



NEW YORK
Student Success Center

Shaping Organizational Culture to Implement Guided Pathways

Institute #1
October 3, 2019



Leaving your
known world

Call to Adventure

Magical
unfamiliar world



Volatile

Vision

Uncertain

Understanding

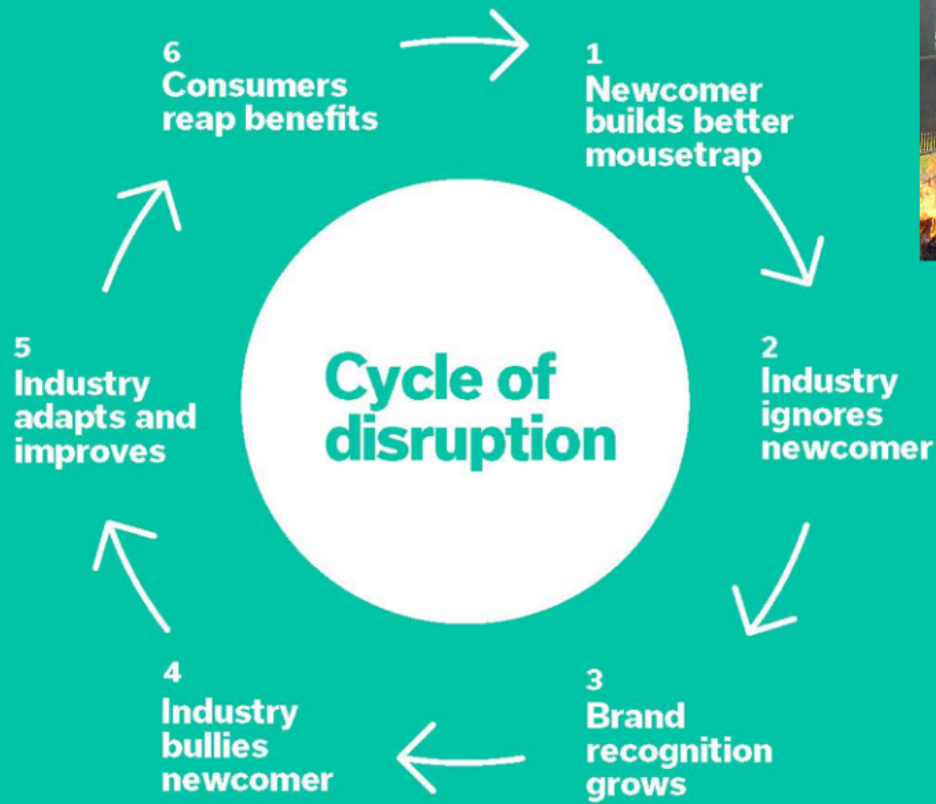
Complex

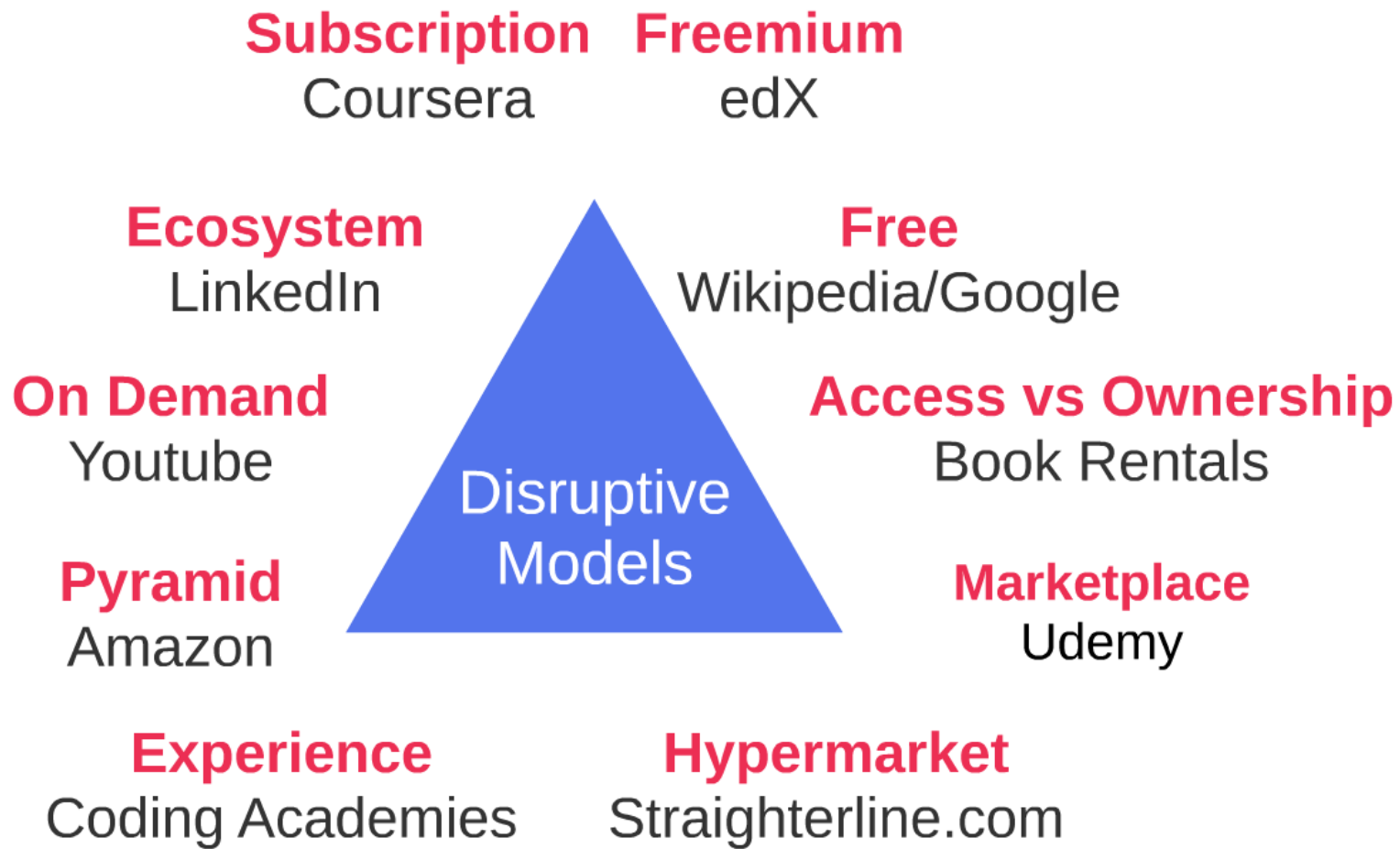
Certainty

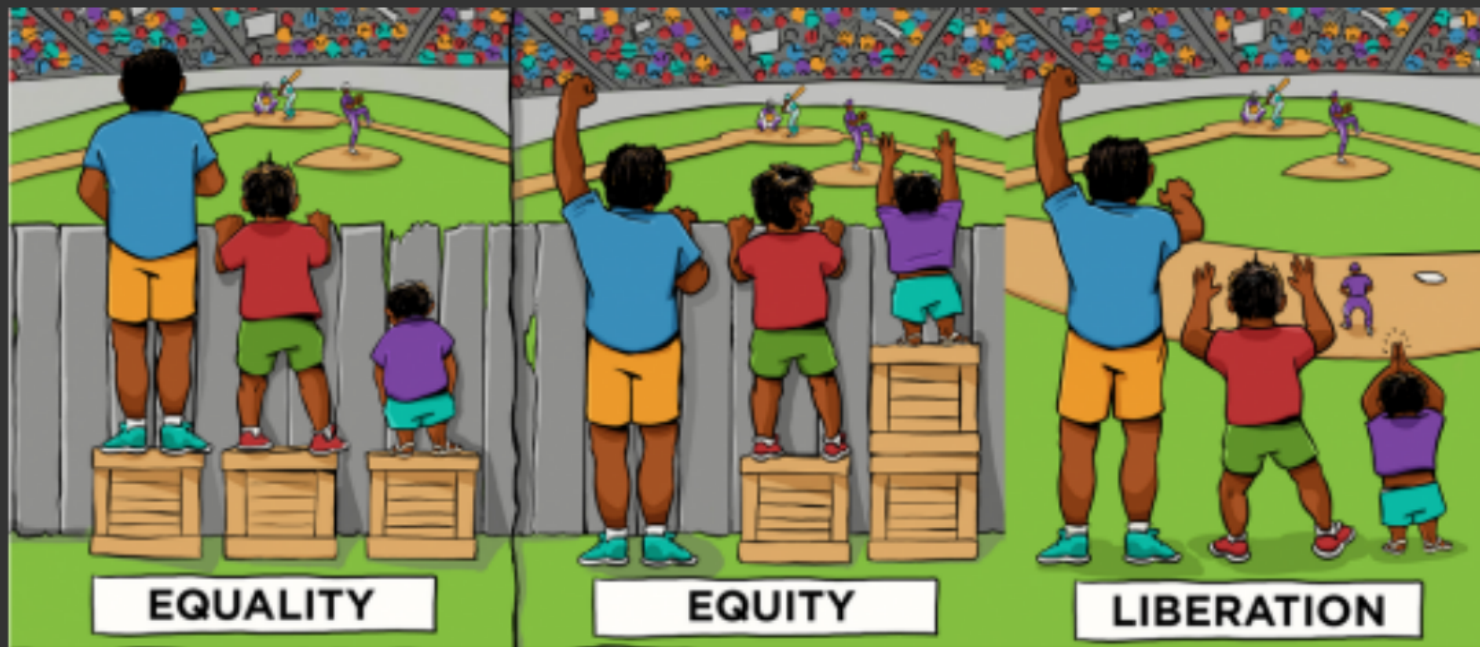
Ambiguous

Agility

Disruption in Every Sector







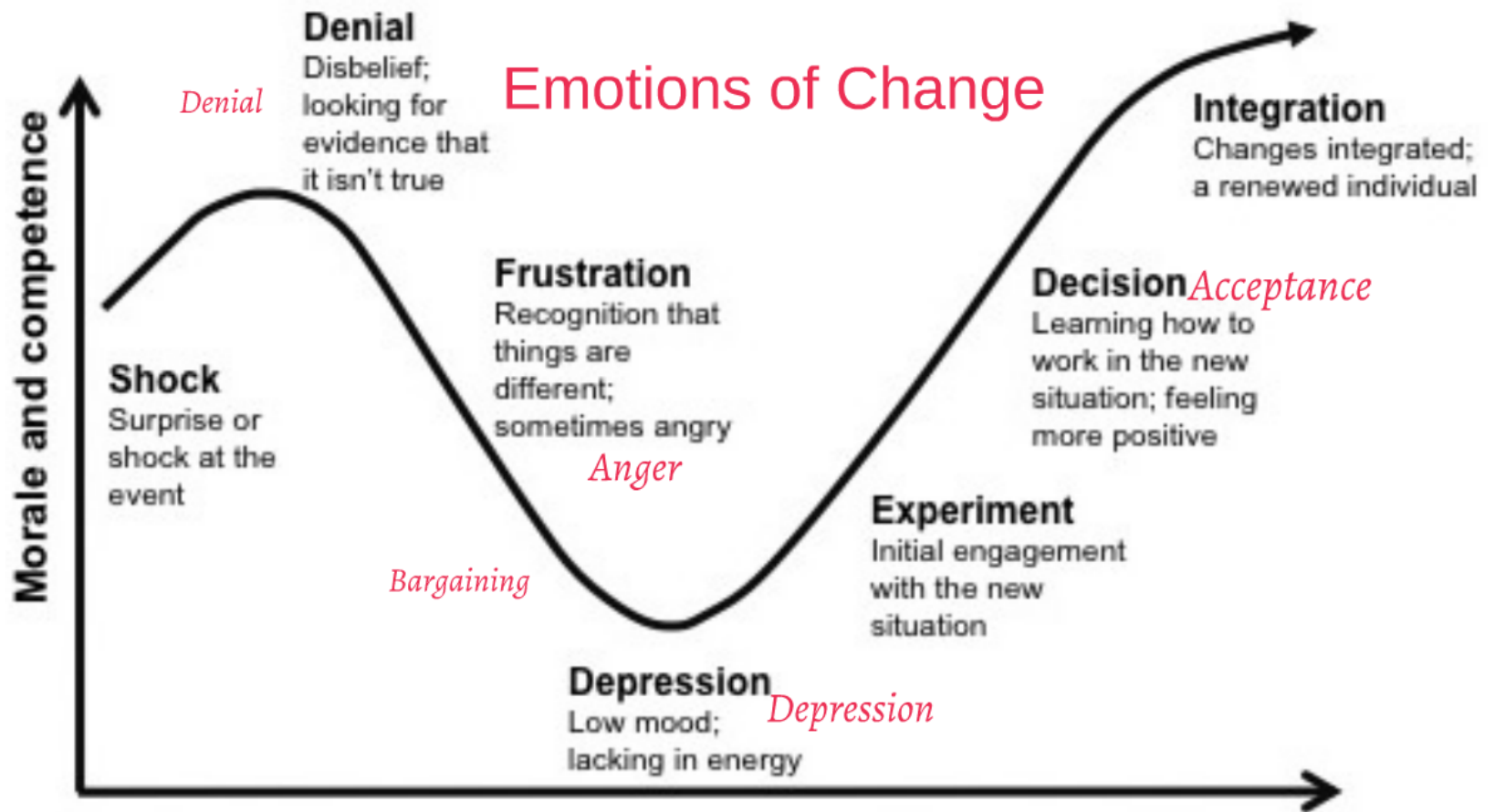
Everyone gets
the same thing

Everyone gets
what they need

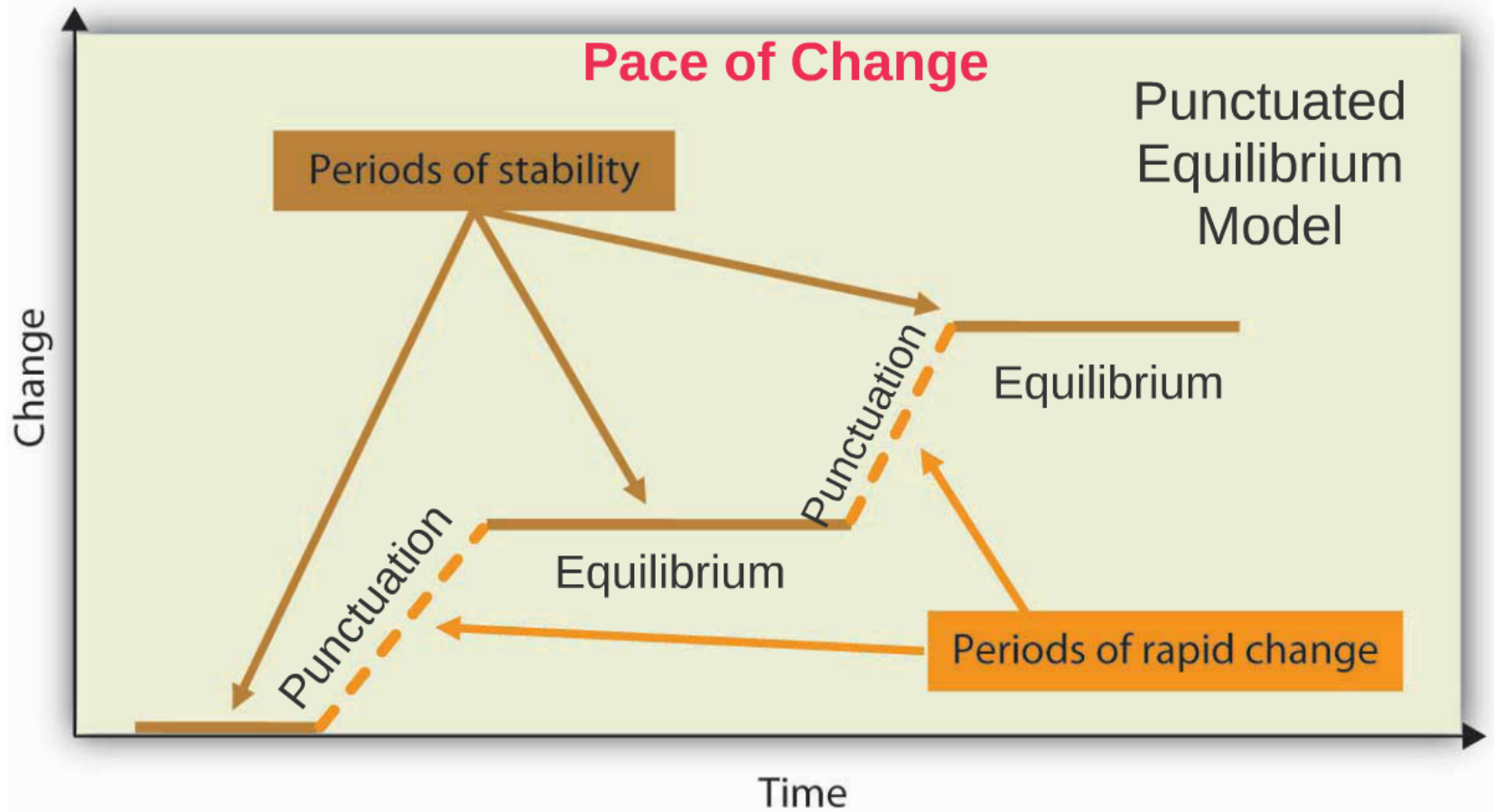
Everyone is
barrier-free

Guided Pathways Pillars





Source: Google Images; Kubler-Ross





Culture eats
strategy for
breakfast!

- Peter Drucker

A Systems Approach to Culture Change

An iceberg floating in the ocean, used as a metaphor for culture change. The tip of the iceberg is above the water line, representing visible elements like events and patterns. The much larger part of the iceberg is submerged below the water line, representing underlying structures, mental models, and cultural values. The background is a blue sky and ocean.

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.

4 Culture Archetypes

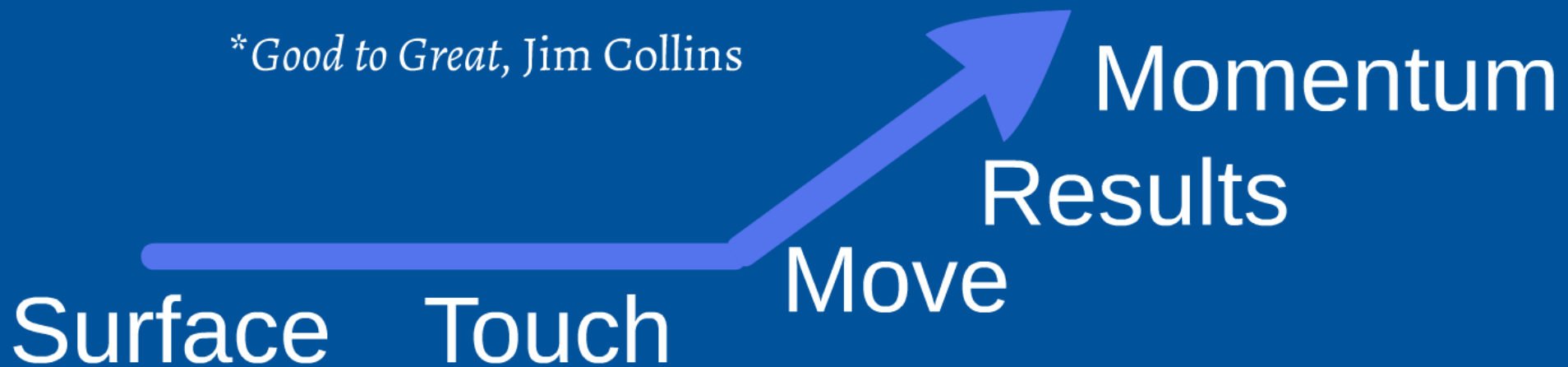
- Quinn & Cameron

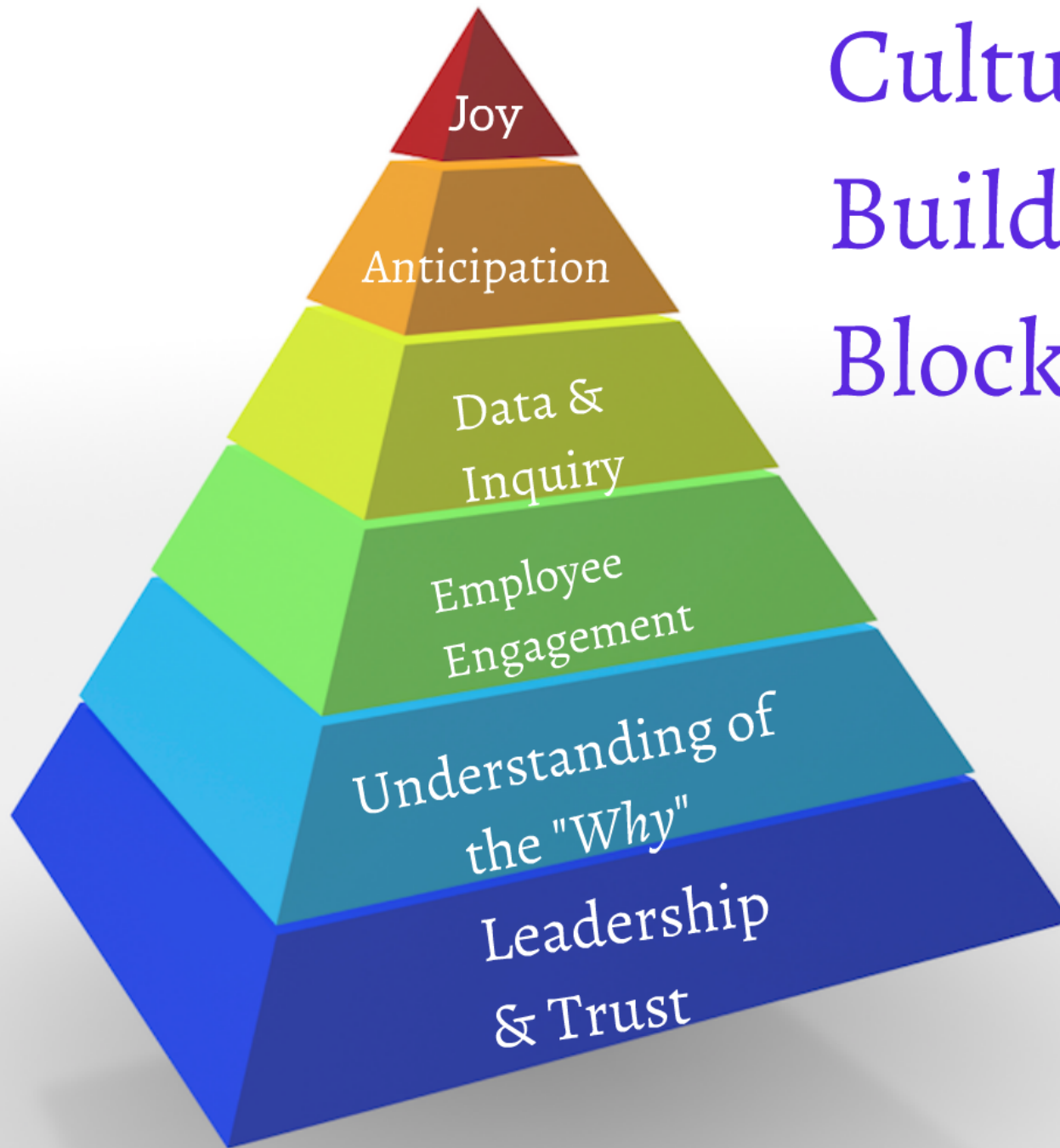


Phases of Culture Change



**Good to Great, Jim Collins*





Cultural Building Blocks

Leadership at All Levels

- *Technical & Adaptive
- *Shared Philosophies
- *Professional Development

"Only three things happen naturally in organizations: friction, confusion, and underperformance.

Everything else requires leadership."

- Peter Drucker



Trust & Transparency

Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.

— *Stephen Covey* —



Thoughtful Communications

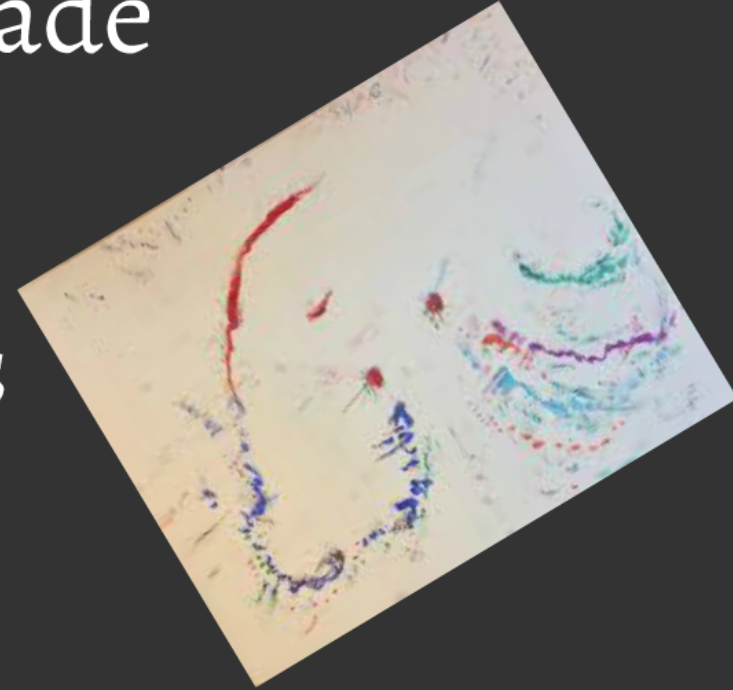
Engagement Through Governance

How policy decisions are made

Roles & Responsibilities

Processes & Timelines

Slow down to speed up



Engagement Through Recognition

How does your culture celebrate milestones?

How is good work recognized?

Formal awards? Variation?

Preferred behaviors
reinforced?



Data Infusion

Make it Safe Attention to Quality

Improvement vs. Punishment

Levels the
Field



Leading vs.
Lagging

Disaggregate to Advance Equity

Community College as Sensemaker

