Project Management, Change Management, and now F’ing Management: Strategies For Managing Teams
Managing Innovations In Higher Education

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Managing People Is Key to Success of Whatever You Do

- Especially with the COVID Pandemic, people make all the difference in the capability and ability for an institution to design and deploy innovations.
- We continue to face challenges with adjusting to a hybrid working environment.
- After 44 years employed in higher education, I’d like to share what I’ve learned along the way about managing teams managing innovation.
Hanley’s Hierarchy of Management Processes

- F’ing Management
- Change Management
- Project Management
▪ How do you allocate resources (funding, people, and facilities, partners, trust, and influence) to achieve goals on schedule?
  ▪ If you don’t have well defined goals (or at least a process to decide on the requirements for achieving your goal)...
  ▪ If you don’t have the right amounts and types of resources to support the efforts to achieve the goal(s)...
  ▪ If you don’t have the time to perform the efforts and exhibit patience for the outcomes of the efforts...

▪ You will have an unstable foundation for actions and innovations.

▪ How often are we over-committed and under-resources with unrealistic expectations on due-dates?

▪ What are the consequences for you and your team in trying to design and deploy innovations?
How often are we over-committed and under-resourced with unrealistic expectations on due-dates from campus leaders?

Think of an “innovation” project you are working on right now where you are:
- Overcommitted
- Under-resourced
- Given unrealistic

What are the consequences for you and your team in trying to design and deploy innovations?
How do you get organizational policies, practices, and people to change their well-established habits with willing and positive attitudes and commitments?

The Key Elements of Change Management...
- People need to be aware of and understand the challenges you are addressing...
- You need to inspire the desire to change...
- People need the training and professional development to learn what they need to do to change...
- People need to be supported while learning to change...
- The accomplishments and efforts to change need to be celebrated.

You will not create scalable and sustainable innovations with change management processes.

How often do leaders “short-cut” communications (multidirectional) and shared governance processes?

How often are we not provided the training and professional development needed to innovate?
Think of a project that is requiring organizational polices, practices, and people to change their well-established habits with willing and positive attitudes and commitments?

- Are “they” aware of and understand the challenges?
- Are “they” inspired to change...
- Are “they” provided the “Know-How” to change...
- Are "they” supported while learning to change...
- Are “they” celebrated for changing....

Choose any of these above questions and consider what you and your team can do to help improve the changing of habits.
Once you have the foundation and catalysts for innovation...
▪ Our employees are people before they are personnel.

▪ Employees at all levels of the organization should choose to put family first for the well-being of all.

▪ We work as a team so others can adjust their work to support people’s choices.

▪ Enabling people to choose when they need to be with their families enables people to choose when they need to be with colleagues.
Manage through Friendships

- Friends help each other, strangers do not.
- Friendships take time and effort to develop through shared collaborative experiences.
- Do your best to create teams to complete assignments and create opportunities for shared collaborative experiences.
- Trust results from friendships and trust enable us to achieve our goals more successfully and productively.
- “You work at the speed of trust”, Steven Covey
Manage with Forgiveness

- We all make “wrong decisions”/mistakes.
- We need to learn from our past decisions and those of others AND then forgive and continue to trust your colleagues to make better decisions in the future.
- Fear of making mistakes/failure does not foster creativity, humanity, and innovation, forgiveness does.
Manage Fairly

- Fairness is achieved through equality when appropriate and through equity when appropriate.
- Transparency in decisions and actions is critical to achieve fairness.
- Communicate with colleagues so everyone has an equitable opportunity to understand and support the work of your team.
- We all must be fair to each other in our working interactions and check to make sure that each person is feeling that they are being fairly treated.
- Compensations will be equitable, and bonuses will be equal.
Have Fun

- Joy is good for the soul, the heart and the head.
- Be a source of Joy for your colleagues.
- If we don’t laugh at least once during a meeting, we are doing something wrong (which we then have to forgive and learn to do it right).
Facilitate Other’s Success

- Give a Gift and Not a Burden.
- Focus on enabling other’s success.
- Enable other’s individual and organizational agendas to be achieved through positive support.
Be Flexible

▪ “If you are happy with your opinion, you are in trouble” Arabic saying.
▪ Adjust your work schedule and priorities to support the projects that fulfill your institution’s mission.
▪ Important for implementing the Family First principle.
▪ You commit to do what you can contribute, and you don’t commit when you can’t do it.
▪ A growth mindset helps you reflect on alternatives and gain insights to help you change.
Think of a project where the specific people are key to the project’s success. What “F’ing” principle(s) is missing from your project?

- Family First
- Friendships
- Forgiveness
- Fairness
- Fun
- Facilitate
- Flexibility

Choose any of the above “F’s” and consider how you might add it to your management strategies.
Personalize Your Management & Be Kind

THANK YOU
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