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LEADING, CHANGING, AND CREATING WITH IMPACT IN THE BIOMEDICAL ENVIRONMENT TODAY

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“He who knows others is wise. He who knows himself is enlightened.”

-Lao Tzu, 600 B.C.
TODAY’S GOALS!

1. To understand the Leadership within each of us.
2. To develop ideas for leading your Personal Change.
4. To utilize your own creativity for impact in the work environment of today.
UNFREEZING THE STATUS QUO

Diagram:
- Desired state
- Status quo
- Restraining forces
- Driving forces
- Time
SOURCES OF INDIVIDUAL RESISTANCE TO CHANGE

- Selective information processing
- Fear of the unknown
- Habit
- Security
- Economic factors
TOP TEN LEADER THOUGHTS.

- 1. Character/Trust—”it is not your aptitude, but your attitude, that determines your altitude” Zig Ziglar.

- 2. Vision/Anticipation—Phil Rizzuto –”Hey Yogi I think we’re lost”, Yogi Berra—”Yea, but we’re making great time!”.

- 3. Lead by example—You are always on...
4. Enforce metrics—”Vision without action is a daydream. Action without vision is a nightmare.” Japanese Proverb.

5. Commitment to Task and People—Too much of one or the other destroys leadership.

6. Develop/Empower People—Delegate to your people, be a teacher, give responsibility, and set high expectations and verify. **No involvement, no commitment.**
7. Leader/Manager combination. “A leader knows what is best to do; a manager merely knows how best to do it. Must have both!!!

8. Brings meaning and interpretation to complex events. Knows perceptions are different depending on where you sit or stand.


10. Communication is leadership. It is the foundation of relationships/organizations.
"Nothing is permanent except change."

(Heraclitus, 540-475 B.C.)
CHANGE CURVE

Present State

Need for Change, Who to Involve, Supporters/Resistors

Valley of Despair or Joy, Strategies To Keep Us Moving

Future State

Incremental Change, Seeing the Results

Celebrate the Change
“MOST PEOPLE HATE ANY CHANGE THAT DOESN’T JINGLE IN THEIR POCKET!”

-W.C. FIELDS

Has this been your personal experience?
Stages of Adjusting to Change

Status quo → Anger, apathy → Options, solutions → Adaptation

DENIAL → RESISTANCE → EXPLORATION → COMMITMENT

OLD → NEW
Applications for change resistance

Education & Communication

When knowledge would help alleviate fears due to inaccurate or sketchy information

Participation & Involvement

When change initiators need information from others to design change and when the probability of resistance is high

Facilitative Support

When people lack the necessary skills or tools to be effective following change

John Kotter.
Emotional Support

When people have personal concerns and anxiety about a change that supportive reassurance could help alleviate

Incentives

When key people will resist the change unless they benefit from it

Manipulation & Co-optation

When change is absolutely necessary and all other techniques would be ineffective or too costly

Coercion

When change must occur quickly and the initiators have significantly more power than the resistors
CREATIVE PROCESS MODEL

Preparation → Incubation → Insight → Verification

Mc Shane and Von Gilnow
“Creativity as a fundamental trait is possessed by every person...(and yet) very few people make use of their creative potential”

Knecheges & Woods, 1973

Most of us are born with rich imaginations but that curiosity and wonder must be preserved for creativity to persist.
Separate idea generation from evaluation
Test assumptions
Avoid patterned thinking
Create new perspectives
Minimize negative thinking
Take prudent risks
BARRIERS TO CREATIVE PROBLEM-SOLVING

- **Perceptual blocks**
  + Limited use of our senses in observing
  + Failure to investigate the obvious
  + Difficulty in seeing remote relationships

- **Cultural blocks**
  + Desire to conform to adopted pattern
  + Overemphasis on competition or cooperation
  + Belief that indulging in fantasy is a waste of time
CHARACTERISTICS OF CREATIVE PEOPLE

- Above average intelligence
- Persistence
- Relevant knowledge and experience
- Inventive thinking
ACTIVITY

- Measuring Your Creative Personality
  1. Complete individually
  2. Read each of the 30 adjectives and think honestly about yourself.
  3. Put a mark in the box beside the words that accurately describe you.
CREATIVE WORK ENVIRONMENTS

- Learning orientation
  - Encourage experimentation
  - Tolerate mistakes
- Intrinsically motivating work
  - Task significance, autonomy, feedback
- Open communication and sufficient resources
- Team trust and project commitment
CREATIVE ACTIVITIES

**Redefine the Problem**
- Review abandoned projects
- Explore issue with other people

**Associative Play**
- Storytelling
- Artistic activities
- Morphological analysis

**Cross-Pollination**
- Diverse teams
- Information sessions
- Internal tradeshows
IT DEPENDS:

ON WHAT YOU STAND FOR...
WHAT YOU BELIEVE IN...
WHAT MAKES YOU WEEP AND WAIL...
WHAT MAKES YOU JUMP FOR JOY...
WHAT ARE PASSIONATE ABOUT...
WHAT KEEPS YOU AWAKE AT NIGHT...
WHAT DO YOU REALLY CARE ABOUT...
THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP®

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart
With our goals met: I challenge you to maintain
To remember:

Only the mediocre are always at their best.
J. Winters

Be the change you want to see in the world.
Gandhi
THANK YOU ALL!

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- References used with Permission.