



# Now is the Time

UND

Leadership Luncheon

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# This Moment

- Time of tremendous change/opportunity
- Change is inevitable
- The need to increase access to higher education has grown
- Leaders have a mandate to their teams, students, employees to succeed in a diverse marketplace- the marketplace is global
- Inclusivity is not a 'option' it is a mandate
- Diversity and cultural competence is evolving -(intersectionality/social constructs)

# DEI Work Requires Adaptive Solutions

## Technical v. Complex Challenges

### TECHNICAL PROBLEMS VS. ADAPTIVE CHALLENGES

*The single biggest failure of leadership is to treat adaptive challenges like technical problems.*

#### TECHNICAL PROBLEMS

1. Easy to identify
2. Often lend themselves to quick and easy (cut-and-dried) solutions
3. Often can be solved by an authority or expert
4. Require change in just one or a few places; often contained within organizational boundaries
5. People are generally receptive to technical solutions
6. Solutions can often be implemented quickly—even by edict

#### ADAPTIVE CHALLENGES

1. Difficult to identify (easy to deny)
2. Require changes in values, beliefs, roles, relationships, & approaches to work
3. People with the problem do the work of solving it
4. Require change in numerous places; usually cross organizational boundaries
5. People often resist even acknowledging adaptive challenges.
6. “Solutions” require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict

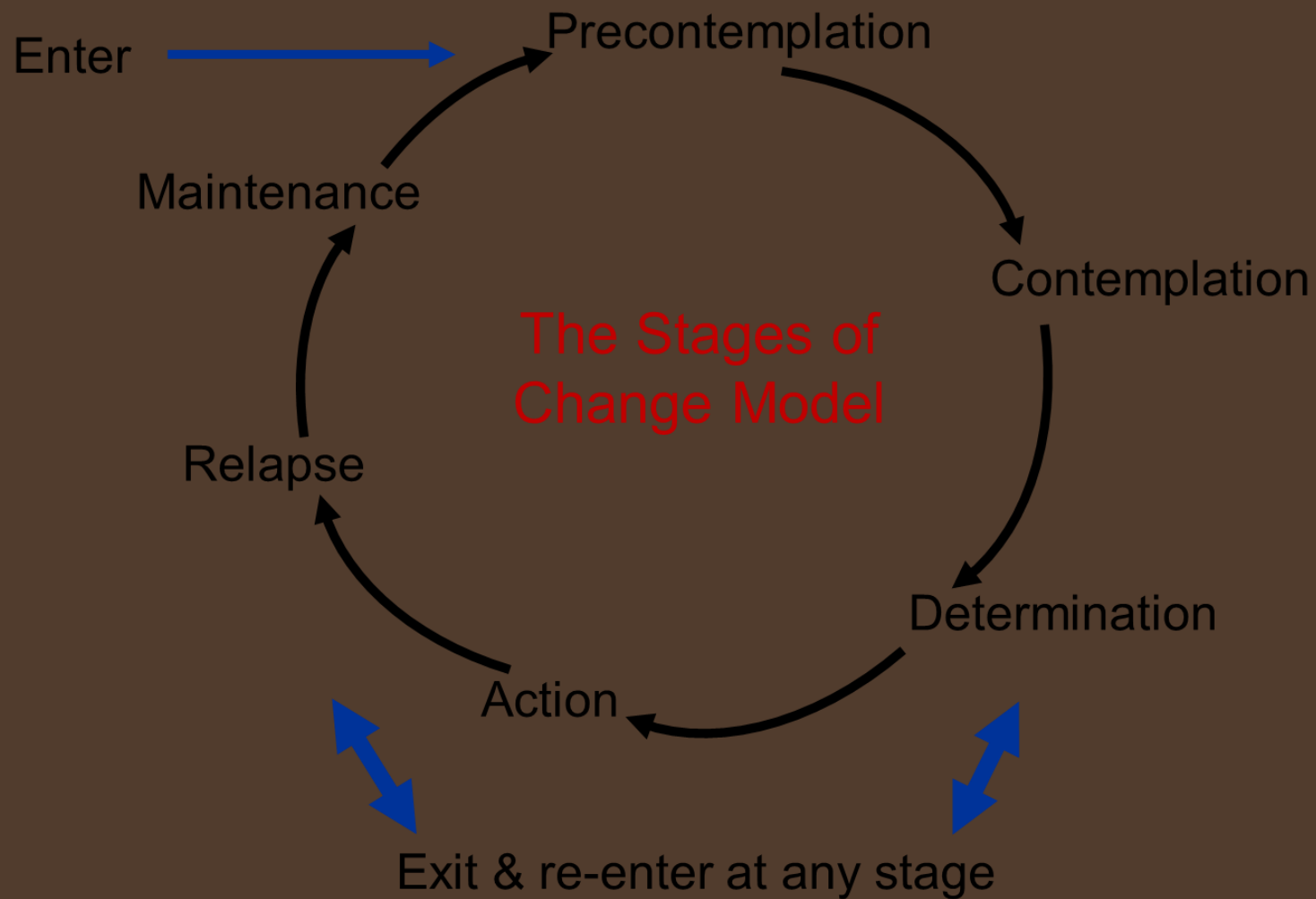
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Source: GroupSmith, adaptive from the Practice of Adaptive Leadership, Heifetz et. al., 2009

# Kotters 8 Steps in an Organizational Change Process



# Stages of Change





# Framework for Action Planning

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1. What role does the University; administration and the **leadership** team play in implementation of this big bold vision?

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2. What **professional development/infrastructure** is necessary to ensure successful implementation?

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3. What resources, supports, or **services** need to be in place to move this process for students, faculty and staff?

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4. What strategies both- academic & nonacademic- support implementation currently/what can be built upon?

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5. What **policies, procedures and protocols** do we need to review, revise, and/or develop?

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6. What do we need to do to ensure that a diverse range of stakeholders and voices (especially those who have been traditionally underrepresented) are active partners in the implementation?

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In the area of DEI what are you doing to prepare the staff, faculty, your stakeholders and community for the ever-changing world?

# Barriers to Collaboration

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Lack of Trust – historical wounds

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Time

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Fears (resources)

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Distance

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Leadership/organizational

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Communication problems

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Structural barriers (racism, biases,  
discrimination)

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Internalized feelings of powerlessness

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Sometimes it's 'feels forced and  
inauthentic'

# Collective Impact Defined

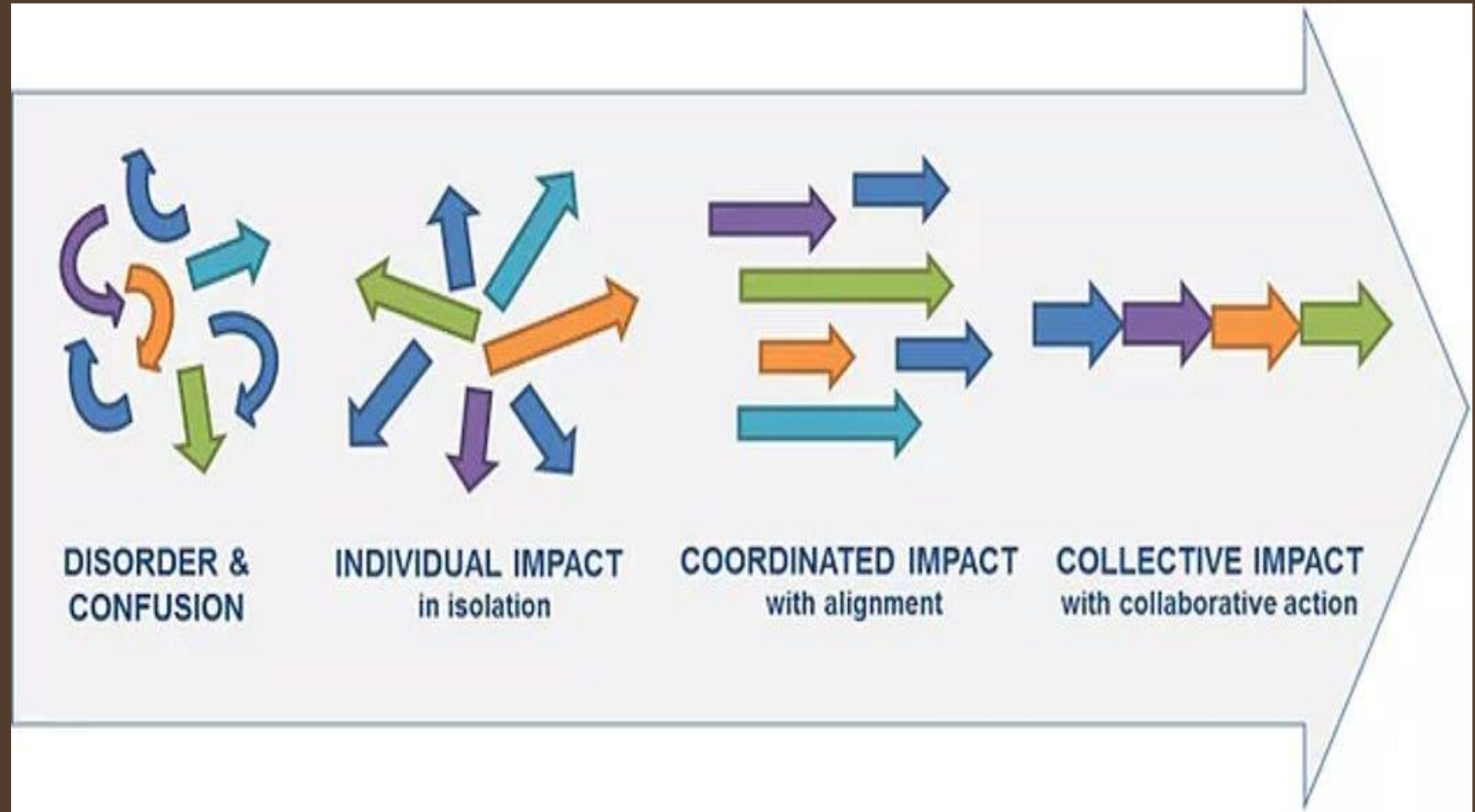
“Collective impact” describes an intentional way of working together and sharing information for the purpose of solving a complex problem.”

Requires collaboration but also deeper levels of shared commitments:

- ✓ Shared goals
- ✓ Shared vision
- ✓ Shared accountability
- ✓ A structure for support – a backbone
- ✓ Mutually reinforcing
- ✓ Open and regular communication



# Collective Impact



# Where do you start?

- Careful reflection on your own cultural values, rules, and traditions?
- Identify the structures and support that keeps you open to change?
- Recognizing who are the voices in the room providing you input and feedback? (Whose voices are you not hearing from that need to be included?)
- What increases your bandwidth to receive diverse and various input
- Where are your resources? Internal? External?
- What do you want to sustain your commitment to change/the work?

# Now is the Time

This is no time to engage in the luxury of cooling off or to take the tranquilizing drug of gradualism. Now is the time to make real the promises of democracy. Now is the time to rise from the dark and desolate valley of segregation to the sunlit path of racial justice. Now is the time to open the doors of opportunity to all of God's children. Now is the time to lift our nation from the quicksands of racial injustice to the solid rock of brotherhood. Now is the time to make justice a reality for all of God's children.

[Martin Luther King, Jr.](#)

