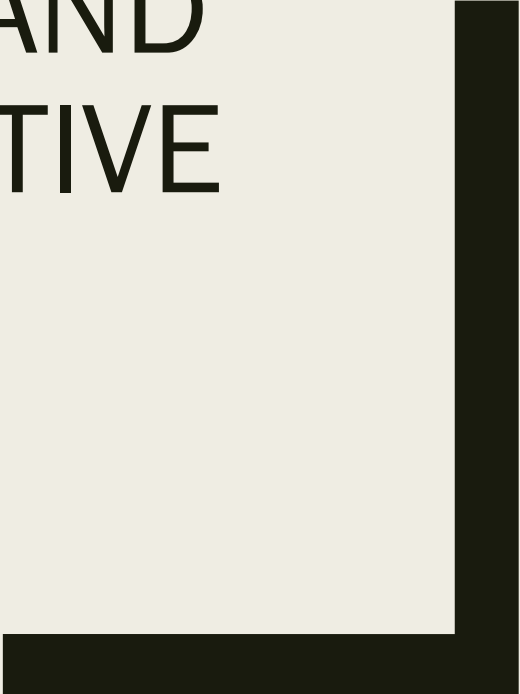




RECOGNIZING AND CREATING POSITIVE CHANGE

A presentation
by Dr. W. Joye Hardiman
& Dr. Larry Roper



Agenda

1. Explore change dynamics and change leadership
2. Examine the power of Choice to create reality
3. Consider how an asset framework might matter
4. Explore some frameworks that highlight asset-based habits of mind
5. Consider how any of these frameworks might support your thinking about how to nurture and sustain you and your team's work.

Change

- Change in society and in organizations is occurring at an ever-increasing rate.
- The direction of change is a source of conflict, disagreement and upset.
- The work force is changing - increasingly older, more racial and ethnic diversity, more women, more social identity diversity.
- Activism to inspire and resist change has increased.
- Many leaders are operating in an unanticipated context, with insufficient knowledge and skills.

Dynamics Influencing Change

1. Nationalism, Globalization and Diversification
2. Mass Demand for Higher Education
3. Access and Achievement Gaps
4. Technologies
5. Economic Fluctuations, Increasing Cost and Higher Education
6. Political Climate and Policy Uncertainty

Change Dynamics

- Struggles with uncertainty and confusion over expectations
- Discomfort
- Value and values get questioned
- Fragmentation of relationships
- In-groups and out-groups
- Random emotions surface – range from hope to despair
- Conflict increases
- Increase in “at-risk” behaviors

Change Leadership

- Pursuing change/new possibilities requires entering the world of the unknown.
- Transforming ourselves is integral to transforming our organizations.
- New levels of relationship is essential to successfully navigate change.
- New opportunities will not be revealed through a deficit or eliminative lens.
- Fear, anxiety and concerns of others must be acknowledged as legitimate.

What changes/conflict have you seen or experienced during the past year?

How have these changes influenced your leadership experience (or your perception of leadership)?

Leading Change

1. Create urgency
2. Build a guiding coalition
3. Form a strategic vision and initiatives
4. Enlist a volunteer army
5. Enabling action by removing barriers
6. Generate short-term wins
7. Sustain acceleration
8. Institute change




An old Cherokee told his grandson, "My son, there is a battle between two wolves inside us all.

One is Evil. It is anger, jealousy, greed, resentment, inferiority, lies and ego. The other is Good. It is joy, peace, love, hope, humility, kindness, empathy, & truth."

The boy thought about it, and asked, "Grandfather, which wolf wins?"

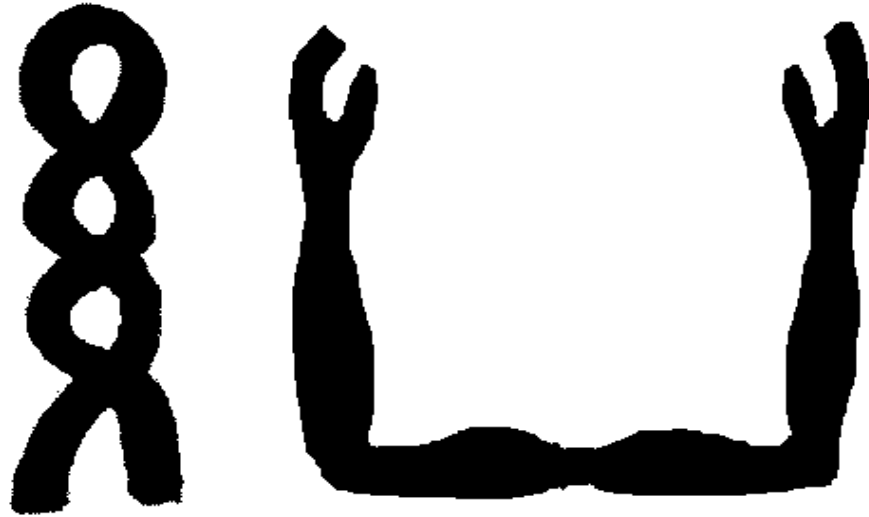
The old man quietly replied, "The one you feed."

- author unknown



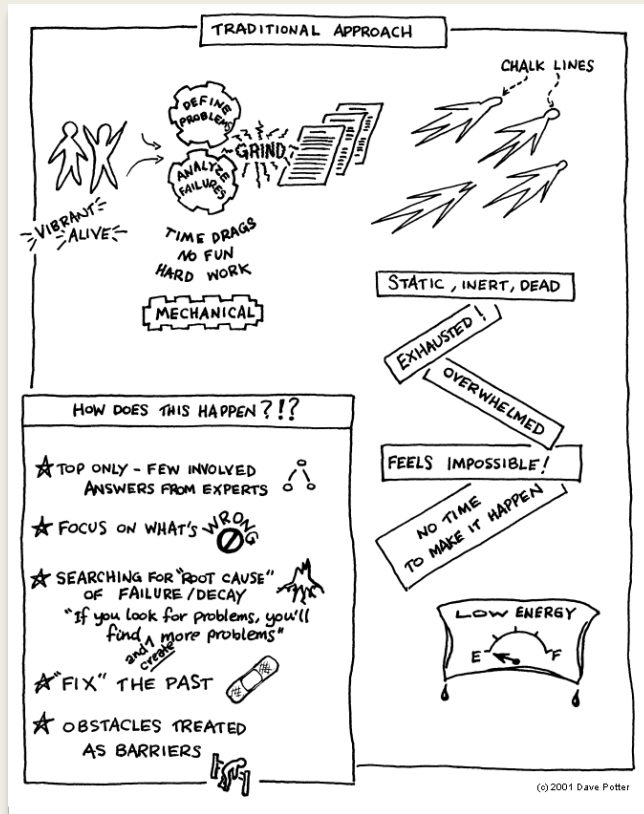
THE TWO WOLVES WITHIN

The evocative power of language to
accomplish what one wills

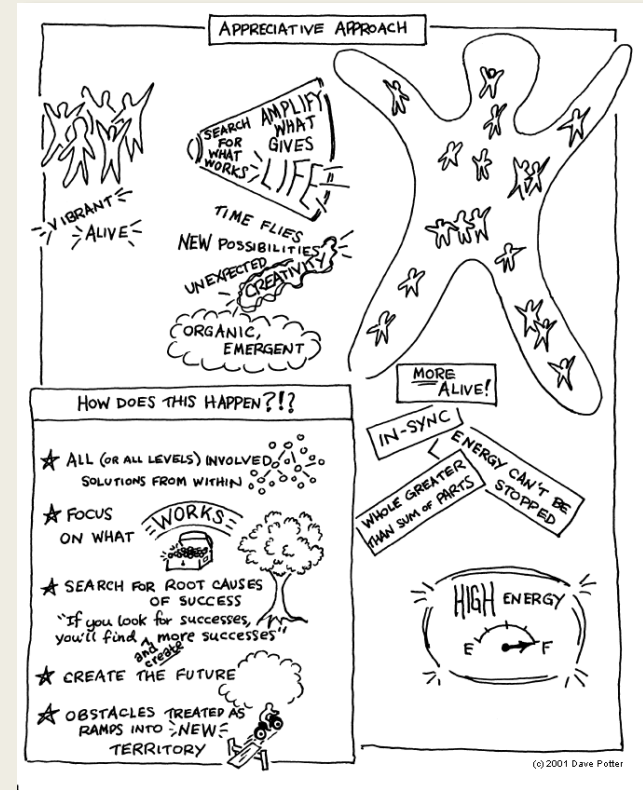


Heka = 'employ the Ka'

Glass half-empty: Problem focused



Glass half-full: Opportunity focused



Frameworks/lens that highlight asset based habits of mind

- Ancient Egyptian World View (Classical Philosophy)
- Appreciative Inquiry (Organization Development)
- Small Wins & the Progress Principle (Social Psychology)
- Community Cultural Wealth (Critical Race Theory)



Task

- Briefly explore the different frameworks at your table.
- Individually (or in pairs) choose one to focus on.
 - *Introduce the framework to your table group*
 - Share how this frameworks could support asset-based thinking about your work.
Round robin share (1-2 minutes each)
 - Then together discuss insights from frameworks.

The Ancient Egyptian/ Classical African Worldview

Key principles:

- Ma'at
- Kepha
- Heka
- Diunital
- Consubstantiated
- Member to member epistemology
- Cyclic time

Words Create Worlds


Inquiry Creates Change

We Can Choose What We Study

Image Inspires Action

Positive Questions Lead to
Positive Change

<https://www.centerforappreciativeinquiry.net/more-on-ai/principles-of-appreciative-inquiry/>



**Principles of
Appreciative
Inquiry
(Copperrider
& Srivastva)**

Small wins (Weick, 1985)

- Social problems don't get solved when they overwhelm people.
- Changing the scale of a problem can change the quality of resources directed at it.
- Calling a situation a problem that necessitates a small win vs. a serious problem that needs a larger win results in different responses.
- Many benefits. "Continued pursuit of small wins could build increasing resistance to stress"

SOAR vs. SWOT methodology

- Strengths

- Opportunities

- Aspirations

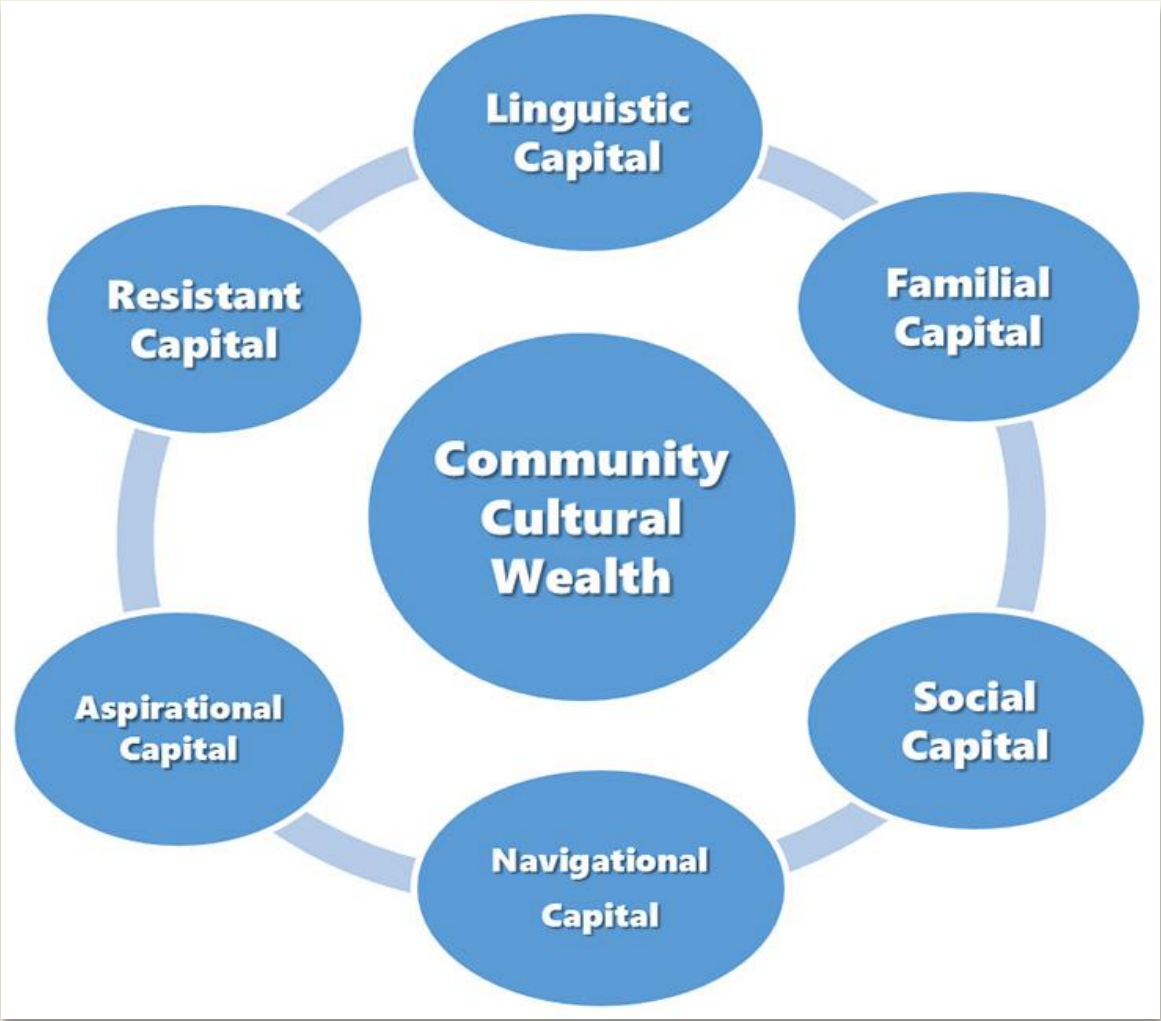
- Results

- Strengths

- Weaknesses

- Opportunities

- Threats



Reflection & Takeaways

Identify three places where an asset-based framework could positively impact how you nurture and sustain your self and your work within a system.

Write them on sticky notes. Put them where you can see them daily.

Applaud Yourself
and
Remember Heka

References

- Amabile, T., & Kramer, S. (2011). The Power of Small Wins. *Harvard Business Review*, 89(5) N/A
- Cooperrider, D. and Srivastva, S. (1987). Appreciative inquiry in organizational life. In R. Woodman and W. Pasmore (Eds.), *Research in organizational change and development*, Vol. 1, pp. 129–169.
- Karenga, M. & Carruthers, J.H. (Eds), (1986) *Kemet and the African worldview: Research, rescue and restoration*.
- Kotter, J. P. (2014). *Accelerate*. Harvard: Harvard Business School Press.
- Rhatigan, J.J. & J.H. Schuh (2003) Small wins. *About Campus*, v8 n1 p17-22 Mar-Apr 2003
- Weick, K. E. “Small wins: Redefining the scale of social problems.” *American Psychologist*, 1984, 39(1), 40–49.
- Yosso, T.J. (2005). Whose culture has capital? *Race, Ethnicity and Education*, 8(1), pp. 69–91

Spheres of Influence

