

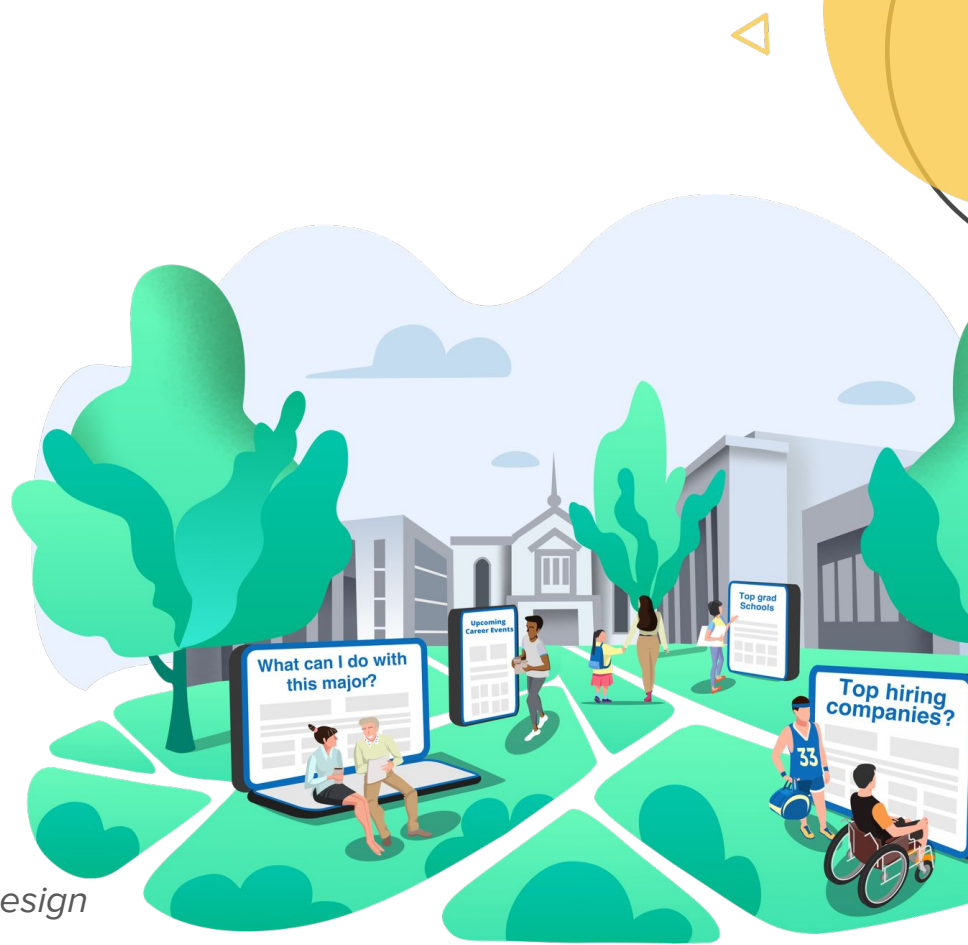
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# Leading the Development of a Better Reality by Strategically Preparing the Next Generation of Leaders

**Daniel Pascoe Aguilar, PhD, MDiv**

*Associate Provost for Immersive Learning & Career Design*  
Drew University





## AGENDA

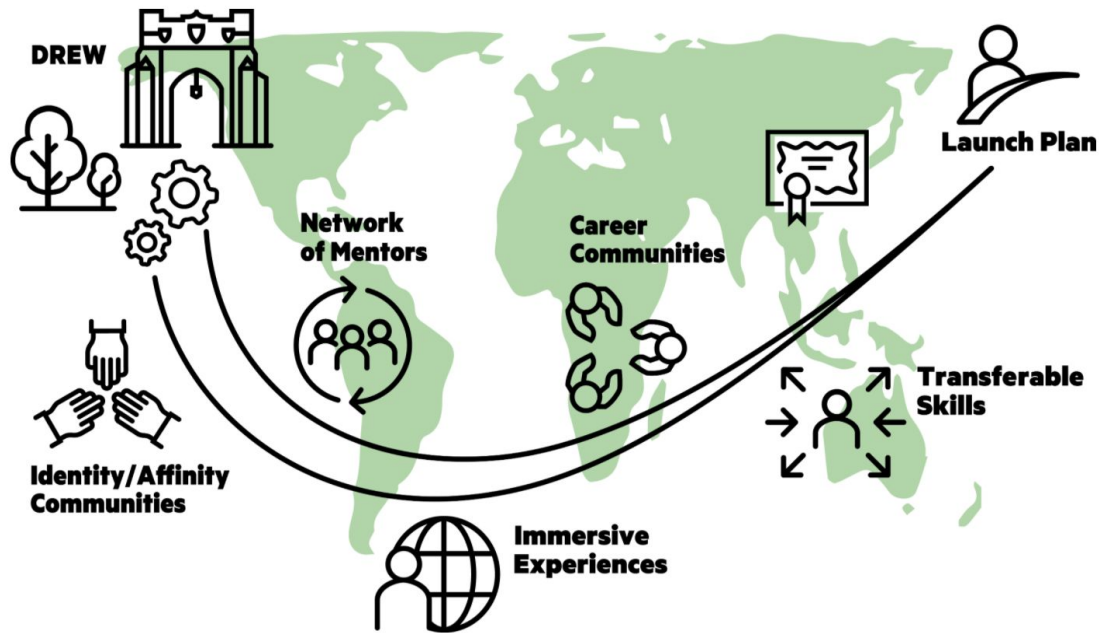


1. Introduction
2. The meaning of our work
3. The need and complexity of leadership
4. Leading change
5. Persuading your stakeholders
6. Managing your team/organization
7. Q/A

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# LAUNCH YOUR FUTURE



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Who Am I?



What matters  
to me and  
others?



My Possible  
Paths



My  
Communities



My Mentors  
and Their  
Advice



My  
Experiences



What  
do I need to  
meet my goals?



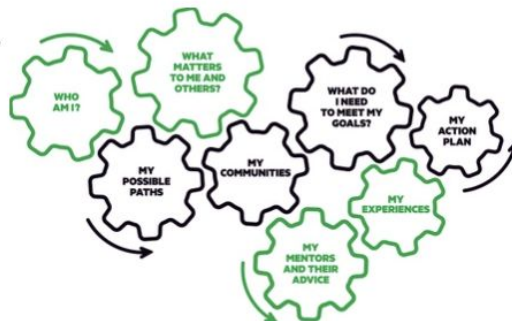
My  
Action Plan



Launch  
Plan Synthesis  
(LPS)



## MY LAUNCH PLAN



We know from multiple research studies that helping you identify a “transferable” career purpose (a purpose you can apply across diverse experiences, opportunities or career paths) as well as strategies for your intended goals can significantly help you improve your grades, increase your ability to stay in college and graduate in four years, build your capacity to transition meaningfully across the nearly 12 jobs you are expected to have in your lifetime, and be satisfied and successful throughout your career journey.

This is the foundation of Drew 110, a Launch companion course for all first-year students. Through this course, Drew will help you begin to identify your purpose and begin designing your Launch Plan.

## THE MEANING OF OUR WORK

# The Golden Circle

### WHAT

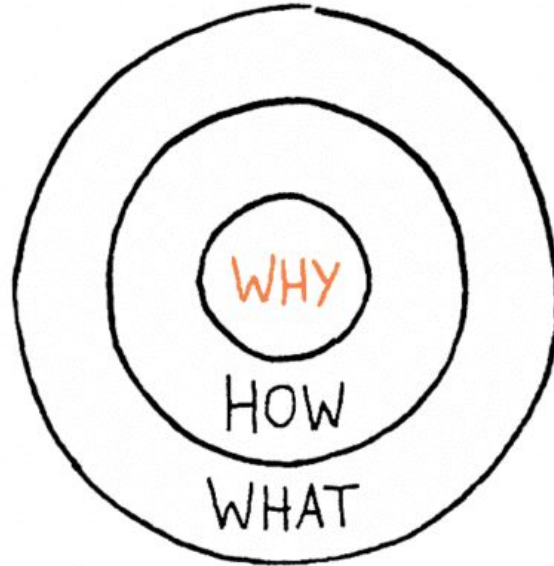
Every organization on the planet knows WHAT they do. These are products they sell or the services

### HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

### WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



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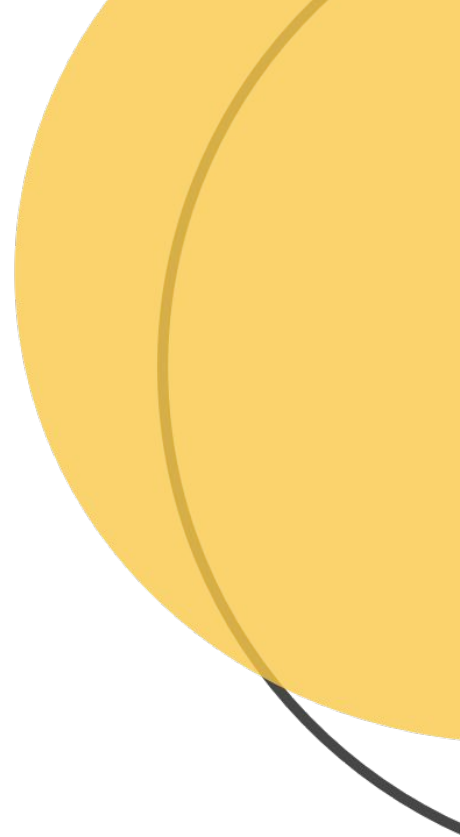
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([Sinek's Golden Circle](#); 2016)

**MY “WHY”**

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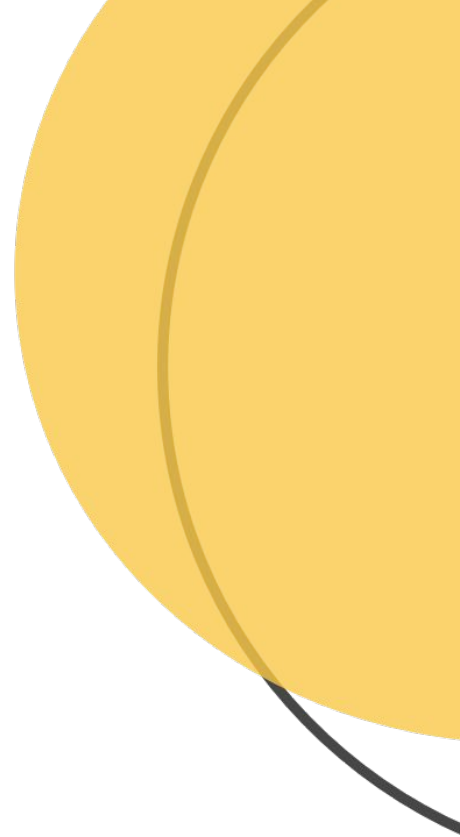


## MY “WHY”

Systemic crises (e.g.,  
ecological devastation,  
systemic racism/poverty)

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**87% of the world's  
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they do** (Gallup, 2017; Crabtree, 2013)



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**1. We must prepare a diverse, purpose-driven, interculturally developed and systemic-challenge-ready next generation of leaders**

**2. We must lead institutionally, regardless of our assigned position or role**



## CHAT SHARING

**In your perspective,  
what is the “why” of our work?  
“Why” do you do this work?**

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# LEADERSHIP

Leadership is not domination.

It's the art of persuading people to work toward a

common goal.

- Daniel Goleman

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# THE COMPLEXITY OF LEADERSHIP



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([Laborem, 2020](#))





## CHAT SHARING

**What challenges do you think you  
might face or what worries you  
when thinking of leading  
institutionally?**

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# LEADING CHANGE: ALIGNING INSTITUTIONAL AND TEAM VALUES

- **Intrinsic Motivation**

- Type “X”
- Type “I”

- **Shared vision**

- E.g., Experiential Learning Alliance

- **Strategic planning**

- E.g., Drew’s goal for Launch:

*Launch is Drew University’s strategy to chart the future and relevance of a liberal arts education by preparing students in the real world through immersive learning and explicit transferable skill development. It is Drew’s primary tactic to make the Drew undergraduate experience distinctive, coherent, and highly visible and appealing to students. Launch is designed to ensure student academic and post-graduation success, to improve student retention and graduation rates, and to help meet Drew’s enrollment targets and secure its financial stability. Launch facilitates students’ ability to purposefully and effectively navigate and impact a rapidly evolving and interconnected world.*

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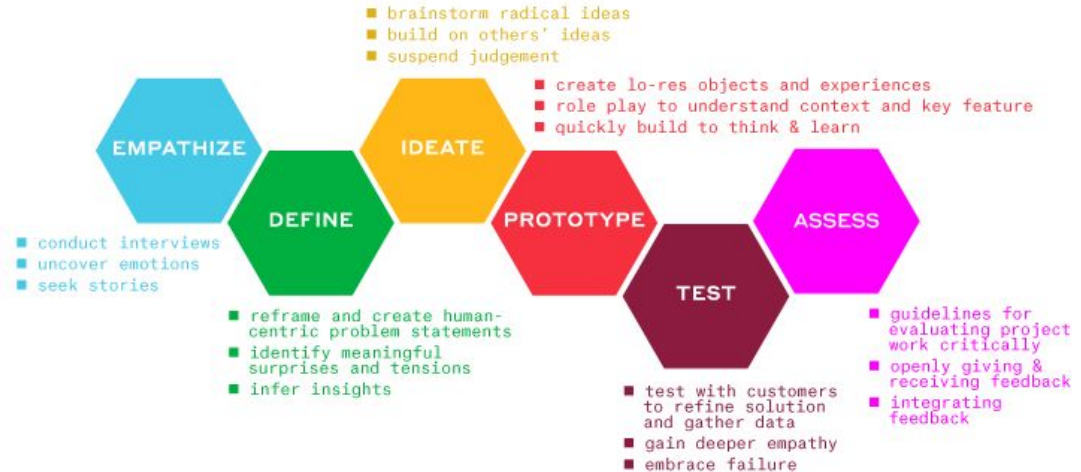
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(Schermerhorn, 2001; HPID, 2019, Pink, 2009)

# LEADING CHANGE: CAPACITY BUILDING

- Training and PD
- Mindset
  - E.g.,

## Design Thinking Process Diagram\*



d.school Executive Education  
Hasso Plattner Institute of Design at Stanford University

\*not necessarily linear, apply as needed ©2019

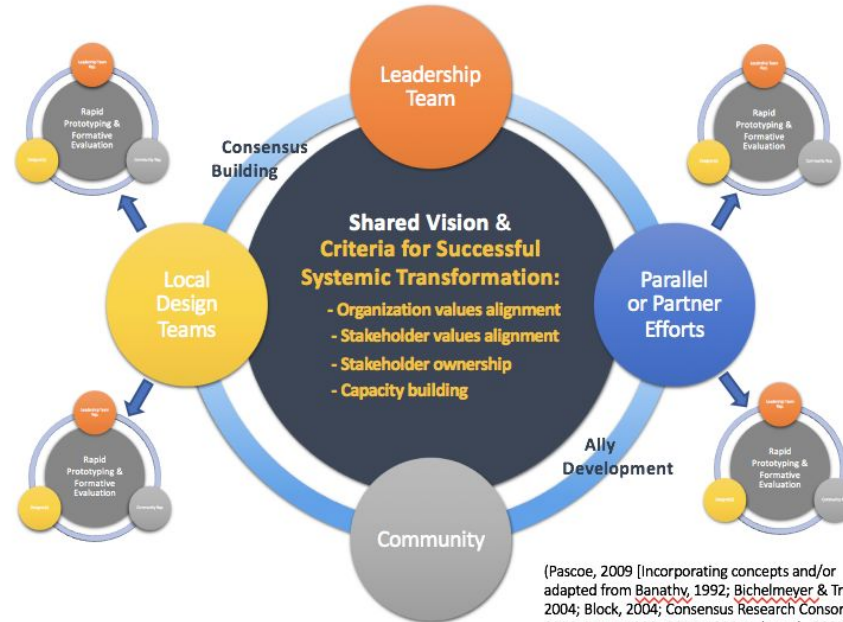
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# LEADING CHANGE: SHARING OWNERSHIP

- Empowering leadership
- Sharing innovation
- Rapid prototyping
- Advocating for resources



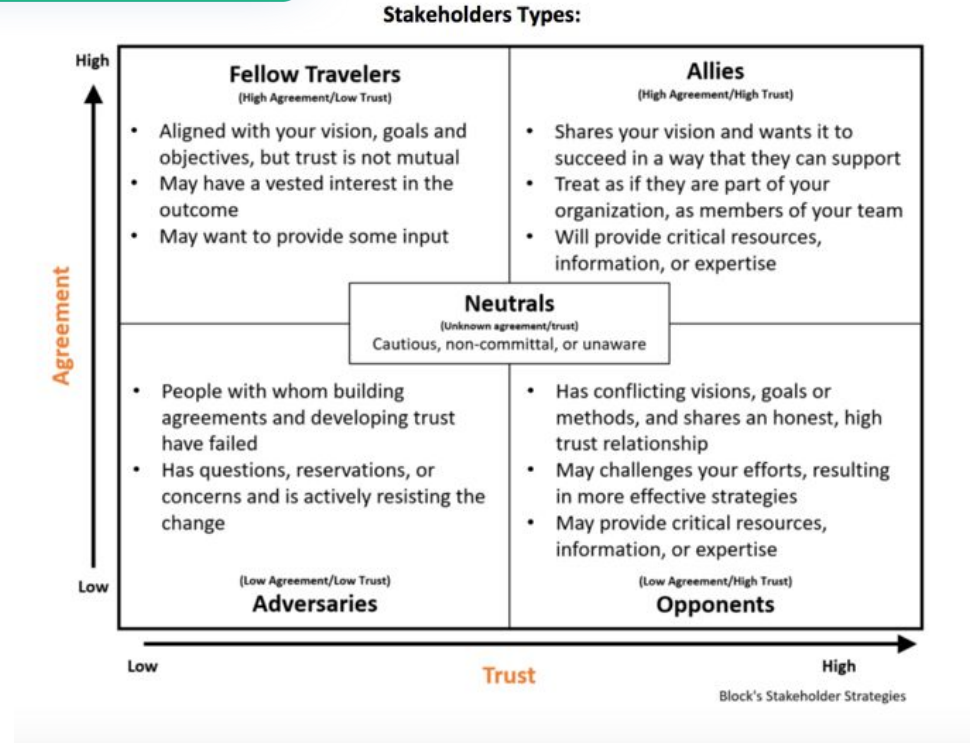
(Pascoe, 2009 [Incorporating concepts and/or adapted from Banathy, 1992; Bichelmeyer & Tripp, 2004; Block, 2004; Consensus Research Consortium, 2006; Faste, 1988; GSTE, 1996; Kuh et al., 2005; Kotter, 1996; Reigeluth & Duffy, 2008; Reigeluth & Frick, 1999; Schermerhorn et al., 2001; Senge, 2000; Thomas & Kilmann, 1977; Tuckman, 1964; et al.] )

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# PERSUADING YOUR STAKEHOLDERS

- **Resistance as an opportunity**
  - Human systems
  - User Designers
- **Turning opponents into allies**



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(Drucker, 1995; Banathy, 1991; Block, 2004)

# MANAGING YOUR TEAM/ORGANIZATION

- Leveraging storms



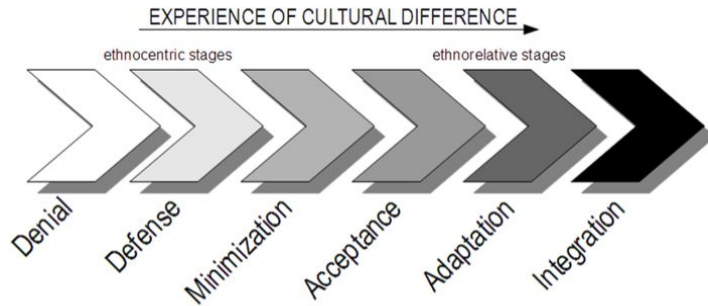
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(Tucker, 1970; Bennett, 1993)

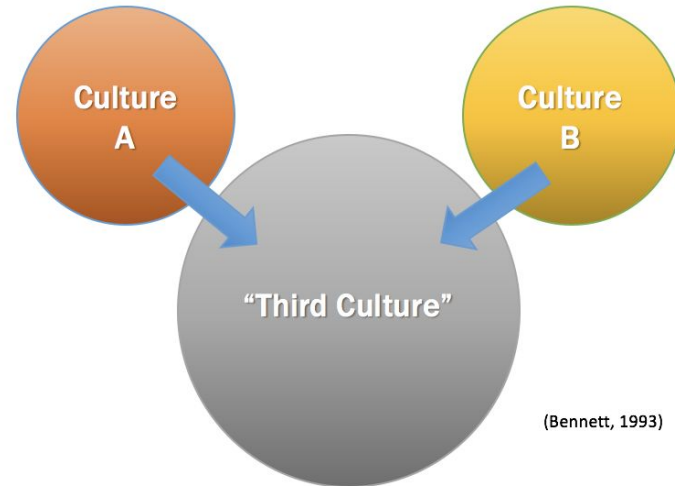
# MANAGING YOUR TEAM/ORGANIZATION

- **Norming by leveraging difference**



Adapted by Mark Sample from Bennett, M. J. (1993). Towards Ethnorelativism: A Developmental Model of Intercultural Sensitivity. In R. M. Paige (Ed.), *Education for the Intercultural Experience* (pp. 21-72). Yarmouth, ME: Intercultural Press.

## Developing Third Cultures




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(Tucker, 1970; Bennett, 1993)


# SAMPLE OF POTENTIAL OUTCOMES


 UNIVERSITY OF OREGON


APPLY VISIT GIVE


UO Advantage


Logged in as Daniel Pascoe Aguilar





 Home


 Notifications


 Experiences


 Notes


 My Records


 Feedback


 About UO Advantage


 Event Admin


 My Experiences


 15  
★★★☆☆  
Career & Professional Development


 13  
Connecting Ideas


 1  
Health & Well-Being


 5  
Intercultural Sensitivity & Communication


 3  
★★★★★  
Leadership & Civic Engagement


 12  
Personal Development


 1  
Problem Solving

 3  
Reflective Thinking

 2  
Responsibility to Others

 7  
★★★★★  
Social Engagement

 Explore Experiences

 Search keyword

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UO Advantage | My Student Life Experience



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**Thank you!**

Questions & Comments

[pascoevision@gmail.com](mailto:pascoevision@gmail.com)

