Managing Change

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More than half of the top 10 in demand jobs in 2018 did not exist in 2007
Change is all around us

- In the next 5 years you will no longer need:
  - IDs
  - Money
  - Credit Cards
  - Store cards
  - Business cards
  - Photos
  - Mail/Mailman
  - Paper and hardback books
  - Bills and notices
  - Paper
  - Steering wheels
  - Organ donors?
  - Classrooms?
ADVANCED ECONOMIES
38 million to 40 million fewer workers with tertiary education than will be needed

DEVELOPING ECONOMIES
45 million fewer workers with secondary education than will be needed

GLOBALLY
90 million to 95 million more lower skilled workers than companies have a need for.

13% too few
COLLEGE OR POSTGRADUATE DEGREES

15% too few
SECONDARY EDUCATION

13% too many
LIMITED EDUCATION

Source: McKinsey Global Institute
Technology is a New Real Competitor

- Probability of Computerization
  - Telemarketers – 99%
  - Secretarial/Adm. Assistant – 96%
  - Accountant/Auditors – 94%
  - Retail Salespersons – 92%
  - Technical Writers – 89%
  - Paralegals – 94%
  - Postal Service Clerks – 95%
  - Machinists – 65%
- 47% of total US employment is at risk

The future of Employment: How Susceptible Jobs are to Computerisation; C.B. Frey, M.A. Osborne
Oakley - Radar Pace

Craig Alexander 3X
ironman Champ
What types of students are we educating in the future?

• Digital Natives (since birth)
  • Savvy about online tools, blogs, social networks
• Always Online-AO students
• Want to make a difference in the world now with their knowledge/skills
• Ability to multi-task
• Comfortable with Ubiquitous Mobile Devices and Software Tools
Changes to our campus

• Many more students! More than 3k students in last five years. Less support
• More Diverse (More brown, More international, More female, older)
• Educational Environment – More digital, More Personal (MOOCs, OC, and flipped classrooms)
• More altruistic, more savvy, conscious.
• An emphasis on novel learning spaces.
• Funding and support (Traditional to RCM). The best way to support entrepreneurial endeavors is by rewarding those units who produce positive outcomes.
• Partnerships between students and universities (entrepreneurship).
• Novel partnerships between universities and industry (Companies on campus)
• Partnerships between K-12, Community Colleges and 4 year research institutions
Change in Engineering

2010

2019
Of the 53 faculty we have hired:
- 19 Women
- 4 African-American
- 3 Latino-American

>45% of all new hires (53 faculty) have been women and underrepresented minorities
Recruiting Top Students

16,864 Total Applicants, 1.8x up from 2011

36% Freshmen first in their families to attend college, Fall 2018

24.5% Freshmen from low-income families, Fall 2018

4.07 Average GPA (17’)
3.75 Average GPA (11’)

Freshmen from low-income families, Fall 2018
What is Change Management?

- Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.
Change Quotes

• “It is not the strongest species that survive, nor the most intelligent, but the ones who are most responsive to change” -Charles Darwin

• “Change your thoughts and you change your world” -Norman Vincent Peale
Change (Loss) curve ...and 3 support stages

- **Information**
  - SHOCK
  - DENIAL
    - It’ll never happen
  - DEPRESSION/ANGER
    - They don’t care, why should I?

- **Emotional Support**
  - ACCEPTANCE/LETTING GO
    - OK, if this is how it’s going to be, how can I find the best way forward for me?

- **Guidance and direction**
  - UNDERSTANDING/LOOKING FORWARD
    - OK, this is what I’m doing now

- **Personal and Business Performance**

**Time**
Facts about Change

• Different people react differently to change.
• Change often involves a loss, and people go through the "loss curve.”
• Most change succeeds or fails on the cooperation of the people who must implement the change.
• There tends to be two types of people relative to change
  • Stability Agents – struggle when circumstances are changing quite rapidly
  • Change Agents – struggle when everything is the same and there is nothing new

• Know who you are as a leader!
Facts about Change (con’t)

• The key question asked or unasked on everybody’s mind about change is “What’s in it for me?” (known by many as WIIFM.)

• A “few” people and groups are almost always pivotal to a smooth and effective change implementation.

• Leadership is the key to successful change management. No leadership - no change. **Positive change is ALWAYS an indicator of leadership**
More Facts about Change

• Everyone has fundamental needs that have to be met.
• A clear plan of action is needed for each group/individual who needs to move up in their support level for the change in order for it to succeed.
• Communication and support are key ingredients when implementing change.
8 Steps to a Successful Change

Assemble the puzzle and walk your way through

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision
5. Empower broad-based action
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture
Thank You!

Merci Bien!
Vielen Dank!
Obrigado!
Tak!
Asante Sana!
¡Muchas Gracias!

感謝!
СПАСИВО!
Grazie!
谢谢!