Adaptive Leadership: Anticipating, Initiating and Responding to Change
Overview of Kotter’s Eight Critical Success Factors For Leading Change

Establish a sense of urgency
Form a powerful guiding coalition
Create a vision

*Image via Bing*
Communicate the vision
Empower others to act on the vision

*Image via Bing
Plan and create short-term wins
Consolidate improvements and produce still more change

*Image via Bing*
Institutionalize new approaches
Focus of this session...
Adaptive Leadership-from several perspectives

- Academics
  - Hollie Swanson
- Corporate Research
  - Lois D. Lehman-McKeeman
- Regulatory Affairs
  - William Slikker
- Contract Research
  - Shawn Heidel
Undertaking a range of activities and adapting to changes for the future in academia as a thought leader, a communicator and teacher

Hollie I. Swanson
Professor, University of Kentucky College of Medicine
Director, College of Medicine Undergraduate Research
Tuition costs are skyrocketing

Adapting to financial changes

Tuition exceeds state support
Adapting to increased accountability
Changing our teaching to incorporate technology and active learning

Active learning increases student performance in science, engineering, and mathematics

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Changing the way we do science
Faculty members have good hearts and heads.

Young people will always want to come to college.

Technology and innovation make it possible to grow our way out of financial trouble and organizational resistance to change.

The future holds unimagined opportunities

- EMBRACE INNOVATION

What kinds of leadership are needed?

- **“Old” leadership has failed**
  - Hierarchical, power-based and bureaucratic

- **“New” leadership**
  - Relies on people’s innate creativity and caring
  - Practices consistent innovation and courage
  - Thinks in terms of interconnectedness
  - Must invent the future while dealing with the past
“New” leadership encourages problem solving behavior
Who should lead these changes?

TOWSON UNIVERSITY STUDENTS AND FACULTY PROTEST ON CAMPUS
Who should lead these changes?

Seattle University students join National adjunct Walkout Day, Feb 25, 2015
Who should lead these changes?
Who should lead these changes?

*Image via Bing Universities, students and staff push back against post-secondary budget cuts.

.....EVERYBODY
How should Change in Academics be led?
Focus on the 6 “W’s”
Why........

Why is the change important?

....Present the data
Who........

Who will help you?

.....Find Allies
What........

What will it entail?

..what is the impact on status, way of life?
How........

How should it be handled?

“Free Advice” by Solo, with others
Creative Commons

......Ask advice
When will it happen?

Draft a specific timeline
Where......

Where will it hurt?

..pay cuts?, less autonomy?.., learning new things?
• “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”

Margaret Mead
References

- Finding our way: Leadership for uncertain times. Margaret J. Wheatley
- The power of positive deviance: How unlikely innovators sole the world’s toughest problems. Richard Pascale, Jerry Sternin and Monique Sternin
- Engines of innovation: The entrepreneurial university in the 21st century. Holden Thorp and Buck Goldstein
- The innovative university: Changing the DNA of higher education. Henry J. Eyring and Clayton M. Christensen
- We like change just fine. A.M. Vaillancourt, Vitae, Feb 10, 2015