



## Strategies for Change: The Education, Persuasion, Incentive, & Pressure (EPIP) Model

Change strategies are built on a robust assessment of current conditions followed by deliberate and thoughtful efforts to shift those conditions in a desired direction. This “shifting” involves seeing anew what is currently taken for granted, paying attention to timing and resources, and considering “what if scenarios” that might predict the success of intended outcomes as well as provide insight into unintended outcomes. Typically strategies such as education, persuasion, incentives, and pressure (EPIP) can be applied to effect change desired. EPIP provides a framework of possible strategies to engage your colleagues in change-making. All of the below EPIP change strategies can be used when context-appropriate to advance your change initiative.

### **Education (E): The Power of Knowledge**

Emphasize the impact of information as a change strategy. Explain the benefits, process, or resources associated with your perspective. Assess where information or data is lacking, and provide it. Identify and clarify hidden assumptions or fears.

Examples of education tactics include:

- Evidence-based promising practice dissemination
- Skill development/training workshops
- Resource sharing (e.g., exchanging syllabi)
- Feedback collection (e.g., focus groups)
- Recommended readings (e.g., scientific studies and associated commentaries)
- Survey development, data collection & analysis

### **Persuasion (P): The Power of Relationship & Interaction**

Emphasize how relationships and interactions can help motivate others to change.

Examples of persuasion tactics include:

- Personal story-telling and sharing of experiences
- Discussion of your personal motivation for change
- Advocacy for underrepresented others or serving as an ally (e.g., giving voice to the way a problem and solution affects a particular population, such as women of color, students, underrepresented minority faculty, international colleagues)
- Productive debate
- Acknowledgement of the legitimacy of different perspectives, needs, and experiences and seeking to find common ground

- Capitalizing on rapport to get buy-in on change (e.g., cooperative problem-solving, while giving voice to underrepresented perspectives )

### **Incentives (I): The Power of Relationship & Interaction**

Emphasize the impact of resources and rewards on driving change. If your DEI Change plan works to enhance the organization's mission, improve the institution's systems, or positively impact people's personal lives, then these can be considered incentives that might motivate others to participate and make changes in their behaviors. Examples of incentive tactics include:

- Positive impact on commonly held core values, mission, and/or goals (e.g., better scholar, better department)
- Alleviation of existing concerns
- Creation of a "better" system (i.e., more efficient, more fun, creation of more resources)
- Support for a win-win solution
- Increased quality of life (e.g., increased income, better health-less stress, greater work/life balance)
- Avoidance of threats to stability/survival (e.g., enhancing diversity of department expertise increases department success and sustainability)

### **Pressure (P): The Power of Consequences**

Emphasize the impact of power and consequences as a means of producing change. Examples of pressure tactics include:

- External media attention
- Constructive confrontation with peers or formal authority members
- Personal, cultural, or legal sanctions
- Peer pressure (e.g., directly naming a microaggression)