



University Life Division
Office of Fraternity and Sorority Affairs

Being an Agent of Change:

The Essence of Leadership



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**Maintaining the
status quo is not
leadership**



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Leadership is inherently
about people working
together toward change.

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed it is the only thing that ever has.

-Margaret Mead

Change comes about when otherwise ordinary people find ways to bring their values, their actions, and their world into closer alignment with each other.

- Morton



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Are you a change agent?

- ❑ Commitment to a better way
- ❑ Courage to challenge existing power bases and norms
- ❑ Personal initiative to go beyond boundaries
- ❑ Motivation for self and others
- ❑ Caring about how people are treated and are enabled to perform
- ❑ Staying low key
- ❑ Sense of humor about self and situations



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To create effective change, leaders must understand the change process and the way that individuals and organizations react to change.

Negative: fear the unknown; unsettled with change

Positive: excited about possibilities; renewed energy; deeper re/commitment or group



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Why people may be resistant to change:

- Satisfied with the status quo
- People fear the unknown
- Self-interest
- Lack of self confidence
- Myopia—unable to see beyond present
- Habit



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Reactions to negative change:

- Stability
- Immobilization
- Denial
- Anger
- Bargaining
- Depression
- Testing
- Acceptance



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As a change agent, you must pay attention to the negative reactions of others, and help them move through these stages to regain control, restore engagement, and return to commitment and productivity.



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Understand the **Tipping Point:**
where the unexpected becomes the
expected and where radical change is not
possible, but is likely.

- Gladwell—three elements of change:
 - The law of the few
 - 20% do 80% of the work
 - The stickiness factor
 - Creating a message that sticks
 - The power of context
 - Understanding the details of the environment



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Core Values are the driving factor in leading successful change efforts.

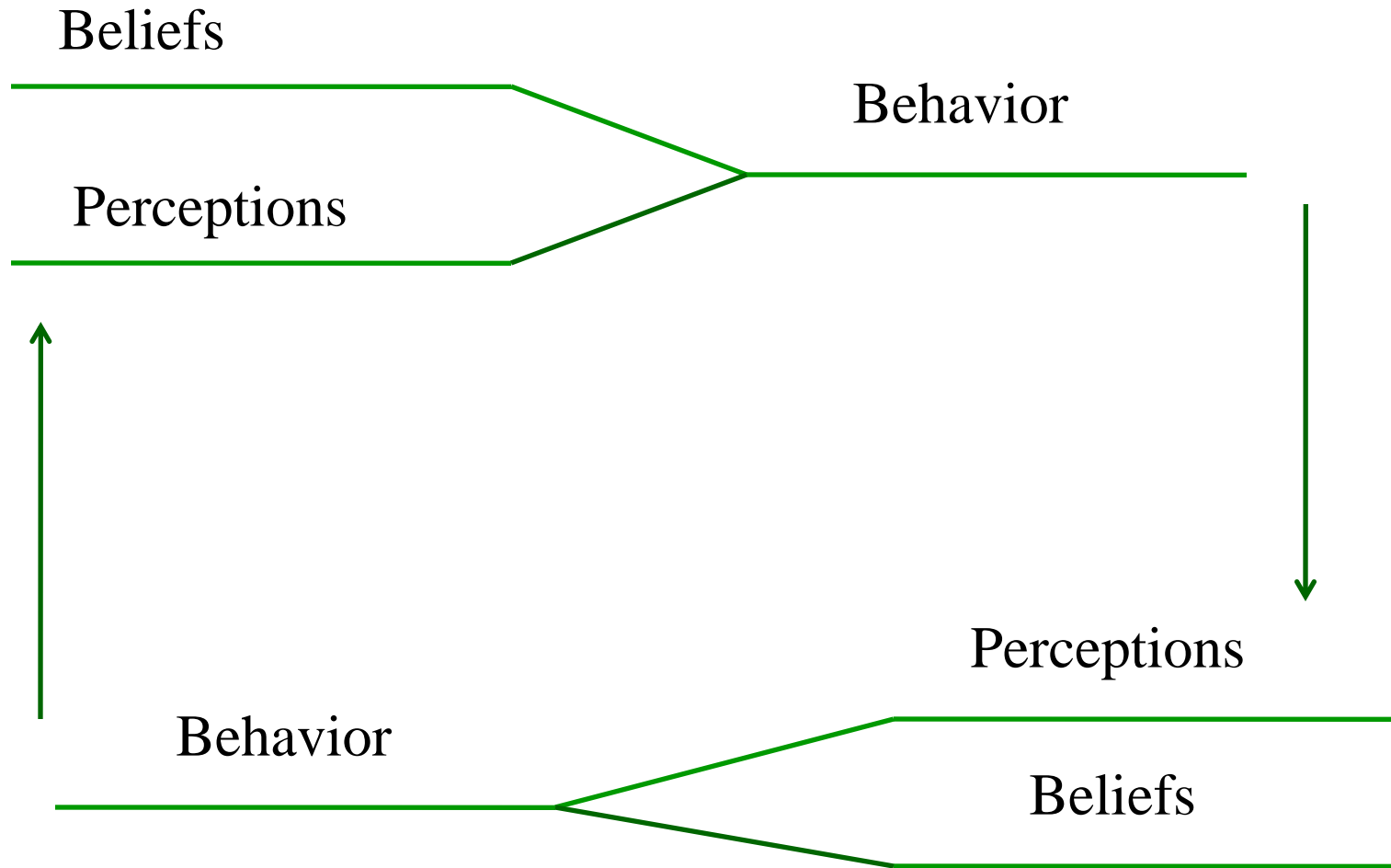
Any change effort to be successful must be based within the culture of the organization.

Understanding “Culture”

- **Kuh and Whitt:**
 - ...the collective, mutually shaping patterns of norms, values, practices, beliefs and assumptions that guide the behavior of individuals and groups.... ...provide a frame of reference use to interpret the meaning of events and actions

- **Organizational cultures are based upon a common set of beliefs and values, and in support and perpetuation of these shared beliefs are various forms of myths, rituals, stories, structures and sets of rewards and punishments to reinforce these philosophies.**

Beliefs, Perceptions, and Behavior



- Within your organizations, what are the shared beliefs?
 - Myths
 - Rituals
 - Stories
 - Structures of rewards and punishments

- ❑ Are all of your organization's activities consistent with these your core values?
- ❑ Are the actions of your individual members consistent with the core values?
- ❑ Do brothers/sisters understand the difference between myths and reality?
- ❑ How is all of this addressed? Or is it?

- ❑ Leadership is tied to deep beliefs in greater ideals.
- ❑ Compromising on principles, core values, ideals will NOT lead to deep and lasting organizational/cultural change.
- ❑ Members want to stay involved in a group if they find meaning and purpose and feel a sense of belonging.
- ❑ Facilitating deep and lasting change means helping people out of their comfort zones and supporting them as they try new behaviors.



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7 approaches to supporting change

- Time to think outside the box
- Create opportunities to think differently
- Provide information and encourage innovation
- Model and encourage risk taking
- View mistakes and losses as learning opportunities, a normal part of change
- Encourage everyone to break through barriers
- Comfort with ambiguity, realizing it is a temporary state

Kotter's Model for Change

- ❑ **Establish a Sense of Urgency**
- ❑ **Create a Guiding Coalition**
- ❑ **Develop a Vision and Strategy**
- ❑ **Communicate the Change Vision**
- ❑ **Empowering Broad Based Action**
- ❑ **Generating Short Term Wins**
- ❑ **Consolidating Gains & Producing More Change**
- ❑ **Anchoring New Approaches within the Culture**

Kotter:

Primary contributor to failure in organizations:

Management vs Leadership

Management: organizers & monitors of the status quo

Leaders: those in organizations, regardless of formal position, with visionary skills and innovation to not just manage the organization but to lead change efforts

Inclusion:

- being a dialogic leader
- enrolling others in change planning
- people support that which they create
- People working together toward change
- small group of thoughtful, committed citizens can change the world



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**BREAK INTO
SIX GROUPS**



- You have just been elected president of your chapter. Building up to this semester, you have noticed that there seems to be more and more alcohol present, at events and in the chapter house. There has also been a noticeable increase in the number of incidents (both chapter and individuals) that include alcohol and the primary contributing factor. Alcohol is taking over your chapter and causing increasingly damaging effects on individuals and the organization. **CREATE THE CHANGE.**



- You have just been elected president of your chapter. Your biggest concern is that your chapter has been investigated both of the last two years for hazing as a part of your new member education program. You also know that the member who has just been elected to be new member educator has already expressed a plan to increase the element of hazing in the program, citing the need for new members to have to earn their place in this prestigious organization. A sizeable number of chapter members have voiced their encouragement. **CREATE THE CHANGE**



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- You have just been elected president of your chapter. Homecoming is coming up, and your alumni have always come back in droves, but you've noticed that the last few years, there are less of the older and more accomplished alumni, and more and more of the younger alumni who come back trying to relive their wild college days, causing significant amounts of damage to the house apart and creating a disciplinary mess that the chapter has to deal with for weeks after Homecoming has passed. **CREATE THE CHANGE**

- You have just been elected president of your chapter. In your speech during the election, you stressed the importance of staying true to the meaning of your organization and how these core values had changed your life, and you just gave a similar speech to an alumni luncheon. Now, at the recent presidents' retreat, you participated in an exercise where you examined the chapters' fall calendar within the context of your organization's core values and creed. You noticed that only about 15-20% of the activities planned corresponded to any of those core values. **CREATE THE CHANGE**



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- You have just been elected president of one of the governing councils in Penn's Greek System. As part of your responsibilities, you sit on a number of University committees, and at one recent meeting, a number of faculty members and upper administration members make negative comments about the Greek systems' commitment to alcohol and partying over fraternal virtues, scholarship and community involvement. You know that they are unaware of much of what the fraternities and sororities do, but you are also aware of many recent incidents that prove their contentions as true. **CREATE THE CHANGE**

- You have just walked out of a meeting of presidents of several of the chapters on campus that are more values based and work hard to stay true to those values, despite what is perceived as the general hypocrisy and 'valuelessness' of the bulk of the fraternity system. These peers have just elected you to bring this issue publicly before the IFC at the next meeting. Taking into consideration what has been discussed so far at this retreat, **CREATE THE CHANGE.**