



Face2Face 2012
Architecture & Disruptive Change in
Higher Education

EDUCAUSE 2012 - Denver, CO

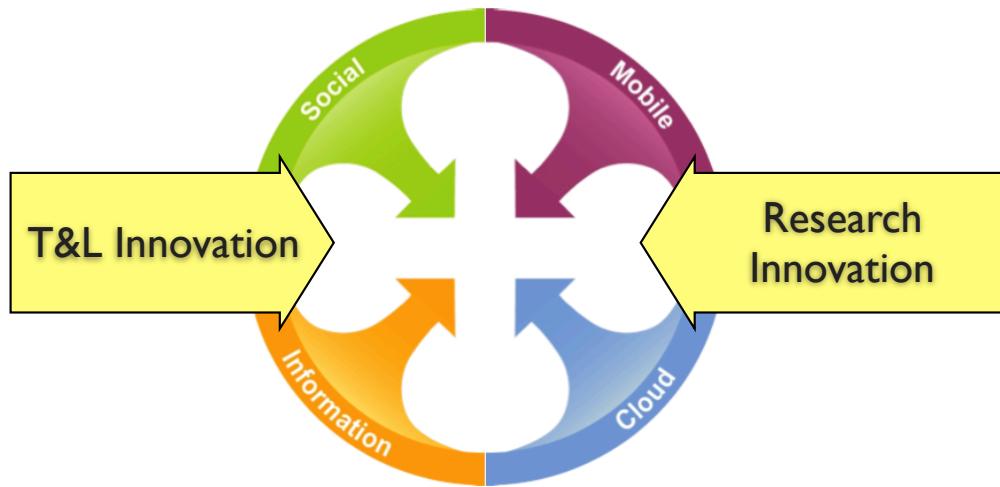
Figure 1. The Nexus of Forces



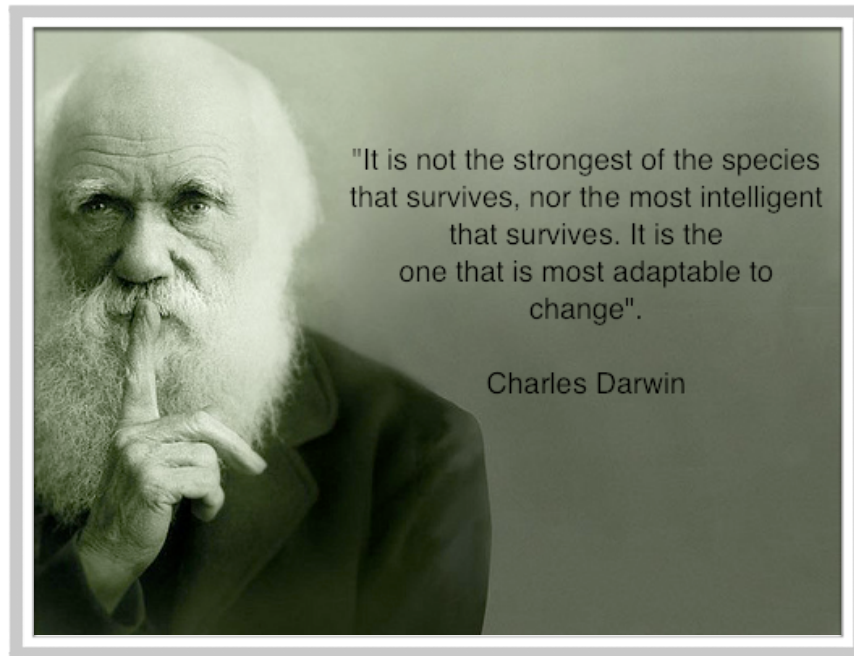
Source: Gartner (June 2012)



Figure 1. The Nexus of Forces



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Create Future Viability



Architects are Leaders



What defines leadership?



Doing the right things vs. doing things right

"A leader's job is to make sure the organization does the right things while a manager's job is to make sure we do those things right."
Warren Bennis, *Why Leaders Fail*



Being visible & building followers

“The only true leader is someone who has followers...who do the right things...Leaders are highly visible.”
Peter Drucker



Transform vision into action

“The essence of leadership is found in the ability to transform vision into significant actions. The two dimensions are vision and ability to implement.”
William Hitt, The Leader Manager: Guidelines for Action



Solving adaptive problems

"In doing adaptive work, the problem is often unclear and therefore the solution is unclear. Adaptive work is generally messy work that requires persistence, creativity and courage to work through."

Ronald Heifetz et al, "Political Leadership: Managing the Public's Problem Solving"



Doing the right things

Being visible & building followers

Transform vision into action

Solving adaptive problems



Leadership Competencies



Strategic Thinking



Change Management



Decision Making



Strategic Thinking

Strategic Partnerships



Change Management

Building Agreement



Change Management

Persuasion & Communication



Decision Making Shared Leadership



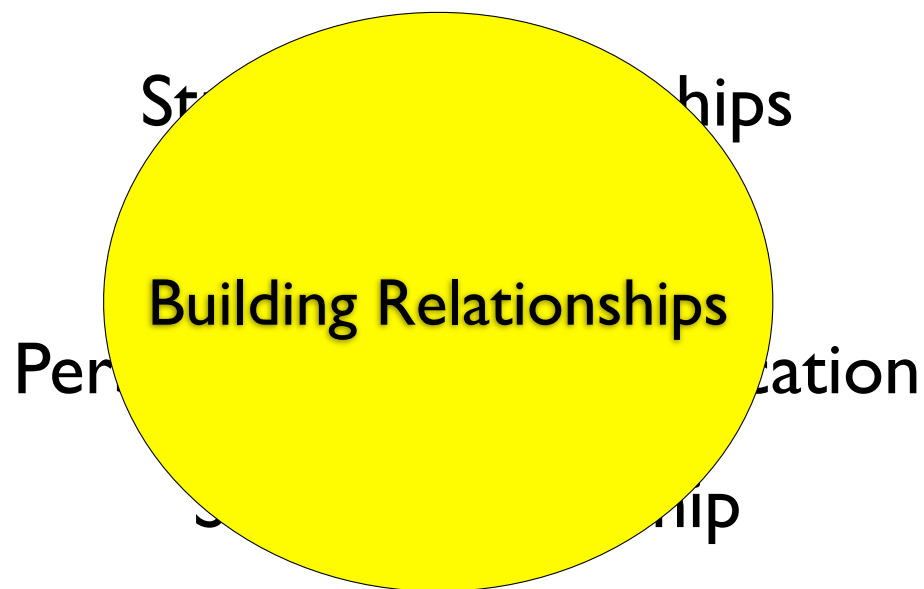
An Architect is a Leader



Strategic Thinking
Change Management
Decision Making



Strategic Partnerships
Building Agreement
Persuasion & Communication
Shared Leadership



Building Relationships



Influence



Introduce Inquire Invest Influence

From MOR ITLP

CREATE FUTURE VIABILITY

Establish direction - Strategic thinking



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Inspire commitment - Partnerships, Influence



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CREATE FUTURE VIABILITY

Establish direction - Strategic thinking

Inspire commitment - Partnerships, Influence

Transform vision into action - Commitment, Followers

Solve adaptive problems - Change Management



**All architects are/
should be leaders.**



Table Discussion

What are the disruptors on your campus?

What is your role as an architect?

What could you be doing as a leader?

