CREATING BUY-IN WHILE
CREATING CHANGE:
LESSONS LEARNED WHILE
LEADING THROUGH TRANSITION

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Change:

- **a**: to make different in some particular: *alter*
- **b**: to make radically different: *transform*
- **c**: to give a different position, course, or direction to

http://www.merriam-webster.com/dictionary/change
Reactions to Change

- Active Resistance
- Passive Resistance
- Compliance
- Enthusiastic Support
Controlling Reactions/Creating Buy-in

- Make change COST effective:
  - Communication
  - Openness
  - Supportive
  - Transparency
Creating Buy-in

- When possible, before major announcements, communicate from those most effected
- Be open to listening
- Explain the “why” with transparency
- Recognize and support the emotional side
Within area and Across Campus

- Need for mutual, cross-level understanding
- Myths catch on quick!
- Re-assure service level won’t be interrupted/changed
- Ask for input and listen to feedback
Managing versus Leading

- How are these the same?
- Are these different during times of change?
- Is it necessary to do both?
Example 1: Starting from Scratch

- Barry University
  - Private, Catholic Institution in North Miami
  - 3 populations each of ~3,000
- Career and counseling split
- First Director served one year
- Damage Control factor
- Clean slate opportunity
Example 1: Starting from Scratch

- **Strategies:**
  - Meetings, meetings, meetings
  - Build a brand
  - Apologize when necessary
  - Start somewhere
  - Assess, revise, and re-assess
Example 1: Starting from Scratch

- Lessons learned:
  - You can’t wait until you or the campus is ready to try new things.
  - Perception is reality.
  - You CAN change perception over time.
  - Sometimes decisions are hard.
  - Sometimes decisions are easy but action is hard.
  - People matter.
  - You can’t survive without allies.
Example 2: Combining History

- St. Mary’s University
  - Private, Catholic institution on west side
  - ~3,000 undergraduates; small graduate population; law school
- Career Services and Service Learning combined
- History of Centers and collaboration
- Center Naming, Mission and Vision
- Different Damage Control
- Staffing Considerations
Example 2: Combining History

- Strategies:
  - Spend time with staff
  - Spend time across campus
  - Benchmark and research
  - Listen but don’t promise
  - Ask Why? (Do this a lot!)
Example 2: Combining History

- Lessons Learned:
  - You can’t change history in a day.
  - History is important and must be maintained.
  - Establishing trust must occur first.
  - Hiring should be intentional.
  - You can’t always act on everyone’s opinion.
  - You can always ask for input though.
Additional Lessons Learned

- **Within Division:**
  - Take time to help others and they will help you
  - Be persistent with perception
  - Give more details than asked for

- **Across Campus:**
  - Be relevant to each constituent
  - Be timely
  - Be brief in making requests
Thank you!

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