doing

Culture eats strategy for breakfast!

- Peter Drucker
Three Levels of Culture (Schein)

Artifacts
Visible organizational structures and business processes

Espoused values
Strategies, goals, vision

Assumptions and beliefs
Unconscious beliefs, perceptions, thoughts and feelings - ultimate source of values and action
A Systems Approach to Culture Change

Events
A situation, event, or activity that one can easily see and name.

Patterns
Trends of recurring or continuous events. Some patterns are more easily seen than others.

Underlying Structures
The relationships between parts and causes of the patterns. Written and unwritten “rules of the game,” policies, distribution of resources, reporting relationships, etc.

Mental Models
The conscious or unconscious thoughts and deeply held assumptions that affect how we make sense of the world.

Cultural Values
The core beliefs and values embedded in our cultures and institutions that make up our worldview.
You cannot create results. You can only create conditions in which something might happen.

— Anne Bogart —
*Good to Great, Jim Collins

Phases of Culture Change

Momentum
Results
Move

Surface Touch Move
Cultural Building Blocks

- Understanding of the "Why"
- Leadership & Trust
- Employee Engagement
- Data & Inquiry
- Anticipation