



COMPLIMENTARITY

Description

- Each initiative will lead to a small, temporary gain on its own.
- When combined with supporting initiatives, the results are amplified.
- Complimentary efforts have a stronger, more sustained effect.

Pop Quiz! Example

You are working to decrease the number of hazing-related incidents in the community.

- A Anti-Hazing Speaker
- B New Hazing Hotline
- C Hazing Awareness Posters
- D Newly Streamlined Judicial Process for Hazing Cases
- E All of the above, combined

Tasks

Identify at least two steps you could take to apply the concept of complementarity to strengthen the capabilities of your system.

Describe the impact this would have on the system.



CONSISTENCY

Description

- Initiatives must be aligned with your community's unique characteristics.
- In short, they must "fit."
- Inconsistent initiatives require disproportionate effort, tend to fail and complicate the system.

Pop Quiz! Example

You are enhancing the educational programming for fraternity and sorority leaders in a diverse, growing community at a regionally-based commuter institution.

- A Traditional classroom-style leadership education for credit.
- B Multiple-day weekend retreats held offsite twice per semester.
- C Guest lecturers held weeknights once per month.
- D Online portal of learning resources including documents, links, videos, audio files, and self-paced curriculum.
- E Forget it, there's no good way to do this.

Tasks

Identify at least two steps you could take to apply the concept of consistency to strengthen the capabilities of your system.

Describe the impact this would have on the system.



CONTROL

Description

- Establishing formal rules and protocols for basic operations helps to institutionalize practices.
- Control allows for some operations to happen automatically rather than being subject to chance or to personality.
- This often develops in your system in the form of a few strategic shifts paired with slow evolution.

Pop Quiz! Example

The awards process just changed and students must now submit their application by the end of March. You're worried about last minute submissions and extension requests.

- A Present information during the next council meeting with a stern warning about the deadline.
- B Make the online application form available only during a certain time window.
- C Let them figure it out; I don't have time for that now.
- D Send multiple rounds of a system-wide Email blast.
- E Tell the council/chapter presidents to spread the word.

Tasks

Identify at least two steps you could take to apply the concept of control to strengthen the capabilities of your system.

Describe the impact this would have on the system.



COORDINATION

Description

- Aligning your efforts across the institution and community builds synergy.
- Coordination involves implementing TOOLS to streamline efforts and communications. It is not about you DOING the coordination.
- Without this element, the change process is rickety and requires more hands-on effort.

Pop Quiz! Example

There are a lot of things changing throughout the university and in your community. You have a lot to communicate, and it's sometimes overwhelming to keep track of who knows what.

- A Just keep your head down, stay focused, and stick to your area.
- B Attend weekly department meetings and give a verbal report of updates.
- C Build a central online dashboard to post announcements, calendars, forms, files and to-do lists.
- D Send a weekly email blast to everyone in your address book.
- E Break out the phone tree!

Tasks

Identify at least two steps you could take to apply the concept of coordination to strengthen the capabilities of your system.

Describe the impact this would have on the system.



COMPENSATION AND INCENTIVES

Description

- It is basic economics: rewarding the right people for doing the right thing will foster that behavior.
- Compensation and incentives can be financial and physical or emotional and social.
- Analyze concept this carefully, because the system often encourages counterproductive behavior.

Pop Quiz! Example

You're trying to build engagement and momentum among the community. Students definitely need some enticement to get involved.

- A Award the top-performing chapter at the end of the year.
- B Pay student leaders for their involvement on the task force.
- C Give a \$1000 performance-based cash award at the end of the semester.
- D Give weekly informal praise and recognition online through twitter and on facebook. Stick to a policy of no repeats, and target newly involved leaders.
- E Nothing. They should want to do it regardless of recognition. If they don't, it's their problem.

Tasks

Identify at least two steps you could take to apply the concept of compensation and incentives to strengthen the capabilities of your system.

Describe the impact this would have on the system.



CULTURE

Description

- The unofficial values, norms, rules of thumb and cues in your community support its current state.
- By changing the cues, introducing new social parameters and presenting new heuristics, you can adjust the impact of culture.
- Culture is a facilitator, not a driver of change.

Pop Quiz! Example

The community is performing well in every area except academics. Apparently you have very over-engaged students who haven't placed the same priority on their studies.

- A Publish chapter/council GPAs everywhere and recognize high performers.
- B Require every chapter to have an academic advisor
- C Quiet hours Sunday through Thursday nights
- D Loss of recognition and involvement for underperformance
- E Study hours!

Tasks

Identify at least two steps you could take to apply the concept of culture to strengthen the capabilities of your system.

Describe the impact this would have on the system.



LEARNING

Description

- The ability to gather meaningful feedback helps determine whether our strategic thinking was right.
- Although the strategic course is set, we may need to slightly shift direction.
- With no mechanism for learning about the system, our efforts may be wasted.

Pop Quiz! Example

Implementation of your strategic plan is in full swing, but you wonder whether it is working. You decide to get more information about how the community is responding.

- A On second thought, forget about it. Let the cards fall where they may.
- B Collect every piece of statistical data, survey students often and run multiple analyses repeatedly.
- C Use an annual climate assessment and the standards program to gauge results.
- D Add “community-wide assessment tool” to the next strategic plan.
- E Monitor variables you would expect to change. Hold monthly, informal focus groups with random students.

Tasks

Identify at least two steps you could take to apply the concept of learning to strengthen the capabilities of your system.

Describe the impact this would have on the system.