Help! I'm Stuck!
When Your Big Initiative Stalls.

By IELOL Alumni for Institute for Emerging Leadership in Online Learning (IELOL)-Interested Professionals
Meet the Workshop Facilitators

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Directions:
1. Using the chat area, please share: your name, institution, role and one thing you are “stuck” on in your work. (2 mins)
2. In pairs, take 2 minutes (a piece) to unpack each others issues.
Help! I’m Stuck! Assessment

Please take a moment to complete the assessment by URL (via computer) or text (via mobile) using Poll Everywhere. This assessment provides clarity about how your initiative is progressing within the change management process.

Navigate to: PollEv.com/amandamajor689

OR

Text: AMANDAMAJOR689 to 22333 once to join.
Which would you consider to be your team's or institution's main challenge for moving activities forward?

Vision
Skills
Incentives
Resources
Action Planning
Where in the change process are you with your initiative?

Creating the climate for change

Engaging the team

Enabling the team

Implementing change

Sustaining change
What type of effort is your biggest concern?

Policy development

Developing leadership skills

Garnering resources to complete the mission or vision

Staying competitive

Innovating

Aligning efforts
What conversations would benefit you the most?

How can I generate support for the effort?

How can I motivate others to participate and contribute to the effort?

Do I have the right people in place for the change?

Would a re-prioritization of efforts help facilitate this effort?

Conversations about how to do [xyz], sharing ideas about a specific effort.

How do I organize efforts for execution or process re-design?

How do I improve the quality of efforts or outcomes?
What has resulted from your change management efforts thus far?

Confusion

Anxiety

Gradual, slower than desired change

Frustration

False starts
How have you engaged/enabled stakeholders in the change process?

- Offered an explanation of what needs to occur and why [Awareness]
- Gauged how willing the stakeholders are for going along with the effort [Desire]
- Addressed skill gaps for carrying out the tasks at hand [Knowledge]
- Focused on goal setting, performance, offering feedback, and adjusting [Ability]
- Monitored progress, offered incentives, recognized accomplishments [Recognition]
What opportunities are you missing with your initiative stagnating as it is?
Hardware + Software + Diagnostics of Leadership and Change Management

**HARDWARE: STRATEGIC PLAN, POLICIES, PROCEDURES**

**SOFTWARE: CULTURE, TRADITIONS, ACTIONS**

**DIAGNOSTICS: ASSESSMENT, EVALUATION, ACCREDITATION**
What Does the Research Say about Leadership?


1. **Stage 1:** Life sucks! Violent; Scarce Resources
2. **Stage 2:** My life sucks! Working for the Weekend; disengagement; little control in work
3. **Stage 3:** I’m Great! Wild, WILD West; information hoarding; dyad relationships; power broker
4. **Stage 4:** We’re Great! triad relationships; talent/outcome focused; group established rules
5. **Stage 5:** Life’s Great! Leveraging stage 4 for unmatched innovation
What Does the Research Say about Change Leadership?

Influencers: Grenny et al., 2013

Clarify Measurable Results

What do you want to achieve?

Find Vital Behaviors

What few behaviors will lead to the greatest amount of change?

Use 6 Sources of Influence

How will you motivate and enable change?
What Does the Research Say about Change Leadership?

<table>
<thead>
<tr>
<th></th>
<th>Motivation</th>
<th>Ability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal</td>
<td>Help them love what they hate</td>
<td>Help them do what they can’t</td>
</tr>
<tr>
<td>Social</td>
<td>Provide encouragement</td>
<td>Provide social support</td>
</tr>
<tr>
<td>Structural</td>
<td>Change their economy</td>
<td>Change their environment</td>
</tr>
</tbody>
</table>

Over-Determine Success
To gain, maintain, and facilitate value for the project team’s efforts, the project manager must:

- make a concerted effort to align the project with the greater purpose of its home institution.
- assess the competitive landscape, provide result-oriented management.
- communicate the impact of the project to executives in a language that those at the supervisory and executive levels understand.

Stalled Initiative Case Study

MTSU is the 2nd largest undergrad university in TN. Having launched MTSU Online, 53 students were enrolled with rapid growth expected. The OLC Quality Scorecard for Administration of Online Programs was utilized to evaluate/benchmark the programs to enhance quality.

Developing a strategic plan is the next steps to enhance quality for online programs. The Manager of Distance Education Faculty Services has ownership for coordinating the creation of the strategic, as well as a vision and general milestone schedule for the planning process. Attempts to meet have failed, as the team and academic program administrators have other obligations.

- What is the context?
- Who are the stakeholders?
- What roadblocks do you see?
- What’s missing for successful change management?
- How do they get their project back on track?
Help I’m Stuck! When Your Big Initiative Stalls.

Follow along with the dance.
Group Breakout Conversations

1. Break out into groups based on predominate challenge.
3. Complete the table about your project.
4. Use the Managing Complex Change matrix to identify roadblocks and strengths.
   a. Project types, purpose, and strategic value
   b. Opportunities to resolve challenges or build on strengths
   c. Next steps, priorities, and timelines
5. After completing the table, find the common themes for getting “unstuck.”
Share-out/Analysis

From your group breakout presentations, determine the common themes for share-out.

- Strategies for getting “unstuck”
- Epiphanies
- Conclusions
What’s, Hows, and Whys of PLNs

- Defining it...what is it, what is it for?
- It’s bidirectional, purposeful, and creative.
- It transforms and evolves.

- Start your PLN and continue problem solving start today!
Final Wrap-Up

- Observations from the breakout room dialog
- What will you do from here?
- Connect at Accelerate!