

**REPORT ON LEADERSHIP MODEL AND ORGANIZATIONAL STRUCTURE
IN PLACE AT KASKASKIA COLLEGE
AS OF MARCH 2005**

“Every few hundred years in Western history there occurs a sharp transformation. Within a few short decades, society—its world view, its basic values, its social and political structures, its arts, its key institutions—rearranges itself...We are currently living through such a time.” Peter Drucker

Thus, four years ago (July, 2001) we at Kaskaskia College put in place a leadership model and organizational structure that was based on “Systems Thinking” and “Process Leadership” theories. Our challenge was to increase enrollments, as we sought to turn around the steady downward trend of enrollment declines during the period of 1991 through 2001. Reduction in students during this period totaled nearly 500 FTE, which had a financial impact of approximately \$1.5M per year in lost revenue. We also knew that over the next few years (2001-05), due to the down economy, our most favorable state appropriations revenue projection reflected level to slightly lower funding and the only new money would be through tuition from increased enrollments and any rate changes that may be granted. Thus, to raise enrollments dramatically in a period with little new revenue would indeed be a major challenge.

This challenge was met through: (1) streamlining the organizational structure, resulting in budget savings that were then transferred to instruction for employing adjunct and full-time teaching faculty to serve the expanded enrollments; (2) instituting a process and systems-thinking leadership style; (3) creating a participatory or shared governance system; and (4) establishing a consensus democracy decision-making model. Sub-sets of these efforts included functioning as “one-college”, expanding course schedules, adding off-campus sites, increasing on-line offerings, expanding dual-credit courses, developing new programs and expanding options to existing programs, enhancing business and industry training, etc.

It should be noted that KC’s unit costs over the most recent four years went from one of the highest of the 39 colleges to the 8th most cost effective in the state. Also, unduplicated headcount enrollments over the past four years increased 71 percent to

11,000 students and credit hours increased 60 percent for this same period (68,000 to 108,000). Of tremendous importance is that most all of the faculty and staff embraced the new model and assumed greater workloads to accommodate the dramatic enrollment increase. Those responding to these changes are to be commended. On the down side, there were a few members of the college faculty and staff who left because they could not support the new philosophy and/or fulfill the performance expectations.

The discussion that follows will first review the “process leadership” theory as a concept appropriate for the 21st century. We have moved from a college structure of hierarchies and standard processes to one that is constantly changing, interactive, and increasingly complex. However, there will be times when traditional leadership ideas are needed, but for the most part a new and emerging type of leadership for transformation is the most effective. This new leadership style is called “process leadership”. Traditional leadership focuses on objectives and outcomes, while process leadership focuses on connecting ideas and people, and building “capacities for transformation” through research and development. Traditional leadership emphasizes the use of projects in contrast to process leadership that emphasizes the use of building webs of relationships through dialogue in viewing the future.

Under a crisis, immediate action is needed and standards are imposed which is an example of traditional leadership. However, if the need is to help people think differently, be open to new ideas, test new innovative concepts, link diverse people in collaboration, and consider issues within a futures context, then new process leadership approaches to leadership are needed. The emphasis needs to shift from actions to generative dialogue...from prediction and control to self-organization and emergence.

Strategic thinking replaces strategic planning. Processes that connect diverse people and ideas in generative innovation become more important than specific plans and expected outcomes. Process leadership is always focused on transformation.

Process leaders shall:

- Never take negative direct comments, body language, or reactions personally.

- Understand that transformation of ideas and actions will take time and cannot be forced.
- Recognize patience will be needed to create an environment where people come to their own conclusions about the need for change.
- Introduce new ideas or create times of tension which are necessary for the “seeds of transformation” to be established.
- Understand that people will have irritations and discomfort and will not be willing to express their reactions because they are threatened by what is being said or what is occurring.
- Understand the need for growth to occur within individuals and among groups.
- Care more about helping a person grow than being liked or receiving a good evaluation.
- Understand that for true transformational learning experiences to occur, personal growth, to include becoming open to new ideas without being threatened, can be more important than outcomes, if the objective is to create an environment for transformation.

If the objective of leadership is the success of short-term projects and meeting preset standards, then traditional concepts of leader/follower may be appropriate. If the objective of leadership is to evolve a climate conducive to real transformation of thinking, attitudes, and behavior over several years, then emphasis needs to shift to how to connect diverse people and introduce new ideas into the thinking and activities of the organization.

Reforming change is taking action in the name of change to make an existing idea more efficient, but does not challenge the underlying assumption of what is being done. Thus, reforming is doing more or less of the same thing in the name of efficiency. Conversely, transformational change actually is a result of significantly modifying the underlying assumptions in an organization.

Process leaders will need not only to help identify trends, but to involve interested people in generative dialogue to see the impact of those trends on fundamental assumptions.

The objective is to help others become familiar with the need to develop a futures context within which to think about issues. Attributes comparison for traditional and process leadership is as follows (Table I):

Table I

	<i>Traditional Leader</i>	<i>Process Leader</i>
<i>Shot-term situation</i>	Takes Action	Considers the long term effect
<i>Long-term issue</i>	Predicts a specific outcome	Anticipates with scenarios
<i>Concept of planning</i>	Strategic planning and linear	Planning by self-Organization and systemic
<i>Concept of structure</i>	Focuses on standards, rules, and hierarchies	Emphasizes alternatives, feedback and webs
<i>Concept of thinking</i>	Focuses on absolute answers and singular truths	Emphasizes being open to new ideas and choices
<i>Focus</i>	Concerned for how action impacts the leader	Concern for how action impacts the situation and others
<i>Use of Brain</i>	Emphasizes left brain	Emphasizes integration of right and left brain
<i>Emotional Attributes</i>	Emphasizes action, being right, strong opinions	Emphasizes patience, caring, openness to new ideas
<i>Ethics</i>	Concern for truth	Concern for searching for truth(s)
<i>Concept of the individual</i>	Independent and self-sufficient	Interdependent and self-reliant
<i>Concept of others</i>	Compares to one's existing beliefs	Embraces diversity and openness of thinking

The priority of a process leader must always be to think about building capacities for transformation. This involves developing new skills of connections and integration, and to grow in the understanding of becoming a futurist along with building process skills:

- Four diverse process skills are required, one on one abilities to connect at a deeper level and build trust, learn how to facilitate small groups in generative dialogue, learn how to network large groups of diverse people and build process projects, and be able to be a strategic futurist to develop community-based strategies.

- Key attributes such as connective listening, immense patience, openness to new ideas, caring for others, and the ability to help others be successful are necessary to be a process leader.

Process leaders for the 21st Century have these key principles:

- Understand the impact of future trends
- Become an agent of transformation
- Develop the ability to design a system of processes for the common good
- Understand personal and interpersonal access
- Integrate creative analysis and synthesis
- Learn how to align with the moment
- Focus on building capacities for transformation
- Understand why Chaos Theory is essential for preparing a community for a fluid society.