Welcome to the CMU Navigating Change Webinar series

Here are some guidelines before we start:

1. Please mute your microphone to eliminate background noise so everyone can hear.
2. You will need a sheet of paper and a pen/pencil or other option to capture thoughts during the session. There will be three reflection opportunities, each with two questions for consideration.
3. CHAT: Make sure CHAT window is open. To access the Chat area click on the blue chat icon in the upper right hand are of the screen.
4. In the right-hand corner you will note a box, select-send a question to all participants.
5. This session will be recorded.
6. We will start shortly!
Update of What is Happening at CMU

The university's intention to reopen CMU's main campus and satellite locations this fall for F-2-F instruction.

Tuition will not increase in the year ahead at CMU.

Total Enrollment/Headcount at End of Fall 2019*: 19,431 (Undergraduate: 14,672, Graduate: 4,759)

Spring commencement ceremonies will be held the weekend of August 15, 2020

There were ~3,000 graduates in the Spring of 2020

*Spring 2020 semester numbers not available.
Meeting the Challenge of Disruptive Change

Presented by Senior Design Coordinator for the School of Engineering & Technology: Dr. Richard L. Hayes
Thursday, May 28th, 2:00 PM EST

Welcome to Central Michigan University
Webinar Series on Navigating Change, 3 of 3

Who am I and why is this webinar information important?

Dr. Richard L. Hayes
Senior Design Coordinator
for the School of Engineering and Technology
Agenda

1. Welcome
2. Thinking Outside the Box When There Is No Box
3. “Meeting the Challenge of Disruptive Change”*
4. “Surviving Disruption”*
5. “How Will You Measure Your Life?”*
6. Questions

Thinking Outside the Box When There Is No Box

Organizational survival depends on how leaders can create environments that provide structure, without constraining critical thinking, new ideas, and creative solutions.

The concept revolves around the advantages of meeting the challenge of change in an industry or economic sector utilizing the V.I.B.E.S. framework.

“V” is the advantage of leveraging valuable knowledge across customer base.

“I” being the advantage of increased sales to leverage economies of scale.

“B” represents brand recognition - establish a trusted standard of product/service leading to first-choice selection.

“E” is being able to exploit the network and secure customers into product/service.

“S” is the benefit of creating a switching cost, i.e. the cost of switching suppliers is difficult for a new entry/competitor to match.

Thinking Outside the Box When There Is No Box

- **Disruption**: the break or interruption in the normal course or continuation of some activity or process.

- **Innovation**: the introduction of something new; a new idea, method, or device.

- **Transformation**: the operation of modifying one configuration or operation into another.

- **Change**: the modification, of shifting to a different position, course, or direction.

Definitions derived from Merriam-Webster, [https://www.merriam-webster.com/dictionary](https://www.merriam-webster.com/dictionary)

- Technology: A form of cultural activity in which humans systematically manipulate their physical environment with artifacts, procedures, and organizational arrangement for the production of goods or services.

- **Artifact**: a. A characteristic product or system of human activity: usually representing a particular culture or stage of technological development b: a mass-produced item ("s of industrial society) c: someone or something held to be a typical product (as of social forces).

Definitions derived by RL Hayes
After each of the next three segments:

Meeting the Challenge of Disruptive Change
Surviving Disruption
How Will You Measure Your Life?

Reflection opportunities designated by the radar dish slide.

Each opportunity will have two questions for your consideration.
“Meeting the Challenge of Disruptive Change”

“What mangers lack is a habit of thinking about the organization’s capabilities as carefully as they think about individual people’s capabilities.” p 23

Example: **Washington Metropolitan Area Transit Authority (WMATA)** Engineering Department

Images from [https://www.wmata.com/](https://www.wmata.com/)
“Meeting the Challenge of Disruptive Change”

⇒ Where Capabilities Reside
  Resources
  Processes
  Values
  The way you judge
  How big an opportunity

⇒ Migration of Capabilities

⇒ Sustaining versus Disruption Innovation

⇒ Creating Capabilities to Cope with Change
  New Capabilities Internally
  Creating Capabilities through a spinout organization
  Creating Capabilities through acquisitions

From: https://hbr.org/2000/03/meeting-the-challenge-of-disruptive-change
“Meeting the Challenge of Disruptive Change”

Reflection topics:
1) The challenge of change and describe how the "challenge" takes place in your organization?
2) How do you approach the complex process of innovation?
“Surviving Disruption”

“Disruption is less a single event than a process that plays out over time.” P 141

Aerial Image of area around Detroit Zoo prior to 696 being completed. Image from Wayne State’s DTE Aerial Collection of the region (ND)

Adoption/Innovation Curve

Proportion of adopters

- Innovators
- Early adopters
- Early majority
- Late majority
- Laggards

Time

https://www.researchgate.net/figure/Adoption-Innovation-Curve-Adapted-from-Rogers-1995_fig3_228757766
“Surviving Disruption”

⇒ Where Advantages Lies
  Technological or Business Model
⇒ Where Advantages Matters
  Must have intrinsic value
⇒ Where Advantages Persists
  Retail Grocery Stores
  Online Grocers’ Extendable Core
  The Jobs Brick-and-Mortar Grocers Do
⇒ Why Advantages Persist
  Momentum
  Tech Implementation
  Ecosystem
  New Technologies
  Business Model
⇒ The Path Forward

“Surviving Disruption”

Reflection topics:
1) How does this theme compare and contrast with your organization?
2) What can be done to mitigate impacts or to prepare for their eventuality?
Bounds, who has two teenage children, told the Omaha World-Herald that the long hours and time away from his family had taken a toll on him. Jobs like the presidency, he said, "are 60 to 80 hours every week. It’s hard to work that many hours a week and be a good dad at the same time."

Hank M. Bounds, president of the University of Nebraska

Sketch note of important key points and quotes from the article How Will You Measure Your Life? by Clayton M. Christensen.
From: https://www.chriscarlson.org/2016/08/15/how-will-you-measure-your-life/
“How Will You Measure Your Life?”

Create a strategy for your life.
   How can I be happy in my career?
   How can I be sure that my relationship with my family is an enduring source of happiness?
   How can I live my life with integrity?

Allocate Your Resources
Create a Culture
Avoid the “Marginal Costs” Mistake
Remember the Importance of Humility
Choose the Right Yardstick

Barriers
   Lack of time to plan, guidelines, fixed locations

“How Will You Measure Your Life?”

Reflection topics:
1) The concept of “measuring your life,” does it matter?
2) The two items you feel are the most important in this theme?
Closing Wit (or is it WIT?)

We need to foster a culture of innovation. Does anyone have an idea how we can do that?

You could give us less work and you could stop criticizing every idea we ever have.

Does anyone have a suggestion that isn’t ridiculous?

What we need is an overarching strategy to stimulate our innovation.

Or you could stop smothering the innovation we already have.

That’s the dumbest idea I’ve heard in my entire life.

And there it is.
References – for further reading


QUESTIONS

Richard L Hayes, RA, PMP, PhD
Senior Design Coordinator
School of Engineering & Technology
ET 145-B | Central Michigan University
Mount Pleasant, Michigan 48859
P: 989-774-7634 | E: hayes1rl@cmich.edu
www.cmich.edu
THANK YOU FOR ATTENDING!

CENTRAL MICHIGAN UNIVERSITY IS AVAILABLE TO PROVIDE YOUR ACADEMIC AND LIFELONG LEARNING NEEDS!

GRADUATE PROGRAMS INCLUDING THE MSA

HTTPS://WWW.CMICH.EDU/COLLEGES/CGS/MSA/PAGES/DEFAULT.ASPX

UNDERGRADUATE MAJORS

HTTPS://WWW.CMICH.EDU/GLOBAL/PROGRAMS/PAGES/BACHELORS.ASPX

PROFESSIONAL DEVELOPMENT AND LIFELONG LEARNING

HTTPS://WWW.CMICH.EDU/GLOBAL/PROGRAMS/PROFDEV/PAGES/DEFAULT.ASPX