Are Jim Collins’ Ideas Still Relevant For Higher Education Today?
THE FUTURE STUDENT HAS TECHNOLOGY IN THEIR DNA

- 5,000 hours on demand
- 15,800 photos and videos
- 14 connected devices
- 5.6 GB of data streamed
TECHNOLOGY CONTINUES TO CHANGE THE WAY WE LIVE

Largest taxi company owns no vehicles

Most valuable photo company sells no film or cameras

Largest accommodation providers owns no real estate

Most popular media provider creates no content
Mary LeGrange
Immediate Past President
CACUBO Board of Directors
Controller | University of Nebraska

Bill Dillon
Senior Advisor to the President
National Association of College and University Business Officers

Megan E. Cluver
Senior Manager
Deloitte Consulting - Higher Education Practice

Rajiv Shenoy
Chief Technology Officer
Apogee
<table>
<thead>
<tr>
<th>Duration</th>
<th>Activity</th>
<th>Lead Facilitator</th>
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<tbody>
<tr>
<td>10 minutes</td>
<td>Jim Collin’s Framework for Greatness</td>
<td>Bill Dillon</td>
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<tr>
<td>10 minutes</td>
<td>Getting the Right People on the Bus</td>
<td>Megan Cluver</td>
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<td>10 minutes</td>
<td>Harnessing Technology</td>
<td>Rajiv Shenoy</td>
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<td>30 minutes</td>
<td>Question and Answer</td>
<td>Mary LeGrange</td>
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<td>10 minutes</td>
<td>Takeaways</td>
<td>Bill Dillon, Megan Cluver, and Rajiv Shenoy</td>
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Session Goals:

Help attendees:

Understand the leadership traits and organizational attributes needed for success in today’s environment

Prepare to engage the current workforce in transformational change

View technology investment as an enabler, not an impediment

Key Takeaways:

Audiences will learn:

A framework to assess select elements of leadership and be able to practice, refine and develop your own leadership capacity

A framework to galvanize a diverse workforce using a Case for Change

A framework to look at technology investments and understand which efforts are in service of your mission and which are a distraction
According to Collins, for any organization to achieve greatness they need to focus on four attributes or behaviors:

1. **Level 5 Leadership**
2. **A hedgehog concept**
3. **The right people in the right seats on the bus**
4. **Turning the flywheel**
Level 5: Executive
Builds enduring greatness through a paradoxical blend of personal humility and professional will.

Level 4: Effective Leader
Catalyzes commitment to and vigorous pursuit of a clear and compelling vision stimulating higher performance standards

Level 3: Competent Manager
Organizes people and resources toward the effective and efficient pursuit of predetermined objectives
Level 5 leadership is not about being soft or nice or purely inclusive or consensus-building. The whole point of Level 5 is to make sure the right decisions happen - no matter how difficult or painful - for the long-term greatness of the institution and achievement of its mission, independent of consensus or popularity."

Jim Collins

*Good to Great and the Social Sectors* (page 11)
While these attributes are critical for the success of the CEO they are equally important for your entire organization, not just leadership.
Rating institutions on their hedgehog concepts:

Best in world
Deeply passionate about
Drives economic engine
Jim focuses on the attributes of the leader of a great organization and the need to have the right people on the bus but there are also some key attributes for these subordinates who are increasingly referred to as Trusted Advisors.
HOW DO YOU GET THE RIGHT PEOPLE ON THE BUS?

Jim Collins tells us to first get the right people on the bus... But today’s workforce wants to ride a solar-powered hovercraft.
The key to getting a diverse workforce helping to move your vision forward is creating a shared vision.
BUT, SHARING OWNERSHIP OF YOUR VISION IS MESSY!

You need to give team members a legitimate and meaningful say in the components of the end state.
Tool #1: The Frontline Workgroup
TOOL #2: THE CASE FOR CHANGE

Working with your frontline workgroup to develop a case for change provides the framework for the solution, and a critical communication tool.

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<th>WHY</th>
<th>WHAT ARE THE IMPACTS</th>
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<td>COST OF THE STATUS QUO</td>
<td>WHAT ARE WE GOING TO DO</td>
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HOW DO YOU ENSURE THAT “OUR VISION” MEETS THE UNIVERSITY’S GOALS?

Success requires giving Frontline Workteams agency to solve the problem. Thoughtfully defining the problem, and providing guardrails, is critical.

We need to create a bus that:
- Gets over 20 MPG
- Has 4 wheels
- Seats at least 20 people

Check you parameters against the Hedge Hog Concept:

- Is your team passionate about the future state?
- Does this further the University’s mission and plan?
- Can you quantify the economic impact?

The challenge:
not saying yes to everyone, but it is knowing what is important to the core of your vision, and where you have flexibility.
Every organization must identify their 3 Big Ideas that hold true throughout time. No matter how much technology or the world changes, these 3 big ideas will always remain.
HOW DO WE CATALYZE THE BIG BREAKTHROUGH MOMENT?

First, leaders must understand their vision and how technology can get there. Strategy should drive technology and process and not the other way around.
LEADERS MUST IDENTIFY WHAT IS FOUNDATIONAL AND WHAT IS STRATEGIC

Software and tools don’t solve problems... strategic thinking, collaboration and focus do.

PARTNER
- email
- Student Information
- CRMs
- Help Desk
- Mobile
- HR systems
- ERPs
- Networking
- LMS
- Video & Streaming

INNOVATE
- Security
- Recruitment initiatives
- IOT and innovative tech.
- Immersive Technology
- Augmented Reality
- Research data centers
- Training initiatives
- Specialty networks
- Robotics
- Virtual Curriculum

Mission Critical

Initiatives

Operationally

Essential
HOW DO WE GET THE FLYWHEEL TURNING?

What are best practices of investing in technology and strategies to get our flywheel moving?

1. **Identify technologies that drive strategic mission**
2. **Build a team of strategic problem solvers**
3. **Achieve strategic plans within the flywheel effect**
4. **Invest in technologies that change the pedagogy of how we teach, learn, research, and experience campus**
5. **Create processes and partnerships that solve operational challenges**
6. **Focus on training programs to grow your team’s technology capabilities**
QUESTIONS & ANSWERS
• Don’t overlook personal humility and professional will

• Understand what drives your economic engine

• Build buy-in by stating your non-negotiables and empowering your team to craft the future

• Software and technology don’t turn the flywheel: people and leaders do