



**Ivy Tech Community College is the largest community college system in Indiana enrolling more than 150,000 students at 14 campuses throughout the state.**

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Marilyn Faulkenburg,  
Vice Chancellor of Academics Affairs

As part of the college’s strong focus on leadership and community development, Emergenetics is an integral aspect of the Center for Leadership Excellence, which provides classes and education on leadership topics and skill-building for people throughout the educational and business community.

#### Emergenetics at Ivy Tech

Used for over 4 years  
More than 200 Profiled  
All new faculty are Profiled

## Emergenetics Change Management Program > Ivy Tech Community College

***Emergenetics Change Management* helped Ivy Tech achieve clear, sustainable results by linking individual and departmental change management strategies to unique personality, learning and communication styles.**

Using Emergenetics as a platform through which to view change was based on the model’s legitimacy and relevancy for the Ivy Tech audience. According to Vice Chancellor of Academics Affairs, Marilyn Faulkenburg, EdD, ***“We really like Emergenetics and people understand it well. We were looking for a model that would look at change on an individual and organizational level and one with flexibility to meet our needs—Emergenetics fit that need.”***



## Ivy Tech's Change Initiative

*Emergenetics Change Management* was a necessary training for Ivy Tech as several significant factors all came together to create a fast-moving and high-change environment for the school.

- 1. Strong enrollment growth** – In the past year, Ivy Tech experienced double-digit increases in student enrollment, necessitating increased staff and resources.
- 2. Physical expansion of the Ivy Tech campus** – Student enrollment growth as a whole has jumpstarted other growth including building initiatives. Ivy Tech is building a large new building that will combine both classrooms and administrative offices.
- 3. Shifting work environment** – With the new building, administrative and leadership teams within the school are being forced to change locations and in some cases be in separate buildings from their immediate teams.
- 4. Creating stakeholder buy-in** – With the campus expansion and ever-growing student body, Ivy Tech wanted to ensure that organizational leaders were on-board with the change, informed about its effects and able to communicate the change process to their teams and direct reports.

### Program Participants

Due to the complexity of the change at Ivy Tech and necessity for coordination across leadership within the organization, 40 managers and supervisors from the campus attended the workshop.

These cross-disciplinary leaders represent diverse departments and focus areas for the school including: Finance, Financial Aid, Admissions/ Enrollment, Academics (six sub-departments), HR, Student Advising Center/Student Life, Testing Center, Library, Workforce Development, and the overall Senior Leadership team.

### Program Objectives

With the overall course model in place, Ivy Tech created clear objectives for the Change Management Program:

1. To educate supervisors/managers on how they work through change as a whole.
2. To provide a foundation via the Emergenetics Model for supervisors/managers to know how each individual on their team will work through change and work in the context of the team.
3. To provide a platform for each supervisor/manager to work with their team to come up with an implementation plan for change specific to their area of responsibility.



## Implementation

Ivy Tech was focused on ensuring that they could create a flexible enough approach to change that would meet their specific organizational needs. The Emergenetics Change Management program was an ideal solution as it could be easily modified to look at both individual change and organizational change.

**Emergenetics experts worked with Dr. Faulkenburg to fine-tune the program and gear it to encompass an organizational approach. With this approach, Ivy Tech could create an overall change plan and have each leader and his/her department present an individualized change plan in follow-up.**

Additionally, Ivy Tech modified the course to include sustainable focus, looking at upcoming changes that will happen in the next 12 months and creating benchmarks for strategic plans at regular intervals.

On a practical level, the course itself was a 5-hour session that combined a refresher on Emergenetics principles for the first half and the customized change management application for the second half. According to Dr. Faulkenburg the program was very effective as participants responded well to the learnings of the day—*“Everyone loved it because it provided a way for us to see how we each view change in a unique way based on our Emergenetics Profile, while at the same time building a foundation that each leader can use moving forward, both with their team and in their own work.”*

Because the session was geared to facilitate ongoing strategic planning around change for the next year, Ivy Tech customized the last section of the program to include a time for leaders to begin crafting their initial plans for implementing change with their own teams and departments moving forward. This part of the course, says Faulkenburg, was a pivotal element in the initial success and was key in moving the process forward.

*“Our participants were already thinking innovatively about change strategies in just a short amount of planning time and seeing things that they hadn’t thought of previously. As senior leaders, my team and I can also now more effectively work with these department heads in implementing these ideas.”*



## Next Steps > Continuing Implementation

In follow up to the workshop, each department was asked to write an implementation plan with measurements on how their department will manage the change. The plan will be divided into 2 time frames:

- July, 2010 - December, 2010: The fall semester starts and remodeling of the existing building begins.
- January, 2011 - July, 2011: The new building will be opened and many personnel moves will happen.

By defining a specific and clear outline for progress, Ivy Tech is creating a metrics-based approach for managing change—and one that is actionable and implementation-focused. These plans were submitted by the end of July 2010, and are being reviewed by the chancellor and the senior leadership team.

*“We want to empower the departments to come up with their own plan that relates to how they’re going to be effective. We deliberately didn’t provide a strict methodology, outside of the initial course, but will ask the question as to how they came up with their plan. We didn’t tell them to do it one way or the other, because we felt that in keeping with the focus of the Emergenetics Change model, each person and team would have their own unique strategies for working through these changes,”* says Faulkenburg.

## Program Results

With change happening at lightning speed for Ivy Tech, developing a customized Change Management offering that meshed with an already established learning and development component was a critical win to jumpstart change in a positive, results-oriented way. The *Emergenetics Change Management* program was delivered with high praise from participants and has already made a difference for departments in the initial time following the course.

- A few teams have already developed and submitted their departmental change plans. According to Faulkenburg, this level of clarity around change goals would likely not have existed without the *Emergenetics Change Management* program.
- The senior leadership team has been able to more effectively spread the responsibility of managing change to all departments. Additionally, more ideas are coming in from various departments as to best practices for Ivy Tech’s change as a whole.
- Ivy Tech is using this course as a starting point for future change management initiatives. After the senior leadership team reviews the plans for each department and collaboratively determines the best course of action, the next steps are to integrate the *Emergenetics Change Management* process into the overall strategic plan of the college.



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