

# Relevance: Shaping Organizational Culture to Implement Guided Pathways

SUNY  
Guided Pathways  
Institute #3  
MVCC  
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# Guided Pathways Pillars



Create Pathways

Rethink Dev. Ed.

Increase Advising Capacity

Frontload Career Planning

Inescapable Supports

Equity at Scale

## Large Scale Change

- Curriculum Mapping
- Meta-Majors
- Rethink Intake & Holistic Support
- New Cross-functional Strategies
- Roles & Responsibilities
- Infusion of Data
- Technology Gaps
- Equity conversations - unprecedented





**KEEP  
CALM  
AND  
REMAIN  
RELEVANT**

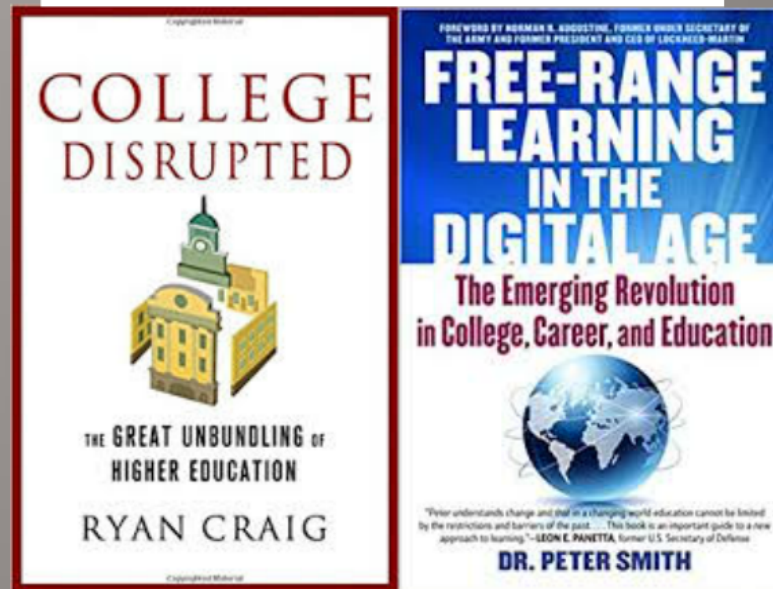
2007



2007

*Thank You for Being Late*  
- Thomas Friedman

Not  
Immune



"The  
Parchment  
Ceiling"

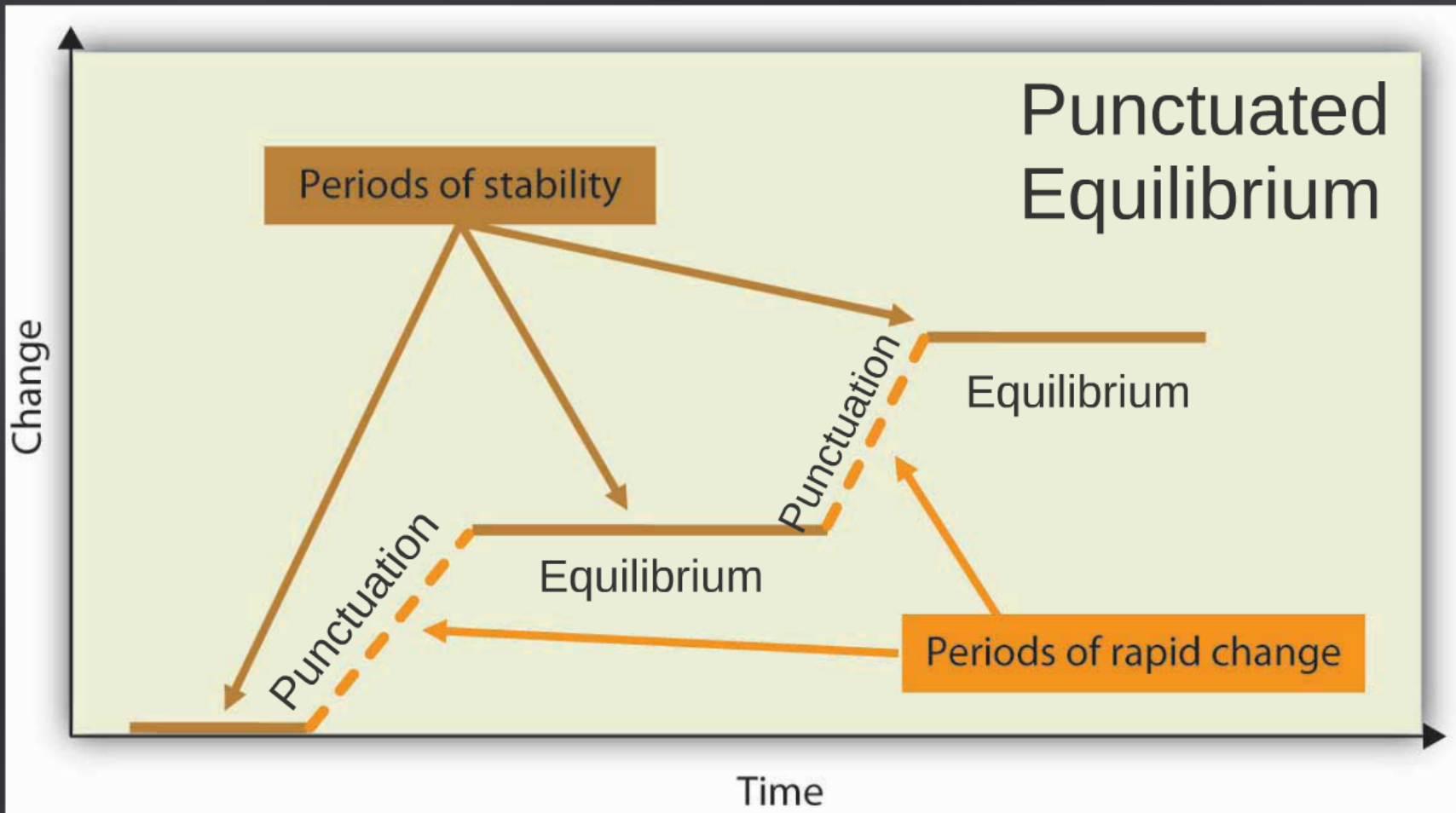
# Human Nature



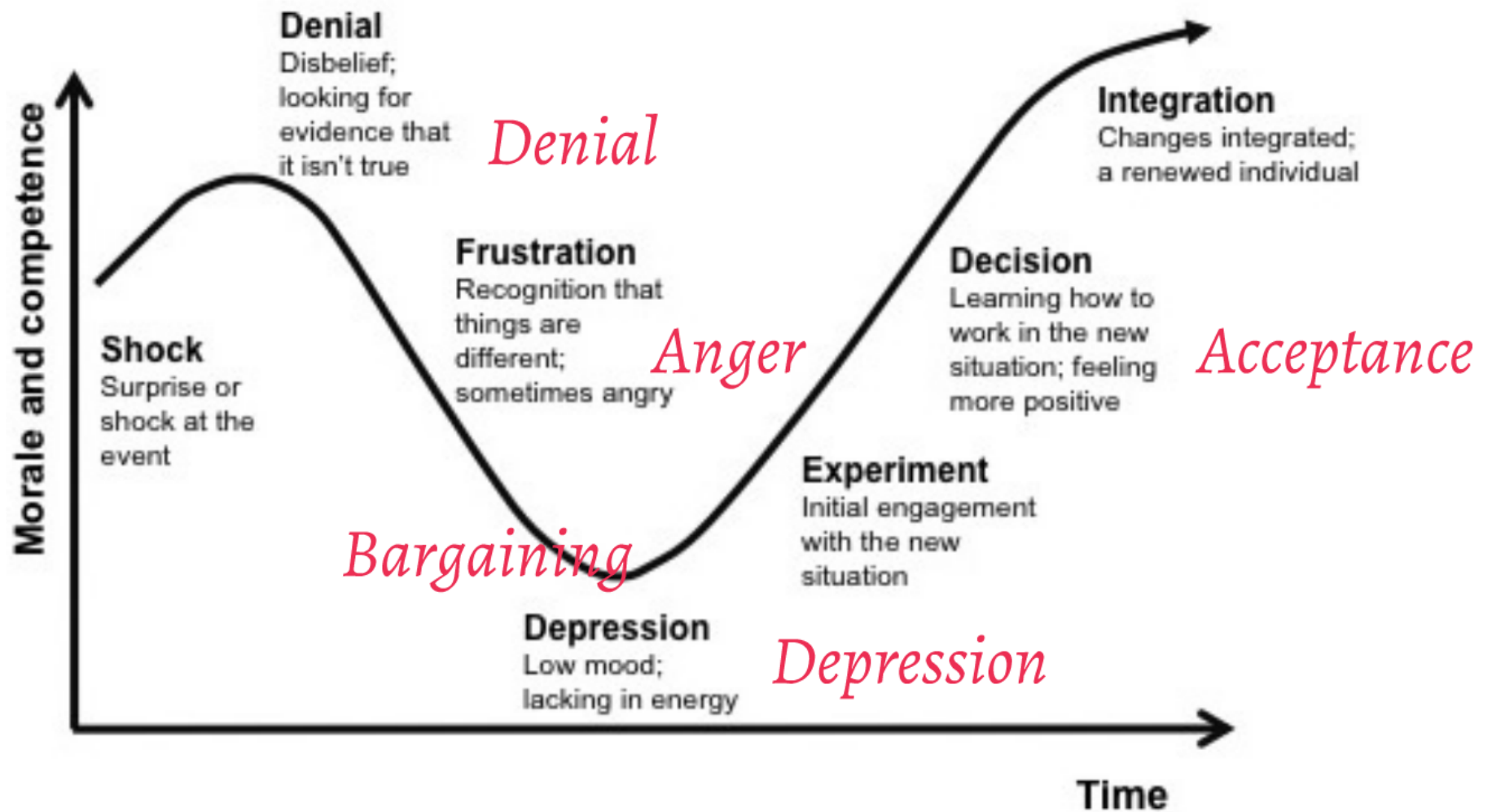
Reactions  
Perceptions  
Feelings

Substantial  
Organizational  
Change









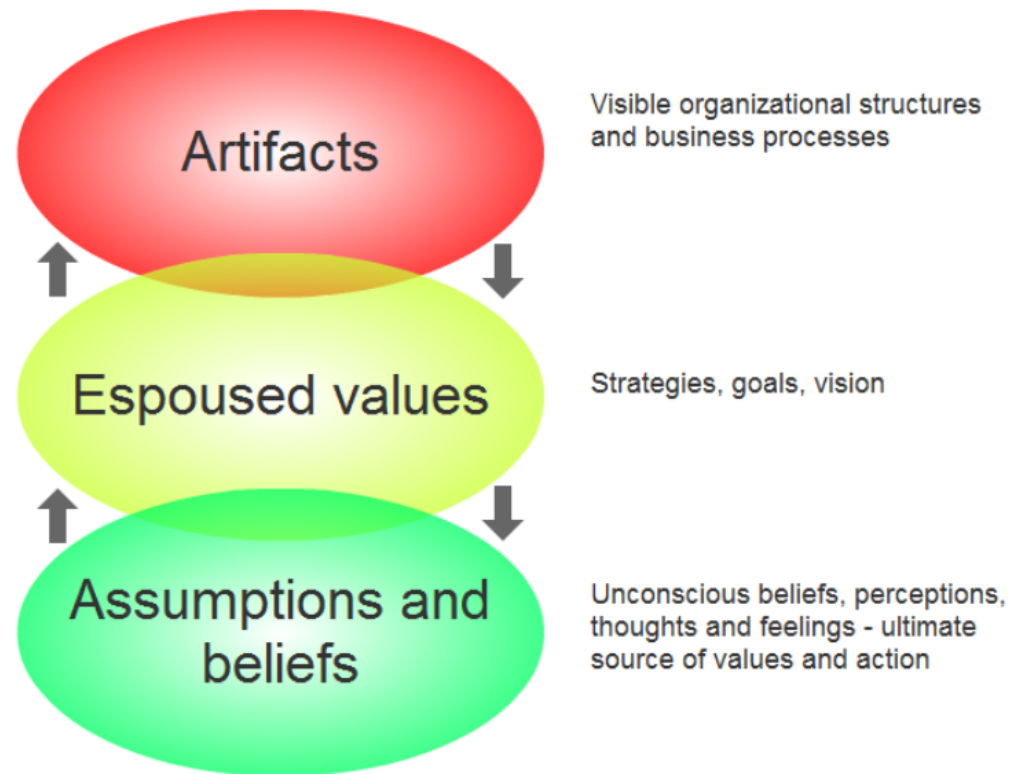
# Being vs. Doing



Culture eats  
strategy for  
**breakfast!**

- Peter Drucker

## Three Levels of Culture (Schein)



# A Systems Approach to Culture Change



Events

A situation, event, or activity that one can easily see and name.

Patterns

Trends of recurring or continuous events. Some patterns are more easily seen than others.

Underlying Structures

The relationships between parts and causes of the patterns. Written and unwritten “rules of the game,” policies, distribution of resources, reporting relationships, etc.

Mental Models

The conscious or unconscious thoughts and deeply held assumptions that affect how we make sense of the world.

Cultural Values

The core beliefs and values embedded in our cultures and institutions that make up our worldview.



You cannot create results. You can only create conditions in which something might happen.

— *Anne Bogart* —

**AZ QUOTES**



*\*Good to Great, Jim Collins*

Momentum

Phases of Culture Change

Results

Surface Touch Move

# Cultural Building Blocks

