

Leading Innovations: Building
Capacities for a Networked,
Knowledge Era

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Goals of Seminar

- Describe the significance of the new, networked “Knowledge Era”.
- Identify new ways of leading, relating, learning, and influencing change that can increase our effectiveness.
- Examine the reality of our work in relationship to the traditional expectations our organizations hold of student affairs practitioners.
- Reflect on some of the implications these outside forces have on higher education.

Characteristics Of Fragmented And Networked Orientations

Fragmented/Hierarchical Orientation:	Networked Orientation:
Parts Perspective	Whole System Perspective
Distinct Boundaries	Blurred Boundaries
Linear Causality	Non-Linear Casualty
Change Incrementally	Dynamic Change
Simple Complexity	Complex Complexity
Sum Of Its Parts	More Than The Sum Of Its Parts
Can Be Controlled	Can Be Influenced

Industrial And Knowledge Era

Industrial Era	Knowledge Era
Primary resources include labor, capital, and material resources and are finite in nature	Knowledge is the primary resource and is infinite
Needed information is discoverable/knowable	Accelerating amount of information lead to overload and misinformation
The flow and direction of information is controllable; lead to information withholding	Expanding vehicles spread information; lead to information sharing
Contained application of information	Systemic knowledge
Learning is sequential and task specific	Ongoing learning needed on both an individual and organizational level

The Spiral of Connectivity

- Connectivity feeds dynamic movement;
- which feeds complexity;
- which feeds the need for learning on both an individual and organizational level;
- which is necessary in order for the organization to continually evolve and thrive within the turbulent environment.

Mechanistic Expectations and Organic Realities

The way things ought to be:	The way things actually are:
Perfection is expected the first time	Informed experimentation
Goals are predictable with complete certainty	Additional and new goals will always appear
Control is expected	Absolute control is rare and cannot be maintained over the long term
Efficiency is the standard of competence	Redundance and detours fuel creativity and innovation
Predictability is assumed	Probabilities are the norm

Reflective Questions

- What are the implications these ideas have on how we structure student affairs divisions?
- What are the implications these ideas have on how we structure higher education?
- What implications do these ideas have for how we communicate across boundaries?
- What are some encouraging signs that institutions are changing?
- What are the challenging issues that must be faced if we are to transform higher education?
- Is there a unique and important role for colleges and universities in preparing students for leadership and work in a networked Knowledge Era?