Strategic and Organizational Development Tools to Enhance Research Development

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Introductions

• **Audience**
  • Universities
  • 5 years or less
  • 5-10 years
  • 10+
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• **1992:**
  • Reactive…waited two weeks for guidelines
  • The Internet. What Internet? We had the Federal Register!
  • Want information—pick up the phone! Go to an office!
  • Spent weeks talking about projects with 1-2 faculty over a beer or two or three….finding their souls and connecting to funding sources
  • Strategy…what strategy? The breathers!
Twenty years later….

- Proactive, not reactive. If we have waited for the guidelines to be released, we are already behind.
- Information 24-7—the Internet, social media, face-to-face visits
- Team dynamics, leadership issues, learning languages to be able to play in the sandbox—still over beer!
- Strategy…a dirty word, but a necessity.
- We have NORDP!
Today’s Outcome: Helping Research Development Professionals Thrive in 2012

- Better understanding of the use of organizational development and change management methodologies at universities, research development specifically
- Introduction to the OD “toolbox” for use in research development
- Examples of the toolbox in action
- Resources for continued learning
What is the field of Organizational Development?

• **Sustainable Change Management**
  • Helping organizations become more effective, from the individual to the system level

• **The Research Development and OD Link?**
  • Focus on relationships, interconnections, team-building, leadership
  • Understanding and leveraging culture
  • An invisible hand of activity and change
  • Managing the chaotic to reach an end target
  • Moving beyond “a project (GRANT)” to sustainability of the new knowledge, new practice, new pedagogy
The OD Toolbox: A Sample for Higher Education

- Change Management/Culture Building
  - Experiential Learning Theory
  - Appreciative Inquiry
  - Intentional Change Theory
- Strategy Development
  - Three Horizons
  - Strategic Swarming
  - Conversational and Relationship Theory
Experiential Learning Cycle (Kolb)

- **Research Challenge:** Building multi-disciplinary, multi-institution teams that are *high functioning*
- **OD Solution:** Create a team that mimics the experiential learning cycle
- Individual learning occurs when you travel the learning cycle; team performance increases when you travel the learning cycle.
Orange Family LEARNING STYLES *

CONCRETE EXPERIENCE

INITIATING
CARRIE

EXPERIENCING
ANNE

CREATING
LISA, DEBRA
TERRENCE

REFLECTIVE OBSERVATION

ACTING

BALANCING

REFLECTING
AMY

ACTIVE EXPERIMENTATION

DECIDING
SURESH

THINKING

ANALYZING

ABSTRACT CONCEPTUALIZATION

Appreciative Inquiry (Cooperrider)

- **Research Challenge:** Determining focus and trajectory of an interdisciplinary research program/initiative while *building buy-in and building strong teams*
- **OD Solution:** Identify the strengths of a group/organization, and build on those assets, moving toward a shared understanding and shared dream of the future
- **Description of Tool:**
  - A four step process that engages all stakeholders in a conversation to determine focus
  - Connections to the positive psychology movement—data-based evidence of positive experiences in building individuals and organizations
  - Used on Fortune 500 companies, cities, and even the UN!
“The task of leadership is to create an alignment of strengths...making a system’s weaknesses irrelevant”.—Peter Drucker
The AI 4-D Model of Positive Change

- **Discovery**
  - “What gives life?”
  - The best of what is. Appreciating

- **Dream**
  - “What might be?”
  - Envisioning Results/Impact

- **Design**
  - “What should be – the ideal?”
  - Co-constructing

- **Destiny**
  - “How to empower, learn, and improvise?”
  - Sustaining Affirmative Topic
AI Process: Step 1--Discovering

1. Reflect on a “high point moment” in your research career, institute, department, etc. Share story and reflect on root causes of success. Does not need to be directly connected to project.

2. Provide your observations and experiences when your teams have felt most passionate and connected.

3. What are some of the strengths of your research team/institute/department that you would want regardless of the future path?

4. You wake up and it is 2022, what do you see that is new, different, changed, better?
Step 2--Dreaming

- What could be the breakthrough?
- How could the world change with our advancements in knowledge?
- Use visuals, storytelling, storyboarding…creativity plays a big role here
- The power of the story….“words create worlds”--Cooperrider
- Help summarize the dream, that is built off the strengths. Find the common ground. This becomes the guiding vision for the project
Step 3--Designing

- In our world, this is the tactical steps to developing project teams and grant proposals.
  - Creating assignments/responsibilities
  - Mapping out a timeline
  - Developing workstreams
  - Organizing the team around the shared dream
- The necessary staff, skills, systems, structures
Step 4--Destiny

• This matches our questions of sustainability and institutionalization. How do we make this work within the system?
• How does this align to the system? Who needs to keep the vision going?
• This is the equivalent of the management plan for carrying out the grant project.
Intentional Change Theory

**Research Challenge:** Shifting a culture toward new knowledge, new practices, new paradigms—invigorating faculty or moving to new areas of research

**OD Solution:** Identify a shared vision and then develop a plan that intentionally focuses on making changes from point A to B.
Boyatzis’ Intentional Change Theory

Discovery #1: *My Ideal Self* – Who do I want to be?

Discovery #2: *My Real Self* – Who am I?

Discovery #2: *My Strengths* – where my Ideal and Real Self are similar

Discovery #2: *My Gaps* – where my Ideal and Real Self are different

Discovery #5: *Resonant Relationships* that help, support, and encourage each step in the process

Discovery #4: Creating and building new neural pathways through Practicing to mastery

Discovery #4: New behavior, thoughts, and feelings through Experimentation

Discovery #3: *My Learning Agenda* – Building on my Strengths while reducing Gaps
AI and ICT in Action at CSE

A Quick Case Study
Fall Faculty Retreat:
The Future of the Case School of Engineering and Its Students

August 21-22, 2011
Agenda: Sunday, August 21st

5:00—Cocktails and Dean’s Welcome: Purpose of the Retreat
5:15—Current Strategic Plan and what we have accomplished
6:00—Dinner and Slideshow: What Inspires You?
6:30—Retreat Theme: Based on our strengths and successes of the current strategic plan, where do we want to go?
6:45—Small Group Discussions
7:45—Next Steps: Tasks for Tomorrow
8:00--Adjourn
A video to inspire the best self…..

Celebrate What’s Right With The World, with Dewitt Jones

http://www.celebratetraining.com/
Agenda:  Monday, August 22nd

9:00  –Breakfast & Review: Your Ideal CSE
9:30—Small Group Discussions:  The Current CSE
10:30—Coffee Break
10:45—Full Group Discussion:  How does the Real Compare to the Ideal
11:45—Lunch
12:30—Full Group Discussion: Getting to the Ideal
1:30—Action Plans:  Team Assignments
2:30—Support Plans: Resources Required by Teams (intellectual and financial)
2:45—Next Steps:  Sharing the Ideal
3:00—Ending
Students: High Quality & Creative

Strategic Hiring: Selection Process, New Faculty

Multi-Disciplinary Support: Institutes; best practices; collaboration

Human Factor: Launch committees; mentors; community of support; faculty dev.; collaborative nature

Student Support: New labs, research/teaching synergy; departmental programs; TBX

Professional Staff: Teams; Institutes; Lecturers

Fundraising: Alums, CAA Re-engagement; Capital campaign

Shared Vision???
What do Shared Visions/Ideal Selves Look Like?

“To Heal. To Teach. To Discover” – University Hospitals

“Born to make things.” – Kasich, on Ohio

“DEVELOPING LEADERS OF INNOVATION” – VIRGINIA TECH

“We bring good things to life” – GE

“Think Different” – Apple
Strategy Development

- **Research Challenge:** Making decisions about focus, investments, time
- **OD Solution:** Use strategic tools that match your culture. One size does not fit all.
  - Three Horizons
  - Strategic Swarming
  - Conversational Theory
  - Others: 4+2 Method, Metaphors, Blue Ocean Strategy, SOAR, etc.
Three Horizons

• The model and its concepts are based on an extensive study conducted by McKinsey & Company of high growth organizations (*Alchemy of Growth*, by Baghai, Coley & White C2000).

• This model suggests that higher performing organizations engage in three concurrent strategic activities that vary by time frame.
Horizon 1: extend and defend CORE businesses
Goal: maximize contribution to net margin and brand

1. Electrochemistry*
2. Layered Polymers
3. Robotics*
4. Sensors/MEMS
5. Peripheral Nervous System and FES
6. Imaging*
7. Tissue Engineering
8. Biopolymers
9. Hard Metals

Horizon 2: build GROWTH businesses
Goal: maximize revenue growth

1. Manufacturing & Performance/Reliability of Advanced Materials Cluster*
2. Brain Interfacing*
3. Photovoltaic*

Horizon 3: develop viable, exciting OPTIONS

1. Building Technologies*
2. Power Electronics/Grid*
3. HIT*
4. Bioinformatics/Computational Systems Biology*
Strategic Swarming

- Theory in development by Boyatzis et al, CWRU
- Based on Craig Reynolds’ bird flocking behavior (Reynolds 1987, 1999) with three observations. A new flock arises when breaking off from the main cluster if:
  - These break-offs are from the “centre” of the flock
  - These “central” nodes or actors are travelling close to the same speed; ann
  - The extra amount of energy required for any particular node to regroup is approximately the same as required to remain in current cluster.
- Developing strategies around these new swarms will promote long-term results and sustainability….faculty driven.
Swarms and Research Development

Faculty Swarms

Societal Needs

Funding Trends
Swarming in practice….continuation of the Retreat

Developed Three Swarms:

1. Education Swarm
2. Research Swarm
3. Administrative Structure Swarm

Not required—only for those who exhibited passion that day…. 
Retreat Follow-Up: Swarm Report Outs

- Swarms self-organized and continued meeting after
- Two months later, Fall Semester
- 60 of 107 faculty attended
- Leaders of the swarms presented ideas—considerations of integrating ideas into CSE structure
- Taking leadership positions going forward in implementing ideas
The Future Case Model = We Make Education Work
Conversational and Relationship Theory

• Approach as developed by Patricia Shaw in Changing Conversations in Organizations, Routledge: London, 2002.
• Postmodern approach to helping teams flourish and identify potential strategies built on core member desires
• Agenda-less approach that considers impromptu conversations, awkward silences, and talking to those on the sidelines.
• Places burden on the research development professional to listen carefully and interpret carefully
• Focuses on getting to the reality of a team situation so that appropriate interventions can be developed
Resources

1. Kolb Experiential Learning:
www.learningfromexperience.com

2. Appreciative Inquiry:
Online Appreciative Inquiry Training http://www.ovationnet.com/
Taos Institute www.taosinstitute.net/
For hundreds of free tools, articles, power point slides see the “Appreciative Inquiry Commons” http://appreciativeinquiry.case.edu/

3. Intentional Change Theory:
4. **Books on Strategy**


*Strategy & Society: The Link Between Competitive Advantage & Corporate Social Responsibility*, by Porter & Kramer, HBR December 2006

*What Really Works* by Nohria, Joyce, and Roberson, HBR - July 2003

*The 7 Measures of Success; What Remarkable Associations Do that Others Don’t* by The Center for Association Leadership in collaboration with Jim Collins C2006

*The Alchemy of Growth*, by Baghai, Coley & White C2000

*The Thin Book of SOAR* by Stavros & Hinrichs C2009

*Blue Ocean Strategy* by Kim and Mauborgne; Harvard Business School Press; Boston, MA, C2005

*Value Innovation: The Strategic Logic of High Growth* by Kim and Mauborgne in HBR, July-August 2004

*The Innovator’s Solution* by Christenson & Raynor; Harvard Business School Press; Boston, MA, C2003

*Disruptive Innovation for Social Change* by Christensen, Baumann, Ruggles, & Sadtler in HBR, December 2006