

WCET

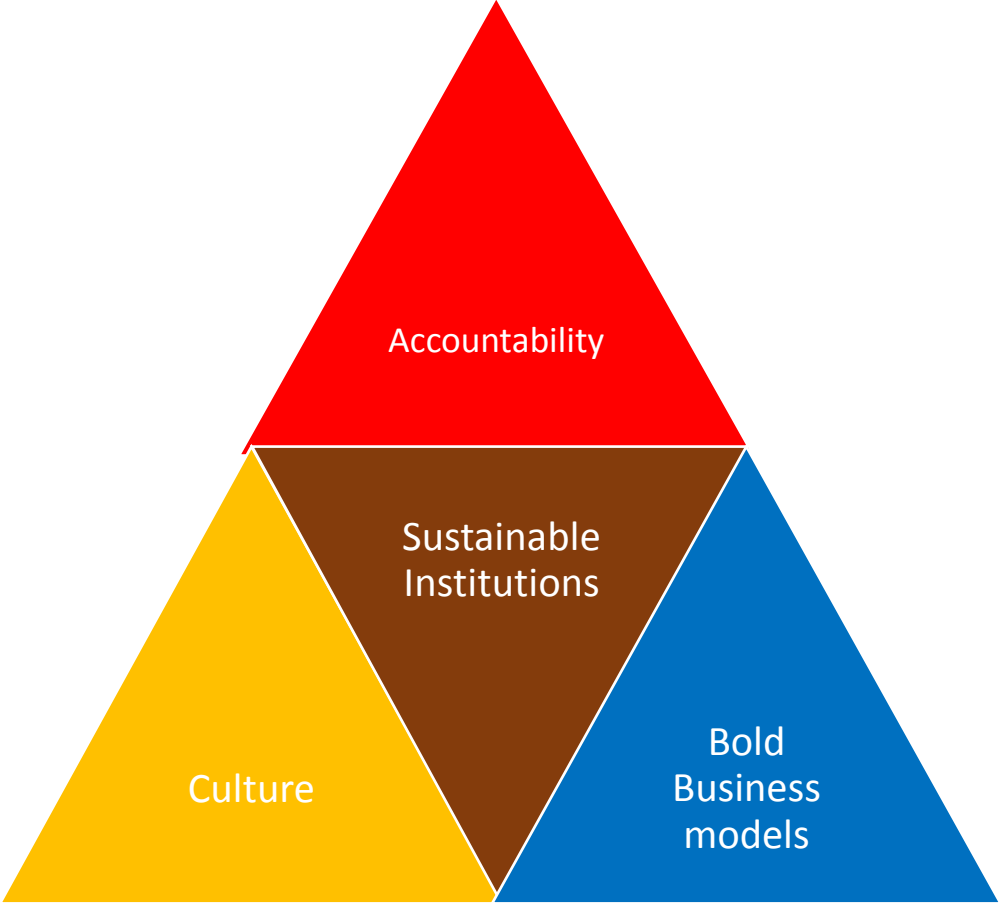
Thriving in Challenging Times: Building Transformative Leadership Skills

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The A, B, Cs of Sustainable Institutions



Change Agent Leadership
SCUP Planning for Higher Education
Vol 43 Number 3 April-June 2015

Transformative Leadership

Briefly explain your current challenge:
IR what data, access, communication
AA Big picture investment, quality, engage faculty
Faculty want students to succeed,

Give it a code name (just for fun):

What leadership skill sets support institutional strength?

Who would benefit if the problem were solved?

Analytics

Business Model

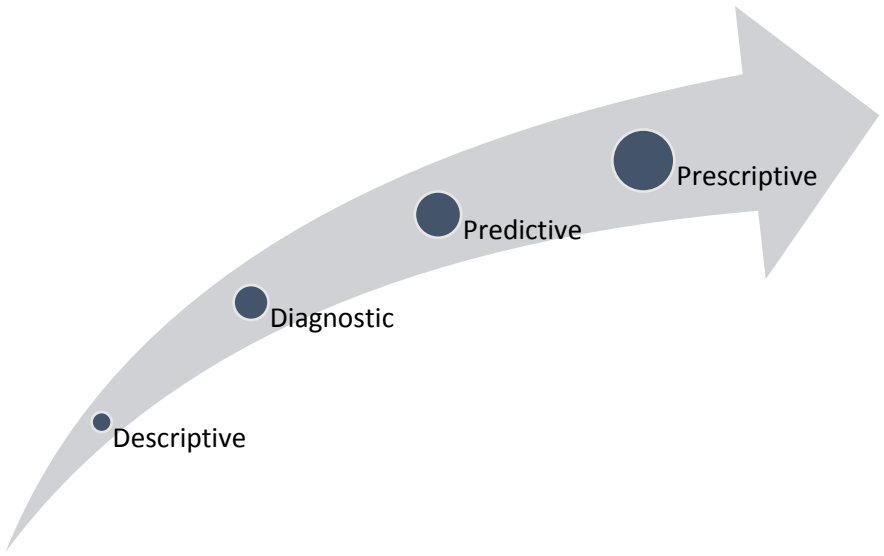
Change Management

The As Dashboard

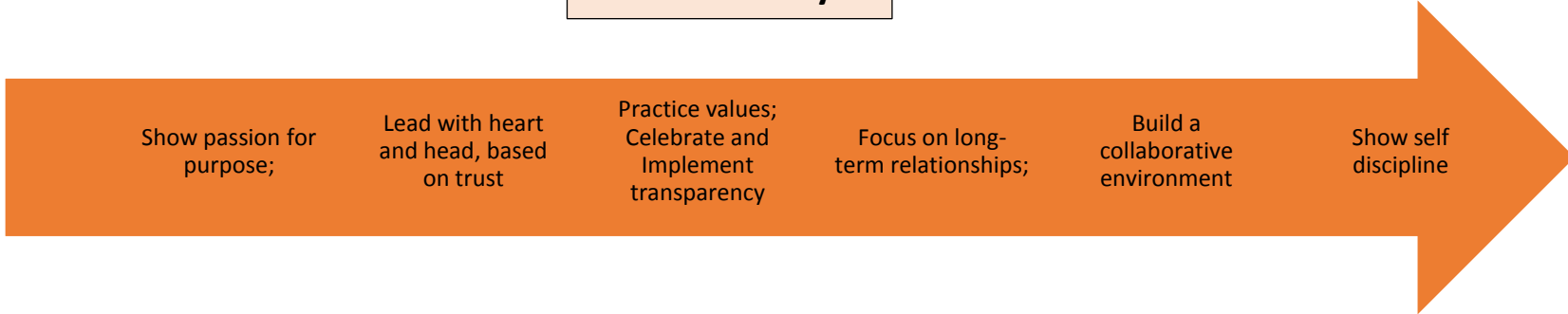


Accountability

Analytics



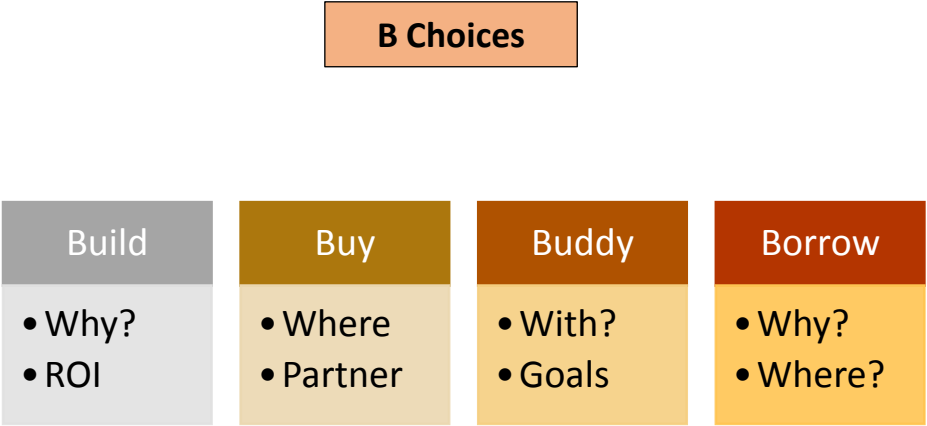
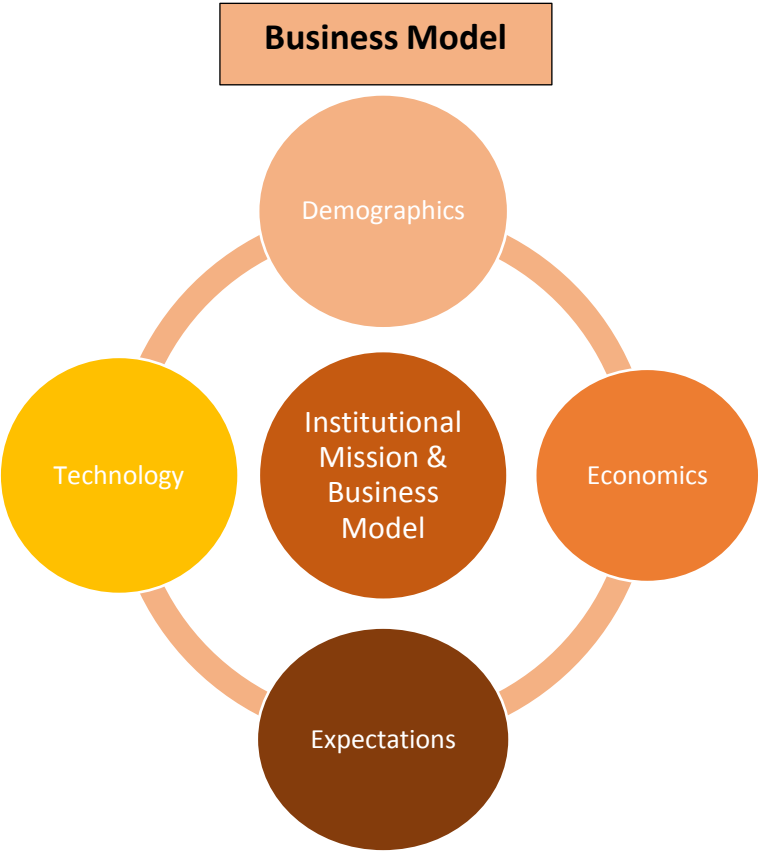
Authenticity



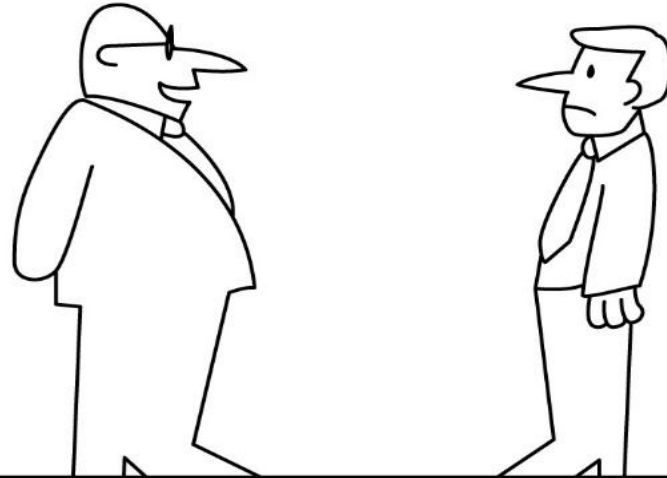
Analytics: From Hindsight to Foresight



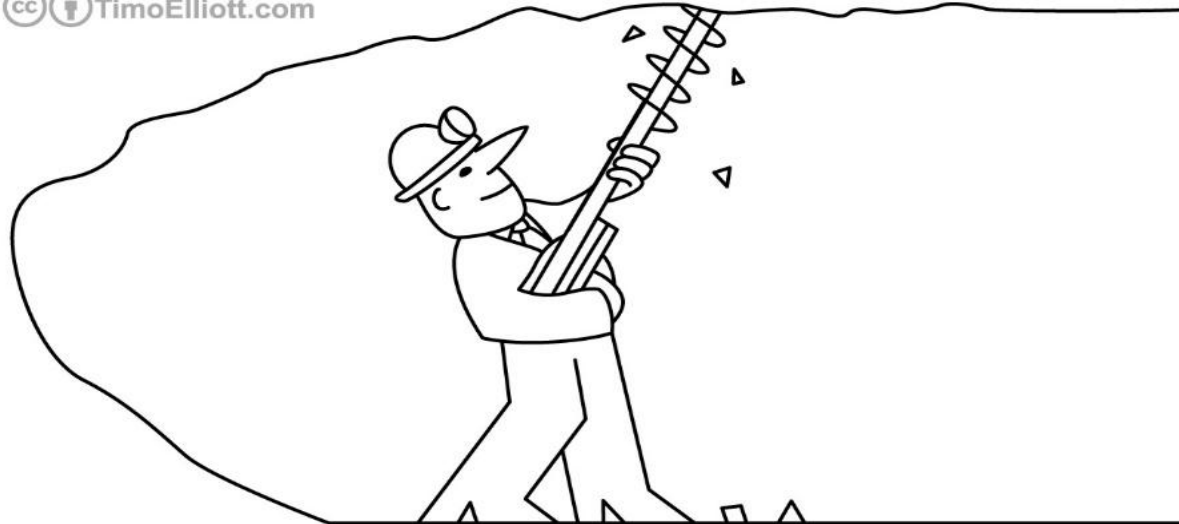
The Bs Dashboard



*“Yes, I'm confident about our
business model — why do you ask?”*

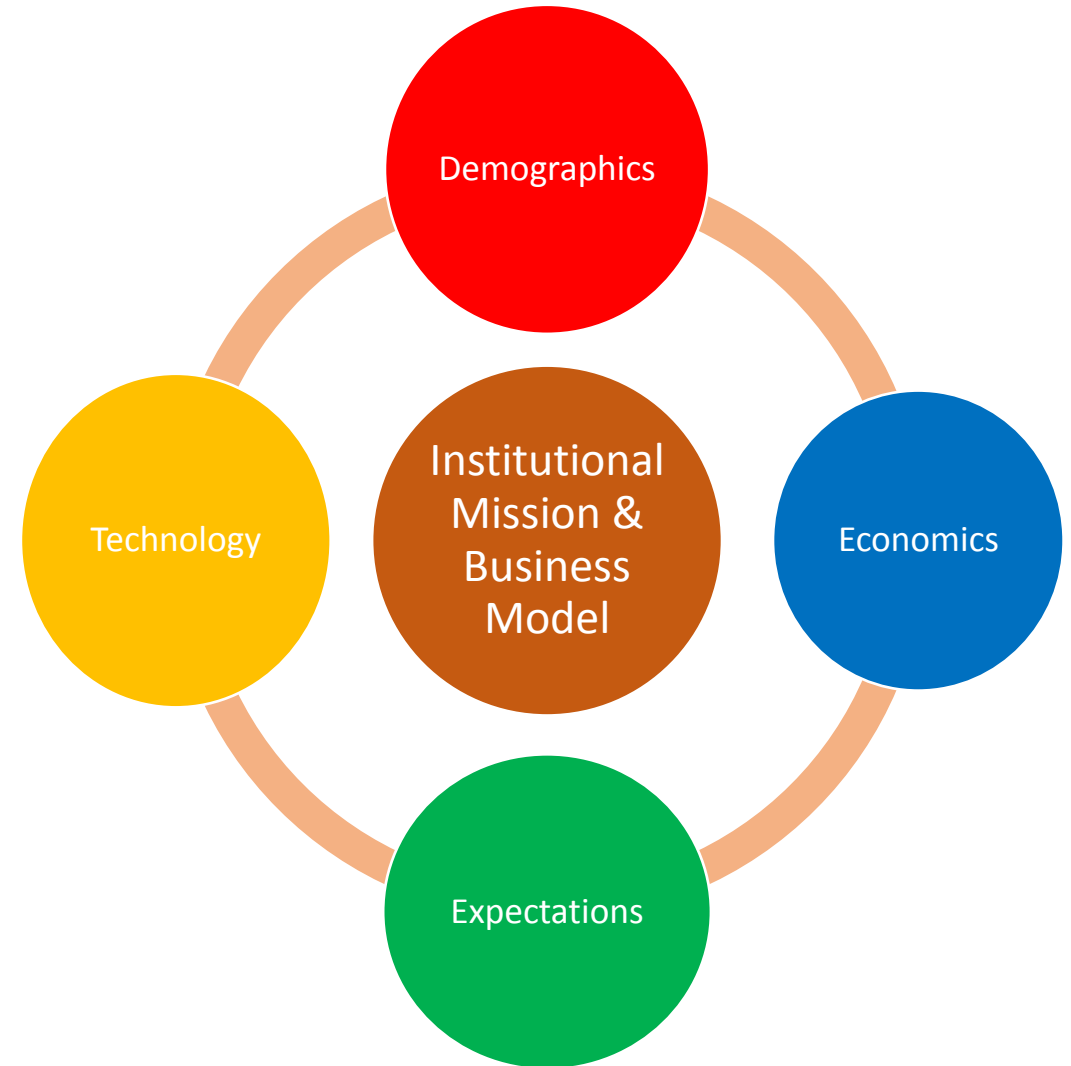


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What changes are biggest risk to your institution?

- Demographics
 - Diversity
 - Enrollment
 - Completion
- Economics
 - Access
 - Affordability
 - Sustainability
- Expectations
 - Accountability
 - Transparency
 - Integrity of outcomes
- Technology
 - Administrative
 - Academic
 - Performance metrics

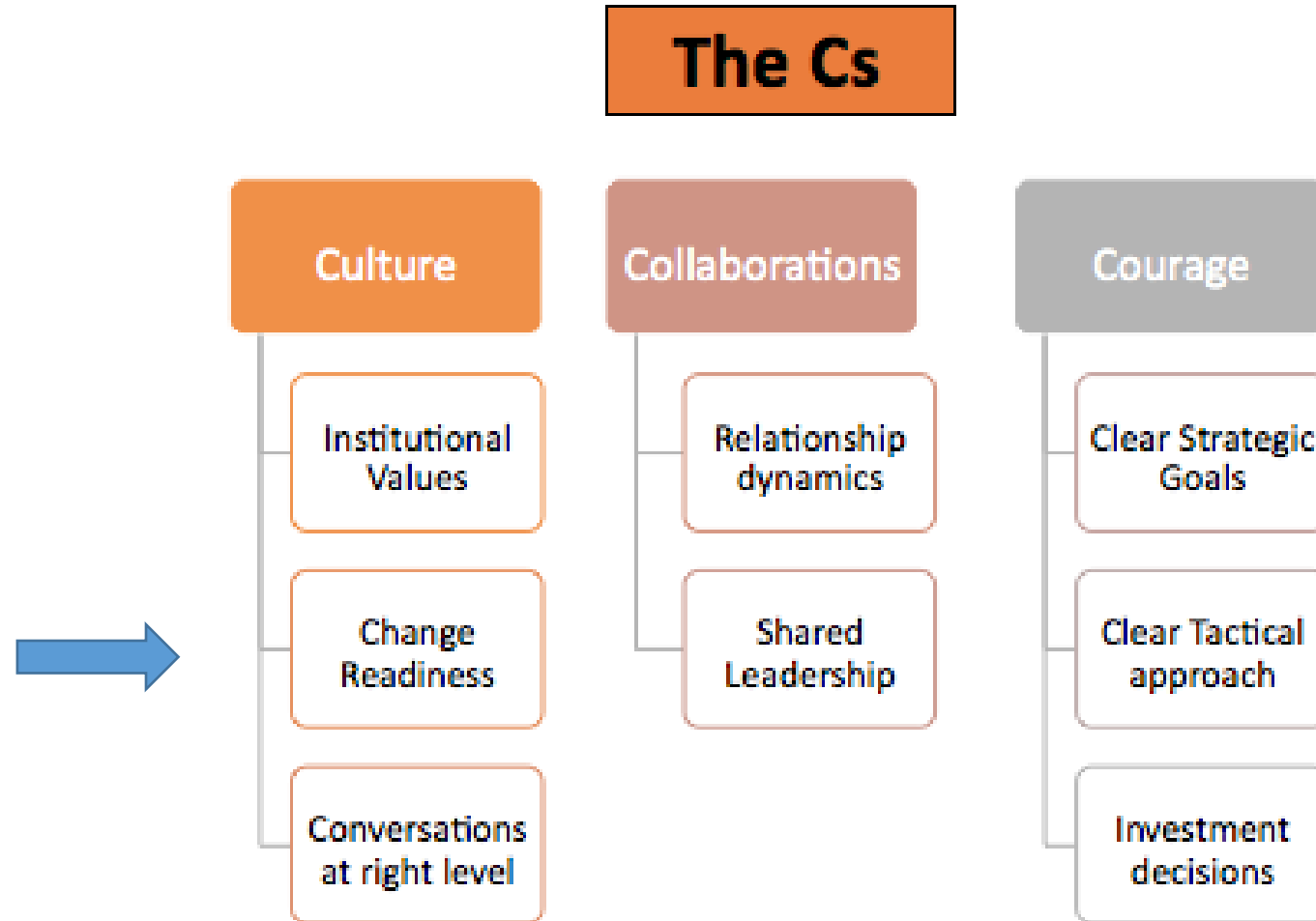


The Cs Dashboard

Culture

Collaborations

Courage



“ It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change. ”

CHARLES DARWIN

1. DON'T UNDERESTIMATE THE IMPORTANCE OF CHANGE MANAGEMENT STRATEGY

- Senior executives report that only 54% of change management initiatives succeed.

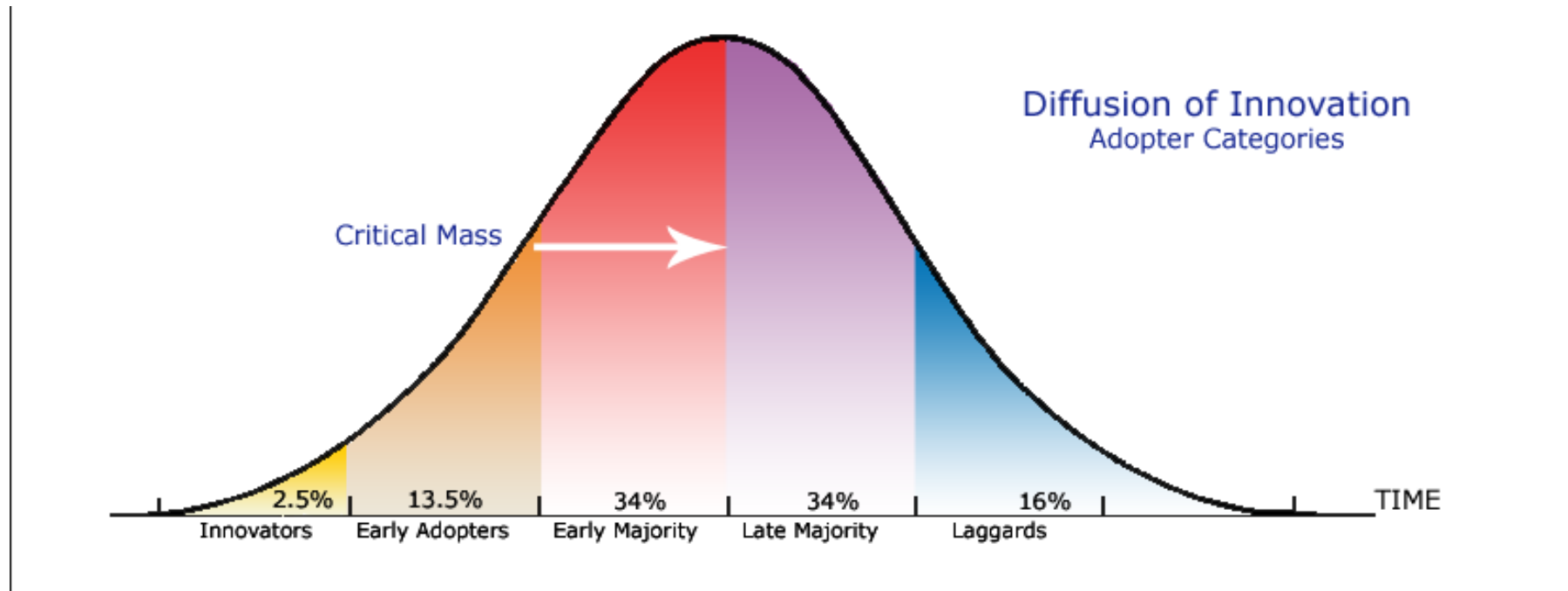
Source: www.strategy-business.com/article/00255

Where is higher
ed in planning
for change
management?

Reasons Change Management Initiatives Fail

- **Change fatigue also widely known as initiative fatigue**
- **Too little investment in operational improvements**
- **Lack of skills to ensure the change can be sustained over time**
- **Too much top-down decision making, and too little input from others**

2. RECOGNIZE THAT PEOPLE MAKE OR BREAK THE SUCCESS OF CHANGE INITIATIVES



Source: http://cjni.net/journal/wp-content/uploads/2011/06/Dofl_bell2.png

3. UNDERSTAND THE ORGANIZATIONAL DNA OF CHANGE

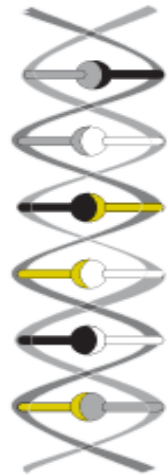
The Four Building Blocks of Organizational DNA

Decision Rights

Who decides what ... and how?

Motivators

What objectives, incentives, and career alternatives do people have?



Information

How is performance measured?
How are activities coordinated and knowledge transferred?

Structure

What does the overall organization model look like, including the "lines and boxes" on the organization chart?

- Decision Rights
- Motivators
- Information
- Structure

4. LEAD FOR THE LONG TERM



Bold Vision

Student Success IQ

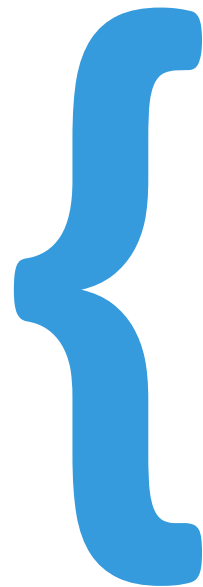
Partnerships for Solutions

Connect the Dots

Cross Campus Team

and....

LEAD FOR THE LONG TERM



Support Systems

Culture of Student Success

Reinvent Processes

Return on Investment

Lead in the Age of Analytics

Transformative Leadership Review

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