Leading Change and Learning to Love It

Saturday, September 29, 2018: 11:15 AM-12:30 PM
Dr. Strangelove
Or: How I Learned To Stop Worrying And Love The Bomb
Dr. ChangeLOVE

Or: How I learned to stop worrying and love my science center
Panelists

• Christian Greer
  Saint Louis Science Center

• Dana Schloss
  New York Hall of Science

• Janella Watson
  Providence Children’s Museum

• Monika Collins
  Sciencenter Ithaca
Format

• Session Intro (5 min)
  Introducing “Incremental Change”

• Panelist Presentations (50 min)
  Theory, Practice, and Case Studies

• Q&A (15 min)
  Q&A and Conversation
Session Intro (5 min)
Overview

When it comes to realizing envisioned futures, nothing worries us more than present realities. **Leading change is never easy**, and transcending the status quo often means taking a good hard look at existing practices and paradigms. Discover how to use **incremental change** to nudge your science center closer to reinvention.
Panelist Presentations (50 min)
I love motivating our team to challenge assumptions, look for the root causes for issues, and be empowered to not be afraid of the risks associated with opportunity.

I believe that change happens on the individual level. We need to connect with our staff and coworkers on a deeper level if we are going to foster real change.
My Situation

My situation is that our organizational structure is waaaaaay too hierarchical and siloed. It needs to be more flat and flexible if we are going to change.
My Challenge

My challenge is to create a more collaborative culture, promote intrapreneurship, and spark innovation.
Holacracy takes powers traditionally reserved for executives and managers and spreads them across all employees.

In a traditional hierarchy, layers of management establish how products are approved and monitored.

**Holacracy**

- **Role**: A task related to a function. This could be Social Media Producer.
- **Super-circle**: One that contains sub-circles. This could be Marketing.
- **Sub-circle**: Each is dedicated to a function. This could be Digital Advertising.

**Hierarchy**

- **CEO**
- **Upper Management**
- **Middle Management**
- **Staff**
- **Supervisors**
Conic Section Curves

Circle

Ellipse

Parabola

Hyperbola
My Intervention(s)

Change management models:

• ADKAR
• Kotter’s 8 Steps
• Kurt Lewin’s Model
• Kubler-Ross Curve
• Nudge Theory
ADKAR Change Management PowerPoint Templates

**Pre-contemplation**
- Awareness:
  - What is and isn't working in my organisation
  - What are my options
  - Communicate that there is a problem
  - Focus attention on the most important reasons to change

**Contemplation**
- Desire:
  - Communicate benefits for adoption of scrum
  - Identify risks involved
  - Build momentum
  - Address fears

**Preparation**
- Knowledge:
  - Learn new technical skills
  - Learn to think as a team
  - Learn how to time box
  - Share information
  - Set reasonable targets

**Action**
- Action:
  - Employ a suitable governance framework
  - Training the basics
  - Start small
  - Don't do it by stealth
  - Adjust processes that touch the scrum teams

**Maintenance**
- Reinforcement:
  - Engage a scrum coach
  - Identify champions
  - Share scrum experiences
  - Learn from early mistakes

KOTTER’S 8 STEP CHANGE MODEL

1. Create urgency
2. Create a coalition
3. Develop a vision and strategy
4. Communicate the vision
5. Empower action
6. Get quick wins
7. Leverage wins to drive change
8. Embed in culture

Lewin's Change Management Template

Unfreeze

Lewin's Change Management Template

Change

Lewin's Change Management Template

Refreeze
Lewin's Change Management Template

Unfreeze
This is a sample text. Insert your desired text here

Change
This is a sample text. Insert your desired text here

Refreeze
This is a sample text. Insert your desired text here
The Kübler-Ross change curve

- **Shock**: Surprise or shock at the event
- **Denial**: Disbelief; looking for evidence that it isn't true
- **Frustration**: Recognition that things are different; sometimes angry
- **Depression**: Low mood; lacking in energy
- **Decision**: Learning how to work in the new situation; feeling more positive
- **Experiment**: Initial engagement with the new situation
- **Integration**: Changes integrated; a renewed individual

https://jayclouse.com/human-change-curve/
Dr. Richard Thaler

http://hesed.info/blog/sociology-nudging.abp
1. **BULLS EYE**

Nudge Theory really entered the mainstream with a news item back in 2009 that described how authorities at Amsterdam airport had installed small fly shape stickers in the urinals. Men now had something to aim for - even subconsciously - and spillages were reduced by 80%.
2 EAT YOUR VEGGIES
The American grocery store Pay & Save placed green arrows on the floor leading to the fruit and veg aisles. They found shoppers followed the arrows 9 times out of 10 – and their sales of fresh produce skyrocketed.

https://www.skipprichard.com/10-examples-of-nudge-theory/
THE DECOY EFFECT

When eating out you’ll often see one item which is much more expensive than anything else on the menu. The restaurant don’t expect you to buy that item, they expect you to buy the second most expensive. When you compare the relative prices, the second most expensive item can seem like a bargain.
BIG BIN, LITTLE BIN

In the UK a scheme where each home will be given two separate bins for their garbage. One is for regular waste, the other for recyclable materials. The recycling bin is a third bigger however - the hope is that by limiting the space for general waste, people will recycle more as the recycling bin can take more of their garbage.
https://www.reddit.com/r/gifs/comments/3af5tl/what_would_happen_if_a_super_massive_asteroid/
Nudge theory

- Use evidence to show the best option
- Keep momentum up with short-term wins
- Present the change as a choice
- Limit obstacles
- Listen to feedback
- Clearly define your changes
- Consider changes from your employees' point of view

https://www.jandra.wordpress.com/2018/05/14/change-management-models/com/practice/how-to-structure-your-firm_o
My Insights

Don’t just think of change in one way. **Incremental** change can happen in multiple ways. Adjust your **schemas**. Consider a more **holistic** approach. What’s already working in your favor? How can you “**nudge**” change along? Be **patient**!
Dana Schloss
New York Hall of Science
I believe in iteration. Creative, collaborative, candid teams. Distributing power, ownership and agency especially to the people closest to an issue or problem.
My Situation
My Challenge

Inheriting a heavily facilitated, materials rich 9,500 sq foot design/engineering exhibition (aka a money pit) that my institution had hung its hopes and dreams upon and the exhibition was falling short of it’s promise.
My Challenge
My Intervention
My Intervention
My Intervention
My Insights

Your visitors are awesome. Observe how they behave and talk to them.
My Insights

Tiny barriers can feel like huge roadblocks when they are in the way.
Janella Watson
Providence Children’s Museum
I believe in change sparked by collaboration, building infrastructure to increase capacity, and honoring the past while letting go of the processes and legacies that no longer serve us.
My Situation

Our organization has **new leadership** after 35 years.

We are working to **honor the vision** and values of the organization, while pushing in new directions and taking **healthy risks**.
New Executive Team
Our Situation

We are in a dynamic change moment, working to build trust and report across the organization.
Our Challenge

We need to build **collective goals** and structures that leverage our expertise, interests, and talents, **build community**, and intentionally build **infrastructure** and processes that honor employees’ time.
Our Challenge
Our Intervention

Pursue projects that leverage our expertise

Invest staff and infrastructure

Assert our value and place in community

Take risks: Creativity Initiative
Creativity Initiative
How We Got Here

- The *Creativity Initiative* leverages the natural connections between free play, making and creativity at the heart of the Museum’s mission and practice.

- The concept was sparked by the Exhibits team and spurred by the rich expertise of new leadership in design thinking, making and early STEM education.

- The project builds on our history of collaboration with community partners and the academic and creative communities.
Immersive Environments

- The Museum will develop a series of rotating, immersive and interactive environments created in collaboration with local creatives: designers, makers, artists and engineers.

- PCM’s Exhibits team will design and fabricate hands-on exhibit components that build on each installation’s theme, bringing active exploration and imaginative play to the immersive environment.
New Maker Programs

• Build a new Maker Studio and Innovation Lab

• Introduce children, families and professionals to the maker community of Rhode Island

• Provide workshops rooted in authentic tools, materials and processes with experiences ranging from low-tech to high-tech

• Offer maker workshops for toddlers to introduce the basics of design and more complex afterschool programming for older children
Summer of Prototyping

• Six weeks of **intensive**, rapid prototyping

• **Invitation** across every department, role and function

• **Facilitation training** and practice for Experience Coordinators, AmeriCorps Members, Research, and Volunteer Playguides
Summer of Prototyping

- Developing new approaches to collaboration between Exhibits, Programs and Visitor Experience

- Practicing new methods of research, evaluation, documentation, and reflection

- Building new social media presence and developing new institutional voice
My Insights

- Change is **challenging and exhausting**. Be gentle with yourself.

- The **energy** in the building is new and palpable.

- Staff reflect that they feel **honored, heard, and trusted**.

- This experiment invited us to bring our **whole selves**, our creativity and our passion to the work.
Monika Collins
Sciencenter Ithaca
Monika Collins

I believe science museums can catalyze economic and community growth through new and unusual partnerships, institutional design, technology, and civic engagement.

This will require talented, engaged staff and leadership who are working towards a common goal; who feel agency, and can recognize the impact of their work.
My Situation

Founding Executive Director retired after 26 years:

New leadership
New organizational structure
New policies, procedures
New strategic plan
My Challenge

How do we maintain a sense of community and commitment, while remaining nimble to new opportunities

How do we retain talented staff and foster institutional buy-in among staff
My Intervention

External adaptations

Internal adaptations
Q&A (15 min)
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