Conference Title: "Leading in Challenging Times"

Major Conference Topics:

- **Keynote - Ronald Burt - "How Social Networks Create Advantage and Value"**
  - Slides
  - Information Brokers and Group of Networks
    - Some networks are closed and some are more open through information brokers
    - It's not about how many people you know - but, who you know - what networks are you a part of?
    - "Sticky" information - information is tactile, complex and requires time to absorb
    - The more challenging the times, the more important the networks are - will give you the competitive advantage
    - Most "new" ideas - have come from someone else
    - Continue to renew your networks
    - There is science behind the statement that "networks are important"
    - Folks going through leadership courses increased loyalty and growth in individuals - get higher evaluations, stayed with company longer - research to support this.
  - Leading in a Crisis
    - Keep it in perspective - could be worse
    - Own the crisis
    - "this is bad, but no one died"
    - Relationships matter
    - Leadership CPR
      - C-Courage, Confidence, Communication
      - P-Presence, Perspective, Perseverance
      - R-Reason, Repetition, Resilience
  - DR Plan - Documented, Duplicated, Drilled - do we practice
  - Leader in a Crisis -
    - Lead
    - Address head-on
    - Call for help
    - Act
    - Utilize available resources
    - Visualize
    - Communicate

- **Clarke Stroud - "The Roles Students Play in Advancing Technology"**
  - As a leader - your actions will create a reaction
  - Walking down the hall - you can set the tone for a person - say "hello"
  - Setting the tone

- **"The Landscape is changing for IT in Higher Ed"**
  - Do our folks know how bad things could be?
  - Be curious
  - Change as a continuum - River - from lake, to stream to white water
  - Don't get lulled into patterns and routines
  - Get people prepared to make adjustments as a matter of course

- **Brad Wheeler - "The IT World We Know is Changing: Threats and Opportunities"**
  - "Edge", "Leverage" and "Trust" - not just central and decentralized
  - "Above campus" services
  - Who has input versus decision rights
  - Leadership is taking a step into the unknown

- **Bill Clebsch - "It's not Your Father's Leadership"**
  - 4 agreements
    - Be impeccable with your word
    - don't take anything personally
    - don't make assumptions - have courage to ask questions and state what you want
    - always do your best
Attributes of a leader

- don't work - they connect
- practice real-time delegation
- listen to lead - answer in the room
- build adaptive organizations
- in relationship - not "right"
- street cred - 4 agreements

- Have meaningful conversations with your folks around careers
- Context for change - 70% people, 25% process, 5% structure
- fundamentally changing from technical to service organization
- give people the entire picture
- facilitate problem solvers - not solve yourself
- leadership - accomplishing change through efforts of others - relies on communication, people and adaptive systems
- Status quo to chaos - the in between space is complexity
- Repeat, repeat, repeat

- Annie Stunden - "Taking Care of Your People in Challenging Times"
  - Build in I-time
  - Consider the servant leader model
  - Listen
  - Show you care
  - Talk the truth
  - Take the point when times are tough - "the fertilizer hits the windmill"

- Lori Green - "Taking Care of Yourself in Challenging Times"
- Harry Davis - "Leaders Need a Repertoire"
  - Roles - Playwright - framing issues - select agenda - do script for the play, don't have people focus on too many things, focus
  - Director - how it's going to happen - understanding audience
  - Actor - making it happen

Value of this year's conference - Theme focusing on crisis, change and how to handle change.
Reconnecting and talking to folks from different Universities with face to face time
Take aways:

- How do we encourage others to broaden their networks appropriately and become information brokers
  - Could we change work locations at times to be in a different physical location - to broaden perspective - can we try that. Let's do it and find reasons for doing that - attach to a reason for moving folks around.

- Can we take time to really practice at Penn State - maybe the Friday after Thanksgiving - can we modify the operating procedures at Penn State to do some drills on DR