Embracing Change

Howard Teibel

January 8, 2019

The set of shared attitudes, values, goals, structures and practices that characterizes an institution, organization or your school.
"How do we create change as a sign of progress and not an attack on tradition?"

Threat to established resource allocations
Threat to established power relationships
Threat to expertise

Structural inertia
Limited focus of change
Group inertia

Organizational resistance
How do you perceive changes to your job or work?

- Love it and I get excited about it!
- I can get behind a change but I need to be convinced it is worthwhile!
- Leave me alone! Don’t you know I’m busy!

How comfortable are you with unexpected change?

- Very Comfortable - throw it at me!
- Comfortable but I need to know why we’re doing it.
- Not comfortable - I liked to know what’s expected of me.
What mood do you find yourself in when change happens these days?
CH1 | Phil to present this (TBD)
Carla Ho-a, 8/21/2017
Domain of Mood

Mood as a Social phenomenon

We find ourselves in these moods or we fall into these moods

Moods are in the background

Skill to Develop

1. **Awareness**
   - Recognize the mood or moods we find ourselves in

2. **Explore with curiosity**
   - “That's fascinating! I'm in a shit**y mood!”

3. **Cultivate**
   - What mood would open possibilities for me right now?

4. **Orchestrate**
   - What mood am I looking to produce on my team, for this event, for my presentation?

Pluralistic Network 2018
Phil to present this (TBD)
Carla Ho-a, 8/21/2017
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Navigating an uncertain and open future is the true test of leadership.

To provoke a cultural shift in education, we must be bold.

Teibel Education partners with leaders and their teams to cultivate new skills and sensibilities that transform how we work together.

Cultural Transformation  New Practices and Habits  Leadership and Team
From Traditional students Face to face Full-time faculty Grades Stability in financing Local focus Input measures
To Adults and part-time Technology-driven or enhanced Adjunct or course based teaching Competencies Continued uncertainty Global focus Output measures of success
Ubiquity of smart phones and wireless technology

Reliability of GPS for navigation

Frustration of traditional taxi services

Trustworthiness of digital payment platforms
CAN DETROIT BECOME
A Software Business?

Facing serial threats from Silicon Valley, car makers are riding high on anything that will change the industry in the hopes of controlling the future of transportation.

By Mike Collins and Tim Higgins

Auto executives say they need to avoid a nightmare tech scenario that could make a common refrain at industry gatherings: "You don't want to become the new "handmade makers"—commodity suppliers of hardware, helplessly watching all the profits flow to software makers like Apple Inc. and Alphabet Inc., the parent of Google. Both companies are investing in software for driverless cars.

"We are transforming our software-based company into a business that is not just building a car," said Doug Betts, a veteran auto industry executive who also spent nearly two years working at Apple. "Typically, car companies are not very good at that," said Mr. Betts, now a senior vice president of global automotive operations at J.D. Power. "There are these really strong and huge silos that over 30 years have gotten good at what they do and also good at throwing rocks at everybody else."

$120 billion
proposed valuation for Uber Technologies Inc. in an IPO

$33.9 billion
current valuation for Ford Motor Co.

company working collaboratively to support the new ventures, said Doug Betts, a veteran auto industry executive who also spent nearly two years working at Apple.

"Typically, car companies are not very good at that," said Mr. Betts, now a senior vice president of global automotive operations at J.D. Power. "There are these really strong and huge silos that over 30 years have gotten good at what they do and also good at throwing rocks at everybody else."

"Software expertise is also a weakness," Mr. Betts said, because auto makers have long depended on their suppliers to write code rather than building that talent internally.

Auto makers point out that they have one advantage that newcomers to the industry don't: vehicles.

"Ultimately, you can have the best services platform there is, but if you don't have the vehicles to operate it, that won't do you much good," said Sam Abouani, an analyst withNavigant research. "That's where the manufacturers have the edge."

Facebook

The Captain Class: Sam Walker

TEIBEL
Education Consulting

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Fear
Overwhelm
Frustration

Being curious and open about the future

Circumvent the gatekeeper
Go to the source to see and hear raw data

Become an ethnographer
Do not rely on surveys or focus groups – observe and watch what people do

Hunt for patterns
Search deliberately for patterns amidst disparate data

Connect the dots
Large failures preceded by small problems

Encourage useful failures
Encourage people to take risks and come forward when mistakes are made

Teach how to talk and listen
Help people to speak up

Michael Roberto
Know What You Don’t Know
Recognize

- Journey is the destination
- Need for skills and sensibilities
- Anticipate constant correction

Why: Resiliency and ability to pivot

Hōkūleʻa
Faculty and administrators in most universities come together daily to accomplish a variety of tasks. However, we do not often perceive ourselves to be "collaborators."

Frequently, we encounter each other as adversaries-bound to represent our distinctive groups and monitor the behavior of the "other side." Thus we focus on negotiating compromise rather than on collaborating to create the most effective solutions.

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### Education Culture

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<th>Academic</th>
<th>Administrative</th>
<th>Trustees</th>
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<td>Collegial</td>
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<td>Disciplinary</td>
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<tr>
<td><strong>Influence</strong></td>
<td>Power over Cooperation</td>
<td>Power over Resources</td>
<td>Power over Leadership</td>
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...in support of the students
The reason we're all here

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We made it!
Energized
Success
Relief
Acceptance

Content (Satisfied)

Renewed

Despair (Upset)

Perplexed (Uncertain)

Everything is fine!
Comfortable
In Control
Positive

Fearful
Annoyed
Frustrated
Resigned

Questioning
Hopeful
Disappointed
Making Progress

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6. Master
Able to rewrites the rules. Override perspectives.
Willing to regress to earlier stages for sake of learning outcomes

5. Expert
Transcends reliance on rules, guidelines, and maxims
Intuitive grasp of situations based on deep, tacit understanding

4. Proficient
More holistic view of situation
Intuition and instinct beginning to kick in

3. Competent
With more experience able to make more choices

2. Advanced beginner
Similar to level 1 but has "situational perception"

1. Beginner
Follows instructions and does what is asked

Stuart and Hubert Dreyfus
*On Skill Development, 2008*
1/12 RESISTANT RESISTORS
1. Respect
2. Listen
3. Ignore

- Don't put your energy here;
- You'll never get everyone with you

OPT IF YOU NEVER CHANGE - EVER!

1/12 DIFFICULT 'STYLE'

GET BUY IN

ORE PEOPLE WILL WANT TO GO WITH THE CHANGE

HOW CAN I BE INVOLVED?

What are the benefits?

WE'LL GO WITH YOU ON A CHANGE EFFORT

BUT TELL US WHY

IF YOU GIVE US THE ANSWERS WE'LL GO WITH YOU

2/3

WE'LL TAKE YOUR IDEA FORWARD

INFLUENCE THE MIDDLE GROUP

POSITION YOUR CHAMPIONS TO TELL YOUR STORY

AND

'CHANGE AGENTS'

Serenity
Patience
Ambition
Resolution
Confidence
Confusion
Resignation
Frustration
Impatience
Overwhelm
Skepticism

Academy
Collegial
Disciplinary
Institutional
Corporate

Decision-Making
Focus
Influence

Get a Partner:
What are you taking from today that is of value to you?