

A Holistic Approach to Making Leadership Transitions and Structural Change Less Threatening and More Positive to Staff and Administrators

2018 California Higher Education Collaborative
Conference

The New Normal Means Who You Are Isn't Who You Will Be

“Take a moment to look back ten years. Are things the same then as they are today? And, when you look back those ten years, are you doing (exactly) now what you were doing then?”



Source:

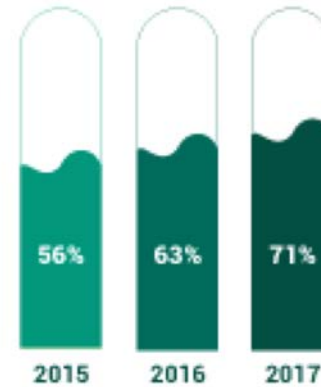
Kouzes, Jim and Posner, Barry (Winter 2017) “Who You Are Isn't Who You Will Be” *Leader to Leader*.

Disruptive Change Being Pushed From the Outside

- » The future of work.
- » Continued shrinking of state funding and the need for new sources of revenue (e.g. public private partnerships).
- » State political climate.
- » Federal policies and political environment.
- » Governor Brown's Virtual College.
- » Digital learning.



Percentage of Chief Business Officers Saying Media Reports That Higher Education Is in the Midst of a Financial Crisis Are Accurate



“The emerging picture is decidedly less optimistic than that of previous years. This year, 71 percent of chief business officers agreed with the statement that media reports saying higher education is in the midst of a financial crisis are accurate. That is up from 63 percent in 2016 and 56 percent in 2015.”

Source:

7th Annual Inside Higher Ed Survey of College and University Business Officers. (Conducted in conjunction with Gallop) (2017)

However...



“The Biggest frustration of Chief Business Officers, edging out ‘never enough money’ is ‘culture that resists change.’”

Source:
Sustaining the College Business Model (2018). The Chronicle of Higher Education.

Disruptive Change Being Pushed From the Inside (of HE)

- » An age of heightened protests on campuses.
- » Resistance to change.
- » Scarcity of resources.
- » Retirements and the loss of institutional memory.
- » Retaining talent.
- » Increased efficiencies:
 - University System of Georgia has merged 18 institutions into nine for a total of 26 while reducing the administration footprint.
 - University of Nebraska utilized a cross-institutional budget response team to help manage a short-fall as a result of cuts in state funding and raising costs, e.g. consolidations and shared services in Facilities, Energy, Procurement and Human Resources.
 - Pennsylvania State System of Higher Education (PSSHE).
 - Claremont colleges consortia (shared services).

What Keeps You Awake At Night?



Source:
Information Technology in Higher Education 2017; Survey of Chief
Technology Officers (LBCIO)

What Makes Change So Hard?

- » A sense of disequilibrium and the desire to have answers.
- » Fear of the unknown e.g. "will my skills still be valued and marketable?"
- » Denial. Too much time spent in "Pity City."
- » Cynicism – questioning motivation for change and "fear mongering."
- » "Thinking Harder."
- » Cognitive blinders – unable or unwilling to understand and address the impact of change on others.
- » Fallacy of the Exception. "It won't work here. We're different."
- » Failure to seek buy-in from the uncommitted. "You'll never convince enough key constituents."
- » Technical change vs. adaptive change. "Use of position power vs. influence."

aarrghh

What would you add to this list?

“Every time you are tempted to react in the same old way, ask if you want to be a prisoner of the past or a pioneer of the future.”

- Deepak Chopra, Wisdom for Living

How Can You Manage the Impact of Change With Strategies That Are More Holistic and Positive?

Adaptive vs. Technical Change

- » Visible leaders who can tell a compelling story (e.g. “sense making” about the new normal). *“Inspirational leadership.”*
- » Developing a formal and on-going internal strategic communication plan.
- » Nurturing meaning and purpose through involving staff and administrators in proactive ways. *“Coaching and mentoring.”*
- » Engaging those whom change will impact to minimize the stress.
- » Establish mechanisms for speaking truth to power.
- » Testing assumptions – option awareness vs. *“thinking harder about the same change strategy.”*

How Can You Manage the Impact of Change With Strategies That Are More Holistic and Positive?

- » Having emotional intelligence – social awareness – empathy and organizational awareness.
- » Helping employees build resiliency. *“Don’t model stress inducing behavior.”*
- » Life long learning (e.g. training that is aligned with the work of the future).

Suggested Reading List

- » Heifetz, Ronald A. and Linsky, Marty (June 2002) "A Survival Guide for Leaders" Boston, MA. Harvard Business Review
- » Vaglar, Deniz, Couto, Vinay and Plansky, John (Issue 86) "Building Trust While Cutting Costs" New York, NY. Strategy + Business
- » Schmiedel, Theresa, Spiegel, Markus and vom Brocke, Jan (Spring 2017) "What Makes Change Harder – or Easier" Cambridge, MA. MIT Sloan Management Review
- » O'Toole, James. Leading Change: Overcoming the Ideology of Comfort and the Tyranny of Custom. San Francisco: Jossey-Bass Publishers, 1995.
- » American College President Study 2017. ACE and TIAA Institute sponsors.
- » Kouzes, Jim and Posner, Barry (Winter 2017) "Who You Are Isn't Who You Will Be" Leader to Leader.
- » Fairhurst, Gail (Summer 2011) "Leadership and the Power of Framing" Leader to Leader.
- » Groysberg, Boris and Slind, Michael (June 2012) "Leadership is a Conversation" Harvard Business Review.
- » Kotter, John P. *Buy-in: Saving Your Good Idea From Being Shot Down*. Boston: Harvard Business Review Press, 2010. Print.
- » Comstock, Beth (May 2013) "Figure It Out" Boston, MA. Harvard Business Review.
- » Heifetz, Ronald A. and Linsky, Marty (June 2002) "A Survival Guide for Leaders" Boston, MA. Harvard Business Review.