



## A Resource and Strategies for Navigating Change

We've all heard change is scary, but it doesn't have to be. The book *Switch* by Chip & Dan Heath, provides the basic steps to change management that may help you navigate changes associated with Panhellenic recruitment this year, in addition to any and all areas of your life. You may want to consider using the guidance from this book as a strategy to help navigate change. Please share with recruitment officers, alumnae advisors and any individuals in your community who may be struggling with the change around Panhellenic recruitment at this time.

You may view an animated book review [here](#) and [here](#).

*Switch* focuses on three different techniques leading change using an elephant analogy: Direct the Rider, Motivate the Elephant and Shape the Path. Highlights of each technique and how the technique applies to College Panhellenic communities are outlined below.

### Direct the Rider (Rational Side)

- Find the bright spots
  - Avoid analysis paralysis. Hone in on the positive.
  - What's working and how can we do more of it? Recreate these results. It's easy to focus on what's hard or not going well, and there's a time for that, but what does work?
  - Think about a time you've navigated change in the past—moving out of your home, starting college, getting your first job. Reflect on what was tough and where you saw successes and find parallels between that example and the current change you're facing.
  - *For example: Virtual recruitment could make Panhellenic recruitment more accessible or available to members of your campus community who would not have participated otherwise.*
- Script the critical moves
  - Ambiguity is exhausting. Clarity and understanding of the “why” loosens resistance. Translating goals into concrete steps will create opportunities for “small wins.”
  - Do a timed mind dump of all the things that go into the change—both big and small. At the end of the timer, enlist the help of a friend to think through priorities and how to accomplish them.
  - Take time to rest and recharge to allow you to have a sharper focus. One of those steps may not work or be “right.” Embrace the value in failure and what it can teach you.
  - *For example: Making decisions with a Recruitment Response Team may help everyone in the community gain clarity to better embrace change.*
- Begin with the end in mind
  - Change is easier when you know where you're going; create a vision board of what could be possible and focus on the possibilities through all the bumps in the road.



- What will the world look like in the best-case scenario of this change? Imagine and define what success looks like; move towards that.
- *For example: Keeping the potential new members (PNMs) finding a sense of belonging at the forefront of your mind, may help you maintain perspective when things get stressful.*

### **Motivate the Elephant (Emotional Side)**

- Find the feeling
  - When engaging individuals' emotions, force won't work. Knowing something isn't enough to cause change.
  - Tap into the feelings that motivate people to ensure interest. Explore and encourage that as a focus.
  - *For example: In our Panhellenic communities, sisterhood carries a lot of emotions. Encourage passion for this sisterhood and community as a force.*
- Shrink the change
  - Celebrate the small wins because we need to find immediate gratification and hope in times of stress, especially.
  - What will keep you going to meet your changes/goals? What do you need to accomplish to feel good about how the change is transpiring? Show milestones within reach to give a sense of progress.
  - What is the first step? Nothing is too small when we're shrinking the change. A social media post can be a commitment that requires us to act. A meeting with a stakeholder may be the first action step in growing your people (see below). Researching resources may help you make better informed decisions and give you the inspiration to push forward and take the next, slightly bigger, step.
  - *For example: Recognizing that removing barriers to joining a sorority may be as simple as focusing less on social media rules and more on relationship building.*
- Grow your people
  - Empower individuals to have a growth mindset as they cultivate their identity in the "new now" or "new normal"; abilities are like muscles, they can be built up with practice.
  - Have you talked with other people in your circle? Chances are you aren't alone and asking "Hey, I am feeling this way. What do you think?" can start building coalitions and capacity to address change.
  - Stay curious! Empower people to continue personal growth by being curious about everything!
  - *For example: This is an opportunity to mentor younger or less engaged members and give them an opportunity to rise to the occasion/fulfill a new role or need.*

### **Shape the Path (The Situation)**

- Tweak the environment
  - What looks like a people problem is usually a situation problem. Take down barriers that exist. Oftentimes, in Panhellenic, these stem from "traditions."



Be willing to question traditions that are no longer serving you or productive.

- Provide clear direction to make the right behaviors easy to perform and the wrong behaviors harder to perform.
- *For example: Costs associated with Panhellenic recruitment may have been a barrier in the past; this could create an opportunity where cost is decreased and is less of a barrier.*
- Build habits
  - The habits should serve and advance the mission, be easy to maintain and be aspirational. Find comfort in doing more than what is expected.
  - Never underestimate the power of a sticker chart, bullet journal list or weekly reflection. Track a habit over time to notice patterns (do you feel more energy throughout the day if you drink tea instead of coffee in the morning?) that arise. Think of it as an experiment that you can change at any time to reach your desired outcome.
  - *For example: How can we ensure we're always focusing on belonging and the altruistic aspects of sisterhood that we may see as prevalent in the "new normal."*
- Rally the herd
  - Authentically promote the ways in which change is working. Positivity, especially around behavior, is contagious. Help it spread.
  - Bring those most likely to support the change with you. Visit with them, identify that they feel strongly as well, and make the case as to why their support would be valuable and appreciated.
  - For those less likely to be aligned with the change, consider gauging where they are and how to move them closer to being on board. Change isn't an all or nothing game, and some individuals may take more time to adjust than others. The goal is to move them from 0 to 50 on the way to 100, rather than 0 to 100 directly.
  - *For example: Share the positive feedback you get about recruitment counselors from PNMs or congratulate your Panhellenic sisters on meaningful social media or recruitment ideas.*