

Provost's Leadership Academy

Prof. Gerardo Okhuysen

Inclusive Leadership and Successful Change

Gerardo Okhuysen is Professor of Organization and Management and Senior Associate Dean in the Merage School.

His teaching focuses on Organizational Behavior, Effectiveness of Groups and Teams, and Decision Making. Professor Okhuysen is concerned with improving the leadership and management skills that individuals need to effectively influence group and organizational functioning.

In his research, he has examined negotiation settings, groups working on ambiguous or uncertain tasks, the role of context in group work, as well as small organizations working in contexts of high uncertainty.

Professor Okhuysen's work has appeared in the leading scholarly journals in his field, and he received his PhD from Stanford University in Industrial Engineering and Engineering Management.

UCI Paul Merage
School of Business

Leadership for a Digitally Driven World™

Organizational Change & Leadership for Equity

Gerardo Okhuysen

Professor, Organization & Management

Change is difficult, for people, organizations and vending machines.

– Anonymous



Outline

- Introduction to Organizational Change (brief!)
- Strategies and tactics for making change happen in organizations
- Leadership for equity through organizational change (brief!)
- Managing the self (brief!)



Why am I here?

- Organization science expertise
- Learned a lot in three roles, from myself and others
 - Faculty Member
 - Associate Dean for Masters Programs
 - Senior Associate Dean
- Always
 - Concern with Equity



Equity perspective

- How we treat each other
- Organizational opportunities must be equitable
 - Structures, policies, processes, practices must drive equity
- It helps to be naturally suspicious of seniority, tradition, and power

Why is change hard in organizations?

The Paul Merage School of Business



Why is change hard in organizations?



Issue	“Perfect world”
Goals	Common, agreed upon objectives
Organizing Assumption	Authority/Control
Source of Power	Formal authority
Key players in the work	Subordinates (people under our authority)
Key issues at work	Technical
Performance concerns	Task
Desired outcomes for others	Control/compliance

Why is change hard in organizations?



Issue	“Perfect world”	“Real world”
Goals	Common, agreed upon objectives	Multiple preferences, differences of opinion
Organizing Assumption	Authority/Control	Interdependence
Source of Power	Formal authority	“Everything but...”
Key players in the work	Subordinates (people under our authority)	Everyone (people outside our authority)
Key issues at work	Technical	Technical and Human
Performance concerns	Task	Task and contextual
Desired outcomes for others	Control/compliance	Commitment/compliance



Organizational change

- Different types of change
 - Adding things, changing things, eliminating things
- Classic frameworks provide formal models
 - “Unfreeze, change, refreeze”
 - Focus is on changing people’s minds
- But change in organizations also happens by changing practices, goals, procedures, personnel, and so on
- Today, an emergent perspective based on “resources” and “attention”



What are resources?

- Everything
 - Processes, routines, retreats, meetings, hallway conversations, guests, money, problems, solutions, faculty, staff, students, and you
 - Everything in the organization is a potential resource you can leverage
- Key question:
 - How do you use yourself and things around you as **resources** in your change effort?
 - How do you devote your attention and focus that of others on your change efforts?



While we talk today

- You've prepared a few change initiatives
- As we talk, I will ask you to identify if each approach can be used



Gerardo's hard-learned lessons

- Understand and explain
 - Prioritize your initiatives
 - Create narratives
 - Find examples
- Be strategic
 - Design attention
 - Create visibility
 - Identify supporters and detractors
 - Redefine timing
- Be opportunistic
 - Link to others
 - Piggyback on bad times
 - Piggyback on good times
- Manage yourself
 - Be patient
 - Take a risk
- But I have no power
 - Be a resource



Prioritize change initiatives

- Cannot pay attention to everything all at once
- What issues are on your front burner? The rest are on the back burner
 - Consider importance, urgency, “doability”
 - Consider when it makes sense to move a problem to the front or back
- I have 4-5 front-burner issues
 - One is changing faculty hiring
 - Five faculty lines in 22-23, biggest opportunity/risk to culture of the school, largest financial investment
- I have *many* back-burner issues
 - Raising PoT status, making teaching more equitable, reducing emphasis on external rankings, updating teaching load model, enhancing efficiency of operations, aligning Tenure and Promotion to campus, shutting down/fixing underperforming programs, enhancing flexibility in facilities usage, aligning activities to school strategic plan, and on and on



Prioritize your initiatives

- Select two for the front burner
- Put the rest on the back burner

Create a narrative for each initiative



- My example: modifying curriculum across four MBA programs
 - Full time, evening, weekend, health care
- Old narrative:
 - “All our MBA programs should be the same”
- New Narrative:
 - “Programs have never been the same, they have different electives for different populations with different needs”
- Change to keep same core (8 classes)
 - But allow other changes to reflect needs of each population



Look at your initiatives

- Which one has an easy new narrative, a new way to talk about the situation?
- Things to think about
 - Why is the current narrative wrong? What is an alternative perspective?
 - Who does the problem affect? How does it affect them?
 - What is the need? How does the change help people?
- Tips:
 - Be specific in your idea for a new narrative
 - Not “UCI will be better” but “it will reduce department staff stress during admissions”



Find examples

- Who has solved the same problem (or a similar one)?
- My example: Reporting summer days worked
 - Old Merage narrative was that detailed Summer timecards were UC requirement
 - Reached out to UC Davis GSM, UCLA Anderson, neither do it
 - Come back and note it is our own requirement, not UC, so we can change



Look at your initiatives

- Which of your initiatives have examples in other places?
- Who shares the same problem as you? Who can you reach out to?



Gerardo's hard-learned lessons

- ~~Understand and explain~~
 - ~~Prioritize your initiatives~~
 - ~~Create narratives~~
 - ~~Find examples~~
- Be strategic
 - Design attention
 - Create visibility
 - Identify supporters and detractors
 - Redefine timing
- Be opportunistic
 - Link to others
 - Piggyback on bad times
 - Piggyback on good times
- Manage yourself
 - Be patient
 - Take a risk
- But I have no power
 - Be a resource



Design attention

- How do you bring attention to your change issue? Ask yourself...
 - How much time do I need each time I discuss it?
 - 5 minutes? 15 minutes? 50 minutes?
 - How long will I need to focus attention for?
 - 6 months? 2 years? Unknown?
 - How often do I need to bring attention to it?
 - Once a month? Once a year? When the issue comes up?
 - Are there any natural processes/events we already do to discuss it in?
 - Faculty retreat? Department meetings? Program reviews? Personnel processes?



Design attention

- My example: Faculty hiring
 - Implement 30-minute meeting every other week with each hiring committee
 - Answer questions, get updates, insist on following process
 - Started in November, ran for six months, ending some as they finished
 - 4/5 successful searches, 5th was completed the following year
- My example: “Digital Transformation”
 - Regular meeting leading steering committee
 - Every week initially, then every other week, now once a month
 - Review initiatives, filter initiatives, identify opportunities
 - Hand off responsibility as soon as possible
 - Keep energy flowing through attention
- Note:
 - This is why we are not paying ongoing attention to backburner problems.



Look at your initiatives

- How can you design attention for one front-burner initiative?
- How often do you need to bring it up?
- In what events does it make sense to bring it up?
- How can you reduce the time it takes to introduce it?



Create visibility

- My example: faculty sign up for senate and in-school service
 - Old approach: Make assignments and distribute list of service for the year.
 - New approach: Permanent Google sheet, shared with all faculty, one tab by assignment and another by person, multiple years, always up-to-date.

- My example: improving teaching quality
 - Old approach: Teaching reviewed during personnel meetings
 - New approach: Create automatic quarterly reports, distributed to senate faculty by area, annual reports go to individuals to include in review file.
 - Don't report on response rates less than 50%



Look at your initiatives

- Which of your initiatives can benefit from increasing visibility on outcomes?

Identify supporters and detractors



- My example: add a new instruction modality
 - Wanted to develop hybrid courses (i.e., 60% online, 40% in person)
 - Opposition from more senior faculty
 - Asked for volunteers, providing support
 - Associates signed up first, benefited the most
 - As number of volunteers increased, reduced individual support and increased institutional support
 - New expectation is that all faculty participate in all modalities, as needed



Look at your initiatives

- Which of your initiatives has easily identifiable supporters and detractors?
- How can you identify supporters or detractors?
 - Can you call a lunch for people interested in the topic?



Redefine timing

- My example: faculty sign up for senate and in-school service
 - Old approach: Dean's office asks for school service each summer, CoC member asks for senate service each Fall
 - New approach: Coordinate with CoC rep, send out survey with open positions each Spring
- My example: Faculty hiring
 - Move it to the front burner September-March, ignore otherwise



Look at your initiatives

- Which of your initiatives has a natural timeframe to advance?
- Which one can you create a timeframe for?



Gerardo's hard-learned lessons

- ~~Understand and explain~~
 - ~~Prioritize your initiatives~~
 - ~~Create narratives~~
 - ~~Find examples~~
- ~~Be strategic~~
 - ~~Design attention~~
 - ~~Create visibility~~
 - ~~Identify supporters and detractors~~
 - ~~Redefine timing~~
- Be opportunistic
 - Link to others
 - Piggyback on bad times
 - Piggyback on good times
- Manage yourself
 - Be patient
 - Take a risk
- But I have no power
 - Be a resource



Link to others

- My example: All backburner issues are in my mind
 - When someone else states the same or similar problem, I agree (and restate my problem)
 - When resources become available, I match them to my problems
 - When new jobs/roles/positions are created, I attach my problems
 - When someone proposes a new process, I link my problems
 - When someone has a solution, I see if it can solve one of my problems



Look at your initiatives

- Which of your backburner initiatives can be linked to others' concerns?



Piggyback on bad times

- My example: close admissions to a program that is underperforming
 - Central administration announced budget cut
 - Used the crisis, explained the suspension of admissions as a fiscally prudent move
 - When program performance did not improve, finalized closing
- My example: change hiring practice to align with campus priorities
 - Campus announces there will be less hiring
 - Requests are evaluated internally, treated more favorably if aligned with campus priorities



Look at your initiatives

- Which of your initiatives can be advanced in our current budget situation?



Piggyback on good times

- My example: change hiring practice to align with campus priorities
 - Merage School approached to participate in cluster hires
 - Make those a priority
 - I want to try seeking participation in more cluster hires



Look at your initiatives

- Which of your initiatives can be linked to a favorable campus initiative?



Gerardo's hard-learned lessons

- ~~Understand and explain~~
 - ~~Prioritize your initiatives~~
 - ~~Create narratives~~
 - ~~Find examples~~
- ~~Be strategic~~
 - ~~Design attention~~
 - ~~Create visibility~~
 - ~~Identify supporters and detractors~~
 - ~~Redefine timing~~
- ~~Be opportunistic~~
 - ~~Link to others~~
 - ~~Piggyback on bad times~~
 - ~~Piggyback on good times~~
- ~~Manage yourself~~
 - ~~Be patient~~
 - ~~Take a risk~~
- ~~But I have no power~~
 - ~~Be a resource~~

Be patient

- My example: reducing the emphasis on external rankings
 - “Tail wagging the dog”
 - For instance, giving fellowships for high test scores instead of other priorities (i.e., financial need, inclusive excellence)
 - Current status
 - Have not eliminated rankings
 - More and more people recognize the problem
 - Challenge
 - Not clear if/when it might crystallize into action



Look at your initiatives

- Which of your initiatives will you need to be patient for? Which one will take multiple years?



Take a risk

- My example: close admissions to a program that is underperforming
 - After making the administrative decision we announced it over email
 - Went to department meeting and explained to faculty
 - Asked for a vote in favor of suspending admissions, received it
 - Two years later asked for vote to discontinue program, received it

- Don't do this one too often!



Look at your initiatives

- Which of your initiatives can you take a risk for?



Gerardo's hard-learned lessons

- ~~Understand and explain~~
 - ~~Prioritize your initiatives~~
 - ~~Create narratives~~
 - ~~Find examples~~
- ~~Be strategic~~
 - ~~Design attention~~
 - ~~Create visibility~~
 - ~~Identify supporters and detractors~~
 - ~~Redefine timing~~
- ~~Be opportunistic~~
 - ~~Link to others~~
 - ~~Piggyback on bad times~~
 - ~~Piggyback on good times~~
- ~~Manage yourself~~
 - ~~Be patient~~
 - ~~Take a risk~~
- But I have no power
 - Be a resource



Be a resource

- My example: family-friendly policy
 - Important, but back burner
 - Colleague approaches me, does the work of collecting information, we meet every 4-6 weeks, asks me about it occasionally, we work together, we get it done

- My example: onboarding document
 - Not even on the back burner
 - Colleague approaches me, starts the document, sends to me, reminds me, asks me about it occasionally, we are working together on it



Look at your initiatives

- What work can you initiate to prompt attention from others?

Gerardo's hard-learned lessons

- ~~Understand and explain~~
 - ~~Prioritize your initiatives~~
 - ~~Create narratives~~
 - ~~Find examples~~
- ~~Be strategic~~
 - ~~Design attention~~
 - ~~Create visibility~~
 - ~~Identify supporters and detractors~~
 - ~~Redefine timing~~
- ~~Be opportunistic~~
 - ~~Link to others~~
 - ~~Piggyback on bad times~~
 - ~~Piggyback on good times~~
- ~~Manage yourself~~
 - ~~Be patient~~
 - ~~Take a risk~~
- ~~But I have no power~~
 - ~~Be a resource~~

Leadership for Equity through Organizational Change

The Paul Merage School of Business



Leadership for a Digitally Driven World™

Leadership for Equity through Organizational Change

The Paul Merage School of Business



- Challenge
 - Not a single practice, goal, procedure, position
 - Instead, all of those AND changing people's minds
- This is why it is difficult
 - This also means it is SLOW
 - We need many small wins to show progress
- What to do?
 - Split the larger question of inclusive excellence into smaller bites
 - Practices, goals, procedures, personnel
- Every one of my initiatives has an equity angle



Questions?



Managing the self

- Ethics
- Personal resources

Is it ok to operate this way? Is it ethical?

The Paul Merage School of Business



Is it ok to operate this way? Is it ethical?

The Paul Merage School of Business



- Managing change can be done ethically
- Avoid “the end justifies the means”
- ”the end” tells us our direction
 - We judge the ethicality of “the means”

Ethics of Influence and Persuasion



	Influence and persuasion	Manipulation
Choice	More, given options	Fewer, not given options
Coercion	None	More
Transparency	More	Less
Benefit	Mutual	Self
Information	Shared	Hidden
Arguments and principles	Consistent	Shifting
Confidentiality	Respected	Disregard
Relationships	Nurtured, ongoing	Instrumental, temporary



Personal resources

- Need to find ways to be optimistic
 - Break the big project into small wins
- Need to budget effort, frustration, annoyance
 - Can't spend too much of any of them!
- Also need the right level of patience and impatience
 - “The best time to plant a tree was 20 years ago. The second-best time is now.”
 - But can't wait forever to make progress



Questions

April 5

Development and External Relations

Distinguished panel:

Tyrus Miller, Linda Haghi, and Chris Schwarz

Challenge Project Meetings