



# Leading Change and Learning to Love It

Saturday, September 29, 2018: 11:15 AM-12:30 PM







NUCLEAR WARHEAD  
HANDLE WITH CARE

HI THERE!

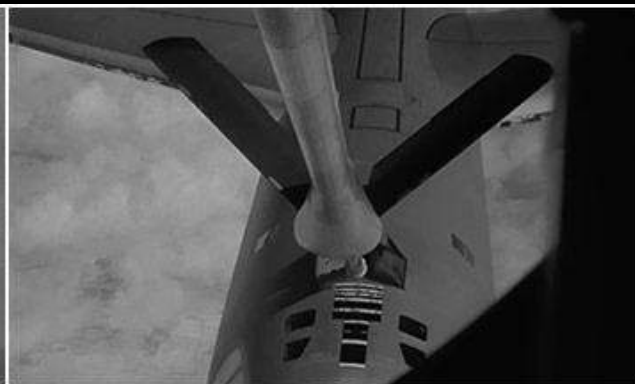
DEAR

NUCLEAR WARHEAD  
HANDLE WITH CARE

DEAR JOHN



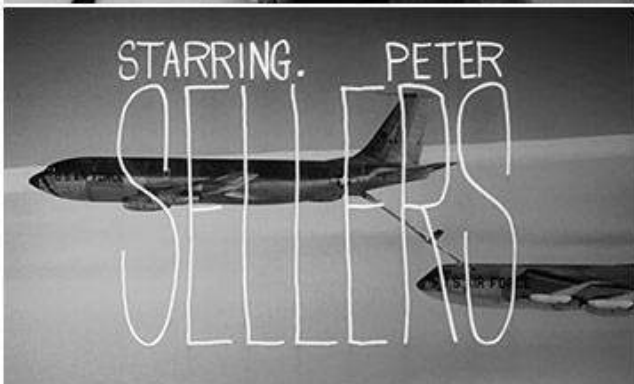




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STARRING. PETER  
SELLERS  
SELLERS



STRANGE LOVE  
OR, HOW I  
LEARNED TO STOP  
WORRYING  
AND  
LOVE THE  
BOMB

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HAYDEN  
KEENAN  
WYNN  
SLIM  
PICKENS



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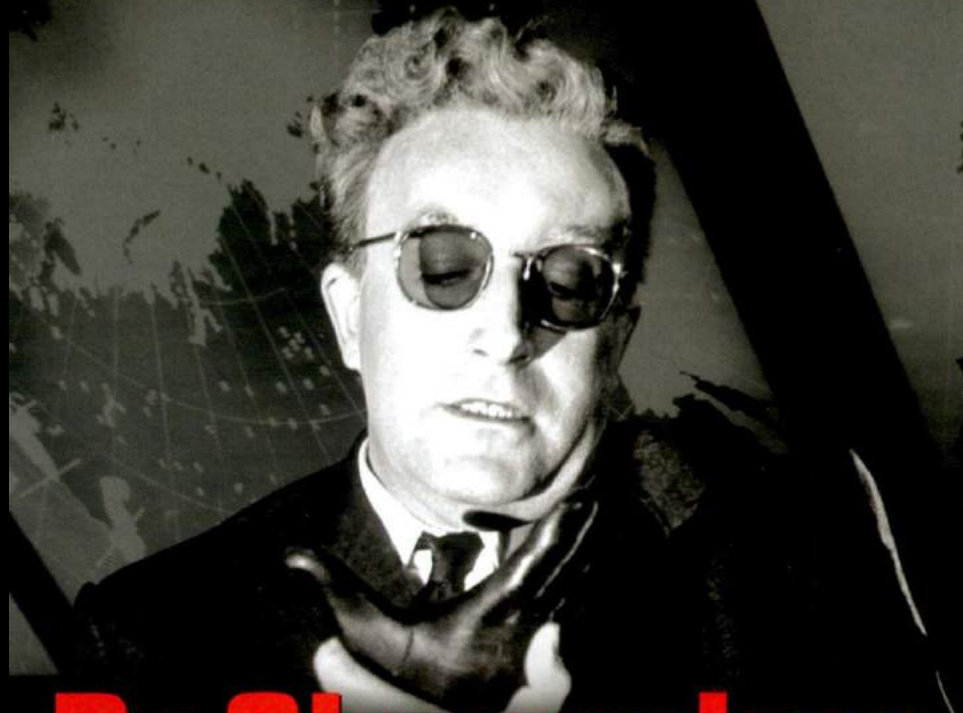
ANTHONY  
HARVEY  
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DIRECTED  
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**Peter Sellers** **George C. Scott**

IN STANLEY KUBRICK'S



# **Dr. Strangelove**

**Dr: How I Learned To Stop Worrying And Love The Bomb**



Peter Sellers George C. Scott  
in STANLEY KUBRICK'S



# Dr. ChangeLOVE

Or: How I learned to stop worrying and love my science center





# Panelists

- **Christian Greer**

Saint Louis Science Center



- **Dana Schloss**

New York Hall of Science



- **Janella Watson**

Providence Children's Museum



- **Monika Collins**

Sciencenter Ithaca



# Format

- **Session Intro (5 min)**  
Introducing “Incremental Change”
- **Panelist Presentations (50 min)**  
Theory, Practice, and Case Studies
- **Q&A (15 min)**  
Q&A and Conversation



**Session Intro (5 min)**

# Overview

When it comes to realizing envisioned futures, nothing worries us more than present realities. **Leading change is never easy**, and transcending the status quo often means taking a good hard look at existing practices and paradigms. Discover how to use **incremental change to nudge** your science center closer to reinvention.



## Panelist Presentations (50 min)



**Christian Greer**  
**Saint Louis Science Center**



# Christian Greer

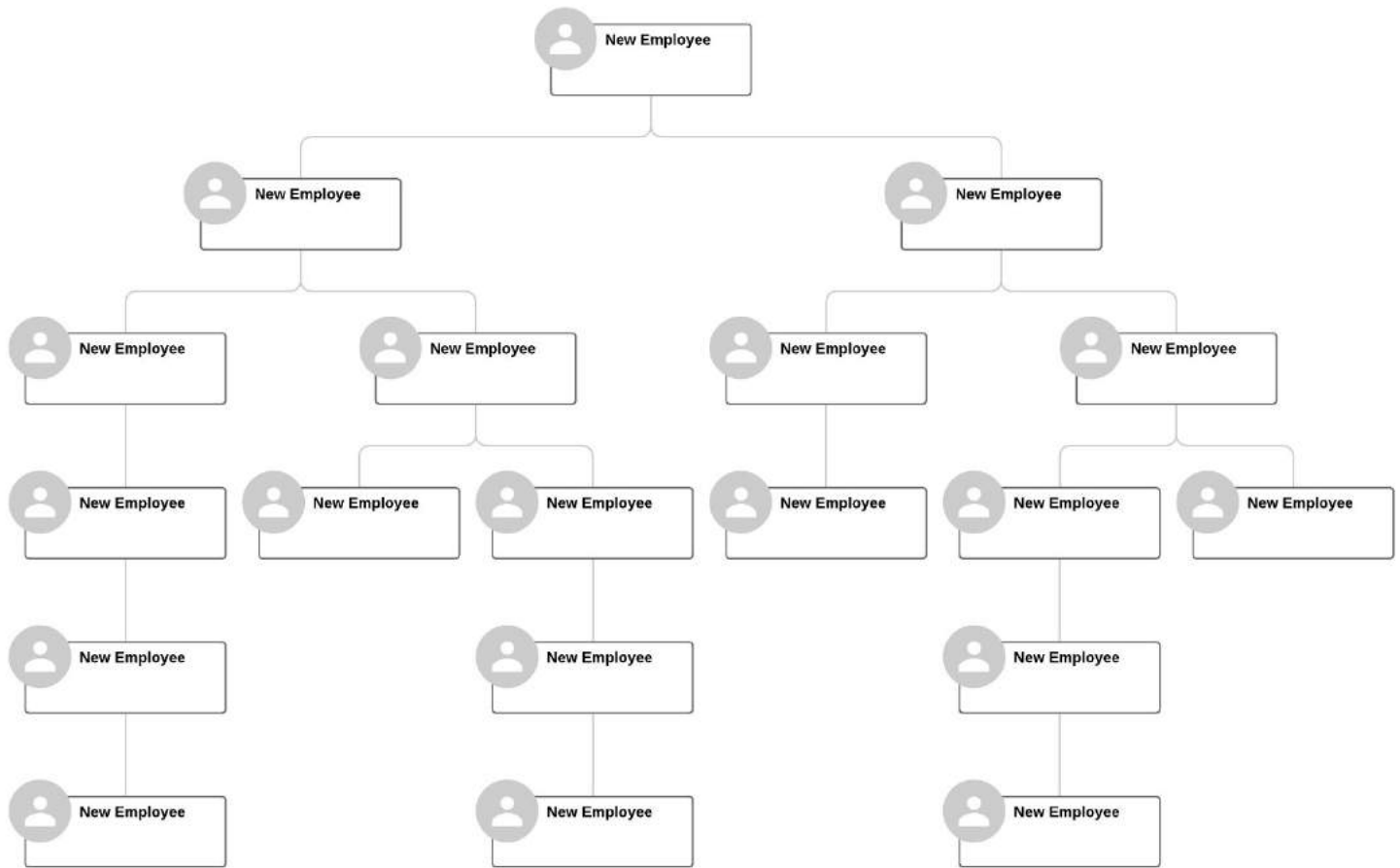
I love motivating our team to challenge assumptions, look for the root causes for issues, and be empowered to not be afraid of the risks associated with opportunity.

I believe that change happens on the individual level. We need to connect with our staff and coworkers on a deeper level if we are going to foster real change.

# My Situation

My situation is that our organizational structure is *waaaaay* too **hierarchical** and **siloed**. It needs to be more **flat** and **flexible** if we are going to change.





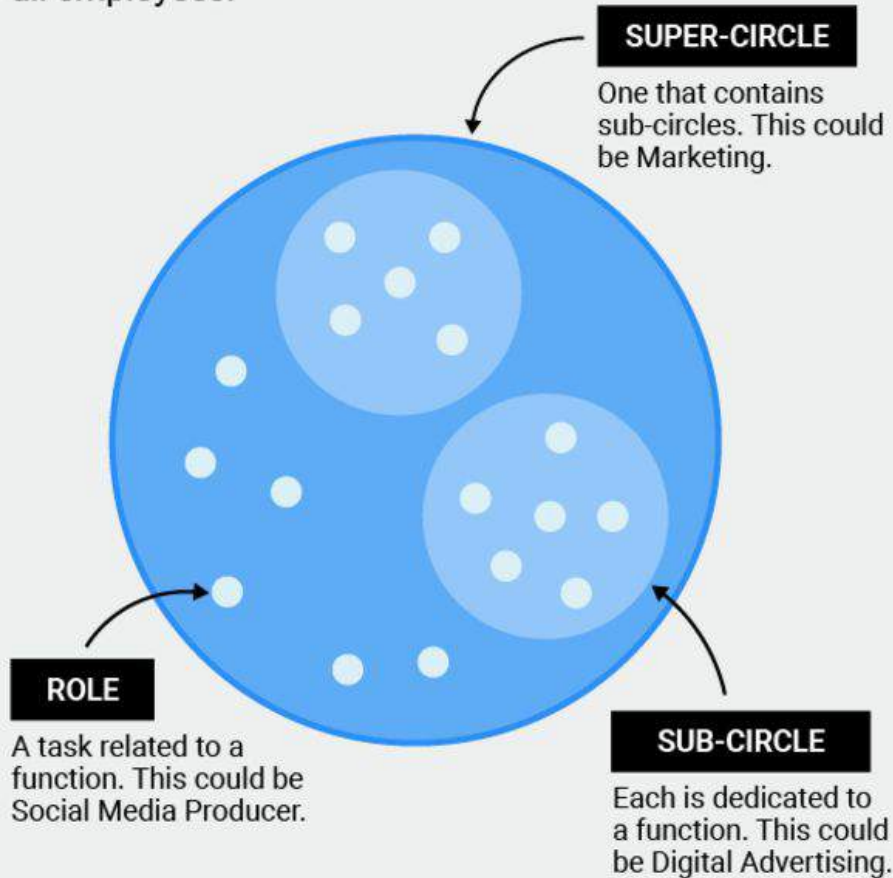


# My Challenge

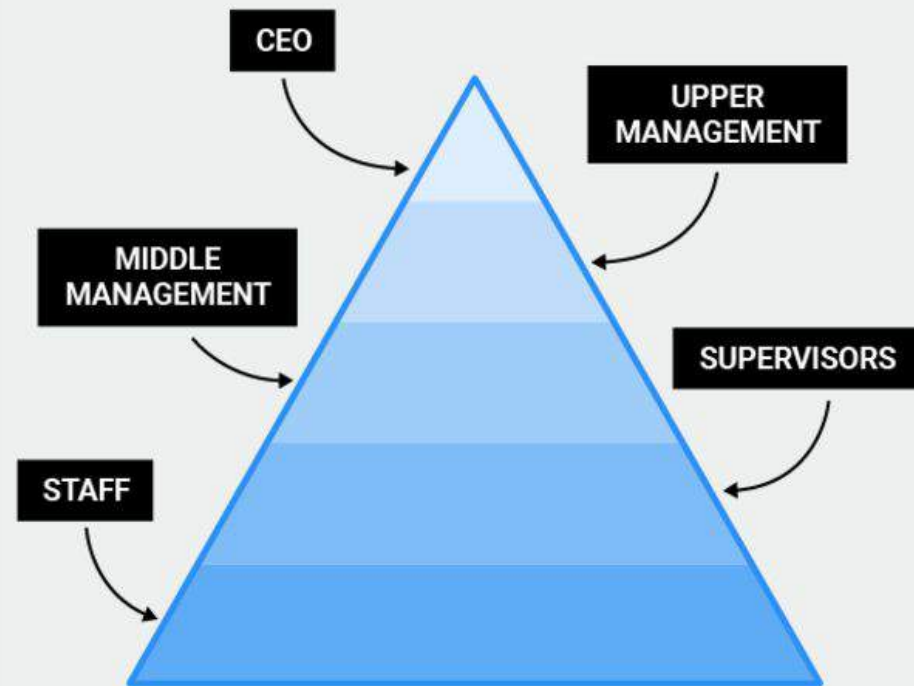
My challenge is to create a more **collaborative culture**, promote **intrapreneurship**, and spark **innovation**.

# HOLACRACY VS. HIERARCHY

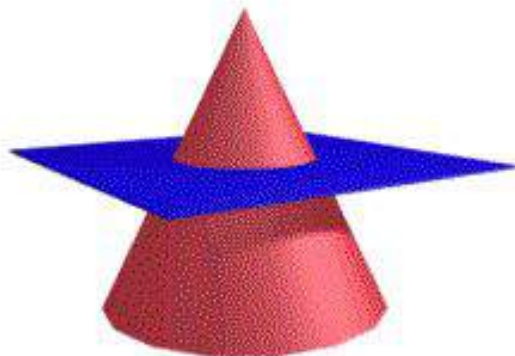
**Holacracy** takes powers traditionally reserved for executives and managers and spreads them across all employees.



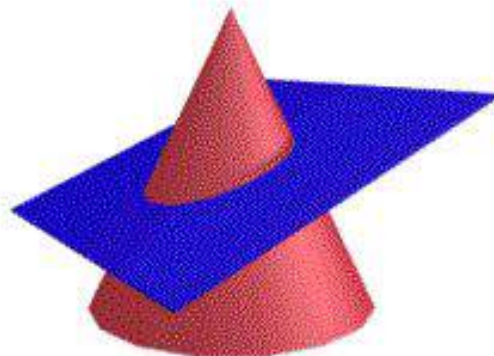
In a **traditional hierarchy**, layers of management establish how products are approved and monitored.



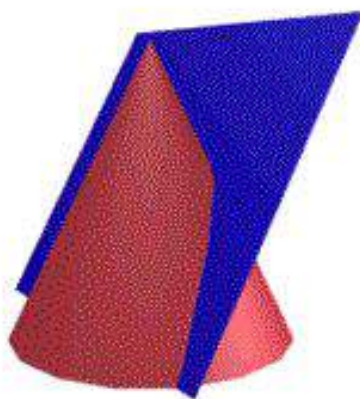
# Conic Section Curves



*Circle*



*Ellipse*



*Parabola*



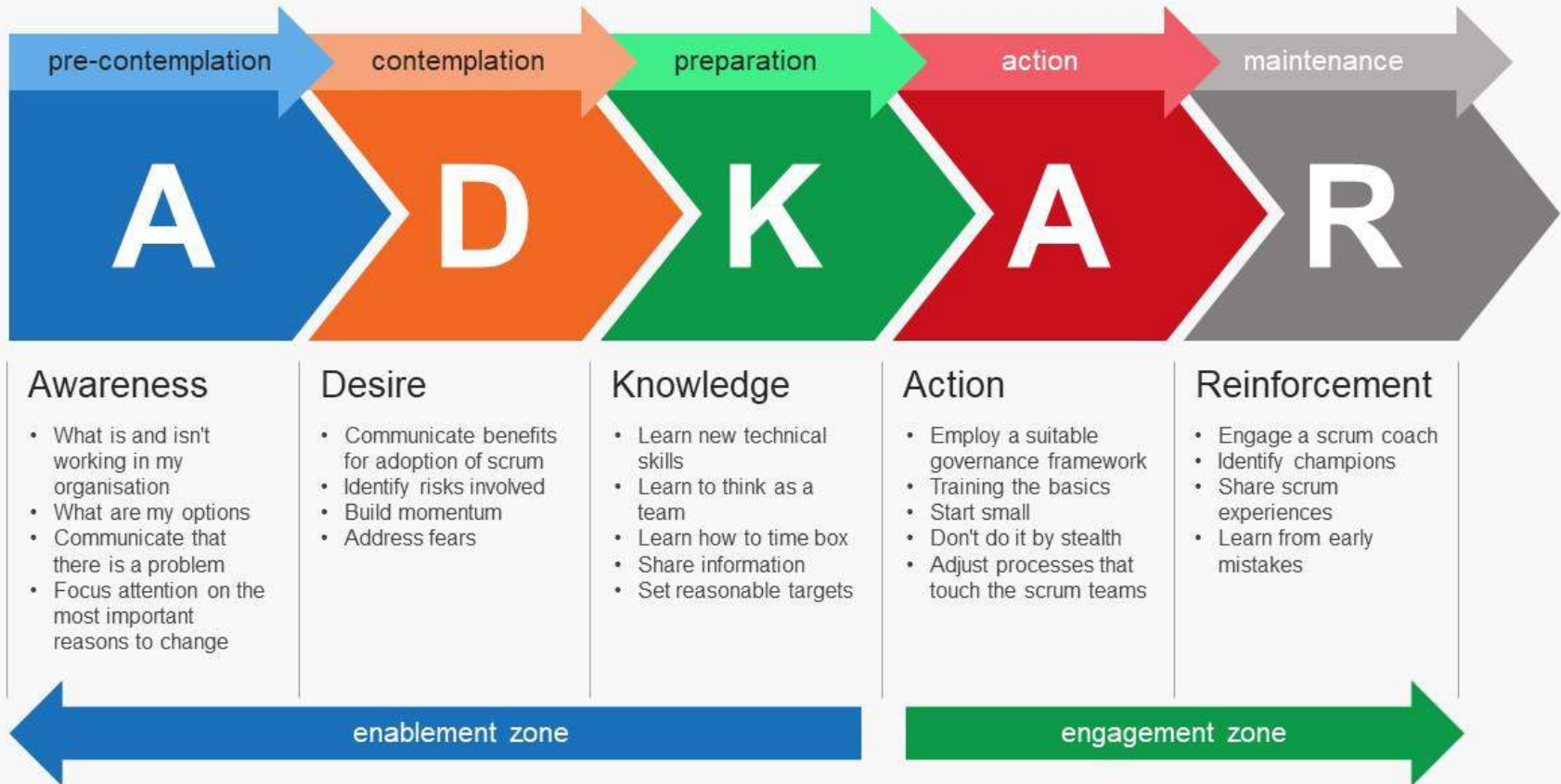
*Hyperbola*

# My Intervention(s)

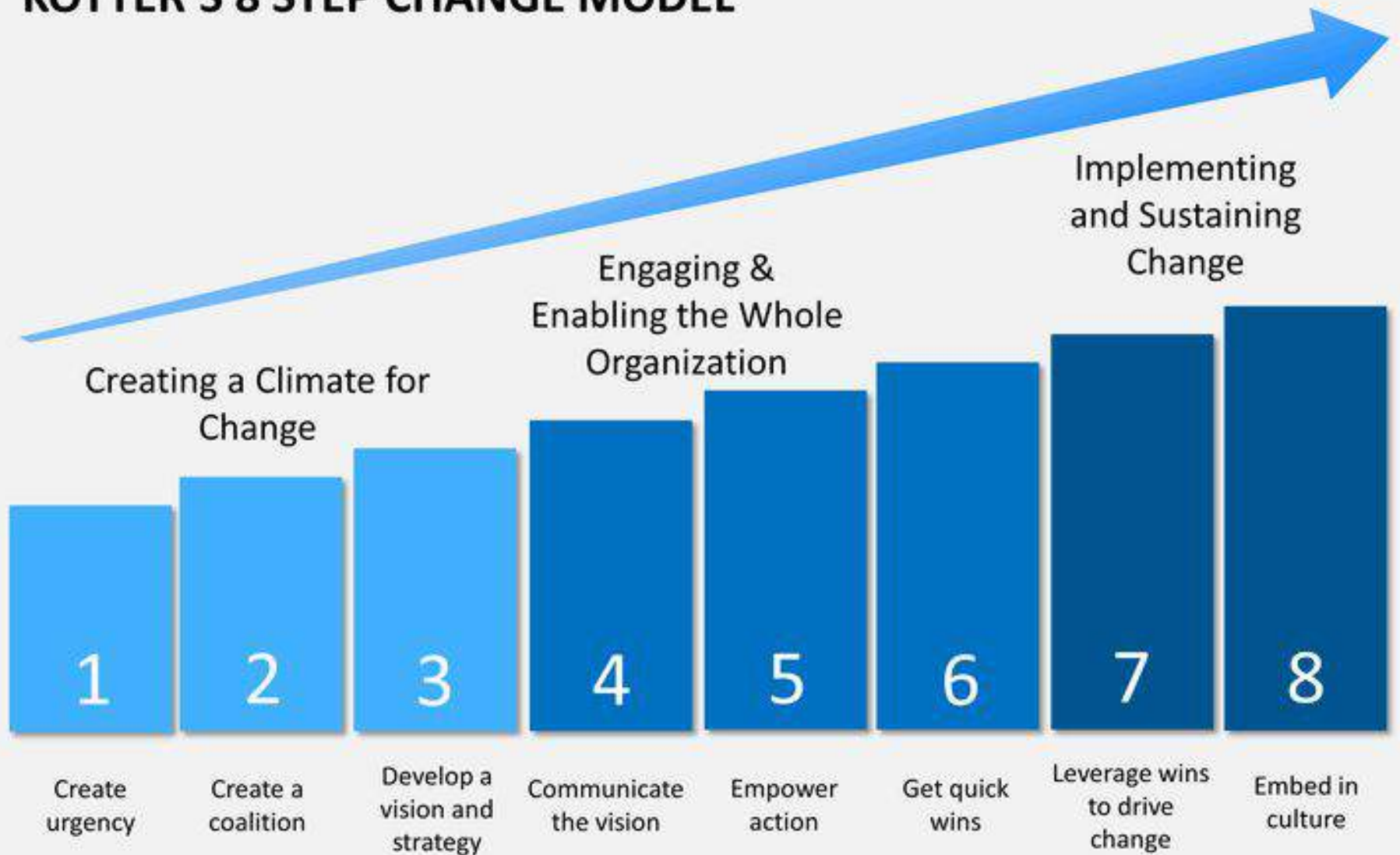
Change management models:

- ADKAR
- Kotter's 8 Steps
- Kurt Lewin's Model
- Kubler-Ross Curve
- Nudge Theory

# ADKAR Change Management PowerPoint Templates



# KOTTER'S 8 STEP CHANGE MODEL





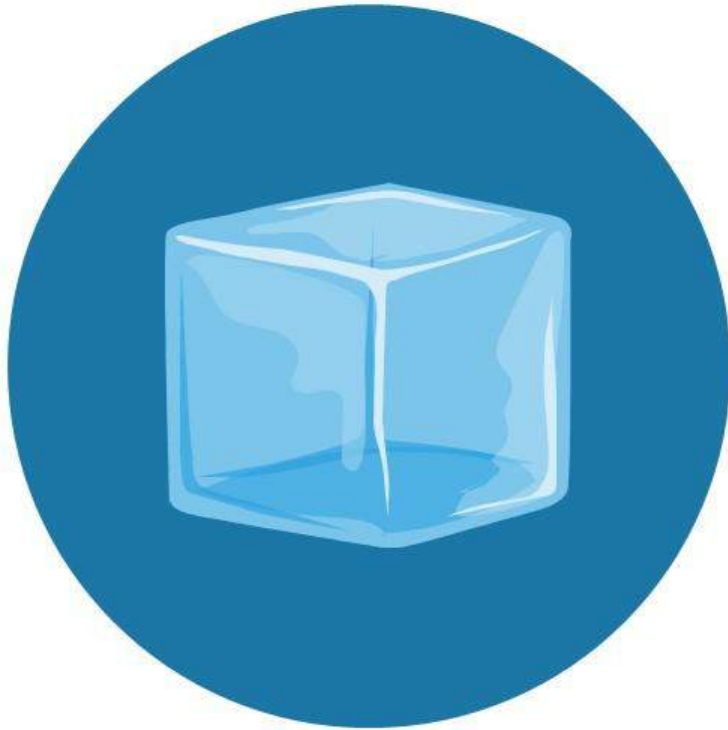
# Lewin's Change Management Template



# Lewin's Change Management Template



# Lewin's Change Management Template



**Refreeze**

# Lewin's Change Management Template



## Unfreeze

This is a sample text. Insert your desired text here

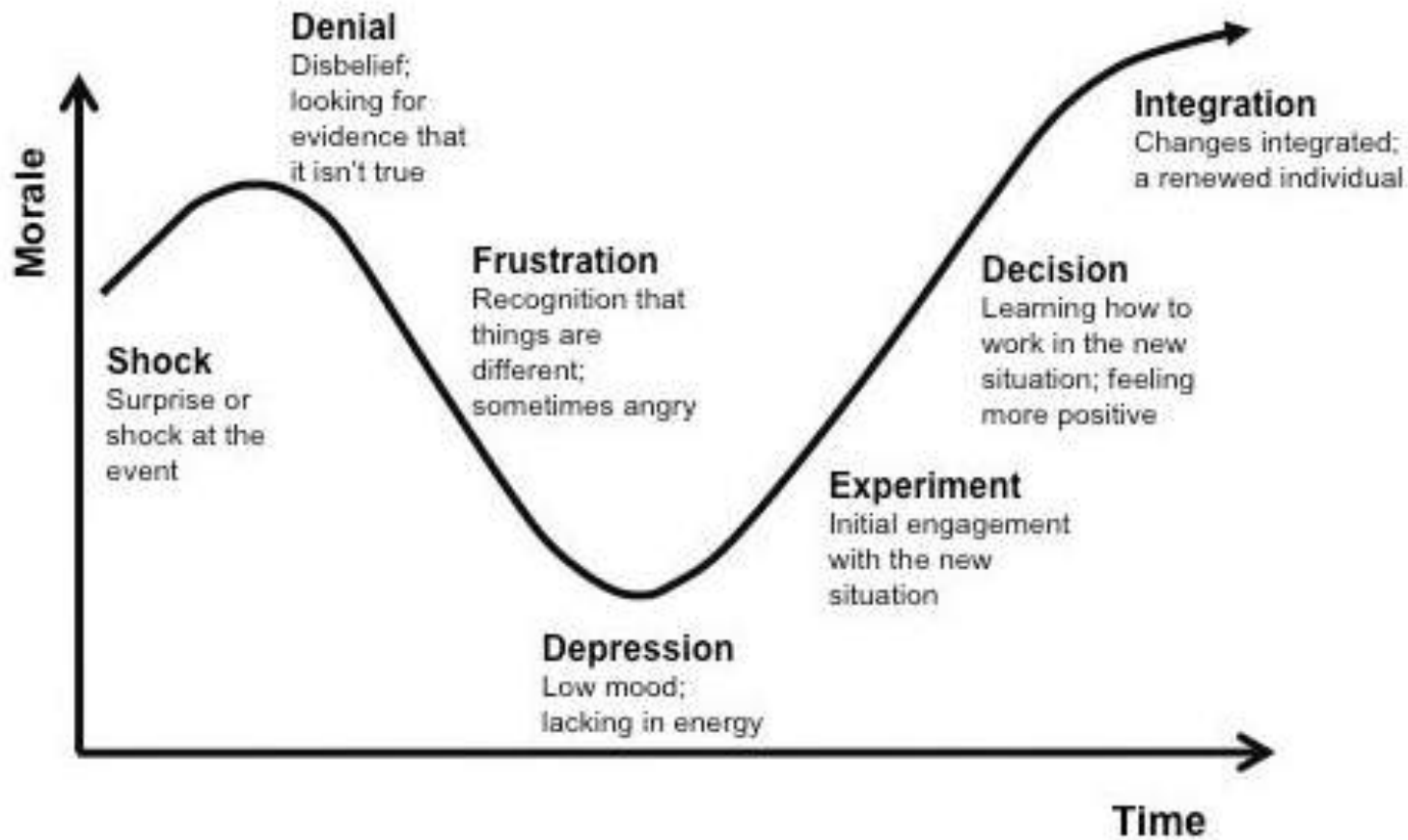
## Change

This is a sample text. Insert your desired text here

## Refreeze

This is a sample text. Insert your desired text here

# The Kübler-Ross change curve



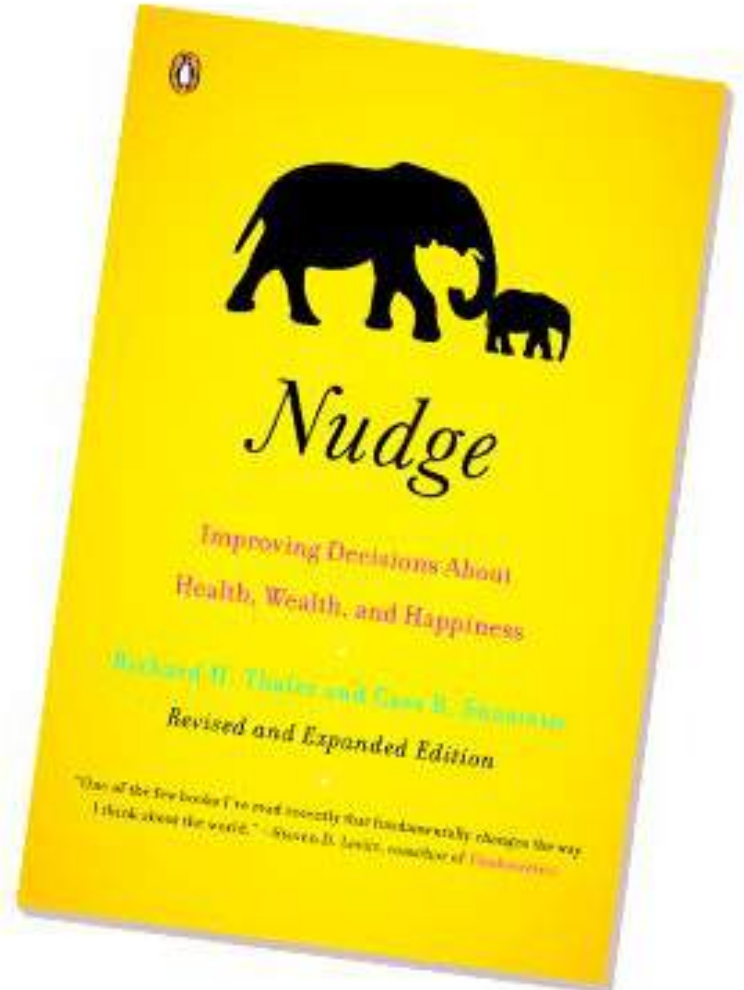


## The orbit paths





Dr. Richard Thaler



1

## BULLS EYE

Nudge Theory really entered the mainstream with a news item back in 2009 that described how authorities at Amsterdam airport had installed small fly shape stickers in the urinals. Men now had something to aim for – even subconsciously – and spillages were reduced by 80%.





## 2

### **EAT YOUR VEGGIES**

The American grocery store Pay & Save placed green arrows on the floor leading to the fruit and veg aisles. They found shoppers followed the arrows 9 times out of 10 - and their sales of fresh produce skyrocketed.



# 3

## THE DECOY EFFECT

When eating out you'll often see one item which is much more expensive than anything else on the menu. The restaurant don't expect you to buy that item, they expect you to buy the second most expensive. When you compare the relative prices, the second most expensive item can seem like a bargain.



# 4

## **BIG BIN, LITTLE BIN**

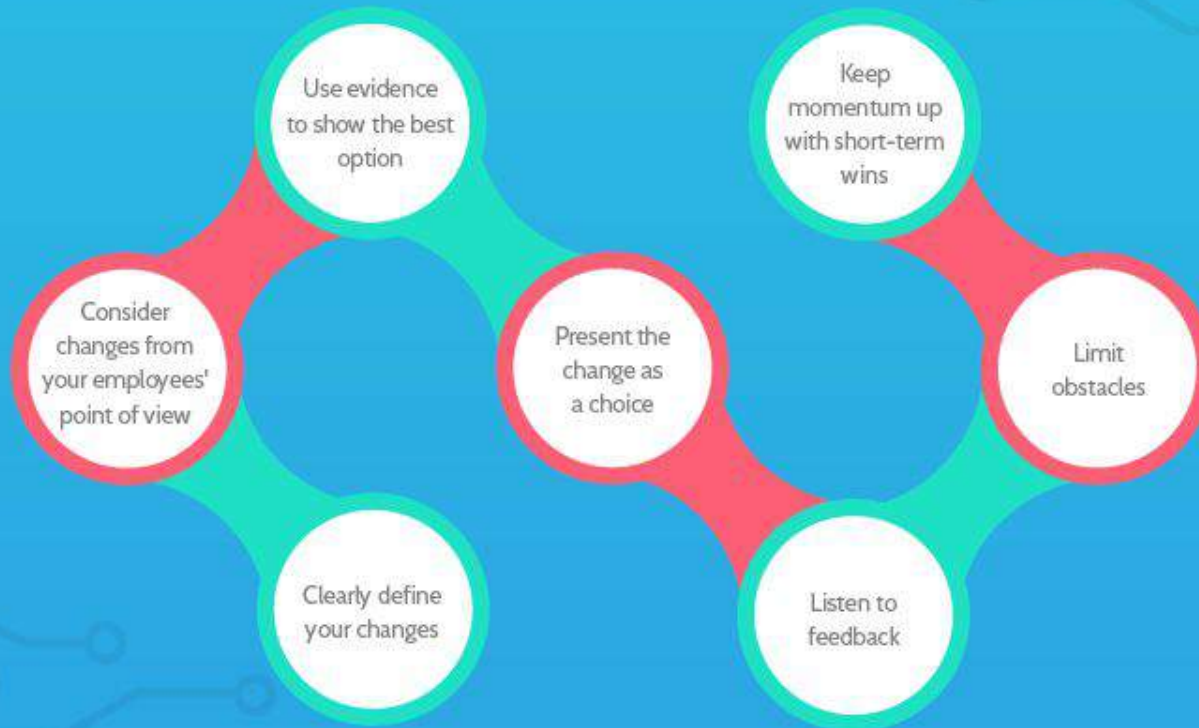
In the UK a scheme where each home will be given two separate bins for their garbage. One is for regular waste, the other for recyclable materials. The recycling bin is a third bigger however - the hope is that by limiting the space for general waste, people will recycle more as the recycling bin can take more of their garbage.





[https://www.reddit.com/r/gifs/comments/3af5tl/what\\_would\\_happen\\_if\\_a\\_super\\_massive\\_asteroid/](https://www.reddit.com/r/gifs/comments/3af5tl/what_would_happen_if_a_super_massive_asteroid/)

# Nudge theory



# My Insights

Don't just think of change in one way. **Incremental** change can happen in multiple ways. Adjust your **schemas**. Consider a more **holistic** approach. What's already working in your favor? How can you “**nudge**” change along? Be **patient!**



**Dana Schloss**  
**New York Hall of Science**

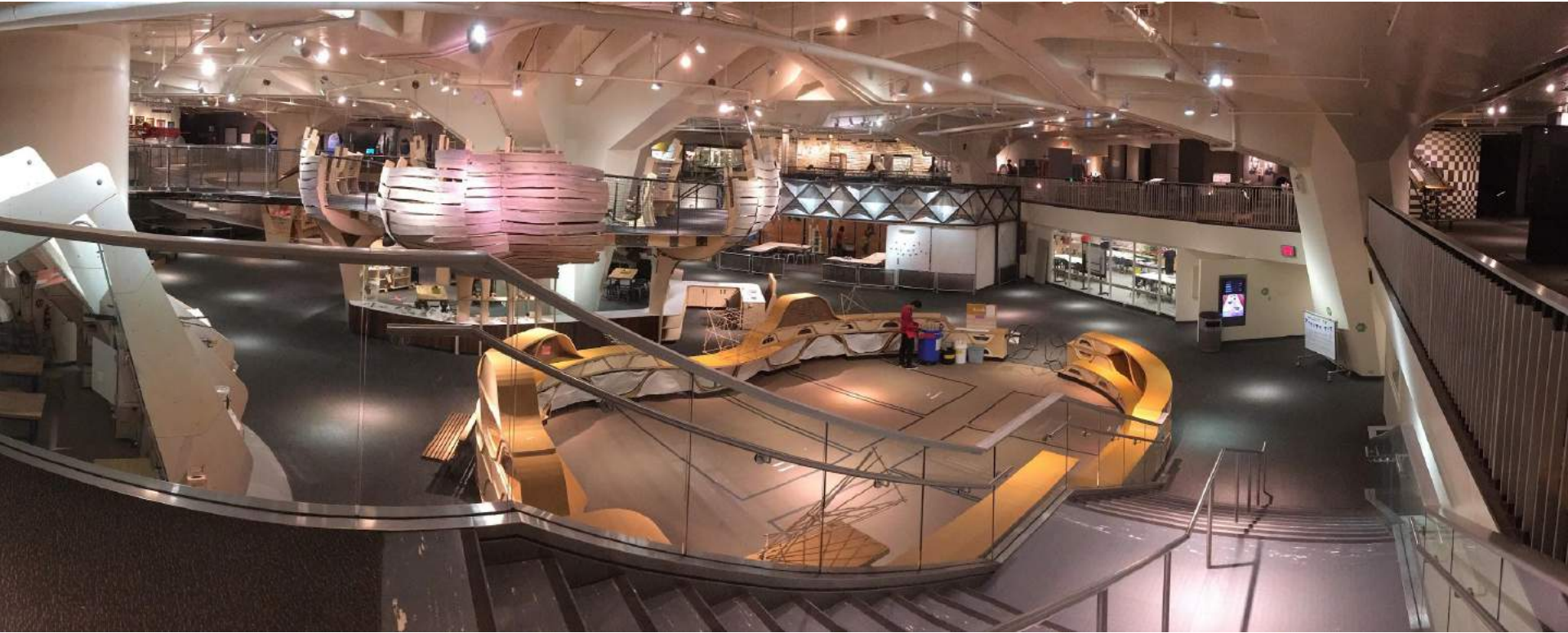


# Dana Schloss

I believe in iteration. Creative, collaborative, candid teams. Distributing power, ownership and agency especially to the people closest to an issue or problem.



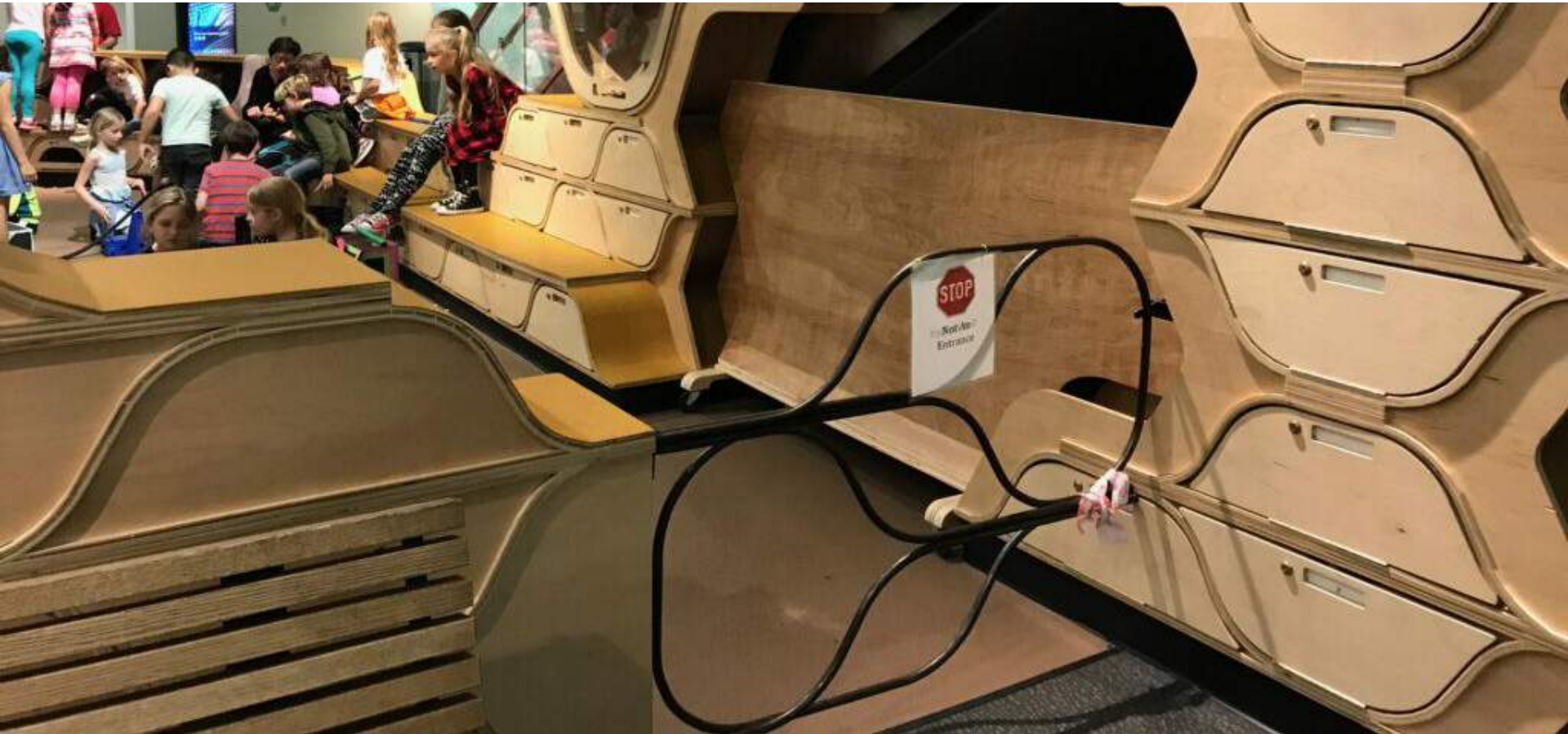
# My Situation



# My Challenge

Inheriting a heavily facilitated, materials rich 9,500 sq foot design/ engineering exhibition (aka a money pit) that my institution had hung its hopes and dreams upon and the exhibition was falling short of it's promise.

# My Challenge



# My Intervention



# My Intervention



# My Intervention



# My Insights

Your visitors are awesome.  
Observe how they behave  
and talk to them.

# My Insights

Tiny barriers can feel like huge roadblocks when they are in the way.





**Janella Watson**  
**Providence Children's Museum**



# Janella Watson

I believe in change sparked by **collaboration**, building **infrastructure** to increase capacity, and **honoring the past** while letting go of the **processes and legacies** that no longer serve us.

# My Situation

Our organization has **new leadership** after 35 years.

We are working to **honor the vision** and values of the organization, while pushing in new directions and taking **healthy risks**.

# New Executive Team



# Our Situation

We are in a dynamic **change moment**, working to build **trust** and report across the organization.

# Our Challenge

We need to build **collective goals** and structures that leverage our expertise, interests, and talents, **build community**, and intentionally build **infrastructure** and processes that honor employees' time.

# Our Challenge



# Our Intervention

Pursue projects that **leverage our expertise**

**Invest** staff and infrastructure

Assert our **value** and place in community

Take **risks**: *Creativity Initiative*



# Creativity Initiative



# How We Got Here

- The *Creativity Initiative* leverages the natural connections between free play, making and creativity at the heart of the Museum's mission and practice.
- The concept was sparked by the Exhibits team and spurred by the rich expertise of new leadership in design thinking, making and early STEM education.
- The project builds on our history of collaboration with community partners and the academic and creative communities.



# Immersive Environments

- The Museum will develop a series of rotating, immersive and interactive environments created in collaboration with local creatives: designers, makers, artists and engineers.
- PCM's Exhibits team will design and fabricate hands-on exhibit components that build on each installation's theme, bringing active exploration and imaginative play to the immersive environment.



# New Maker Programs

- Build a new Maker Studio and Innovation Lab
- Introduce children, families and professionals to the maker community of Rhode Island
- Provide workshops rooted in authentic tools, materials and processes with experiences ranging from low-tech to high-tech
- Offer maker workshops for toddlers to introduce the basics of design and more complex afterschool programming for older children



# Summer of Prototyping

- Six weeks of **intensive**, rapid prototyping
- **Invitation** across every department, role and function
- **Facilitation training** and practice for Experience Coordinators, AmeriCorps Members, Research, and Volunteer Playguides



# Summer of Prototyping

- Developing new approaches to **collaboration** between Exhibits, Programs and Visitor Experience
- Practicing new methods of research, evaluation, **documentation**, and **reflection**
- Building new social media presence and developing **new institutional voice**



# My Insights

- Change is ***challenging and exhausting***. *Be gentle with yourself.*
- The **energy** in the building is new and palpable.
- Staff reflect that they feel **honored, heard, and trusted.**
- This experiment invited us to bring our **whole selves**, our creativity and our passion to the work.





**Monika Collins**  
**Sciencenter Ithaca**





# Monika Collins

I believe science museums can catalyze economic and community growth through new and unusual partnerships, institutional design, technology, and civic engagement.

This will require talented, engaged staff and leadership who are working towards a common goal; who feel agency, and can recognize the impact of their work.

# My Situation

Founding Executive Director retired after 26 years:

New leadership

New organizational structure

New policies, procedures

New strategic plan

# My Challenge

How do we maintain a sense of community and commitment, while remaining nimble to new opportunities

How do we retain talented staff and foster institutional buy-in among staff

# My Intervention

External adaptations

Internal adaptations



**Q&A (15 min)**



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