

Managing Change and Disruptive Innovation

Matt Trainum, *The Council of Independent Colleges*

20
23

Institute for Chief Academic Officers with Chief Advancement
and Chief Communication and Marketing Officers

November 4–7, 2023 » Tampa Marriott Water Street Hotel



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The Council of
Independent Colleges

A decorative graphic on the left side of the slide consists of a series of triangles arranged in a descending staircase pattern. From top to bottom, the shapes are: a grey parallelogram, a red triangle, an orange triangle, another orange triangle, a yellow triangle, and a final grey parallelogram at the bottom.

Managing Change and Disruptive Innovation

A decorative graphic on the left side of the slide consists of a series of triangles arranged in a descending staircase pattern. From top to bottom, the shapes are: a grey parallelogram, an orange triangle pointing down, an orange triangle pointing up, an orange triangle pointing down, a yellow triangle pointing up, and a grey parallelogram at the bottom.

Managing Change and Disruptive Innovation

~the Experience~



What stops innovation?

Fear...
...and disagreements over
Urgency, Purpose,
Resources, Details, Impact



Fear...
...and disagreements over
Urgency, Purpose,
Resources, Details, Impact
...a weak story, predictable
resistance, lack of agency






Our Approach

1. Cover topics related to managing change
2. Zoom in and out between specifics and upper-level concepts
3. Use strategic planning as a proxy
4. Go fast, interact, and reflect with different approaches



A Full Day on Managing Change & Disruptive Innovation

1. **Innovation Review**
2. **Story: the *most* important topic**
3. **Metrics: measures to guide change**
4. **Resistance: *know what's coming***
5. **Motivations: getting others to help**
6. **Strategic planning approach**



A Full Day on Managing Change & Disruptive Innovation ...Vote on 3...

1. Innovation Review
2. Story: the *most* important topic
3. Metrics: measures to guide change
4. Resistance: *know what's coming*
5. Motivations: getting others to help
6. Strategic planning approach

Quick Notes:

Flexibility is key.

You can't do everything.

You control the approach.

You need to know what you want.


You never really finish.



A decorative graphic on the left side of the slide. It features a light gray diagonal bar running from the top-left towards the bottom-right. Overlaid on this bar are four triangles of varying sizes and colors: a red triangle at the top, followed by two orange triangles, and a yellow triangle at the bottom. The triangles are arranged in a staggered, overlapping fashion.


The last 14 years

Exhausted by innovation




"The number of transistors
that can be put on a chip
doubles every 24 months
years."

Moore's Law, 1965




“The number of people who say that Moore’s Law can’t continue doubles every 24 months.”

“Dawani's Law”, by Seth Godin, 2023



"The number of people predicting an apocalypse for higher education doubles every 24 months."



"The number of people predicting an apocalypse for higher education doubles every 24 months."

"The Grand Ballroom C Law", by us here, today at CAO!




Pick your frame of reference for today...


- ...your main strategic priority
- ...your big idea
- ...your innovation

Keep in mind your idea






What's a big trend or a best practice
that hasn't caught on?



What's a big trend or a best practice
that hasn't caught on?

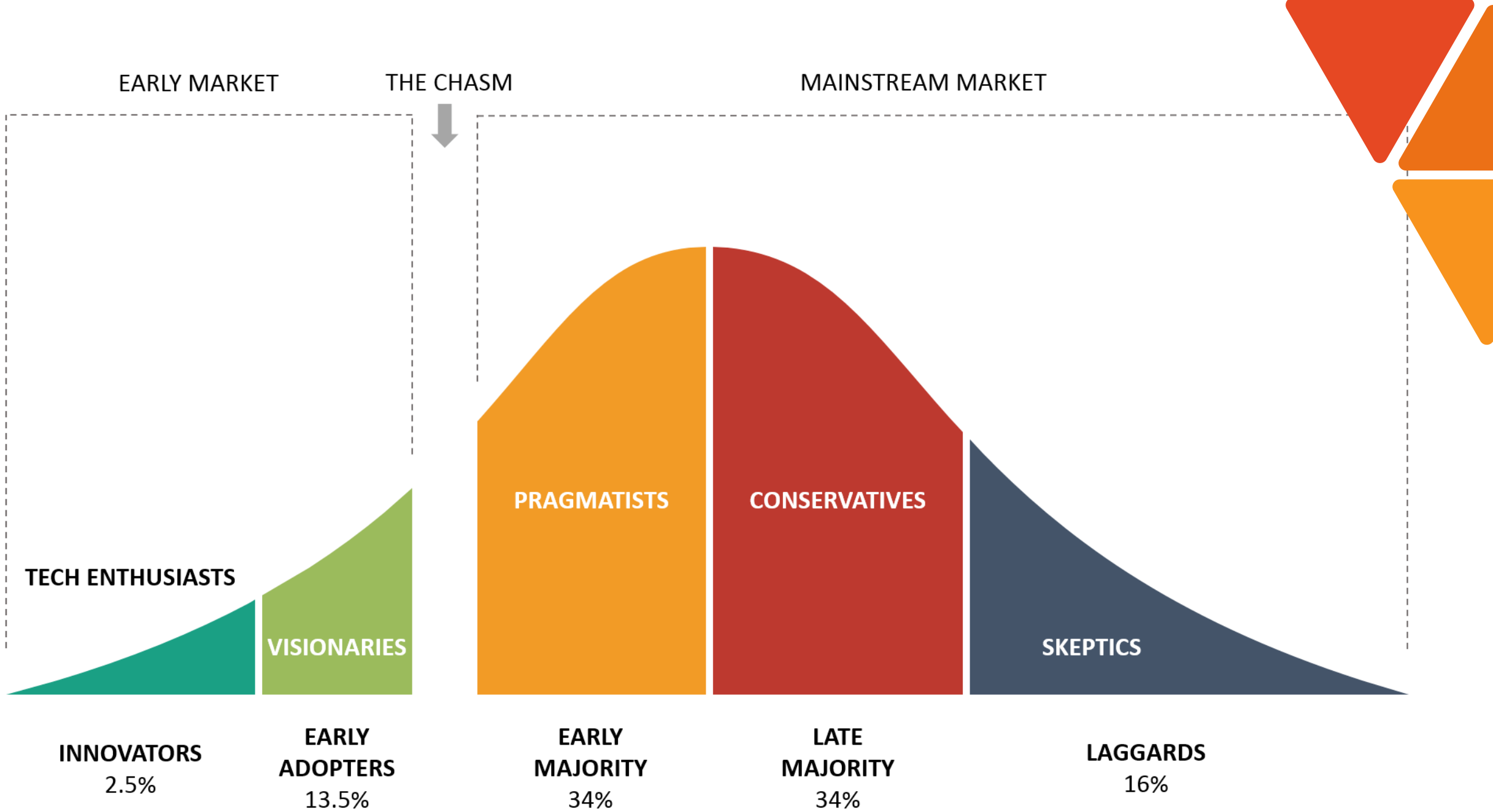
What's an idea we act like has caught
on but still hasn't really spread?



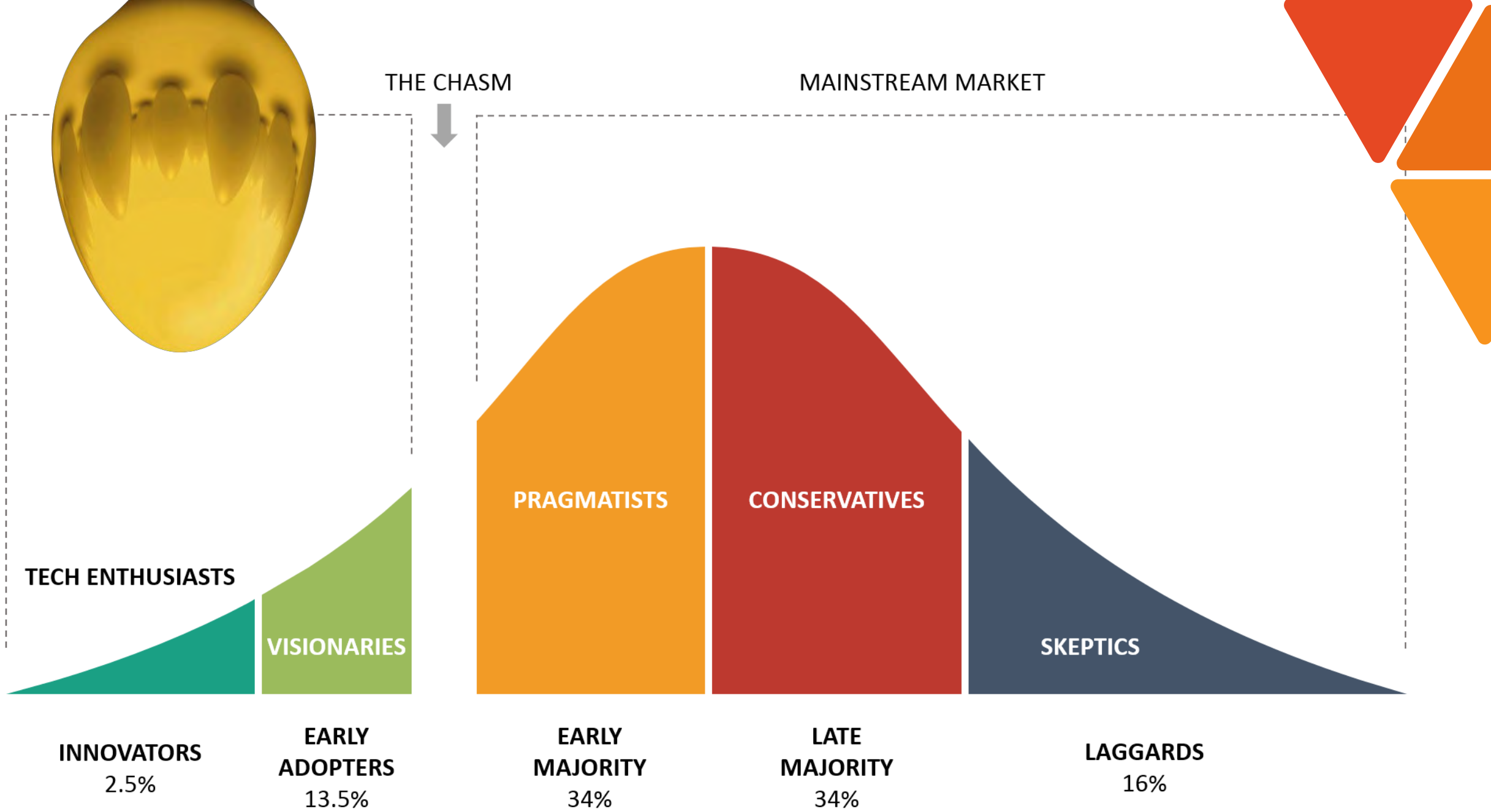
What's a big trend or a best practice
that hasn't caught on?

What's an idea we act like has caught
on but still hasn't really spread?

( How is your idea connected?)

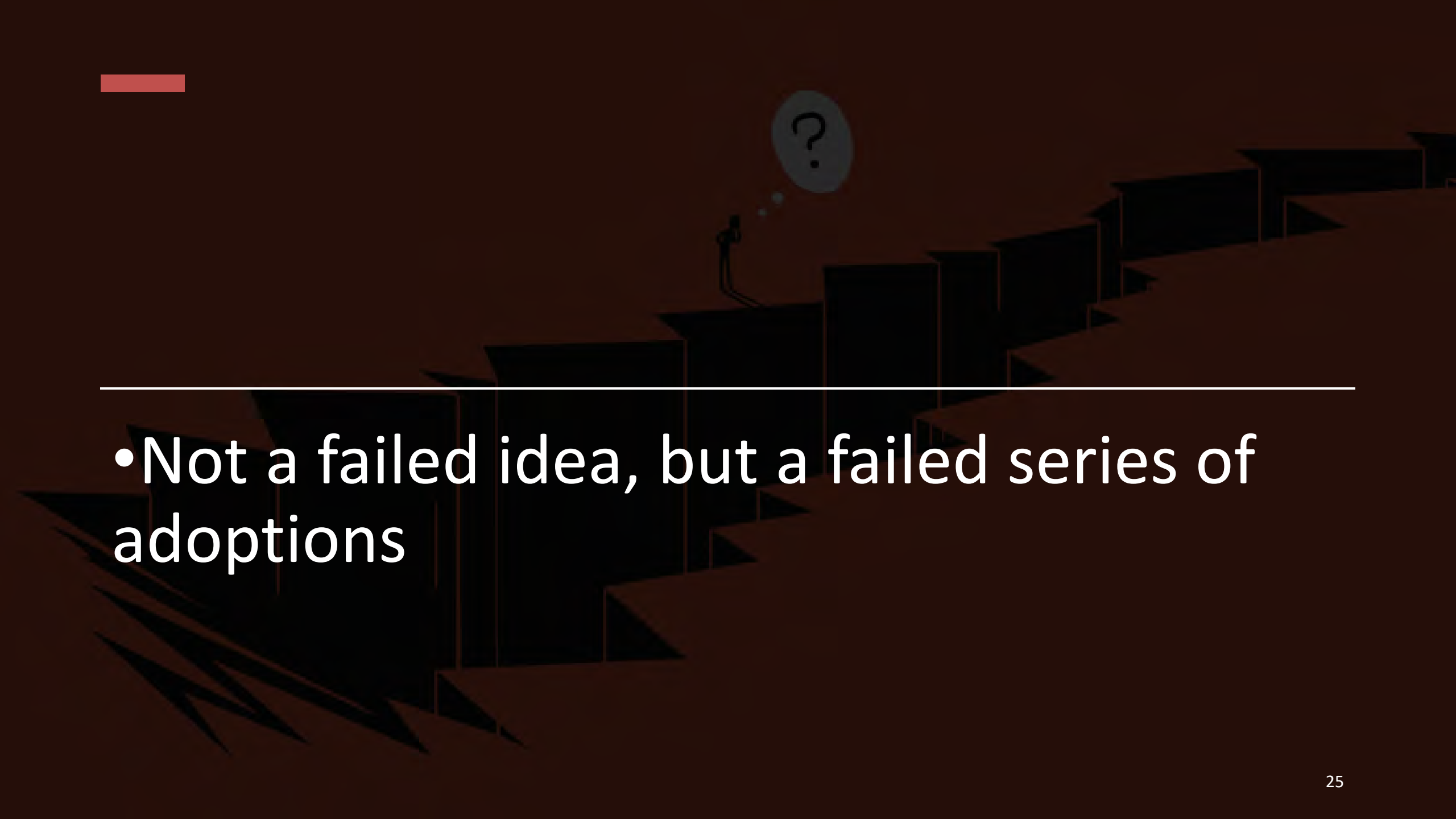


Graphic from *Crossing the Chasm*, Geoffrey A. Moore



Graphic from *Crossing the Chasm*, Geoffrey A. Moore



- 
- Not a failed idea, but a failed series of adoptions







Instead of predicting death we can find the conditions for continued growth and success.



So what is Innovation?





Search



i

RARE.US

**The Hottest New Winter Trend is... Ankle Scarves?
Please God No**

HANDERPANTS™



Underpants For Your Hands!

HUNDREDS OF USES



Keeps Gloves Fresh



Sanitary Handshakes



Girly Stuff



Texting



Construction



Cooking



Cruising



The Elderly



Night Blogging





So what is Innovation?

Innovation=
Problem Solving Beyond
What is Expected.



Types of change

Evolution
Surface Order
Developmental
Incremental change
Continuous
Alpha Change

VS.

Revolution
Second Order
Transformational
Revolutionary change
Discontinuous
Gamma Change

Types of change

Evolution
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Unexpected



Types of change

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VS.

Revolution
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Transformational
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Discontinuous
Gamma Change

Modest; fixing problems
Minor improvements
Variation within fixed system
Maintains status quo
Compatible w/ existing structure
Focus=tasks, routines, policies
management techniques,

Reorientation, frame- breaking,
Change to “core”
Affects deep structure
System-wide; sharp shifts
Reconceptualizing of key
dimensions, quantum shift
Focus=strategy, structure, culture

A Basic Model for Innovation



Which is strongest for your campus?

A Basic Model for Innovation



Innovation Notes:

Campus is exhausted and worried
—it's a fragile moment.

Your solution is not the first solution.

We have to do more to win support.

Change itself is a topic.

Plenty of good ideas are ready.



Innovation Reflections:

What problem are you solving?

How much deep change is involved?


How do you strengthen each area of the model? I.e., what is the reason, the way, and the reward?





STORY

Inviting others into the future



Pick a card that captures the last
year at your institution.



Three Levels of Story

1) Institutional/plan Level

- Vision, title, motto, “intro slide”



Three Levels of Story

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2) Theme Level

- Group and understand the work



Three Levels of Story

1) Institutional/plan Level

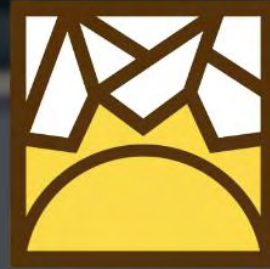
- Vision, title, motto, “intro slide”

2) Theme Level

- Group and understand the work

3) Initiative Level

- Top action items that draw attention



UPLIFT VALPO

OUR BEACON FOR THE JOURNEY FORWARD



VALPARAISO
UNIVERSITY



LEARN

Valpo creates an unparalleled learning experience for students that is nationally recognized for its excellent teaching, experiential learning, and demonstrated career outcomes.

SERVE

Service is at the center of what we do. We prepare students for lives of service — lives shaped by a sense of calling, equipped for thoughtful reflection, engaged in the larger world and responsive to its deepest challenges. As Beacons, we live out our service-mindedness in our daily commitment to inclusion, justice, diversity, and equity on our campus and in the community.

LEAD

Beacons lead by example. Our graduates are sought after for their knowledge, character, integrity, and wisdom. That translates into thoughtful, compassionate, and ethical leaders ready to take on the challenges of a complex global world.

THRIVE

Living out lives of faith and service, grounded in our Lutheran traditions, we thrive in our calling to serve in society. We strive to lead meaningful lives as individuals and work toward a better world. Valpo will flourish in its operations and finances and will become a driving economic force in the northwest Indiana region.

THRIVE INITIATIVE OVERVIEW

86%

CARING FOR FACULTY AND STAFF

Establishing competitive salary and benefits for all faculty and staff, as well as non-compensation benefits

Year One:

Define the compensation philosophy for the institution; define gaps, and develop plan to make-up the gaps

Success (3-5 years):

Building into the university culture a faculty and staff compensation program that is sustainable, measurable and mission driven

Executive Sponsor: Mark Volpatti

Owner: Deondra Devitt and Kevin Jantzi

54%

ADVANCING TOWARD HSI STATUS

Laying the groundwork for increased enrollment of Latinx students

Year One:


Identify recruitment strategy; begin to transform campus to be welcoming, supportive, and ready

Success (3-5 years):

Meet the criteria for HSI status, and have a campus that supports and reflects our Latinx students

Executive Sponsor: Rebekah Arevalo

Owner: Brian O'Rourke



Pick a card that captures the last
year at your institution.

Now use that SAME card to
describe a vision for the next year.

Story Notes:

Your campus needs a story.

Story is oral, visible, and digital.

There are different levels of story.

You don't have to be the storyteller.

Everyone on campus can tell a story.



Story Reflections:

...What story does the team have right now?

...What story does the community need right now?

...How much does our leadership team tell our story, and who does it best?





GOALS

You get what you measure



Goals, measures, targets, etc.

- Change is trajectory—it is movement... but to where?
- Prioritizing... i.e., everything does not get equal attention
- Quantifying your aspirations
- Numbers that support your story
- Anchoring a future self



Goals, measures, targets, etc.

- Individually pick 6 areas that you want to focus on
- Now pick six for your table



Goals, measures, targets, etc.

- Who is amplified in these goals?
- Who is left out of these goals?
- Did you include anything you're great at already?
- What's important to your board that is left out of this?



Priorities

- What's THE problem/possibility?
- Prioritizing your attention, work and \$
- Leading change privileges some things over other things
- Disproportionately resourcing what will have disproportionate impact

Goals Notes:

Focus on just a few items (and disaggregate from there).

Your goals will not motivate everyone.

Numbers aren't everything but you need some.

~~Picture~~ Funding or it didn't happen.

Goals Reflections:

...What is the #1 problem?

...Who is left out of the numbers, & how do I include them in the story?

...Am I being reasonable?

...Are their actions behind my numbers?




RESISTENCE


...Arguments against change



What gets in the way?




To get there we have to talk about
something a bit uncomfortable.



To get there we have to talk about something a bit uncomfortable.

We need to talk about our butts...



To get there we have to talk about something a bit uncomfortable.

We need to talk about our buts...

...i.e., the reasons we resist new ideas.

In Groups— pick the top objections




Top 10 Stated Arguments Against Change

1. **Quality** concerns and pedagogical issues
2. Competes for **resources** (time, money, staffing, etc.)
3. Alters **the historical experience** of the organization
4. **Brand** implications
5. It's **unwanted** by those we serve
6. It's **not the most important** problem or exacerbates other issues
7. Implementation details—**governance** issues, appropriate tech, scalability, etc.
8. Terminology arguments and data demands
9. Not sure it will work
10. Stale. It's too late. This is nothing new.

Less Often Stated (The Silent 10)

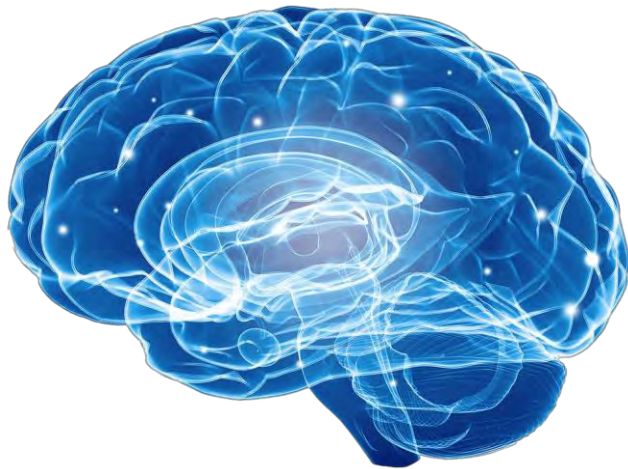
1. Fear & **uncertainty**... for me, my family, my realm
2. Low emotional energy: Malaise, fatigue, **exhaustion**
3. **Value of stability** and predictability
4. Inertia and ownership of the status quo
5. Past negative reinforcement leaving bruises and reluctance
6. Believing that it's not possible (**no hope**)
7. **Lack of buy-in**
8. Lack of **urgency**
9. Creates a feeling of incompetence/requires new skills
10. **Misalignment of staffing, hierarchy, space**



What are strategies to help stop others from sitting on their butts?

New Idea Resistance: Three Origins

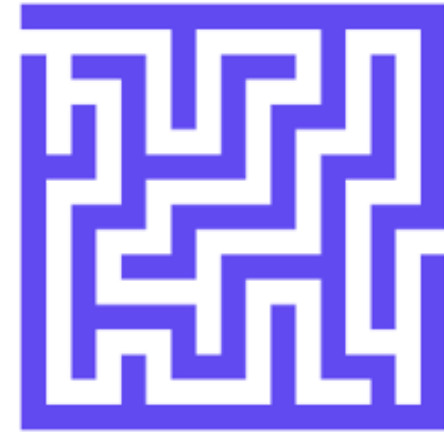
Philosophical/
Rational



Emotional/
Motivational



Administrative/
Organizational



Resistance Notes:

Buts are everywhere.

They can be addressed.

Prepare answers *or* be ready
with a kind moment.

Go back to story, goals, & priorities.

Resistance Reflections:

...Which area do I need to support more—minds, hearts, or structure?

...How well do we really make the case for our priorities?


... What arguments might I better answer? (e.g., quality, brand, resources, experience/identity)

...How honest are we with where the community is?




MOTIVATON

Strengths and predispositions



“Moving a university is like moving a cemetery—you can’t expect any help from the inhabitants.”


Woodrow Wilson, 1912, -ish



What motivates a college leadership team to change?



What motivates a
college leadership
team to innovate?



What motivates YOU to lead new efforts?

The 11 Innovation Motivations

1. **Quality** – to enhance it
2. **To Serve** – do our core work better
3. **Positioning** – to be first, a leader, or not be left behind
4. **Attention** – generate conversation and coverage
5. **Affordability** – create a better value proposition
6. **Access** – reach and appeal to more people
7. **Demand** – respond to the marketplace
8. **Sustain the College** – improve revenue
9. **Research** – knowledge creation, discovery, & discussion
10. **Foster Change** – to create something new, creativity
11. **Personal** – the desire for personal impact, benefit & tribe



What motivates...

- *... my president or chancellor?*
- *...the VP I least get along with?*
- *...the person in my division who I struggle with the most?*

Motivation Notes:

Motivations are specific.

“Because we have to” is not a good motivation.

Motivations empower.

It's all about (directed) agency.



Motivation Reflections:

...Do I know what motivates those around me? (my president, my board, my team)

...Is there enough personal reward built into our efforts?





Planning

Inviting others into the future



Why do Strategic Planning?



Why do Strategic Planning?

The government makes us.



But really, why do it?

- ...because certain work is crucially important right now
- ...because clarity on goals drives actions
- ...because the institution's future needs a story and needs champions



**Plans are useless, but
planning is essential.**

Dwight D. Eisenhower

“ quote fancy



Planning PROCESS Quick Quiz

- The perfect length of a planning process is _____?
- The perfect length of a plan is _____?
- Level of involvement of others in the planning process: from 1-10?
- Can do it on my own OR do you want an outside partner?

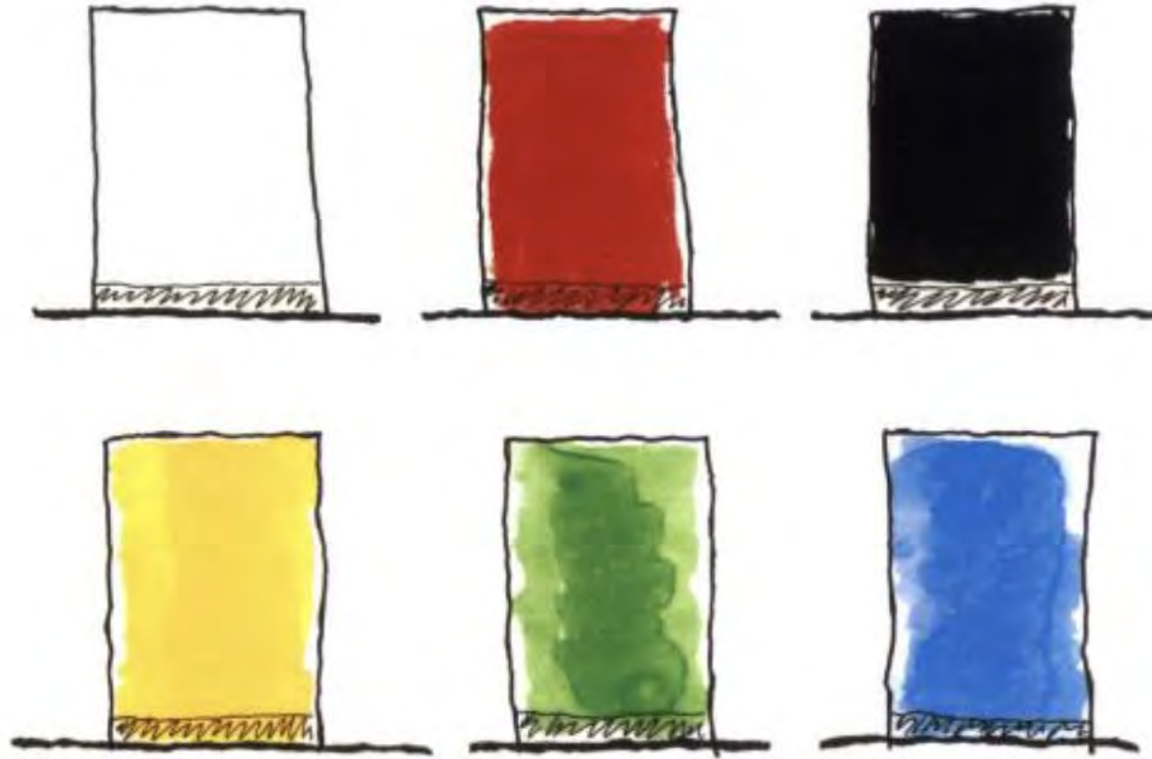


Pick your frame of reference for today...

- ...your main strategic priority
- ...your product
- ...your big idea
- ...your innovation

Keep in mind your idea





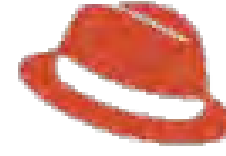
SIX THINKING HATS

EDWARD DE BONO



White Hat

What **DATA** do you need for this activity?



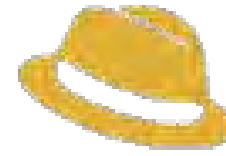
Red Hat

What **FEELINGS** do people have about this activity?



Black Hat

What are the **CAUTIONS & SKEPTICISMS** with this activity?



Yellow Hat

What are the **VALUES & BENEFITS** of this activity?



Blue Hat

What's important in a **PROCESS** of doing this activity?



Green Hat

What's something **CREATIVE** you wish for from this activity?



Quick Audit

... 3 things in every change effort



Three factors that zip it up together

- *Legacy... history, tradition, what's great, what stays*
- *Numbers ...numbers make it real!*
- *Innovation ...so what? What's new? How are we preparing for the future?*

Quick Reminders:
Flexibility is key.
You can't do everything.
You control the approach.
You need to know what you want.
You never really finish.



“I just want this to matter.”

-Midlevel professional, Anon College





Thank You!

Matt Trainum
mtrainum@cic.edu



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