LEADING CHANGE: BUILDING TOWARD A STRATEGIC VISION OF INNOVATION

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This presentation uses Poll Everywhere. Join in now online at PollEv.com/edu16, or text EDU16 to 22333 (basic polls only).
LEADING CHANGE: BUILDING TOWARD A STRATEGIC VISION OF INNOVATION

How long have you been in a management/leadership role?

- NA: 14%
- 1-3 years: 16%
- 4-7 years: 28%
- 8-10 years: 42%

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Have you ever tried...

- Daffy's Elixir Salutis
- Dr. Bateman's Pectoral Drops
- Microbe Killer
- Lydia Pinkham's Vegetable Compound
- Cat's Claw
- PC Hope
- Pyramid Power
- Arsenic
- Goldfish Swallowing

Poll Results:

- Yes: 8%
- No: 92%
A Tale in Three Acts

Prologue: What Problem are We Here to Solve?

Act I: Effectiveness, Architecture and Advocacy

Intermission

Act II: Advocating for Change

Intermission

Act III: Positioning and the Overall Role of IT

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Prologue: On Maslow

- Physiological
- Safety
- Love & Belonging
- Esteem
- Self-actualization
- Self-transcendence

Growth Needs

Deficiency Needs
Prologue: Know Your Environment

- Market/Sector
- Institution
- Core Competencies
- Differentiators & Culture
Prologue: Value & Your Institution

The Elements of Value Pyramid

**SOCIAL IMPACT**

- Self-transcendence
  - Provides hope
  - Self-actualization
  - Motivation
  - Heirloom
  - Affiliation/belonging

**LIFE CHANGING**

**EMOTIONAL**

- Reduces anxiety
- Rewards me
- Nostalgia
- Design/aesthetics
- Badge value
  - Wellness
  - Therapeutic value
  - Fun/entertainment
  - Attractiveness
  - Provides access

**FUNCTIONAL**

- Saves time
- Simplifies
- Makes money
- Reduces risk
- Organizes
- Integrates
- Connects
  - Reduces effort
  - Avoids hassles
  - Reduces cost
  - Quality
  - Variety
  - Sensory appeal
  - Informs
Act I
Operational Effectiveness & Architecture

Where are you most effective?

- Strategy: 21%
- Execution: 49%
- Both: 25%
- Neither: 5%

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What is the Role of IT?

- Strategy
- Execution
- Vision
- Operations
- Driver
- Supporter

Langer, A
Only 8% of Leaders

<table>
<thead>
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<th></th>
<th>Very effective</th>
<th>Effective</th>
<th>Neutral or worse</th>
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<td>Most effective</td>
<td>1%</td>
<td>2%</td>
<td>8%</td>
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<tr>
<td>Effective</td>
<td></td>
<td>12%</td>
<td>23%</td>
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<td>Neutral or worse</td>
<td></td>
<td>35%</td>
<td>14%</td>
</tr>
<tr>
<td>Least effective</td>
<td></td>
<td></td>
<td>1%</td>
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</table>

*CAN KEEP THEIR COMPANY ON TRACK IN EXECUTING ITS STRATEGY*

*CAN DEVELOP COMPANY STRATEGY AND IDENTITY WITH A LONG-TERM VISION*

SOURCE "WHAT DRIVES A COMPANY'S SUCCESS?" BY PAUL LEINWAND AND CESARE MAINARDI, 2013
5 Levels of Leadership

- Visionary
- Strategic
- Tactical
- Operational
- Repetitive
Operations First

• Stage 1: Business Silos
• Stage 2: Standardize Technology
• Stage 3: Optimized Core
• Stage 4: Business Modularity

Management Operating System

Key Performance Indicators

• Communication Plan
• Key Activities
• Controls/Governance

Enterprise Architecture

• Exception Management
• Service Catalog
• Service Level Agreements
• Standard Procedures

Key Activities

• Exception Management
• Service Catalog
• Service Level Agreements
• Standard Procedures

Communication Plan

• Exception Management
• Service Catalog
• Service Level Agreements
• Standard Procedures
“Having a seat at the table does not mean you have a voice.”

-Virginia Gambale
Intermission: What Are Your KPIs?

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number, revenue, same, year, availability, troubleshooting, projects, complaints, uptime, tickets, services, 1st, resolution, tickets, pizza, first, success, response, delight, staff, surveys, help, count, operations, responsiveness, access, open, surveys, survey
Act II
Advocating for Change & Innovation
Leading Change Internally: People

- IT personnel can struggle with organizational change
- IT personnel are motivated workers, yet don’t feel they have impact
- The level of trust people have in their supervisors is critical

The “Three Cultures” Model

- **Pathological**
  - Low Cooperation
  - Messengers Shot
  - Failure → Blame

- **Bureaucratic**
  - Some Cooperation
  - Messengers Ignored
  - Failure → Justice

- **Generative**
  - High Cooperation
  - Messengers Trained
  - Failure → Inquiry

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Leading Externally (Politics)

![Graph showing applied influence against and for with changeability and relationships indicated](image-url)
### Deluca Political Style Grid

**Leading Externally (Politics)**

<table>
<thead>
<tr>
<th>Initiates</th>
<th>Negative</th>
<th>Neutral</th>
<th>Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Machiavellian</strong></td>
<td>Manipulator, Looks Out for #1</td>
<td>Obligation, Comes with Territory</td>
<td>Play Maker, Impact Player</td>
</tr>
<tr>
<td><strong>Protector</strong></td>
<td>File Builder, Defensive</td>
<td>Grapeviner</td>
<td>Counselor</td>
</tr>
<tr>
<td><strong>Cynic</strong></td>
<td>I told you so, Gossip</td>
<td>Que Sera</td>
<td>Fan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Encourager</td>
</tr>
</tbody>
</table>

- **Initiates**
- **Predicts**
- **Responds**

Deluca Political Style Grid

#EDU16
Emotional Intelligence (EQ) – Gaps

- You often feel like others don’t get the point
- You’re surprised when others are sensitive to your comments/jokes
- You think being liked at work is overrated.
- You weigh in early with your assertions and defend them with rigor.
- You hold others to the same high expectations you hold for yourself.
- You find others are to blame for most of the issues on your team.
- You find it annoying when others expect you to know how they feel.

How many of these EQ gaps apply to you?
Emotional Intelligence (EQ) – Tips

- Reflect on your own emotions
- Ask others for perspective
- Be observant
- The pause
- Focus on feelings, not events
- Don’t take offense, & practice

INC.com
Leading Globally (GQ)

- Adaptability
- Awareness
- Curiosity
- Empathy
- Alignment
- Collaboration
- Integration
Telling a Story (The 6 Arcs)

- “Rags to riches” (rise).
- “Tragedy”, or “Riches to rags” (fall).
- “Man in a hole” (fall-rise).
- “Icarus” (rise-fall).
- “Cinderella” (rise-fall-rise).
- “Oedipus” (fall-rise-fall).

Cost Optimization Ideas

- Centralize, consolidate, modernize, integrate and standardize technologies
- Utilize zero-based budgeting on the right cost categories

Technology Review
Intermission

An IT Hierarchy of Needs?

- Business Process Improvement
- Connectedness & Trust
- Client Services
- Delivery Mechanisms
- Security & Legality
- Infrastructure

Growth Needs

Deficiency Needs
Intermission

Top Spots in the IT Hierarchy of Needs

- Business process improvement (19)
- Connectedness (14)
- Trust (14)
- Student Success (9)
- Partnership (3)
Act III
Positioning and the Overall Role of IT
A Benefit Dependency Network

To improve the likelihood of a successful digital investment, map its impact.

ROLE OF TECHNOLOGY

ENABLING ORGANIZATIONAL CHANGES

SUSTAINING ORGANIZATIONAL CHANGES

OBJECTIVES AND EXPECTED BENEFITS

BUSINESS DRIVERS

SOURCE JOE PEPPARD

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Aspirations – Current State = Innovation Potential
Back to Trends: Ask the Right Questions

• How do we teach both knowledge and wisdom?
• How do we know if learning has occurred?
• How do we ensure resultant skill sets are equivalent?
• How do we help the maximum number of people advance/succeed?
• What is the X factor in academia (this cycle)?
• How do you not go bankrupt in the process?
The Grand Finale

Outcomes:
✓ Advocating for change and innovation within your organization.
✓ Understanding the connections between operational effectiveness, technology architecture and strategic advocacy.
✓ Consider positioning within the institution and the overall role of IT in higher education.
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THANK YOU!

We’re very interested in your feedback. Please take a minute to fill out the session evaluation found within the conference mobile app, or the online agenda.

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