From Knowing the Answers to Asking the Questions

How Career Change Changes You...Learning Your (New) Culture
Agenda

• Who are we and where have we been?
• Who are you and why are you here?
• Thoughts on Change vs. Transition
• The (new) Place, People and Culture
• What could be different & how do you deal with it?
• Advice
• Questions/Comments
Who We Are (NOW)

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Where Beth Has Been:

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Where Greta Has Been:

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UW-Madison – Office of the Registrar
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UW-Madison – College of Engineering
UW-Madison – College of Engineering
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Who Are You?

Contemplating change?
Will be changing soon?
Just changed?
Looking back on recent change?
Just came to be entertained?
Change and Transition

• Change:
  The shift in your external situation – the way that things will be different.

• Transition:
  The mental and emotional transformation that people must undergo to give up old arrangements and embrace new ones.
Transition Process

• Successful change requires focusing on the necessary process of transition:
  1. The Ending
  2. The Neutral Zone – disorienting nowheresville
  3. The New Beginning
The Ending Can Be Scary

Catbert: Evil H.R. Director

You think you're satisfied with your job.

In reality you're just afraid of change!

That was some of my best work.

Purr Purr
Transition Process

• Successful change requires focusing on the necessary process of transition:
  1. The Ending
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  3. The New Beginning
Change

• The Way things will be different
• Happens fairly quickly
• Can and should be speeded up
• Focuses on the outcome – The Destination

Transition

• The Process of transformation
• Has its own pace
• On-going; takes months/years
• All about how you get there - The Journey
First Steps in your Transition

• Meet the (new) People
• Learn the (new) Place
The (new) People

• Your (new) Charges -- Who are they?
  - If faculty, staff, students, alumni or whoever, determine the way to get to know them.

• Your (new) Boss – What makes her or him tick?
  - Remember your goal is to manage up and down.

• Your (new) Colleagues -- You can’t meet enough.
  - You are looking for guides, collaborators, allies!
The (new) People

• Your (new) Staff -- Meet all at every level!
  - Remember your goal is to make them as effective as possible.
  - Assess your (new) staff and their skills; compare with campus needs and expectations.
  - Meet with all of them as a group and in workgroups and individually.

• Your (new) Self -- Don’t forget yourself!
Meeting the (new) People

• Keep a running list of (new) people you need to meet.
  - Schedule coffees, lunches, dinners, and meetings.
    o Go to them!

• Periodically, reflect on who you have learned from and with whom you want to develop a closer professional relationship.
Connect to De-Stress

THE NEW EMPLOYEE

NO ASSIGNMENT... NO COMPUTER... NO FRIENDS TO TALK TO...

IT'S JUST ME AND THIS HUGE STRESS HUMP.

MUST... RESIST... URGE... TO NAME THE HUMP... AND TALK TO IT.
The (new) Place

- Listen -- means giving yourself time to hear.
- Learn -- means giving yourself time to incorporate new knowledge.
- Know what’s expected -- (new) Mandates, (new) Expectations (met or unmet), & (new) Jargon & Acronyms
- Transition – Archive your old terminology, knowledge, mandates, and expectations.
Learning the (new) Place

• What is this place all about?
  - Policies: Read and learn your (new) policies – find the manuals (or the websites!) and read them.
  - Processes: Learn your (new) processes.
  - Training Opportunities: Take advantage of campus training opportunities.
  - History: Read about the history of the place, and meet the old-timers and ask them how the place has changed.
  - Campus: Take the campus tour, get a map!
  - Eat: If there are different places to eat or drink on campus, sample them.
  - Cultural Gems: If there are museums on campus, go to them.
  - Events: If there are lectures, concerts, games, and traditions on campus, go to them.

• You should quickly know the basics: history, demographics, governance structure, and key people.

• If you know the place, you will be a more effective internal consultant.
How Campuses/Cultures are Different

- Communication Styles
- Leadership Styles
- Meeting Culture
- Social Culture
- Project Culture
- Timeliness Standard
- Appearances
Communication Styles

• What is their media of choice?
  - Which One or Several:
    o Memo/Letters
    o Phone
    o Email
    o Text
    o Social/Business Media
    o Instant Messaging
  - Does it vary by constituency?
    o Students – on Twitter, Instagram and Text
    o Faculty – in person, on Email and Phone
    o Staff – in person, on Email, Phone and Text
    o IT -- on instant messaging and email

• If you know their media of choice, you can reach them better.
Leadership Styles

- What is your (new) Campus Leadership Style(s)
  - Top Down
  - Shared Governance
  - Consensus
  - Grass Roots
  - Fiefdoms
  - Predominant Meyer-Briggs types

- If you know their leadership style, you won’t be the only consensus builder amidst Machiavellians.
Appearances

• Dress:
  - Climate
  - Socio-economic
  - To Tie or not to Tie
  - Business Casual to Business Suit
  - Shoe sensibility

• Your Office:
  - Place to work or Place to meet?
  - Messy or orderly?
  - Meet across desk, around table or as if for tea?
Meeting Culture

• How do they work?
  - Who to invite -- Small, only relevant folks; everybody you can think of?
  - How to schedule – Doodle, shared calendaring system, email, etc.?
  - Agenda -- In advance, at the meeting, not necessary?
  - Who Talks -- Meeting leaders, whoever seizes the floor, all get a turn, the quiet are invited/ignored?
  - Minutes -- Formal, informal, or ?
  - Next Steps -- Formally determined or informally expected?

• If you know how they work, you can work better.
Social Culture

• Who are the people in your “neighborhood”?
  - Commuters (drive to work, put in the time, drive home)
  - Neighbors (small town neighbors or suburban neighbors who don’t know anybody)
  - Family (after all, we spend more waking hours with them than our family at home)
  - Professional only (all work and no play)
  - Happy Hours (drinks anyone?)
  - Daycare groups (help each other out)
  - Do they share/celebrate birthdays, milestones, anonymous?

• If you know who they are, you will fit in better and be more effective!
Project Culture

• How do they prioritize and run projects?
  - Prioritization
    o The emergency of the day?
    o The parade of pet projects?
    o The orderly, campus-wide prioritization process?
  - Running Projects
    o Defined Requirements to Ongoing Evolution?
    o Defined Methodology to Free-flowing Organic Process?
    o Phase Gates, Agile, Project Calendars or what?
    o Defined Roles to Pee Wee Soccer?
    o Robust Testing with Test Populations and Scenarios or just do something?

• If you know how, you can know how to prosper … or maybe how to lead them out of their dysfunctional wilderness.
Timeliness Standards

• Meetings/Appointments:
  - Arrive early
  - On time
  - Within five minutes
  - Will they notice if I don’t show?

• Email Response Expectations:
  - Same day
  - 24 hours
  - One business day
  - Eventually

• Social/Business Deadlines:
  - Real
  - For show
  - Enforced when convenient

• If you know how they work, you will be more effective!
Sage Advice from OUR Peers

• Remember what you’ve learned, but humbly recognize it may not be relevant!
• Never say: “At Blank U, we did …” but substitute: “Tell me what you think a solution for this problem might be.”
• Look before you leap, but know it’s a roll of the dice.
• Be yourself (your best self), but be open to influence.
• You know what you know, but what don’t you know?
• Is the rocket going to take off?
• Buy the t-shirt/sweatshirt, even if its not your color!
• What flavor is the Kool-Aid?
Last Thoughts

• Changing jobs/campuses is tough.
• Changing jobs/campuses can be personally and professionally transformative!
• If it wasn’t a good match, wait it out or change again.
Questions & Comments

It is not how often and/or spectacularly we fall, but how often and well we get right back up.