

Change

Succeeding in a World of
Overwhelming Change

Target

Target

What gets in the
way of Change at
your college?

Fear of the Unknown



When asked "would you rather work for change, or just complain?" 81% of the respondents replied, "Do i have to pick? This is hard."

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Loss of Control



Complacency

We've always
done it this way.



PROVIDENCE

COLLEGE

COLLEGE

It's not you
It's me

Internal vs. Market-Based Decisions

We have that!

Authenticity.

Being able to say
“No”

What's your
elevator pitch?

How is this shared
on your website?

Stories.

Stories not Stats.
People not Programs.

Michael Sexton, Dean of Admissions, Lewis & Clark College

False Urgency

Regularly hiring
consultants.

Difficulty scheduling
important meetings

A Committee on Committees

Frequently missing
deadlines

Discussions are
inward focused

Failures of the past
stall new initiatives

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JOHN P.
KOTTER

*Author of Leading Change and
Our Iceberg Is Melting*



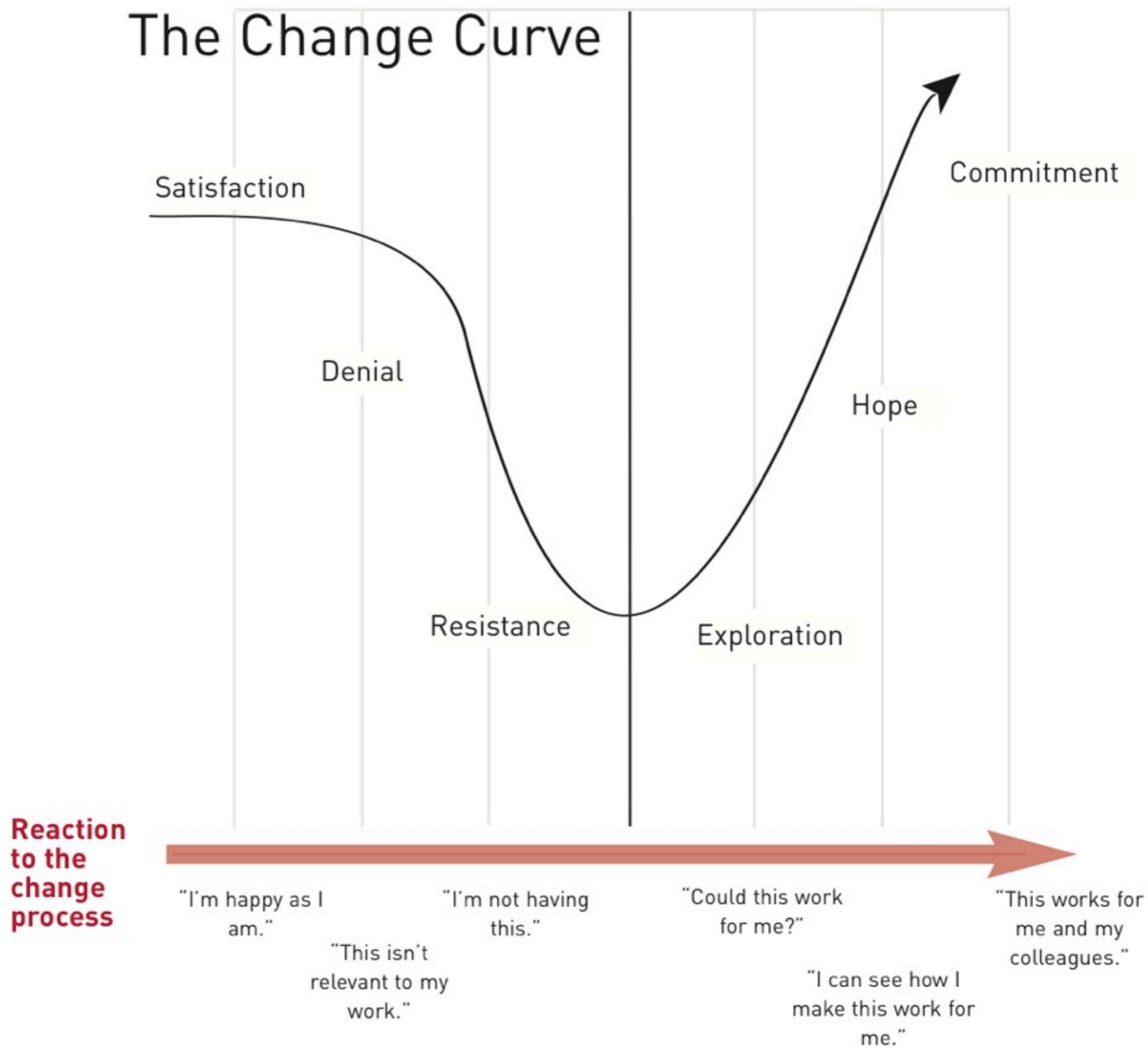
a sense of
urgency

HARVARD BUSINESS PRESS

HARVARD BUSINESS PRESS

a sense of urgency

The Change Curve



Some Solutions

Managers manage
within paradigms.

Leaders lead
between paradigms.

Leadership.

Clear vision

Hire great people

Get out of their way

Hold them accountable!

Death to the
Committee!!

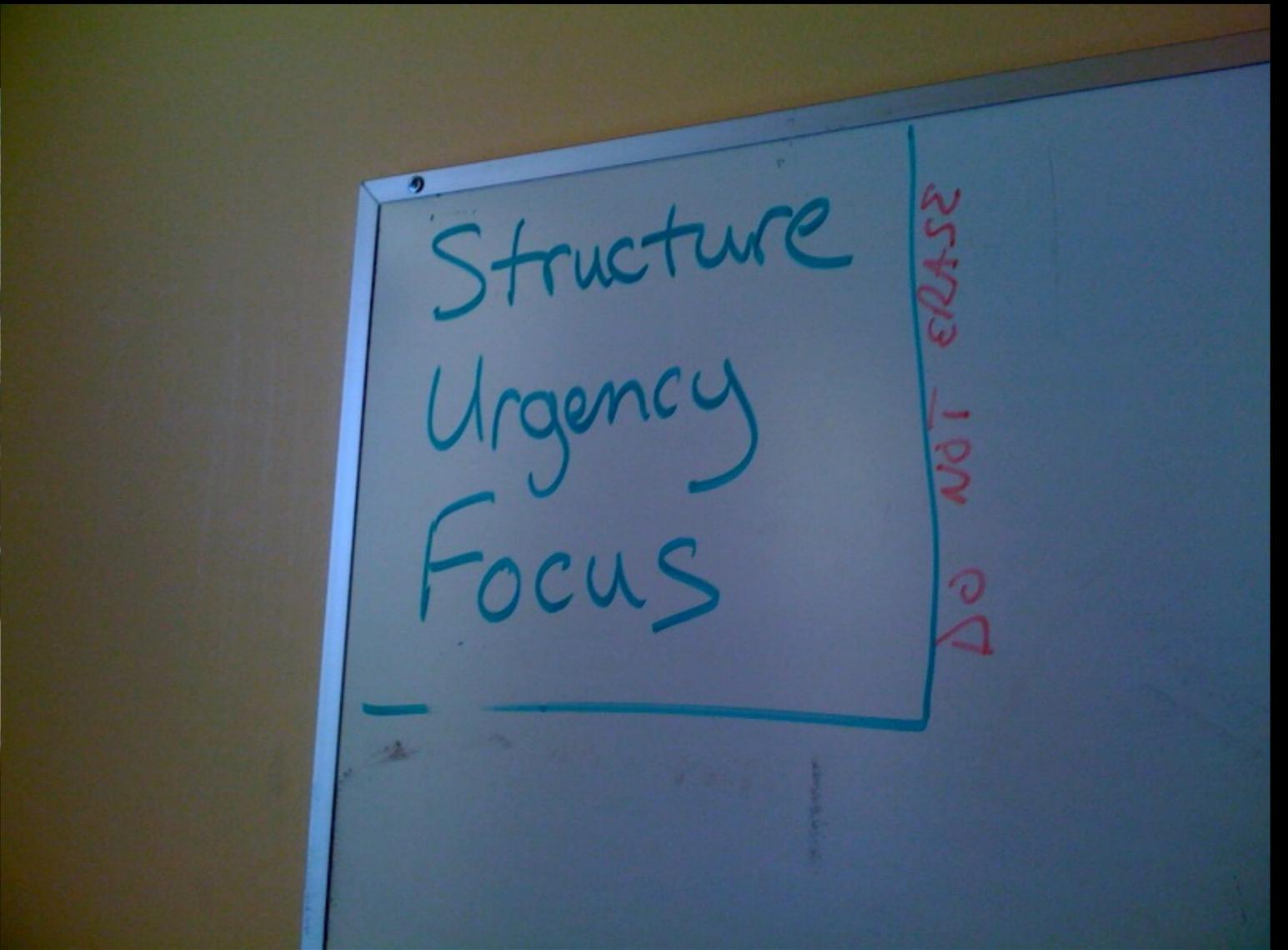
A committee is a group of people who individually can do nothing, but who, as a group, can meet and decide that nothing can be done.

A committee is a group
that keeps minutes
and loses hours.



Shared
Governance





The **B** Word

You provide a service.

You accept money for it.

You have delivery costs.

You pay people.

You may (or not) have profits.

It's a Business.

It's time to stop thinking
it's something else!

It's the Business
of Education.

Business

Consumers or Customers

Sales & Marketing

Costs, Return, Investment

Experience

The S Word

Salesperson

if your admissions people don't like
that, they should get another job

Match the product or service you offer with people who have a demand for that product or service.



Hire different people.
Train them differently.
Provide different tools.
Create different plans.
Set different goals.
Evaluate frequently.

FOCUS.

What is your college
“in business” for?

Do what you do best.
Outsource the rest.

Accountability.

Everyone is **replaceable**.
Everyone is **accountable**.
Everyone has **ownership**.

Do you know what
you spend your time
doing?

Do you know what
your staff spends their time
doing?

Development.

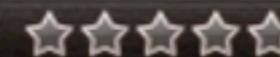
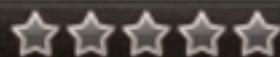
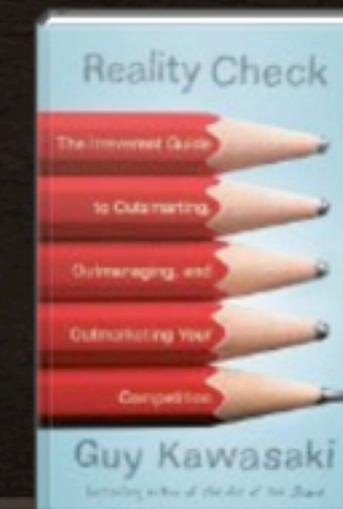
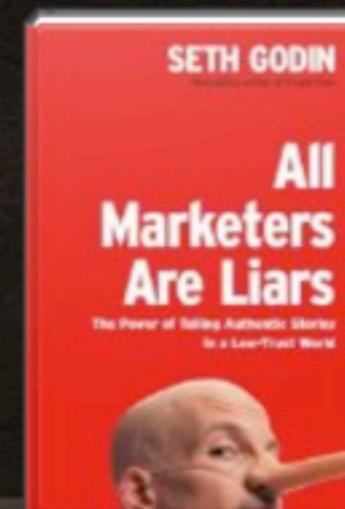
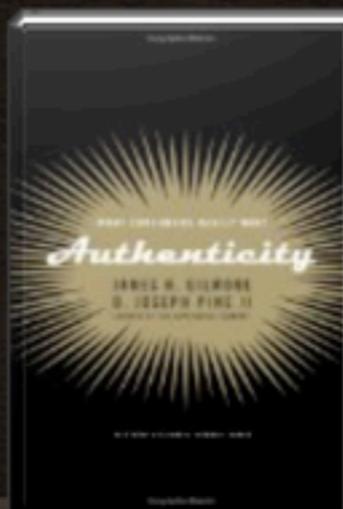
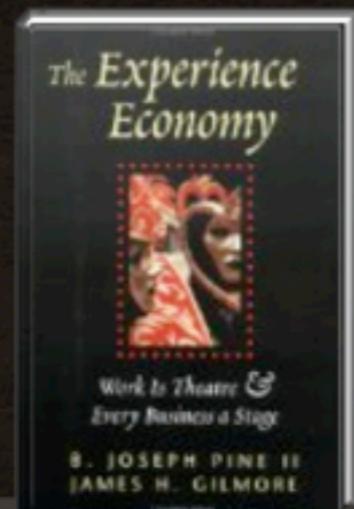
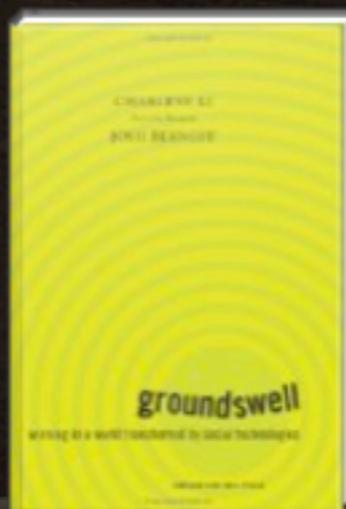
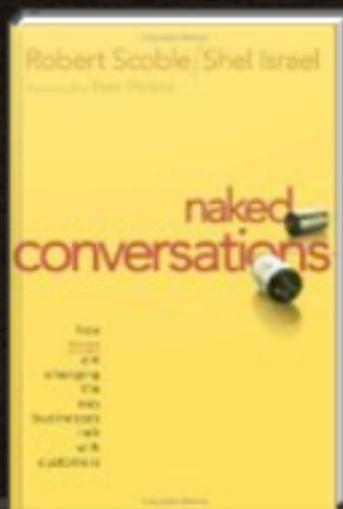
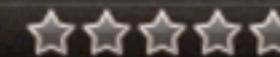
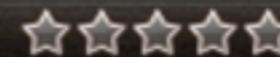
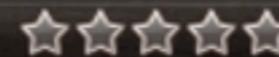
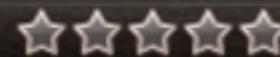
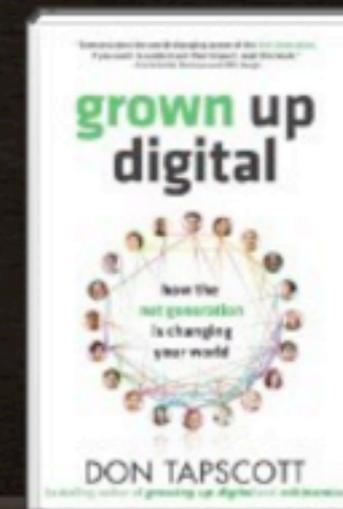
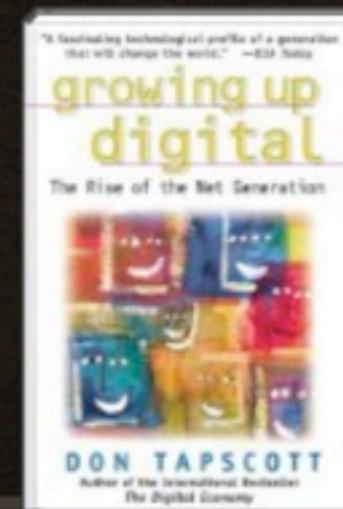
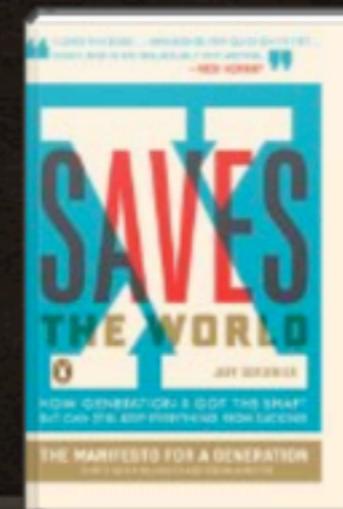
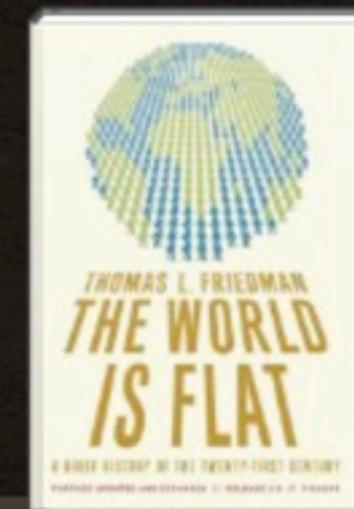
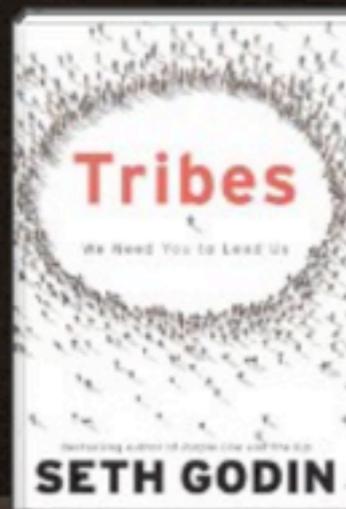
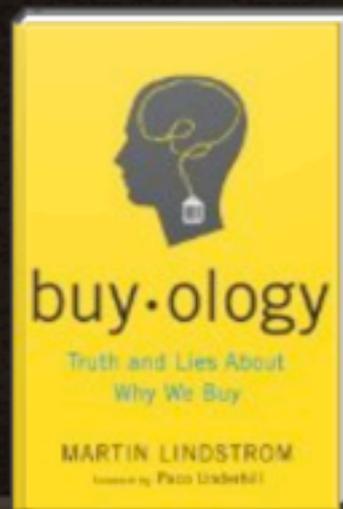
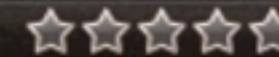
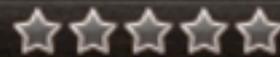
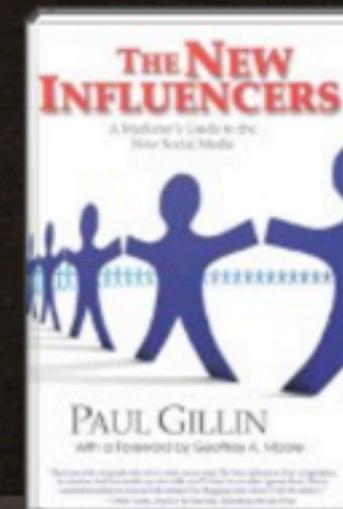
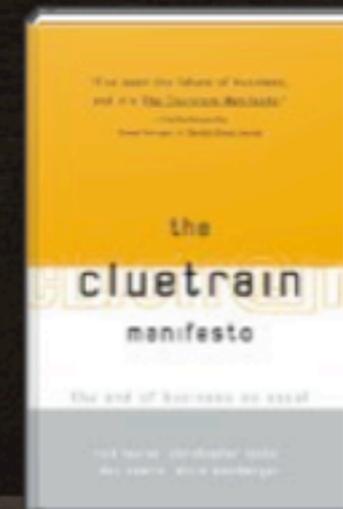
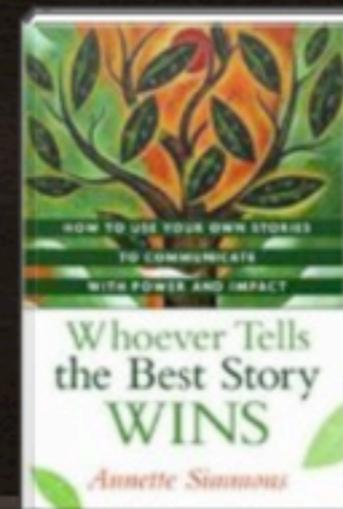
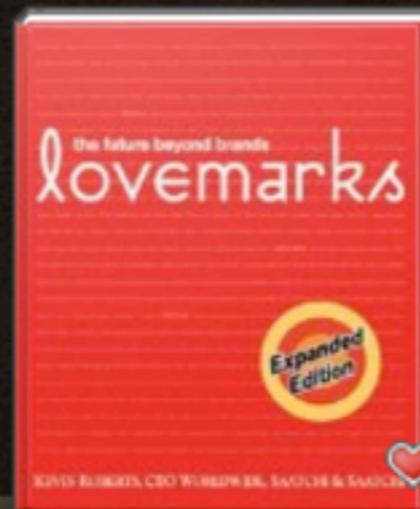
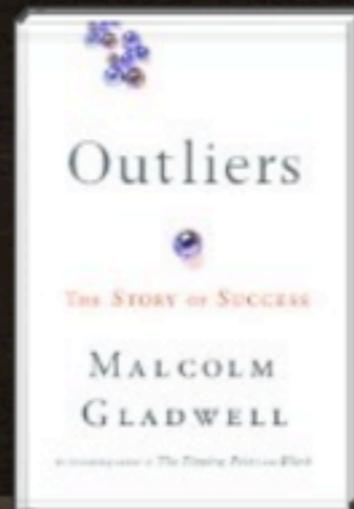
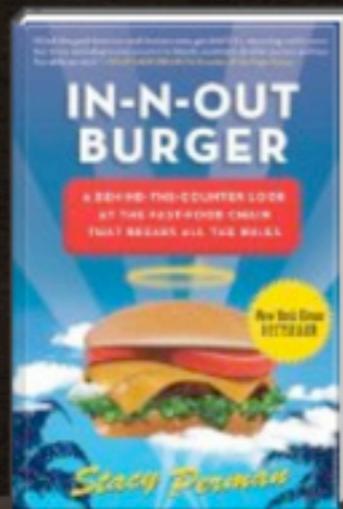
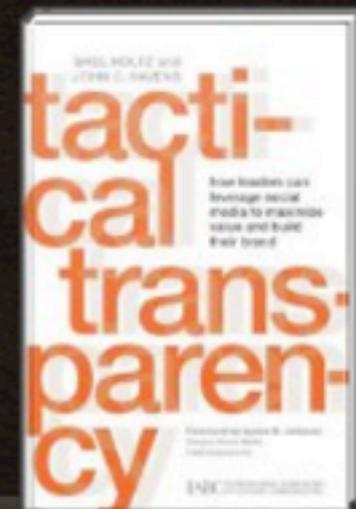
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Y pulse
EVENTS

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Wal-Mart's Scarlet Woman | Create Your Own Economy

FAST COMPANY

JULY/AUGUST 2009

AMAZON TAPS ITS INNER APPLE

How Jeff Bezos Is Taking a Page From the Steve Jobs Playbook

By Adam L. Posenberg

PLUS

WHY AMERICA IS ADDICTED TO OLIVE GARDEN

HOLLYWOOD'S CREATURE TEACHER

THE NETWORKED BODY

WHAT'S VERY DANGEROUS IS NOT TO EVOLVE.

—JEFF BEZOS, Amazon founder and CEO



BODY NETWORKED THE TEACHER

May 6, 2002

Advertising Age

CRAIN'S INTERNATIONAL NEWSPAPER OF MARKETING \$3.50, CANADA \$4.50, U.K. £2.95

http://adage.com

Viewpoint

May 6, 2002 | Advertising Age | 30



In times of challenge, creativity to the rescue

Consumers, economy need fearless ideas from ad industry

By TIM LOVE

FORUM THERE IS SOMETHING that's always been true about the advertising agency business that is its greatest asset today. It's that this business is not about making ads. They are just the outward manifestation of our endeavor. The essence of our business is developing ideas that create value propositions. The former is executional, the latter is inspirational and emotional. It is why what we do, our potential for fearless creativity, is more important than ever, given the current economic and social environment globally. Fear is more prevalent today and is the No. 1 factor that inhibits peace and prosperity, particularly during a recession. It suffocates

the creativity that brings people together and that fuels economic optimism. It's what happens when we lose our sense of control. It grows when there is unpredictability, such as the terrorism we have now experienced, or the Enron-Arthur Andersen debacle. Fear can devastate a business that depends on creativity and on having an ideas-oriented culture, such as the advertising business. It is hugely detrimental to the quality and inventiveness of our creative output. **BEING FEARLESS** Our endeavor is more art than science. Science costs money. Art costs passion. Fear and creativity have always gone hand in hand. It's why many artists suffer demons, like those suffered by Jackson Pollock and Vincent van Gogh. The torment and tension that can occur when fear is present can greatly affect the visionary inventiveness and optimism in any business. The solution, these artists realized, was not to be paralyzed by fear. Maybe that's what it means to be truly fearless. To foster creativity, agencies have tended to be optimistic, even fearless. We invent ideas that make it possible to change behaviors and beliefs. This is why clients seek our help. Being fearless becomes even more important when times are tough, when there is social uncertainty or when clients are less than optimistic. When clients run scared, they need creativity and innovation more than ever

"We invent ideas that make it possible to change behavior and beliefs. This is why clients seek our help... When clients run scared, they need creativity and innovation more than ever"

from an agency partnership. During the depths of the Depression, General Motors Corp.'s Charles Kettering knew first-hand the tremendous potential for economic growth through new ideas. During a speech he gave to business leaders in 1938, he emphasized that the economy does not stimulate itself into a change of momentum. What is needed to jump-start the economy is creativity and new ideas. He would know. As the inventor of the electric starter for the automobile, Kettering revolutionized that industry and breathed fresh life into its economic spirit. After all the cuts in ad spending and in resources, clients still need fresh ideas to fuel growth. You cannot cut your way to prosperity. A study by the American Association of Advertising Agencies on marketing and advertising during recession reveals that the brands and companies that held or increased their investments during recessionary times gained significant growth in share and sales long-term. When everyone else is afraid to act, it is the fearless few who do that have everything to gain.

INSPIRATION THROUGH RECOGNITION One way to unleash the tremendous potential of the young rebels and experienced thinkers in an ideas culture is through recognition. Ideas flow better in an inspirational environment that celebrates individual achievement. Ideas come from people, not computers. To be at their personal best, people need to know that their efforts make a difference. Two wonderful side effects of recognition are optimism and enthusiasm. These fuel creativity and innovation. They encourage people to fearlessly take risks and think differently. The best ideas companies foster this kind of environment. We strive for this our place. Clients can help eliminate fear by considering this from Albert Einstein: "You can't solve a problem on the same level as it was created. You have to rise above it to the next level." In other words, the client that demonstrates courage to look beyond the commonplace will get the most out of its ideas partner. When we see a client that is fearless, we respond in kind. The advertising agency industry has never been more challenged than it is right now. And it has never been more needed. With the ramifications of global communication technologies, continued cultural protectionism and the need for economic stimulus, our inherent inventiveness and creativity are sorely required. This is a time when we need fresh, wonderful, fearless ideas to help create, and perhaps restore, value. We need ideas that can stimulate momentum and steer consumers and the economy in a positive direction: to create more jobs, to improve the relationships between societies globally and to otherwise improve people's lives. Right now, I can think of no more important industry to do this than advertising. Let's step up to our game. ■ Tim Love is managing partner, Publicis Groupe's Saatchi & Saatchi, New York.

Back to you.

Never underestimate the power
of a few dedicated people to
change the world.

It's the only thing that ever has.

Margaret Mead, Anthropologist

WE OURSELVES
MUST
BE THE
CHANGE
WE WANT TO SEE
IN THE
WORLD.

MAHATMA GANDHI

Here's to the
crazy ones.

Change

Succeeding in a World of
Overwhelming Change

Target

Target