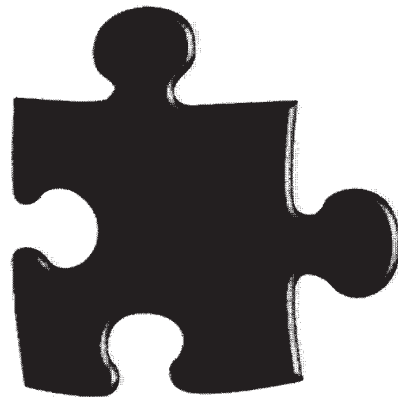

The Adaptive Executive



BCSSA

Fall Conference 2005

Jennifer James, PhD

The New Story

One of the difficult aspects of change, particularly when it is accompanied by complex technology and multiplying data sources, is the ability to give up an old story and develop a new one.

The “story” is a common sense narrative that folds the data into a set of ideas about the “way things ought to be.” Stories are often set up as myths, history or values when they may only be organizing systems for understanding reality or maintaining power.

Leaders must be able to tell the “new story” if they expect their staff, constituency or clients to accept their leadership or their product.

The last step in any adaptation process is cultural (visceral) change. It requires a compelling, believable story that is easily understood and linked to values and beliefs.

The secret to adapting to rapid change is to be able to perceive it happening, know the process, intuit the timing and reduce the negative.

The ability to tell a compelling story requires the following...

- A set of ideas that represents the future and that fit the current reality.
- A set of values that are connected to these ideas. Justice is always one of the core sorting institutions of change.
- Your personal ability to model this story by your emotional energy, creativity and edge.
- Your willingness to influence by telling the new story and motivating positive cultural change.

Thinking in the Future Tense: Adaptive Strategies

"All that is needed for a new universe is a new mind." William Carlos Williams

Cultural anthropology is about understanding culture and belief systems, the stories we tell ourselves about the way things ought to be. One of the difficult aspects of change is the ability to give up an old story and replace it with a new one.

A profession is a story, what is yours? A compelling story requires:

A set of ideas that fit the marketplace

These ideas must resonate with deeply held values

Those telling the story must exhibit integrity, energy and commitment

The ability to figure out which stories are losing power and which are gaining power

This is a time of unusual change as we are shifting to a global information age and international workforce.

The importance of adaptive strategies, who can see the future, who cannot

Free-floating anxiety, don't invalidate my past

American culture and the global disconnect

The human capacity for adaptation and the creation of new social orders

Telling the new story

Thinking in the Future Tense: Adaptive Strategies -Continued

How tight can you operate in this adaptive market?

Controlling the negative

Knowing the change process, being able to see it and embrace it

Anticipation - what are the possible, trends or scenarios

Staying ahead of the competition

How might this trend influence your current clients?

What are our closest competitors doing about this trend?

How might this trend create new clients, who are they?

What other trends might co-evolve with this trend?

The Net generation

Innovation - thinking in new ways

What is arriving, what is leaving?

Unusual partners

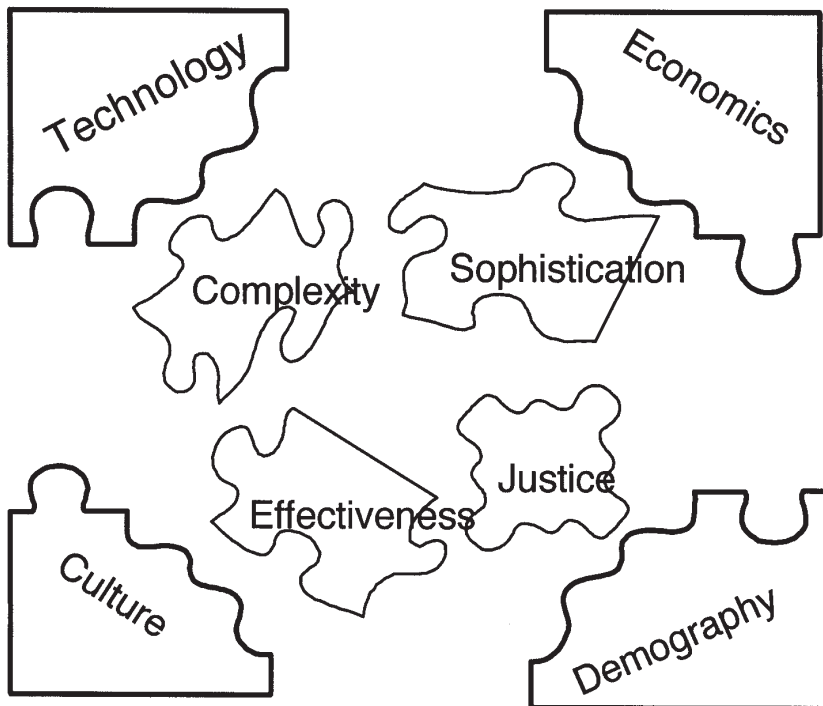
Collaboration - helping each other

Rapid bonding skills

Cultural intelligence

Thinking In The Future Tense

- Understanding cultural adaptation
- Noticing new patterns
- Checking myth switches
- Clearing your perspective



Forms of Intelligence

1. Information retrieval
2. Strategic thinking / problem solving
3. Ability to organize / synthesize
4. Reflective /analytical skills
5. Creative / innovative thinking
6. Intuitive skills
7. Communication skills
8. Rapid Bonding Skills
9. Relationship / teamwork ability
10. Emotional Intelligence
11. Cultural Intelligence
12. International citizenship

Cultural Intelligence

“Living a moral life and being a moral society rests on our awareness of our history. We must know the crimes we are capable of committing by knowing the crimes we have committed.” C. Jung

Cultural intelligence is the ability to recognize cultural myths, our own and those of others.

Culture - our beliefs about the ways things are and ought to be. Culture is about meaning, feelings, ideas and theories transmitted through myths, rules, laws and symbols.

Tipping point - when the balance between the known and unknown shifts. A group, with power, finds they can no longer believe in a part of the accepted cultural myth or practice.

•Moral void - Rapid shifts from the unknown to the known create voids. Changing values and traditions force us to rethink which values? Which traditions?

Science – Science is evidence-based, and is conducted with the same methods in every nation of the world.

Religion- Religion is not evidence-based, and it varies from culture to culture. Each religion has it's own story about the creation of the universe.

The Net Generation

The Net Generation 1978 - 2000

60 MILLION (3 times Generation X)

Use computers and e-commerce

Healthier/smarter/biological spurt

Diverse (including disabilities) 1 in 3 not Caucasian

Frank, sophisticated, mature

Optimistic/self-reliant (busy parents)

Assertive/question/challenge/debate

Sociable/concerned about civic duty (volunteer)

Interested in personal achievement

Work and play inseparable

- History and Demography
- Thought processes
- Stories
- Marketing
- Work expectations

“Growing Up Digital”

By John Seeley Brown

Stanford Research Institute

Trends in Education

Demographic Change

- Minorities--special interests, different history
- Rich and poor--loss of investment in public education
- Equity issues--revised I.Q. testing
- Regional disparities increase
- Single parent families
- Special Education--ADD, socialization skills

Growing Mismatch Between Education and Economics

- Technology
- Information skills
- Literacy skills
- Computer skills--teacher competence
- Financial management skills
- Vocational options
- Social skills and values
- Teamwork skills
- Technology and Special Needs

Expanded School Day and Year

- Conservation of resources
- Core curriculum expansion
- Lifelong learning programs
- Expansion of community colleges/voc-tech
- Elimination of grades 11 & 12
- Business involvement in training
- Full service schools

Decentralized Management

- School based teams
- Downsizing
- Changing career tracks
- Community involvement
- Accountability (parent, teacher, administrator)
- Empowered teamwork

Teacher Shortage

- Education student scholarships
- Financial incentives
- Minorities
- Alternative routes to certification
- Competence tests
- Reduced tenure
- Re-definition of profession

Private School Options

- Vouchers, charters, alternatives
- Reduced sport curriculum
- Privatization of public schools
- Internet schools
- Home schooling

Special Issues

- High-stakes testing
- Smaller schools, smaller classes
- School as a sanctuary
- Uniforms
- Social activism
- Values education
- Science and religion
- Mediation contracts
- Self-science for students

Thinking in the Future Tense

Suggested Reading

Brown, John Seeley. Growing up Digital: How the Web Changes Work, Education and the Way People Learn, Stanford Research Institute, Stanford, March/April 2000.

- *A research project on the social and intellectual patterns of the Net generation, the 5 - 25 year olds who have access to computers and the Internet.*

Campbell, Joseph. The Power of Myth, Doubleday, New York, 1988.

- *The classic analysis of myths and why they hold so much power and compete with rational thought systems.*

Coontz, Stephanie. The Way We Never Were, BasicBooks, New York, 1992.

- *The reality versus the nostalgic memories of what life was like for most of us in the 1950's.*

DeBono, Edward. DeBono's Thinking Course, Facts on File, New York, 1982.

- *The quick course in how to think in new ways, well worth your time.*

Gardner, Howard. Changing Minds: The Art and Science of Changing Other People's Minds, Harvard Business School Press, Boston, 2004.

- *Gardner's latest book on why it is so difficult to change, the conflict between culture and reason*

Gert, Bernard. Common Morality: Deciding What to Do, Oxford University Press, Oxford, 2004.

- *Moral issues discussed from the logical point of view.*

Goleman, Daniel. Working with Emotional Intelligence, Bantam Books, New York, 1995.

- *The basic book on understanding and developing emotional intelligence.*

James, Jennifer. Thinking in the Future Tense, Simon & Schuster, New York, 1996.

- *The basics of thinking in the future tense.*

Jung, Carl G. Memories, Dreams, Reflections, Rev. Ed. Recorded and edited by A. Jaffe, translated by R. Winston and C. Winston, Pantheon, New York, 1973.

- *Jung's concepts of inherited myths (archetypes) and morality are important to understanding why "good" countries or individuals may do "bad" things.*

Lakoff, George. Moral Politics: How Liberals and Conservatives Think, The University of Chicago Press, Chicago, 2002.

- *Very interesting comparison of liberal and conservative myths and value systems. He is a liberal but the discussion is very even-handed.*

Ornstein, Robert. The Evolution of Consciousness, Prentice Hall, 1991.

- *The basic book on how we think.*

Rogers, Everett M. Diffusion of Innovations, Free Press, New York, 2003.

- *A great book on adaptation.*

Wright, Robert. Nonzero: The Logic of Human Destiny, First Vintage Books, New York, 2001.

- *A challenging view of history and human development.*