Purpose of session

To explore together a framework for influencing change in a challenging, rapidly-changing environment
Role and Soul

Role

Soul
Explore further

CENTER FOR POSITIVE ORGANIZATIONS

positiveorgs.bus.umich.edu

leadpositively.com/MCCA
Purpose of Community Colleges

“Providing open access to all segments of society with equal and fair treatment to all students, offering a comprehensive education, serving the local community, teaching, and providing opportunities for lifelong learning”

Disruptive Times, indeed

Global Competition

New Technology

Cost Pressure

Source:
http://blog.fullfabric.com/the-disruptive-forces-that-will-transform-higher-education
Why higher education in America is ripe for disruption.

“The cost of college attendance is rising while the financial benefits of a degree are falling.”

Source: https://latest.13d.com/why-higher-education-in-america-is-ripe-for-disruption-b5f2e49cea98
How Would You Advise Your College President to Proceed in these Turbulent Times?
Choose a strategic perspective:

1. We need to out innovate the competition to stay relevant! We need to come up with a winning new business model before we are put out of business altogether.

2. We need to move faster! If we don’t move quickly, we will be left behind. Enough debate already. We need to choose a strategy and move.

3. Culture Eats Strategy for Breakfast! There are many strategies that can be effective, but it is how we work together that will make the difference.

4. We need to get our act together! We need to cut costs, find operational efficiencies, and make process improvements.
Four potential strategic perspectives:

- Choose one of these four strategic perspectives and then go to the corner with that color
- Gather with 4-5 corner-mates. Share your reasons for choosing that corner.
- Choose a spokesperson to advocate for why your strategic perspective is most important
- Opposite Corner: What does this group bring to the table?  
  – What would happen to your college if this perspective was left unchecked?
The Competing Values Framework

Source: Quinn, Cameron, DeGraff, Thakor
The Competing Values Framework

Long-term Change

Individuality
Flexibility

Transformational Change

Internal Maintenance

External Positioning

Incremental Change

Stability

Culture Type: COLLABORATE

Win With Culture!

Culture Type: CREATE

Out-Innovate!

Culture Type: CONTROL

Out-Execute!

Culture Type: COMPETE

Out-Compete!

Culture Type:

COLLABORATE

CREATE

CONTROL

COMPETE

Win With Culture!

Out-Innovate!

Out-Execute!

Out-Compete!

Culture Type:

COLLABORATE

CREATE

CONTROL

COMPETE

Win With Culture!

Out-Innovate!

Out-Execute!

Out-Compete!

Culture Type:

COLLABORATE

CREATE

CONTROL

COMPETE

Win With Culture!

Out-Innovate!

Out-Execute!

Out-Compete!

Culture Type:

COLLABORATE

CREATE

CONTROL

COMPETE

Win With Culture!

Out-Innovate!

Out-Execute!

Out-Compete!

Culture Type:

COLLABORATE

CREATE

CONTROL

COMPETE

Win With Culture!

Out-Innovate!

Out-Execute!

Out-Compete!

Culture Type:
The Competing Values Framework

**COLLABORATE**
- **Culture Type:** COLLABORATE
- **Leader Type:** Facilitator
  - Mentor
  - Team-builder
- **Value Drivers:** Commitment
  - Communication
  - Development
- **Theory of Effectiveness:** Human development and high commitment produce effectiveness

**CREATE**
- **Culture Type:** CREATE
- **Leader Type:** Innovator
  - Entrepreneur
  - Visionary
- **Value Drivers:** Innovative outputs
  - Transformation
  - Agility
- **Theory of Effectiveness:** Innovativeness, vision, and constant change produce effectiveness

**CONTROL**
- **Culture Type:** CONTROL
- **Leader Type:** Coordinator
  - Monitor
  - Organizer
- **Value Drivers:** Efficiency
  - Timeliness
  - Consistency & Uniformity
- **Theory of Effectiveness:** Control and efficiency with capable processes produce effectiveness

**COMPETE**
- **Culture Type:** COMPETE
- **Leader Type:** Hard-driver
  - Competitor
  - Producer
- **Value Drivers:** Market share
  - Goal achievement
  - Profitability
- **Theory of Effectiveness:** Aggressively competing and customer focus produce effectiveness

---

**Internal Maintenance**
- **Long-term Change**
- **External Positioning**
- **Incremental Change**
- **Fast Change**

**Stability**
Organization Culture Profiles

There is no best or right cultural profile.

High-Tech Manufacturer

Standardized Parts Producer

Government Agency

Fast-Growing Bancorp

Multinational Manufacturer

Data Systems Firm
**Quinn: The Fundamental State of Leadership**

- **Culture Type: COLLABORATE**
  - “How do others feel about this situation?”

- **Culture Type: CREATE**
  - “What is the result we want to create?”

- **Culture Type: CONTROL**
  - “What are we like when we are operating at our best?”

- **Culture Type: COMPETE**
  - “What are 3-4 strategies we could try here?”

---

**Culture Type: COLLABORATE**

- **How do others feel about this situation?**

**Culture Type: CREATE**

- **What is the result we want to create?**

**Culture Type: CONTROL**

- **What are we like when we are operating at our best?**

**Culture Type: COMPETE**

- **What are 3-4 strategies we could try here?**
The Fundamental State of Leadership

- With your corner colleagues, answer the question assigned to your quadrant.
- Choose one person to lead your report out, but others may add their perspective too.
What insights did you get?
For your institution?
For yourself as a trustee?
Key Takeaways

▪ What does this mean for Trustees in Turbulent Times?
  – Mentor Presidents and key leaders to embrace paradox: both creativity and control; both competition and collaboration
  – Shape strategy and objectives to advance all four quadrants:
    ▪ Stay passionately centered on your deeper purpose
    ▪ Commit to executing your strategy
    ▪ Be open to possibilities and emergent resources: the landscape will continue to change
    ▪ Be supportive: change is hard!
Explore further

CENTER FOR POSITIVE ORGANIZATIONS

positiveorgs.bus.umich.edu

leadpositively.com/MCCA
Thank you!

Chris White
MCCA Trustees
July 2018