



BARTON
COMMUNITY COLLEGE

Presented on:
April 27th & 28th, 2022

MINDSET & OPPORTUNITY FOR CHANGE

A BARTON LEADERSHIP WORKSHOP

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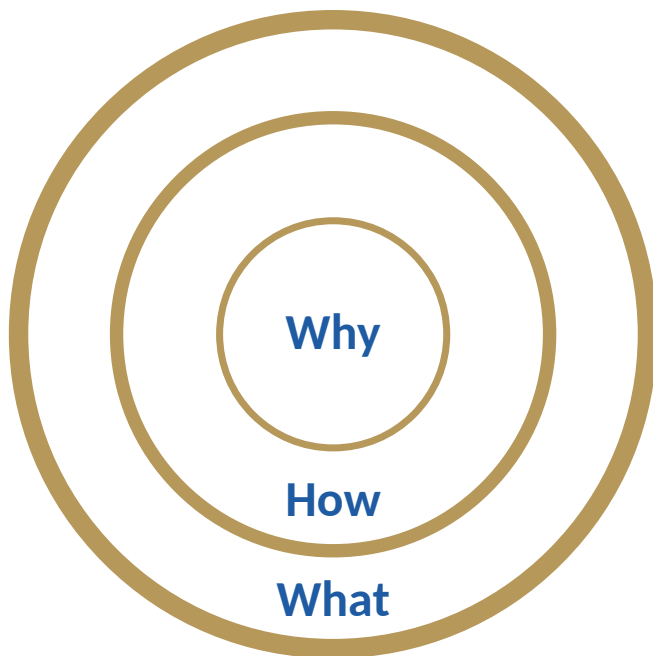


Table of Contents

Start with Why	2
Infinite and Finite Games	4
Trusting Teams	6
Worthy Rivals	8
Existential Flex - Def	10
Existential Flex - Rethink	12
Existential Flex - Data	14
Courage to Lead	16
Who is Barton - Direction	18
Who is Barton - DoI	20
Closing	22

MINDSET

START WITH WHY



What: The product or service provided.

How: How are those products or services provided and what makes them stand out.

Why: What is the purpose or cause that explains why we exist.

What is Your 'Why'?

What is Barton's 'Why'?



QUESTIONS

MINDSET

INFINITE & FINITE GAMES

Finite Games - "Finite games, like football or chess, have known players, fixed rules, and a clear endpoint. The winners and losers are easily identified." - Simon Sinek

Goal - To win the game.

Infinite Games - "In infinite games, like business or politics or life itself, the players come and go, the rules are changeable, and there is no defined endpoint." - Simon Sinek

Goal - To perpetuate the game.

Practices for an Infinite Mindset:

- **Just Cause** - Something bigger than ourselves, willing to sacrifice own interests in pursuit of it, and something worth sacrificing for.
- **Trusting Teams** - Based on the environment built within the organization that allows people to feel safe where they can be vulnerable.
- **Worthy Rivals** - An opportunity not to compare but to help identify our weaknesses - a game of constant improvement toward your cause
- **Existential Flexibility** - "the capacity to make a dramatically huge strategic shift in and entirely new direction to advance our cause." - Sinek
- **Courage to Lead** - Referencing the other four elements - the pressure to pursue a finite mindset is unbelievably high

What is Barton's 'just cause'

Where do 'trusting teams' exist at Barton?

Who are Barton's 'worthy rivals'?

**Is Barton presented with an opportunity for 'existential flexibility'?
If so, are we interested, able, and positioned to flex?**

**What next steps could be taken to shift/improve an infinite
mindset for Barton?**



QUESTIONS

APPLIED EXAMPLES

TRUSTING TEAMS

Interpersonal Trust - Definition

- "A mutual confidence that neither part will intentionally exploit the other's vulnerabilities of
- Willingness to accept vulnerability based on positive expectations of another person or group."

KU Neuroscience on Trust - based on Paul Zak's research - Center of Neuroeconomics - Claremont Graduate University

Benefits of Trusting Teams

- 106% more energy at work
- 50% more productivity
- 29% more life satisfaction
- 74% less stress
- 13% fewer sick days
- 40% less burnout

Stockdale Paradox - "... a powerful psychological duality. On the one hand, they stoically accepted the brutal facts of reality. On the other hand, they maintained an unwavering faith in the end game, and a commitment to prevail as a great company despite the brutal facts."

"Courage can not exist without fear, but it can only be sustained by love."

Leading from the Jumpseat (webinar) - Peter Docker

- Fear - Anger, scarcity, concern for self, etc.
- Love - View of hope, service to others, humble confidence

"No vulnerability, no creativity. No tolerance for failure, no innovation." - Brené Brown

Lack of Trusting Teams

- "Personal agendas take precedence over team goal(s)"
- "problems are swept under the rug and negative information is withheld"
- can lead to decreased collaboration, communication, and innovation

What works in the trusting team(s) you identified?

What is missing in the team(s) you identified (from your perspective) that do not have trust?

How could they start building more trust together?

What do you think some of the outcomes may be for improved trust?



QUESTIONS

APPLIED EXAMPLES

WORTHY RIVALS

'Worthy Rivals' vs Non-'Worthy Rivals'

Kimberly-Clark vs P&G

- David against Goliath

Walgreens vs Drugstore.com

- no option to offer options for improvement - comparison

Adjacent vs Non-Adjacent Sectors -

- Movie/TV - Blockbuster vs Netflix
 - Blockbuster had the option to buy Netflix, but declined because they would lose 12% of their revenue in late fees.
- Digital Cameras - Kodak
 - Employee developed patent, but they suppressed the technology due to the fear of it affecting film sales.
- Publishing - Amazon's Kindle
 - Publishers protecting their own interest, Amazon identified a new audience option.
- Music Industry - Apple's iTunes
 - 1000 songs in your pocket - They saw the end user as the audience and not the producers or record companies.

**Where will new opportunities come from
and by whom?**



QUESTIONS

APPLIED EXAMPLES

EXISTENTIAL FLEX

Definition: “the capacity to make a dramatically huge strategic shift in and entirely new direction to advance our cause.”

Definitions:

Identity Foreclosure:

"premature commitment to an identity: the unquestioning acceptance by individuals (usually adolescents) of the role, values, and goals that others (e.g., parents, close friends, teachers, athletic coaches) have chosen for them." - *APA*

Cognitive Entrenchment:

"is the act of experienced groups becoming rigid under pressure and regressing to what they know best." - *Redsquared Consulting*

Escalation to Commitment:

"is a human bias that describes our tendency to remain committed to our past behaviours, even if they do not have desirable outcomes." - *Think Insights*

Is Barton experiencing any of these?

If so, how?



QUESTIONS



APPLIED EXAMPLES

EXISTENTIAL FLEX

Stop to Rethink

Walgreens Reflection

“‘We’re a crawl, walk, run company,’ Dan Jorndt told Forbes in describing his deliberate, methodical approach to the Internet...They decided to pause and reflect.”

What should we pause, reflect, and rethink on?

Who are we now? - Post-COVID

If we were designing a community college today, what would it look like?



QUESTIONS

APPLIED EXAMPLES

EXISTENTIAL FLEX

**"The key, then, lies not in better information, but in turning information into information that cannot be ignored."
Jim Collins - Good to Great**

Kroger

The Inescapable Conclusion

- Flipped nearly 100% of their business to the new superstore model
- Created systems to make it efficient
- It took 20 years to complete
- #1 grocery chain in U.S. by 1999

A&P

Ignoring 'The Golden Key'

- Experimented with a new store model
- "Customers really liked it....they didn't like the answers that it gave, so they closed it."
- "...lurching from one strategy to another, always looking for a single stroke solution to its problems.

What data can't be ignored?



QUESTIONS

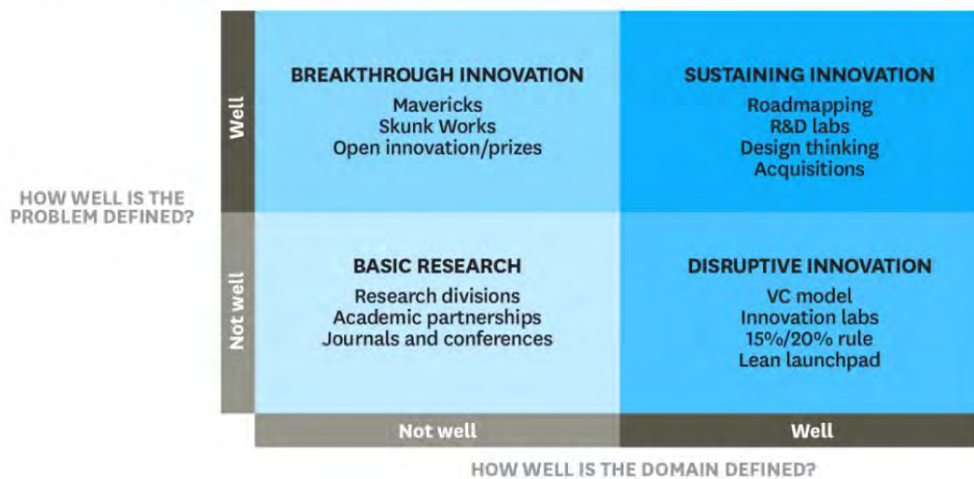
APPLIED EXAMPLES

COURAGE TO LEAD

Innovation Definition: "a novel solution to an important problem."

Innovation Matrix

4 Types of Innovation



SOURCE GREG SATELL

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This focuses on two crucial questions:

1. How well is the problem defined?
2. How well is the domain defined?
 - Essentially asking -
 - o "Who is best placed to solve it?"

Choose a problem that you are currently addressing:

- **How well is the problem defined?**

- **How well is the domain defined? (Who is best placed to solve it?)**



QUESTIONS

APPLIED TO BARTON

WHO IS BARTON?

Start with Why

- Why - "What is the purpose or cause that explains why we exist."

Just Cause

- "Our Just Cause is 'Why' projected into the future."

Presentation Questions:

- **Where are we going?** → **Direction**
- **How do we intend to get there?** → **Framework/Pathway/Ecosystem**
- **What role will we play?** → **Impact/Service**

- **Who are we?** → **Identity**

Future:

- Not just **who are we**, but **who do we want to become?**
- Who do we want our students to be?

Start with Why

- **What is Your Why?**

- **What is Barton's Why?**

Just Cause

- **What is Barton's Cause?**

Who are we?



QUESTIONS

APPLIED TO BARTON

WHO IS BARTON?

Law of Diffusion of Innovation



Is this what we are aiming for?



Who do we serve?

Seth Godin

Example:

Original Target Demographic

“The only motorcycle manufacturer
That makes big, loud motorcycles
For macho guys (and “macho wannabes”)
Mostly in the United States
Who want to join a gang of cowboys
In an era of decreasing personal freedom.”

– Harley Davidson’s internal positioning
statement

Harley Davidson - Outsiders to Insiders

2021

- Global Motorcycle market- \$109.1B
- Harley Davidson - \$4.09B

2018

- ~ 78.1% Motorcycles
- ~ 4.9% Merchandise
 - =200,410,000

Currently leading with a market share of
31%

Who are Barton students?

Who do we want our students to be?



QUESTIONS

APPLIED TO BARTON

CLOSING

“The future must be more than an extension of the past.”

Mark McCoy - 2016-2020 Depauw University President

Telling Stories

Jury Deliberation Process Assignment

- Importance of being clear on the objective. - Paul Smith

Florida Teach

- Making it relevant
-"writing our own story without an agenda, being the designer of what happens next." - Seth Godin

Telling Our Story

- What objectives are going to define our direction?
- How are we going to stay relevant?
- What story are we going to write?

Post Workshop Survey

**Please go to the following link and file out the survey:
<https://forms.office.com/r/i4RS56xuje>**

There are several questions and I encourage you to answer all of them, but none of them are required. I'd love to hear your feedback, your thoughts, and your insights.

Responses will be documented anonymously. Please reach out if you have any questions.



SURVEY