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Closing Keynote. Navigating Change: It's a Whitewater Adventure

Marjorie J. Kostelnik

University of Nebraska, mkostelnik2@unl.edu

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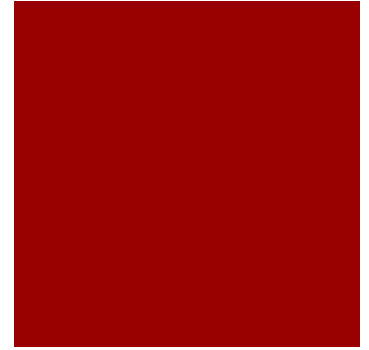
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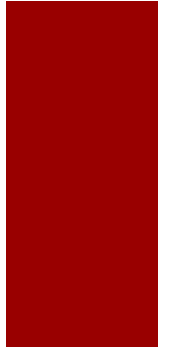
Navigating Change: A Whitewater Adventure



Marjorie Kostelnik, Ph.D.

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Think of how times have changed....



- It used to be impossible to....

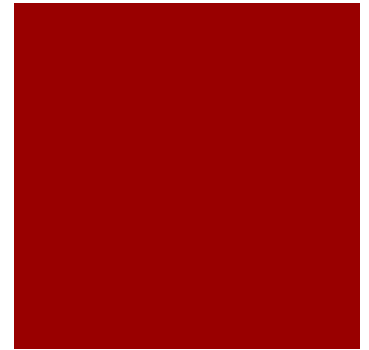
- Now it's not!

A Call for Change

- *“Education is the most powerful weapon you can use to change the world.”*
- Nelson Mandela



Perfect Storm



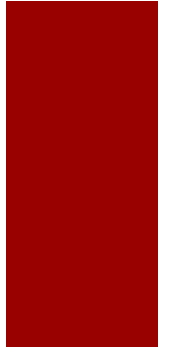


**“What if we don’t change at all ...
and something magical just happens.”**

NEAFCS Creed:



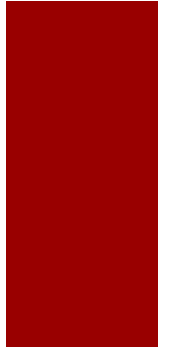
- May I always be willing to accept the challenges of changing times



Change Agents

Serve as catalysts
for change...

- *Change agents provoke or nudge or elevate others into thinking, feeling or behaving in ways they would not otherwise have demonstrated.*



LADY
GAGA



MARTIN
LUTHER
KING JR.



MAE C. JEMISON



RED
CLOUD



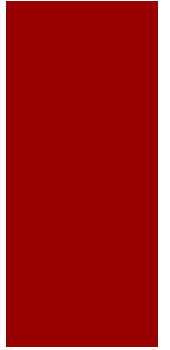
Myths about Change Agents



- Born not made
- Change has to be big
- Single skill set
- Must be charismatic, persuasive, directive, in-charge
- Must have 'the title'
- *Few of us have the greatness to bend history itself; but each of us can work to change a small portion of events -- it is from numerous diverse acts of courage and belief that human history is shaped.*

Truths

- Change agents come in all types and roles
- Everyone has the potential to influence change
- How we interact with people influences their reactions to change
- *Each time we ask someone to change, we ask him or her to take a journey into incompetence.*

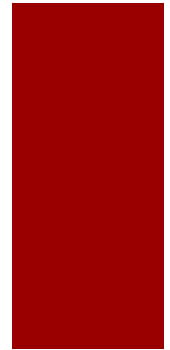






managing-ambiguity learning churn long-term
mistakes Thick-skin storyteller problem-solver
results listener language wrangler commitment manager Inclusive persistence
Developing-others Flexible advocacy project
resilience intentional

CHANGE ...

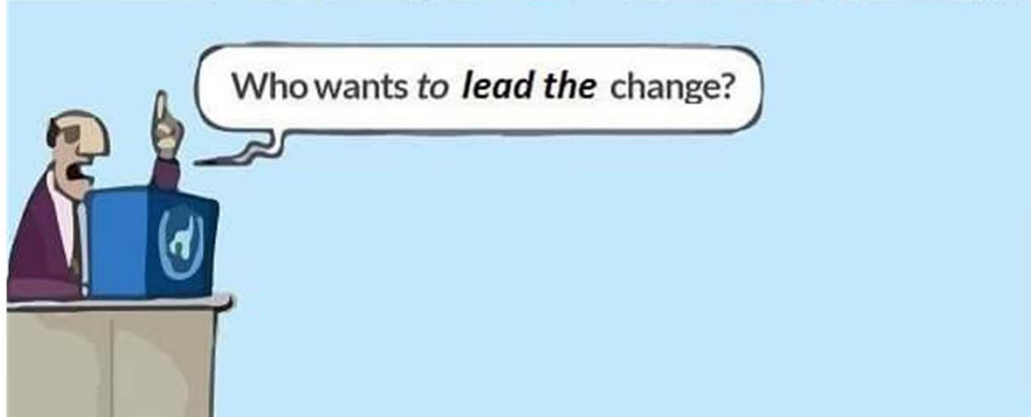


Equals Disequilibrium

Involves Taking Risks

Takes Time

Requires Action



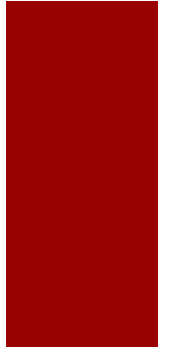
Three Steps Involved In Making a Change

1. Awareness

2. Deciding to act

3. Taking action

1. Awareness



Self-Awareness

- Self reflection
- We all have distinctive strengths – what are yours?

Other-Awareness

- Looking beyond yourself
- What are you hearing, seeing, learning about team/stakeholders?
- What 'other' strengths can you build on?

2. Deciding to Act

- Good citizenship is our responsibility!
- One aspect of good citizenship is being willing to step in when our talents are needed.
- Do not wait for perfection!
- Total knowledge
- Everyone on board

3. Taking Action

- Perspective taking
- Instrumental know-how



People Create Change





Change is a Process

Change is happening all around us.

Change takes time to evolve; sometimes it is predictable, sometimes it is not.

Phases of Use



Non-use

Orientation

Preparation

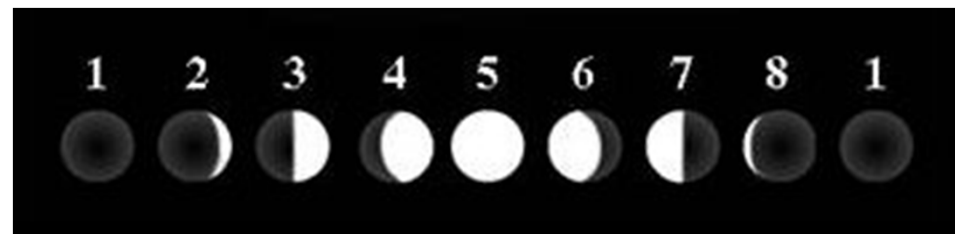
Mechanical use

Routine Use

Refinement

Integration

Renewal

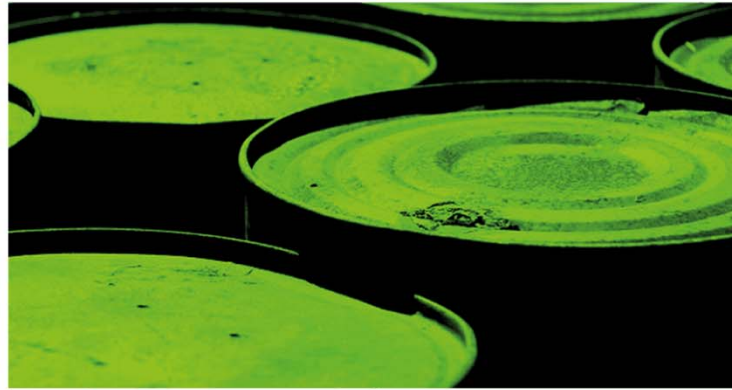


People Vary in Their Reactions to Change

- Early Adopters/advocates
- Slow to warm up/wait and see
- Resistors/saboteurs



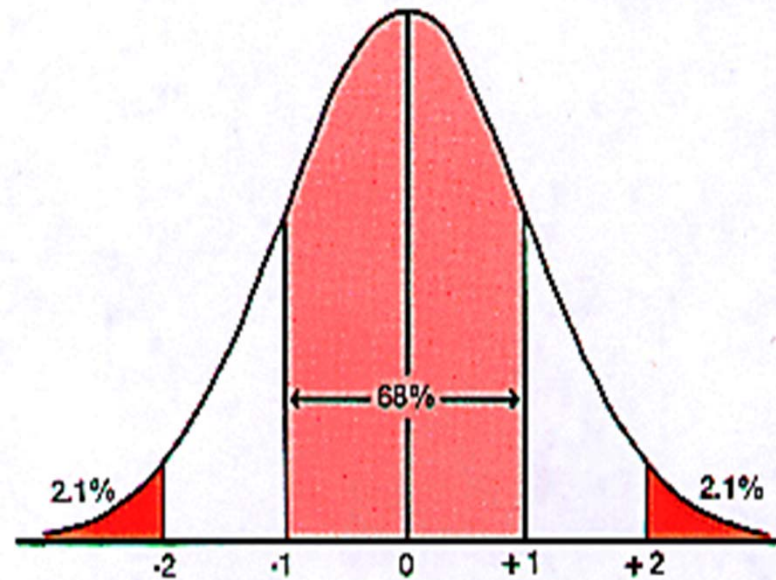
Toxic Organizational Culture



1	We have <i>always</i> done it that way	2	That's <i>not the way</i> we do things around here
3	<i>That's the way</i> we do things around here	4	Doesn't matter what we say. <i>Nothing will change</i> anyway
5	Don't <i>boil the ocean</i>	6	Don't set the bar <i>too high</i>
7	We're <i>different</i>	8	It <i>won't hurt</i> us
9	It's <i>not my problem</i>	10	If it ain't broke, <i>why fix it</i>
11	We tried that ages ago.... <i>it didn't....</i>	12	That <i>won't work</i> here

Concentrate on Those Who Have the Most Potential for Change

- Encourage the early adopters
- Focus on the middle
- Ignore or isolate the resisters





Leadership/Followership

Two Sides of the Same Coin



Leadership/Followership Both Require COURAGE

COURAGE TO:

- assume responsibility
- serve
- challenge
- participate in the transformation
- make mistakes, and learn from them
- abandon successful past practices



It's a Balancing Act

Your situation and your specific talents will determine when you will be needed to lead and when it is your responsibility to be a supportive follower.

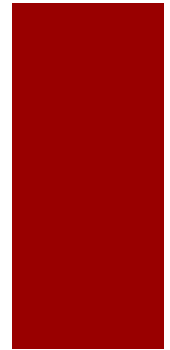




Leaders and Followers
Help Determine Each
Other's Success



We Need to Rethink...



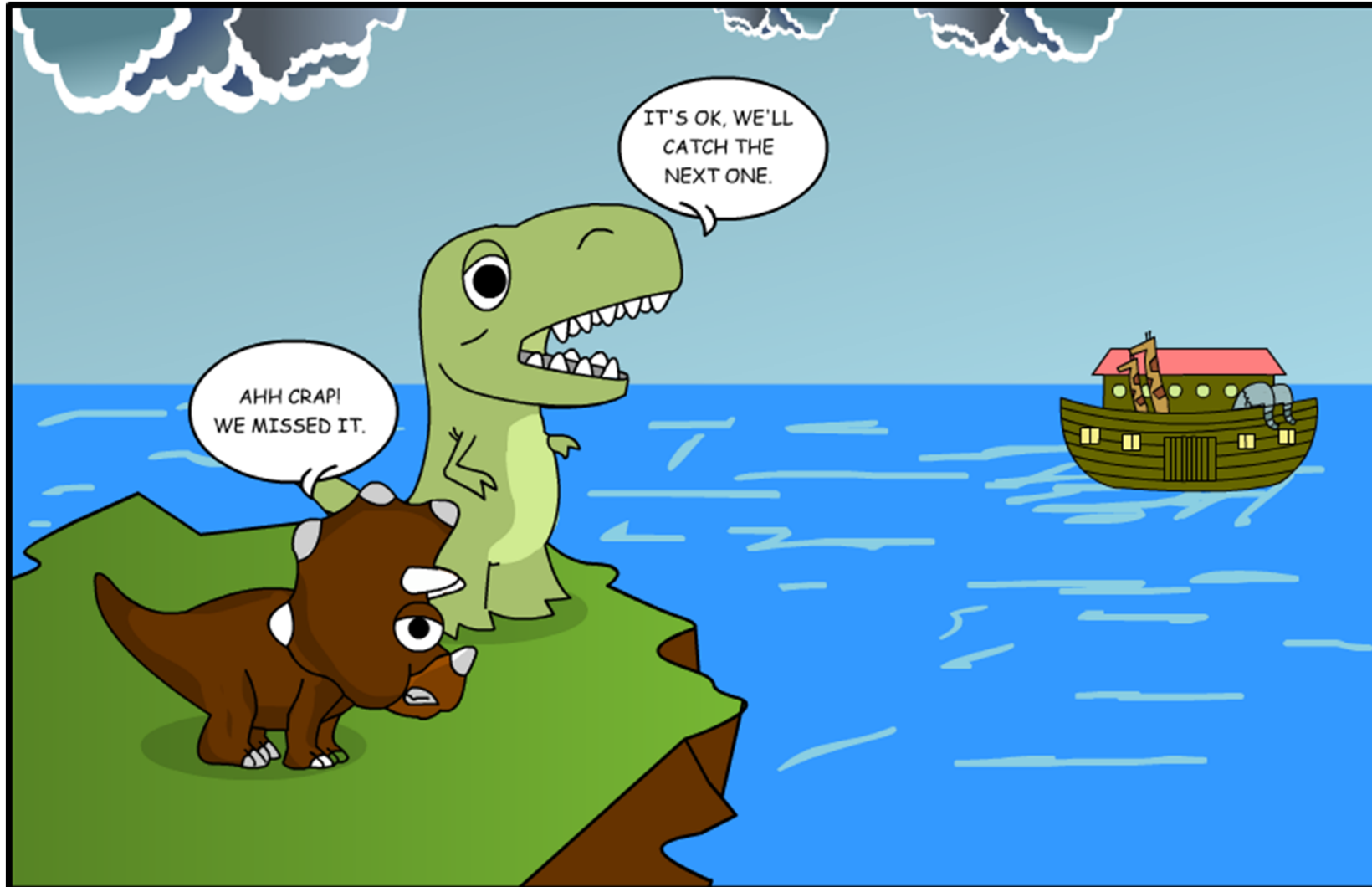
Academic Time



Real Time



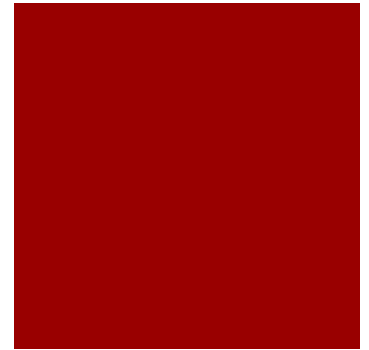
We Can't Afford to Wait...



"Extinct"

By: Jacob Kern - www.theord.com - © All Rights Reserved

Take the Leap





- Reach out
- Scan the environment
- Focus on the big ideas
- Take risks
- Compromise
- Share the credit
- Persevere
- Inspire and support the next generation of change agents

Where are you looking to anticipate the next change?

- Check your calendar...
- Who are you spending time with?
- On what topics?
- Where are you traveling?
- What are you reading?

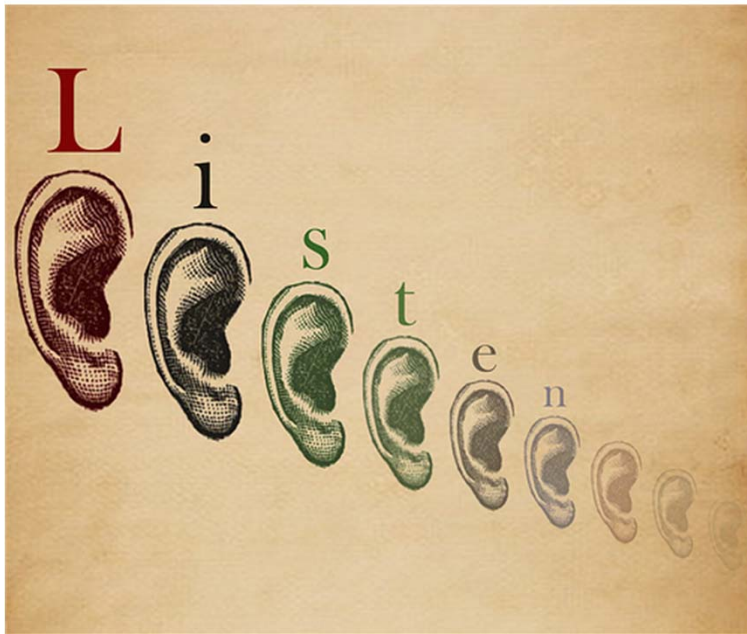
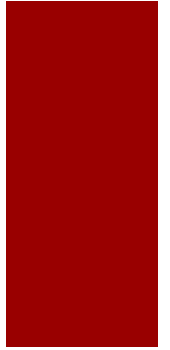


How diverse is your personal and professional network?

- Are you developing relationships with people who are very different than you?
- Differences can be biological, physical, functional, political, cultural, or socioeconomic.



Are you listening?



- Make it easier to listen
 - Assign devil's advocate role
 - Lateral thinking
 - Require multiple strategies



Marjorie Kostelnik

University of Nebraska
Senior Associate to the President
106 Varner Hall
Lincoln, NE 68583

mkostelnik@nebraska.edu

UNIVERSITY OF
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