Creating and Sustaining Change in Your Chapters

R.P.I. Greek Leadership Summit
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“Vision without execution is hallucination”
- Thomas Edison

"If you can dream it, you can do it."
- Walt Disney
Creating Change in a Chapter

Change = Executing Measurable Ideas
− Resistance to Them
+ Sustaining Them
Goals for this Discussion

1. To demystify the concept of “change” in a fraternity/sorority
2. Establish a research based process for creating change in a fraternity
3. Provide action based steps to minimize resistance to change
4. Create a common language for Chapters on how to enact change
Hollywood Movie Formula

- The formula of many movies is the same as change in behavior or mode of operating

- A sad sap of a person changes who they are, overcomes adversity, and finds love
Organizational Life Cycles

• Where is your Chapter in this stage map?
Typical Goals at Various Stages

- Stronger Ritual
- More #'s & Higher Quality
- Dedication to Service
- More Philanthropy
- Quality of our House
- Members come to more than social events
- Communication with Nationals
- Seriousness of Member Ed
- Continuing Education
- Alumni Involvement
- Older Member Involvement
- Valuing Risk Management!
- Visibility on Campus
- Non-Exec Dedication
- Meeting Attendance
- Quality Communication
### Hollywood Movies Formula

<table>
<thead>
<tr>
<th>Protagonist is less competent</th>
<th>Blueprint For Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protagonist meets someone and starts to change</td>
<td>Implement Change</td>
</tr>
<tr>
<td>Protagonist screws up</td>
<td>Identify Resistors</td>
</tr>
<tr>
<td>Protagonist fixes it and all is well</td>
<td>Sustain Your Change</td>
</tr>
</tbody>
</table>
Developing Blueprint

Step 1) Breakdown Contributing Factors

Step 2) Determine Level of Passion
   - Is it Worthwhile and Sustainable?

Step 3) Drop Hints

Step 4) Ask Yourself if it is a Go or Not?

Step 5) Create a Baby Steps Plan
The Process for Change

- **Blueprint For Change**
  - Breakdown contributing factors and a baby step plan

- **Implement Change**
  - How will you communicate the message

- **Identify Resistors**
  - What Resistance will you encounter and how will you deal with them

- **Sustain Your Change**
  - What will you put in place to sustain change
Steps in Inventing Options

**Steps in Inventing Options**

- **What is Wrong?**
  - Step II. Analysis
    - Diagnose the problem:
      - Sort symptoms into categories
      - Suggest causes
      - Observe what is lacking
      - Note barriers to resolving the problem
  - Step I. Problem
    - What’s wrong?
    - What are the current symptoms?
    - What are disliked facts contrasted with a preferred situation?

- **In Theory**
  - Step III. Approaches
    - What are the possible strategies or prescriptions?
    - What are some theoretical cures?
    - Generate broad ideas about what might be done
  - Step IV. Action Ideas
    - What might be done?
    - What specific steps might be taken to deal with the problem?

- **What Might Be Done?**

From “Getting to YES”, Fisher, Ury, & Patton

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4 Primary Goals/Habits

- Write yours in the triangles
- Post them to serve as reminder
Implement Change

1. Form a Powerful Coalition
2. Determine who will Communicate the Message
3. Communicate the Message
   - Clear-Detailed-Well Thought Out
   - Motivated-Able to Understand-Relevant
   - Appeal to their Feelings
   - Tailor the Message to the Majority’s Values
   - If Needed: Create a Crisis
Make 5 Arrow Heads

- Compass Guide
- How are the arrowheads like your chapter?
Brothers as Vectors

Sum of all is greater is all are heading in the same direction

This Takes Leadership

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Dealing with Resistance

1. Boomerang Effect
2. Dealing with Previously in “Power”
3. “I Can’t Make Them Do It”
   - 20-80 Problem is B.S.
   - Fear of Being Disliked
4. Too Aggressive Timeline
5. Complacency
Innovate and Create
– Thinking Outside the Box

Try a small improvement to the current way to demonstrate feasibility

Traditions can act as rudder for continuity, not an anchor drag holding the chapter back

Obstacles to Change

- That will never work
- We’ve always done it that way
- He’s a Brother
- We can’t have fun w/o alcohol
- The other Fraternities do it

Hold all equally accountable and reward/recognize good participation

Try different activities, perhaps not aimed at everyone

Are we the same or are we better than others? Be men of character

From “Leadership Challenge Workbook” – Kouzes & Posner
Encourage Leadership by Followership

http://sivers.org/ff

• Derek Sivers: https://www.youtube.com/watch?v=hO8MwBZl-Vc

Leadership lessons from dancing guy
Sustain Change

1. Be Up Front that it is a change
2. Message Repetition
3. Set up Positive Reinforcement and/or Negative Punishment you are Willing to Enforce
4. Integrate Change into Every Position
5. Don’t Play Favorites
6. It’s not a Habit for at least 2-3 years
The 5 Behavioral R’s

- Reflect
- Ritualize
- Recognize
- Rationalize
- Rectify

Making a habit of new behaviors or operations allows to move on and sustain improvements.

Improvements not sustainable; continue to repeat errors by allowing excuses to temporarily fix issue.
Accountability Ladder

- Make It Happen
- Find Solutions
- “Embrace it!”
- Acknowledge Reality
- Wait and Hope
- “I Can’t”
- Personal Excuses
- Blame Others

Unaware or Unconscious

“Accountable Behaviors”
Things Happen Because of You

“Victim Behaviors”
Things Happen To You
Summary of Four Behavioral Consequences and Their Effects

Consequences that Increase Behavior
1. Get something you want
2. Avoid something you don’t want
3. Get something you don’t want
4. Lose something that you have

Consequences that Decrease Behavior
1. Positive Reinforcement
2. Negative Reinforcement
3. Punishment
4. Penalty

From “Bringing Out the Best in People” - Aubrey C. Daniels
Many Times Advisors Encourage:

Leave the chapter better than you found it.