

Creating a Community of Innovation and Culture of Change: Embracing the HSI Identity

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Overview

- * Introductions
- * How change ready are you?
- * Frames
 - * Absorptive capacity
 - * Community of innovation
 - * Spheres of influence
 - * Strength of weak ties - network theory
- * Positioning
- * Closing

Change Readiness

Kriegel, R., & Brandt, D., 1997)

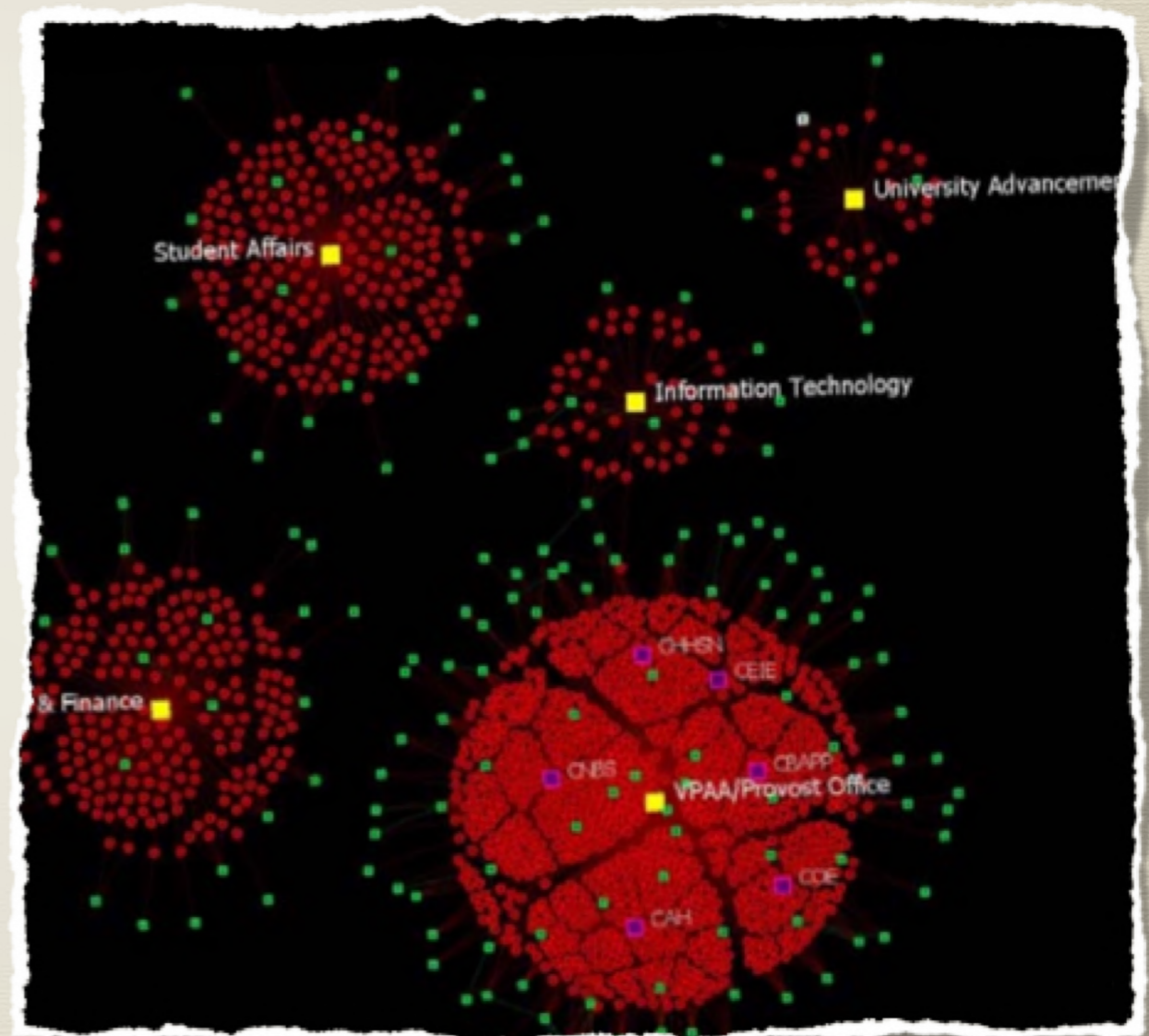
Focus on work performance.

Be honest.

Beliefs and behaviors as they
actually are

Absorptive Capacity

- * Absorption of a new idea by the organization is dependent on both internal and external human networks (Easterby-Smith et.al., 2008)
- * Potential ACAP = ability to absorb new knowledge (Zahra & George, 2002)
- * Realized ACAP = convert and transmit/apply new knowledge (Zahra & George, 2002)



Communities...

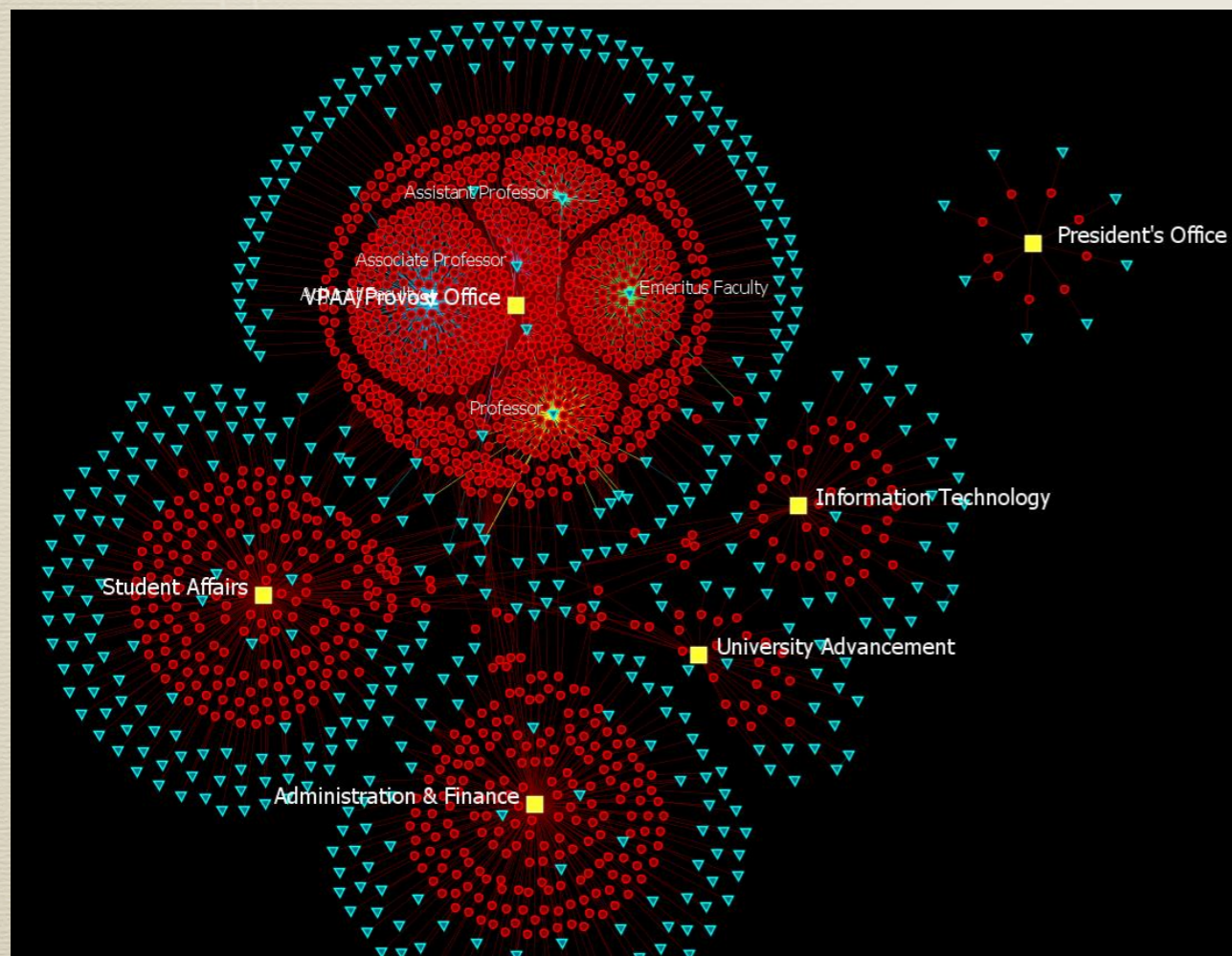
of Practice

More rigid structures
Defined trajectories
Focused on learning by doing
Producing practice
Crystallizing knowledge
Developing competence
Asymmetrical expertise
External motivation

of Innovation

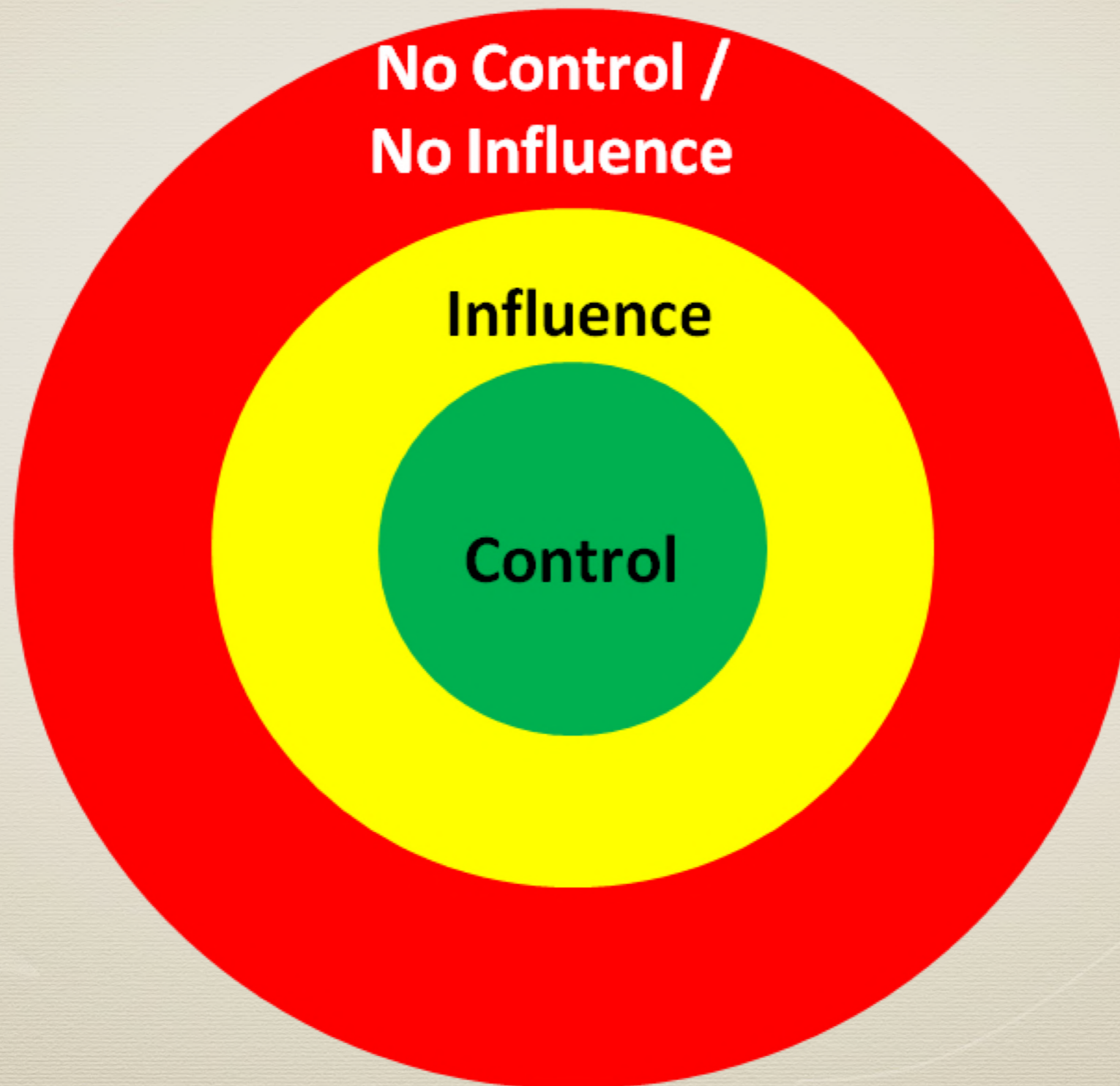
Structurally flat & flexible
Open to productive failure
Idea prototyping
Entrepreneurial
Cognitive & skill diversity
Hacker ethic
Dynamic expertise
Purpose & autonomy

Community of Innovation



- * Individual
- * Group
- * Institutional

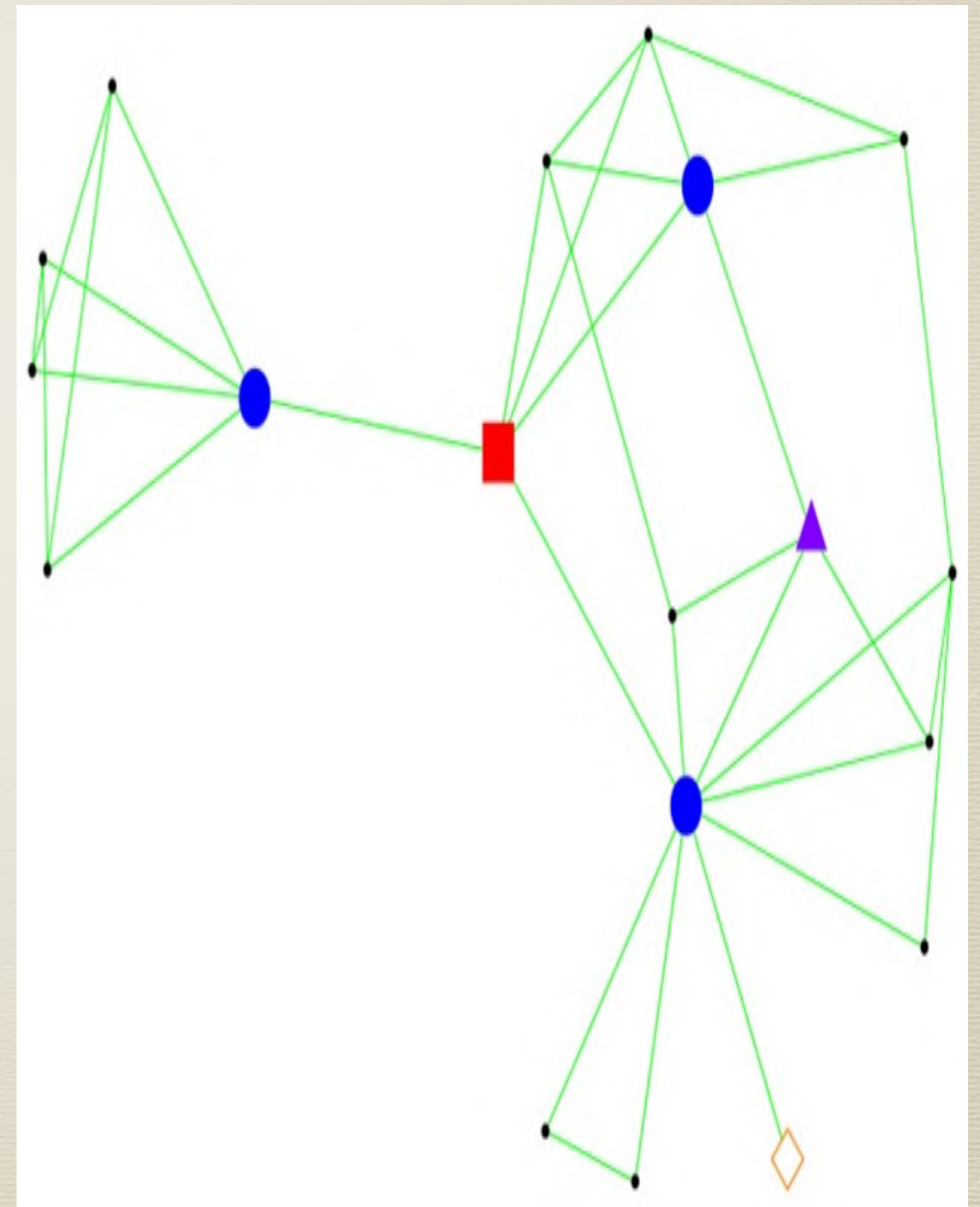
Spheres of Influence

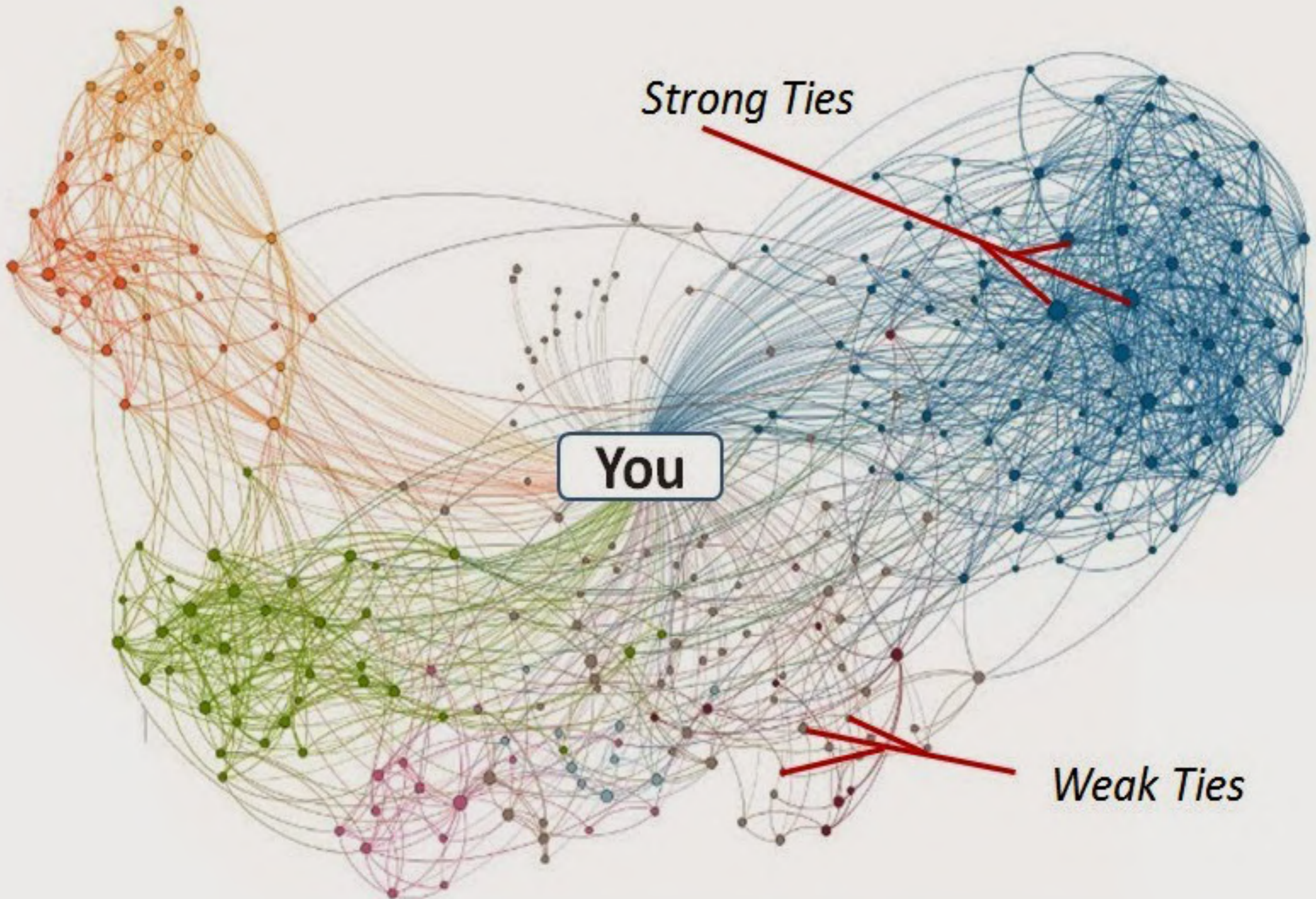


Strength of Weak Ties

(Granovetter, 1973)

- * Network position
- * Boundary Spanner/Gatekeeper

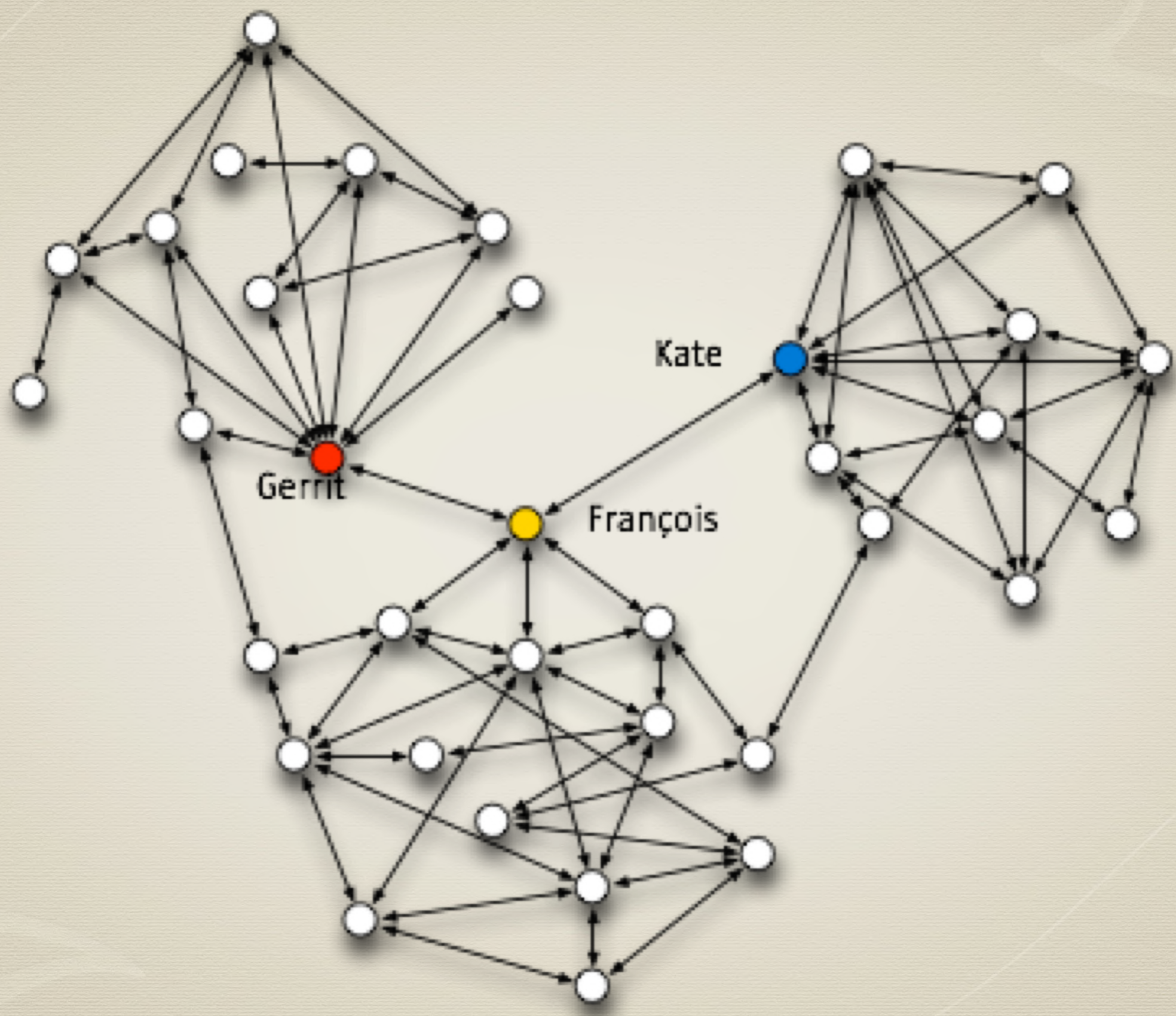




Strong Ties

You

Weak Ties



Change Readiness Scoring

Change Readiness Attributes

Tolerance for Ambiguity

Able to live with uncertainty

Surprises? Great!

Adaptability

Shift expectations due to new realities

Rebound from adversity quickly

Adventurousness

Wanting to take risk

Willing to pursue the unknown

Convergent & divergent thinking

See patterns using data around you

Change Ready Attributes

Resourcefulness

Make the most of any situation

Using resources at hand to make plans – access networks
– “Strength of Weak Ties” (Granovetter, 1973).

Optimism

Glass is half full, not half empty

Confidence

Belief in ability to handle difficult situations
Self-esteem and self-efficacy – Know thy self!

Passion

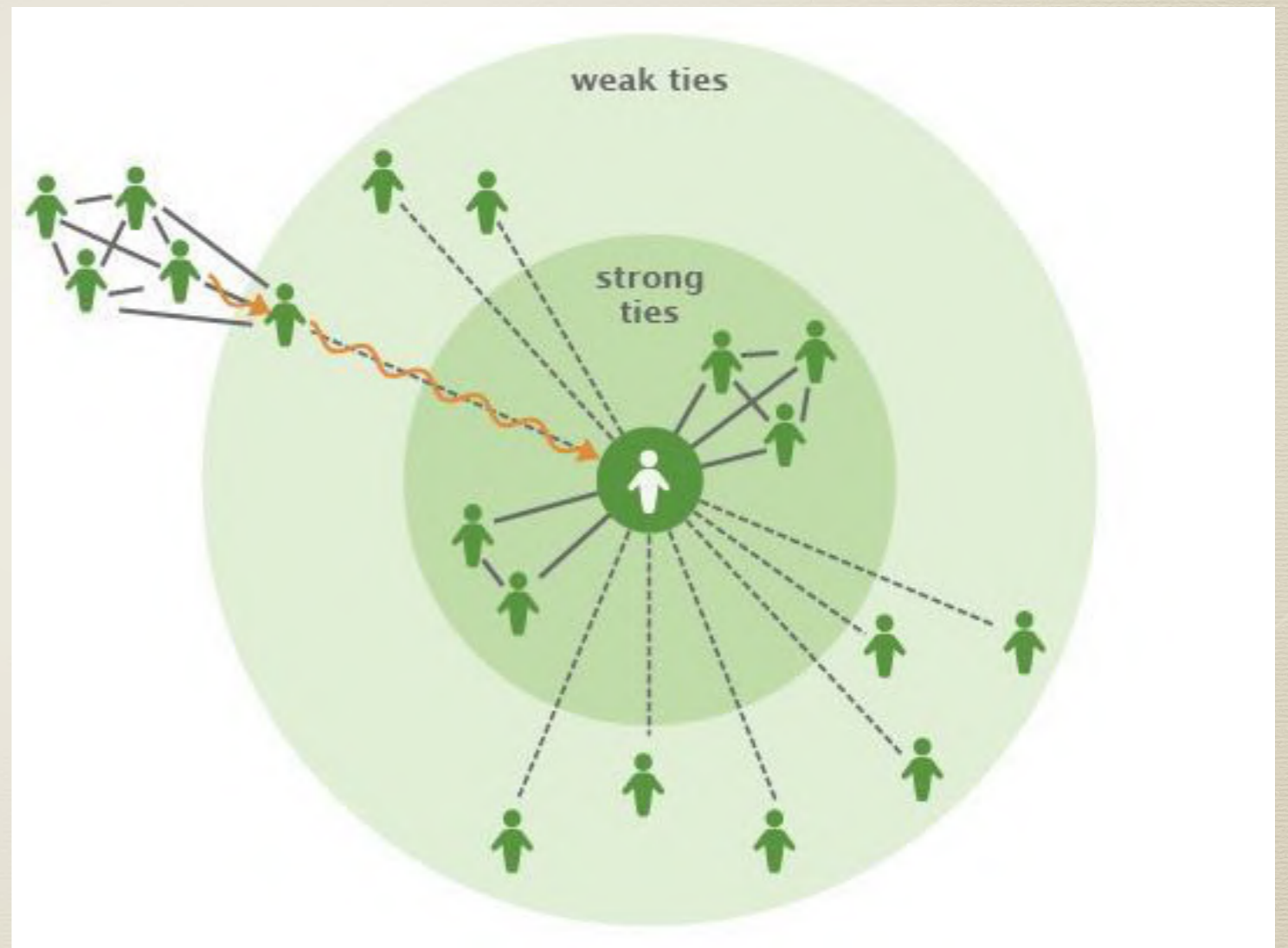
New experiences are exciting and challenging

Where & How are you positioned?

Individual

Group

Institutional



What is your...

- * ACAP level?

- * COI level?

- * Network perspective ?

- * Share pair/popcorn



Dropbox

[ArchetypeMe Survey Monkey](#)

Attendify Workshop Evaluation

Challenging the Status Quo

Cultural **Reproduction → Cultural Production**

- * Cultural preservation
- * Traditional
- * Reinforcing the attitudes, values and behaviors of the dominant culture
- * Develop new cultural ideals, values, interpretations, and meanings
- * Challenge the hegemony of tradition
- * Creativity and change

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