California Guided Pathways

Virtual Engagement Clinic #2

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Our Goals

Help colleges established Implementation Engagement Plans by September 2018

Help prepare colleges for additional engagement support at Institute #4
Today’s Work

- Who is Sova?
- Ideas to inform your everyday strategy
- Tools to support your tactical work
- Addressing questions and prep for peer learning
Introduction

- Focus on co-ownership of your work, not just buy-in
- Not “technical” assistance, but culture-building work
- Fostering change leadership, not just management
- Embracing your power begins with careful planning
- Hard work of effective engagement always pays off
Stage models of change imply a unilinear journey and often provide too little in the way of tactical advice and support.

Implementation science focuses on factors related to skilled and committed adoption of evidence-informed practices with explicit and real attention to continuous improvement/learning.
Insights from Implementation Science

1. Diagnose perceived attributes of the innovation
2. Assess adopters’ perceptions of context & capacity
3. Support & incentivize skilled use
4. Map networks & social influences that impact uptake
Focus on Climate to Influence Culture

Culture
- Values, beliefs, myths, traditions, and norms that shape experience and behavior
- Difficult to quantify and overwhelming to consider
- Still a go-to concept in change management for many

Climate (conditions)
- Perceptions, expectations, and conditions shape the way people understand their work and each other
- More easily assessed and amenable to change
- A focus on climate provides a foothold and is the path to culture building
The power of “perspective taking”

We look at the human side of change from the perspective of those who are being asked to change, and we advocate for a perspective-taking approach to engagement.

Is the basic premise of Guided Pathways consistent with my values and commitments?

What does the change mean, exactly, for me?

- How will it change my day to day work, and how my work is evaluated (responsibilities, expectations, accountability)?
- What risk does Guided Pathways bring, and what do I stand to lose?

How does Guided Pathways fit with the other priorities being pursued by the institution or my department/division? Is it a coherent part of something larger? (How long will this really be around?)

Where does my expertise/passion/experience come into play in this change, and how will it be honored, reflected and included in the work?

Will I have the support I need to be successful in playing my part?
Understanding the groups and individuals who have the ability to influence an implementation goal

Power Mapping

90-Day Cycles
3-month planning cycles consisting of 30, 60 and 90 day goals and assignment of responsibilities

Facilitation Guide
Tips and strategies for facilitating critical conversations, including a moderator self-assessment, strategies for managing difficult conversations.
Power Mapping

- Anchored by a clear goal
- Map stakeholder groups
- Map influential individuals
- Plan action steps
What are Ann's concerns?
Who will talk with her?
When will she/he report back?
Have we accounted for all our key groups/individuals?

Do we understand and agree about the sources of potential resistance (e.g. self-interest, fear of change, fear of not being successful, principled opposition, weariness)?

How does our core story resonate with the motivations of different audiences, and what does that mean for framing and focus when engaging different groups?

What are our natural opportunities for engagement of different audiences?

Where do we lack existing venues for important/difficult conversations?

What does our analysis suggest with respect to sequencing and timing of engagement activities? Who should be engaged when, in what ways and with what frequency?

What does our analysis suggest with respect to appropriate depth of engagement of our key groups/individuals (e.g. inform, consult, engage, empower)?
90-day cycles

- Clear Goals
- Clear Accountability
- Clear Timelines
- Clear Evaluation
Elements of 90-day cycles

For 30, 60, and 90 day intervals and evaluated every 30 days

- **What?**
  - What are your goals?
  - What are the activities to accomplish each goal?

- **Who?**
  - Who is accountable for each goal and activity?

- **How?**
  - How will you know when you have met your goal?

- **When?**
  - When will you complete each goal and activity?

Create new cycle every 90 days
Facilitation Guide

- Traits, habits & practices of effective facilitators
- Practical tips & tools for building facilitation skills
Cultivating an institutional climate of mutual respect and support among faculty, staff, and administrators is vital to the long-term success of any major student success initiative. But the work entailed is hard and it can be difficult to know where to begin or how to proceed. This Institutional Climate Scan was created primarily as a tool to help support high-quality faculty, staff, and administrator engagement.

The Climate Scan is designed to help CA Guided Pathways leadership teams better understand faculty, staff, and administrator's perceptions of the institution's work environment, each other, and the change work entailed in successful implementation project plans.

The full scan takes between 15 and 45 minutes to complete, depending on the amount of open-ended reflection offered by a respondent.

Please view this brief video for more on the Institutional Climate Scan.

This section consists of 18 prompts asking you to share your perceptions of the quality of communication, supports, and incentives that will contribute to your ability to implement Pathways. To select your response, simply “click and drag” (or on a touch screen, “touch and drag”) the slider to the desired position on the scale.
Next Steps

We’ll collect questions and provide answers

We’re here to support you!

See Alison in person at Institute #4 on Sept. 7

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