

**Creating Change and Motivating
others to Innovate**

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Overview

Getting more women in computer science as culture change—
15 minutes

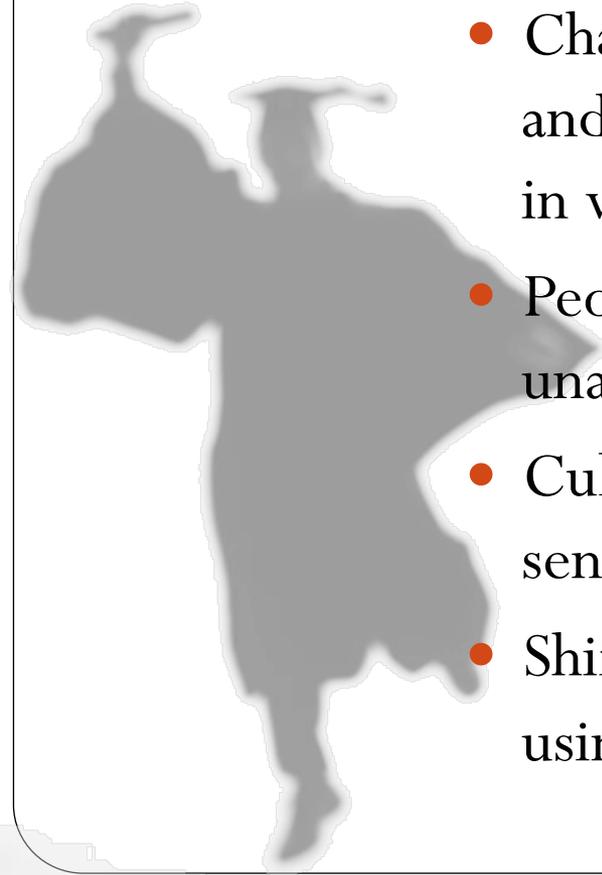
Multi-prong leadership for culture change— 30 minutes

Remaining time for questions



Reflections on Change for Student Success

- Changing views about who is a computer scientist and the IT field requires culture change – change in values and underlying beliefs
- People resist culture change and are often unaware they are even doing it
- Culture change (and implicit beliefs) requires sensemaking/organizational learning
- Shifting culture requires multi-prong approach using four leadership strategies



Sensemaking: Using learning to overcoming resistance

- Create a reading group to review Woman and information Technology by Joanne Cohoon and William Aspray
- Invite F. Mary Williams and Carolyn J. Emerson –authors of Becoming leaders : a practical handbook for women in engineering, science, and technology give a talk on campus
- Create a cross campus working group devoted to exploring ways to recruit more women into information technology

Sensemaking for culture change

- Hold public forums to discuss increasing women's participation in IT and ask people to consider their role in this issue
- Hold professional development workshops on factors we know improve women's involvement in IT
- Create a concept paper on reasons for the need to increase women in IT and current barriers
- Collect data related to women's participation in IT and give to a cross campus team to investigate and hold forums for discussion
- *This all helps overcome implicit bias and alters beliefs*

Questions

- Which sensemaking approaches have you tried?
- Which sensemaking approaches have been most useful?

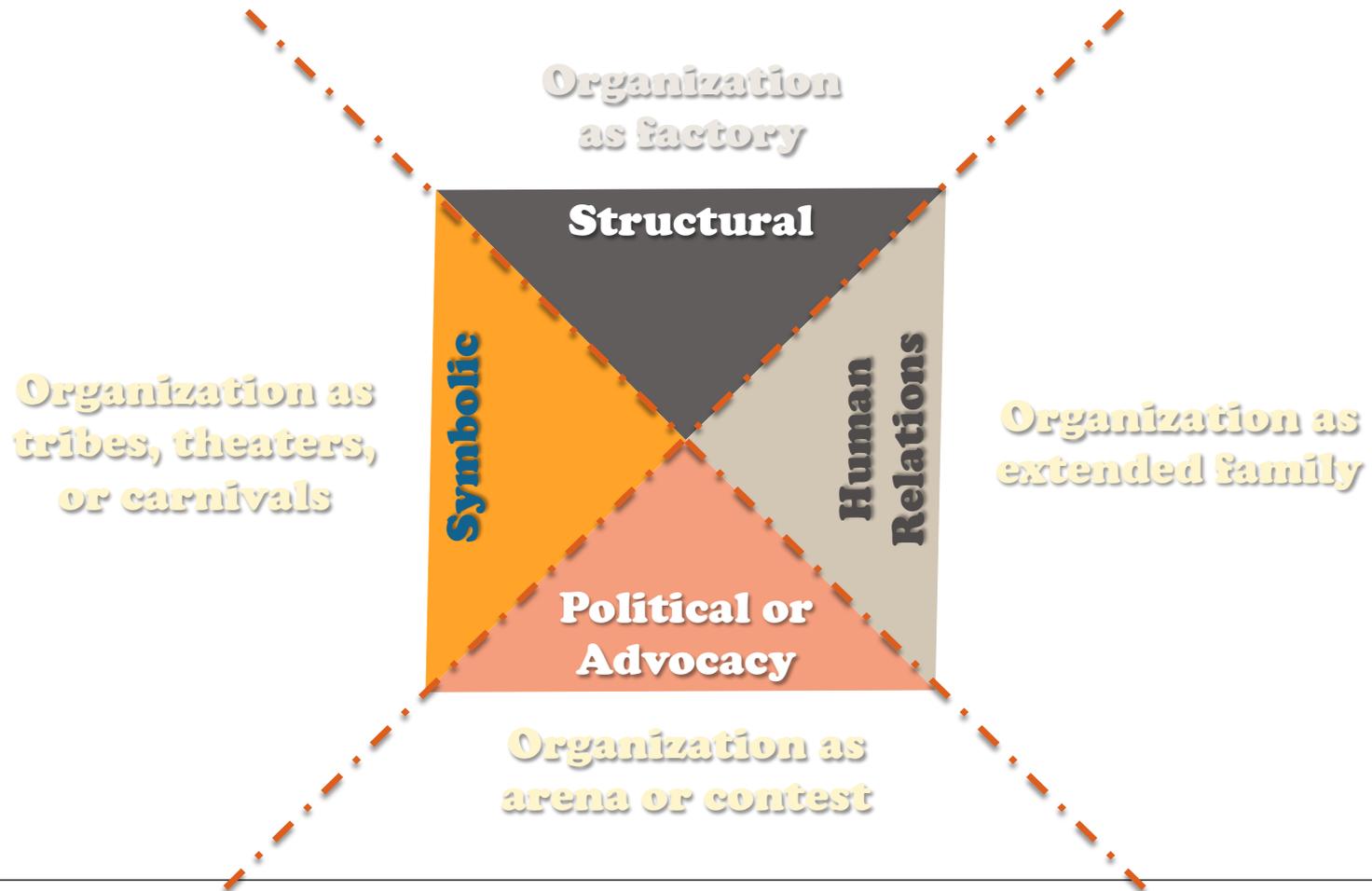
Leadership and Change : **Four** **Frames**

- To understand campuses from a variety of perspectives – summary of major organizational theories
- To consider different change strategies
- To analyze leadership styles and strategies of yourself and others
- To enhance one's own set of leadership tools

Goal: Multi-frame Thinking

- Create vision or direction for change by analyzing problem and solution through four frames
- Create strategy for change acknowledging all dimensions of organization that may need to be affected
- Become a multi-frame thinker or create a multi-frame leadership team
- Keegan – “Immunity to change” – socializing mind (follow others), self-authoring mind (unitary but directed problem-solver), self-transforming mind

Four Frames



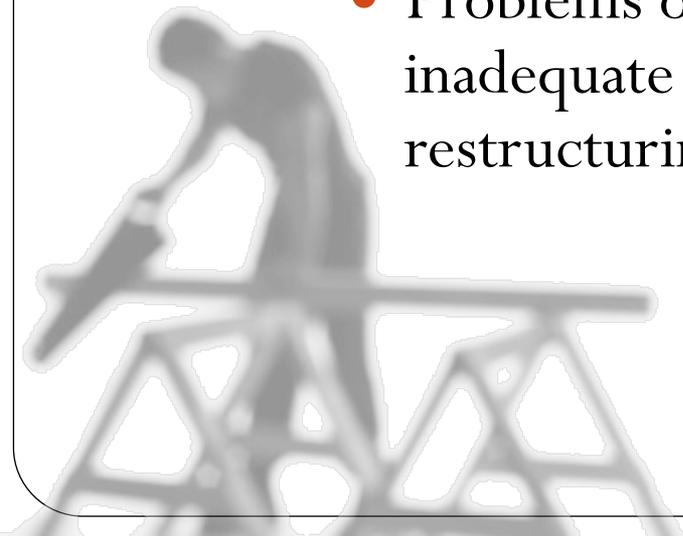
Structural Frame

- Rationality, formal roles and rules
- Key concepts – roles, rules, goals, policies, technology, rationality, differentiation, integration, coordination, control
- Key processes – division of labor and coordination of individual activities



Structural Frame

- Organizations exist primarily to accomplish established goals
- A structural form can be designed and implemented to fit any particular set of circumstances
- Problems originate from inappropriate structures or inadequate systems and can be resolved through restructuring or developing new systems



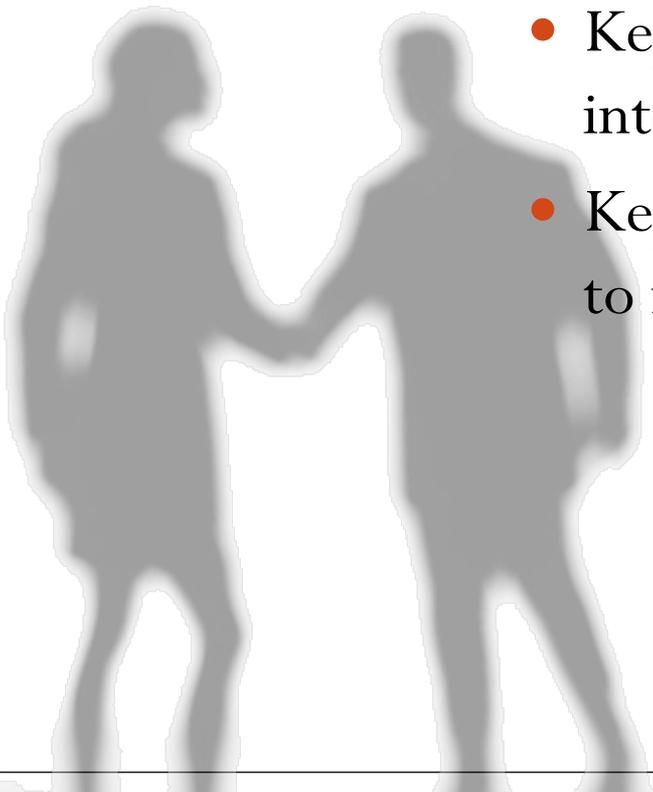
Structural Strategies for Student Success

- Set up an office to support women in IT
- Establish formal plan and goals for increasing women in IT
- Assess goals around recruitment and retention annually



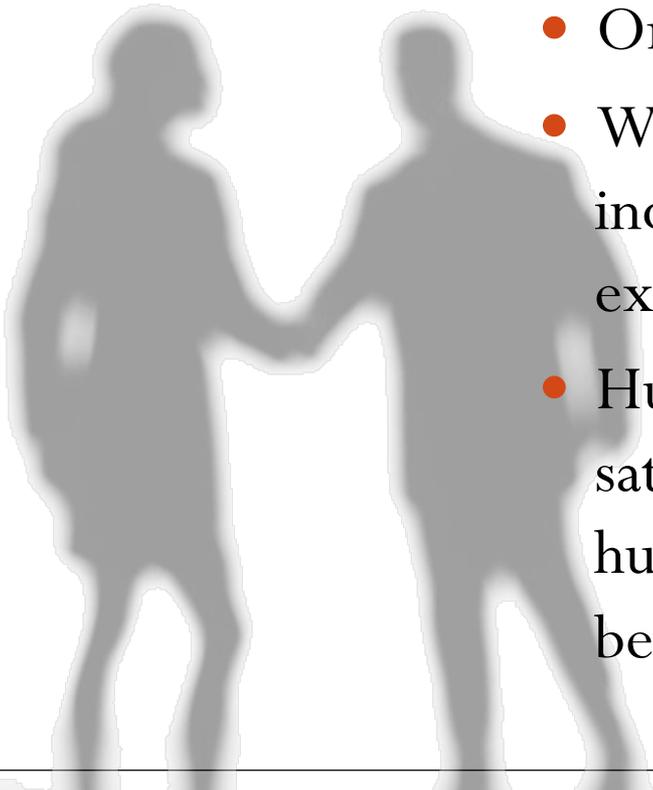
Human Relations Frame

- Fit between people and the organization
- Key concepts – needs, skills, relationships, interpersonal interactions, fit, satisfaction
- Key processes – tailoring the organization to meet individual needs



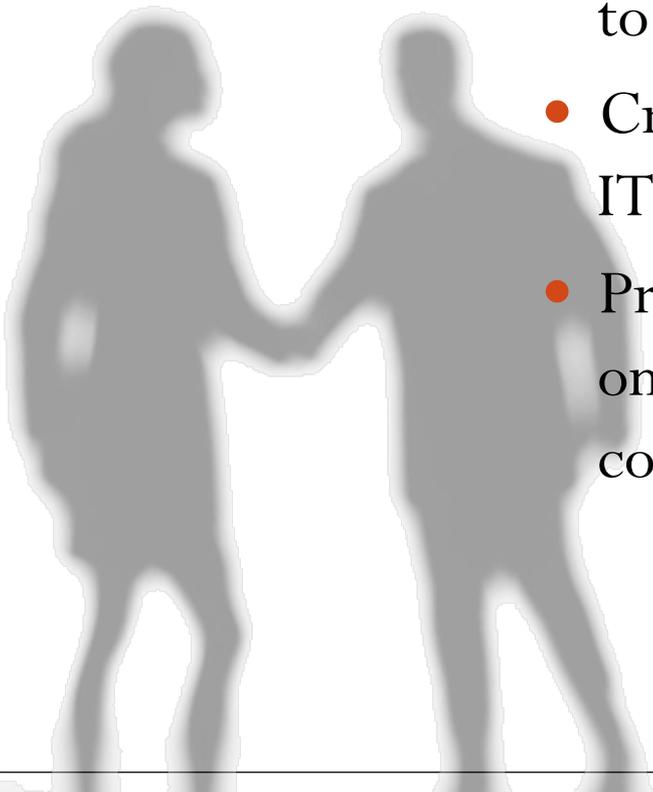
Human Relations Frame

- Organizations exist to serve human needs
- Organizations and people need each other
- When the fit is poor, both will suffer, individuals will be exploited, or seek to exploit organizations, or both
- Human beings find meaningful and satisfying work, and organizations get human talents and energy – a good fit between both!



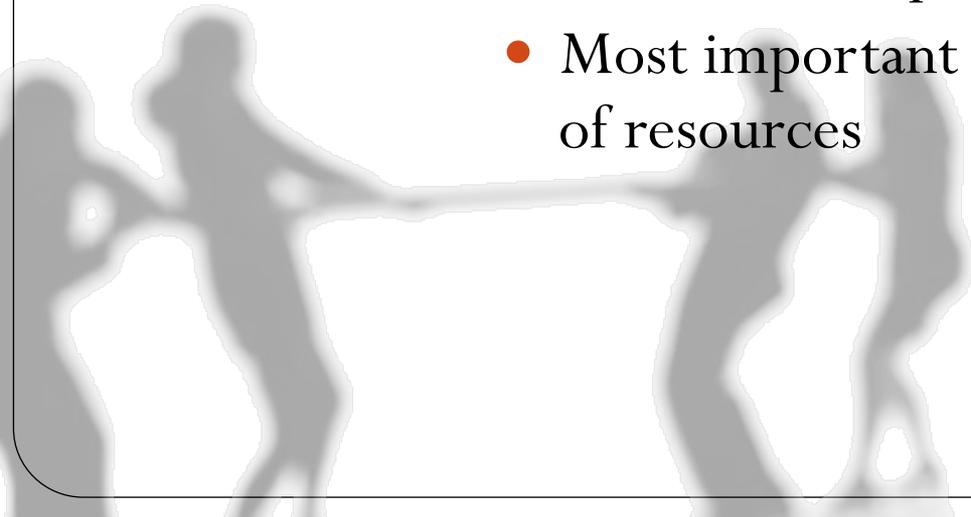
Human Relations Strategies for Student Success

- Provide professional development on ways to encourage women into IT fields
- Create mentoring programs for women in IT
- Provide avenues for staff to have feedback on plans to improve recruitment and completion rates



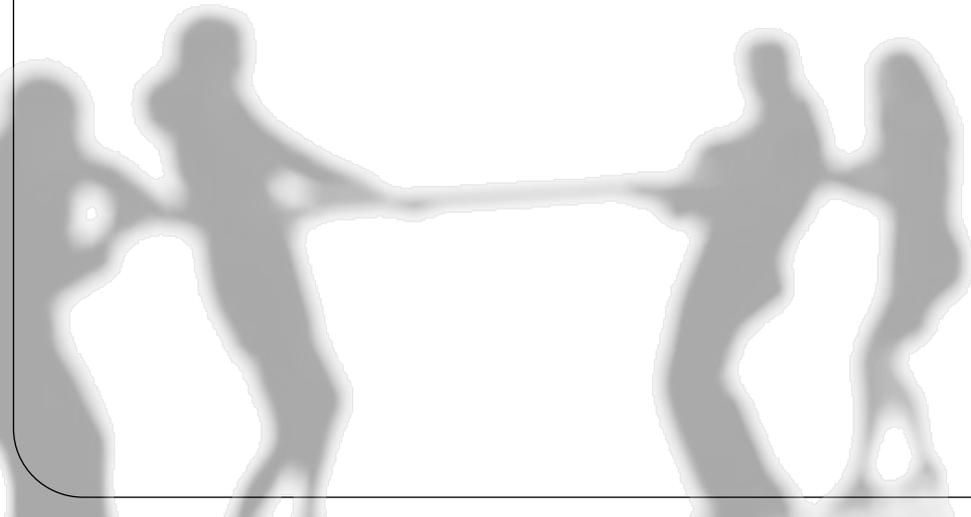
Political or Advocacy Frame

- Organizations are coalitions of various individuals and interest groups
- There are enduring differences among coalition members in values, beliefs, information, interests, and perceptions of reality
- Most important decisions involve the allocation of resources



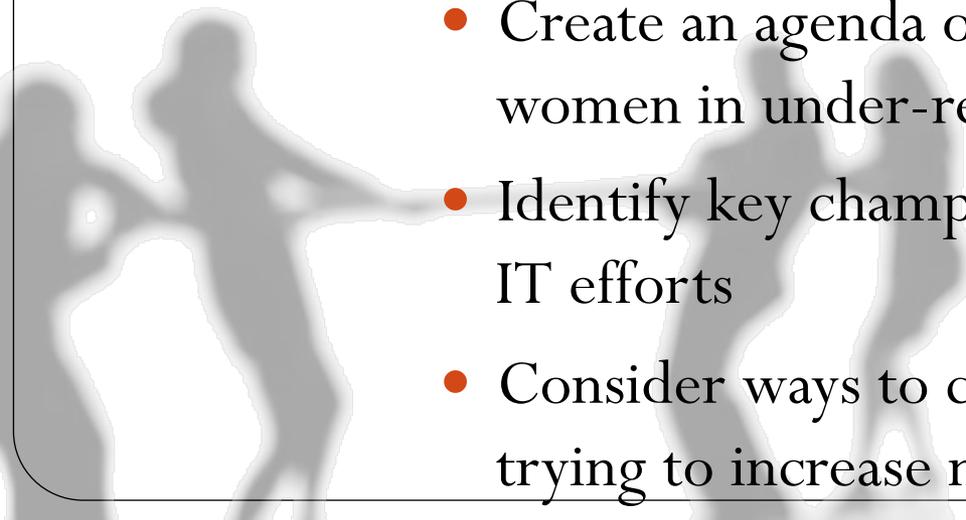
Political or Advocacy Frame

- Key concepts – power, conflict, competition, positive politics, power base
- Key processes – bargaining, negotiation, coalition building, agenda setting



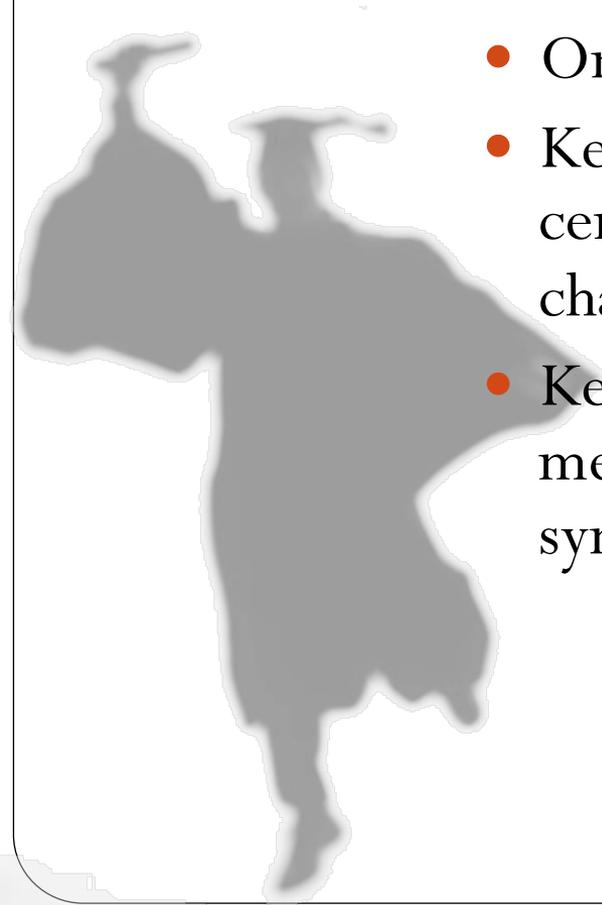
Political Strategies for Student Success

- Form a network with other offices that support women on campus
- Use assessment results to leverage support for mentoring programs
- Create an agenda on campus around supporting women in under-represented fields
- Identify key champions for women who can support IT efforts
- Consider ways to create a coalition with other fields trying to increase number of women



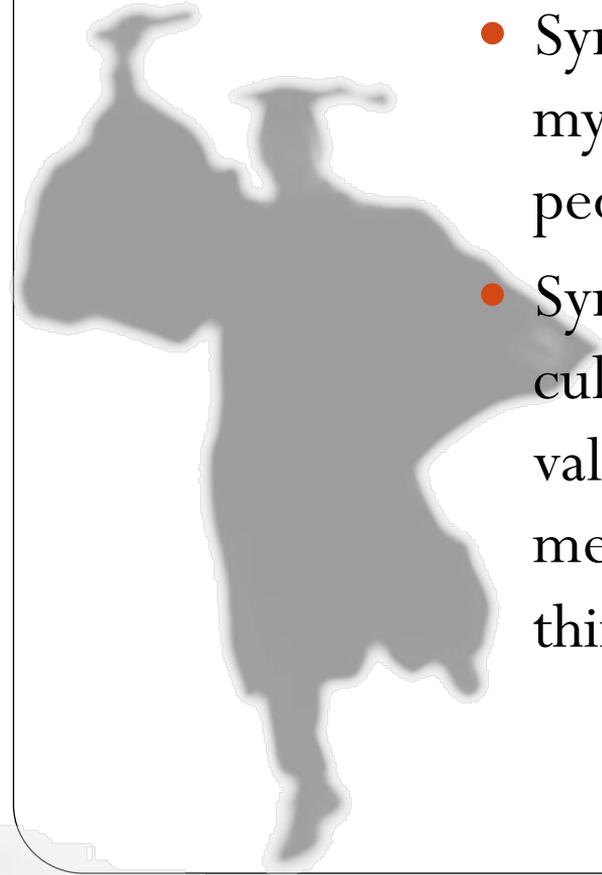
Symbolic Frame

- Organizations as tribe, theater and carnival
- Key concepts – culture, symbols, ritual, ceremony, stories, heroes/heroines, myths, charisma
- Key processes – common vision, attending to meaning, devising rituals, ceremonies and symbols



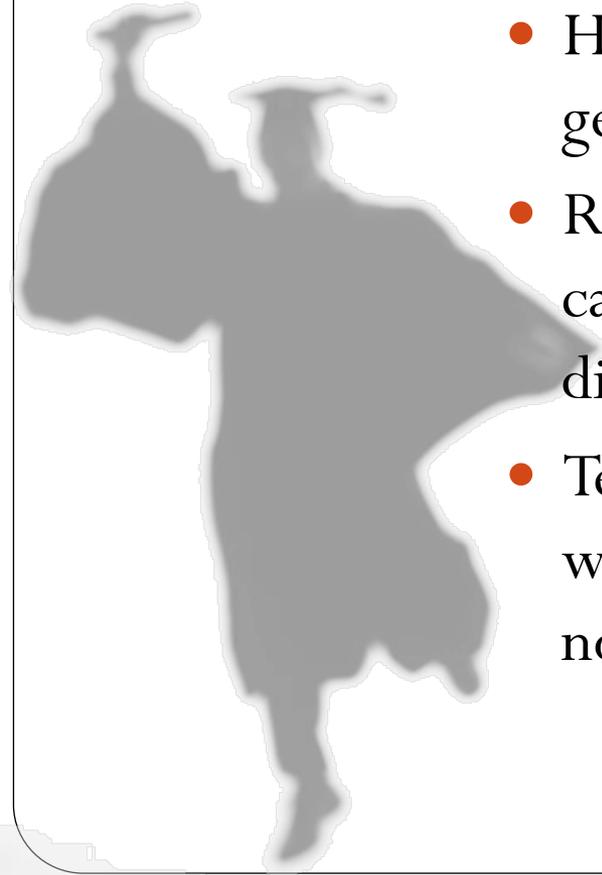
Symbolic Frame

- Symbols form a cultural tapestry or secular myths, rituals, ceremonies, and stories that help people find meaning, purpose and passion
- Symbols embody and express the organization's culture – the interwoven pattern of beliefs, values, practices and artifacts that define for members who they are and how they are to do things



Symbolic Strategies for Student Success

- Have key leaders describe the importance of getting women into under-represented fields
- Relate the women and technology efforts to the campus history of being an innovator, to diversity efforts or other established values
- Tell stories from your own background of how woman did not succeed to impress how you do not want this to happen under your watch



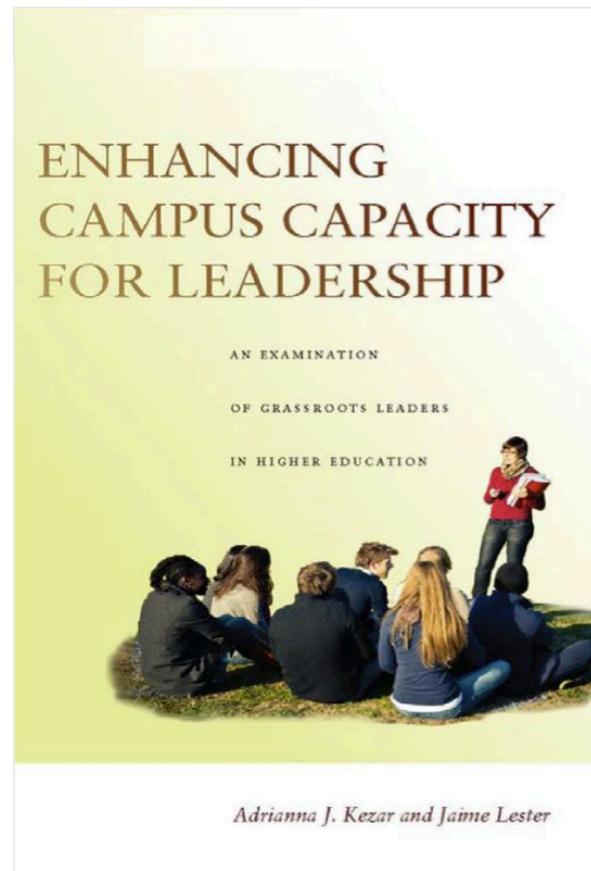
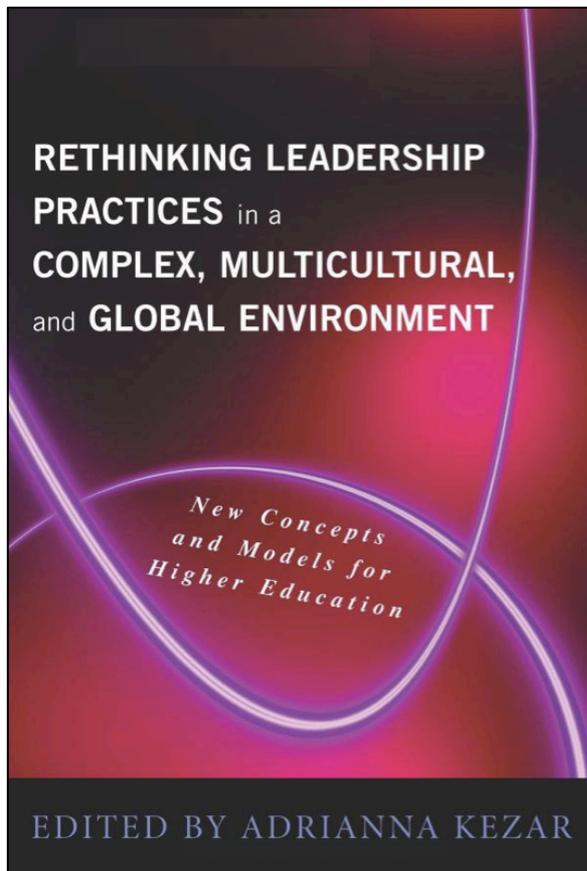
Questions for groups: Multi frame leadership

- Take the inventory on-line
- Which frame are you biased toward?
- Without taking survey, consider your bias..
- Ways to overcome bias or better support a multi-frame approach to leadership?
- Examples of multi-frame leadership – your experiences?

Summary

- There is no recipe for cultural change
- Culture change requires sensemaking/learning– changing individual mindsets
- Culture change requires a multi-faceted strategy and approach to leadership using politics, culture, human resources and campus structures

Resources



Questions?

Thank you!