2019-03-08 Call Note - Organized Anarchy

Agenda

1. Roll Call (by time zone - East to West)
2. Scribe Shout-out - It's easy to scribe: How To Scribe Itana Notes
3. Agenda Bash
4. **Topic: A Career in Organized Anarchy: Building Interpersonal Relationships in Higher Education - Matthew House**
5. Itana Org Updates
   a. Working Group Updates
      i. New to EA in HE Working Group
      ii. API Working Group
      iii. Business Architecture Working Group
      iv. EA Maturity Model
   b. Book club update - Next Book or Article? Leader?
6. Steering Committee Update

Attendees

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Chat

From Chris Eagle to Everyone: (11:01 AM)
should i be hearing sound?

From Beth Schaefer to Everyone: (11:01 AM)
Yes, Jim's been talking

From Piet Niederhausen to Everyone: (11:02 AM)
We'll do roll call in a minute. Welcome everyone.

From Emily Perry (Penn State) to Everyone: (11:02 AM)
Sorry!

From Brandon Rich to Everyone: (11:04 AM)
Sorry — was switching from computer audio to phone.

From Me to Everyone: (11:07 AM)
Hi all - please add your questions down here and we will get them into discussionhttp://itana.org

From Me to Everyone: (11:16 AM)
How many of you fall into Anarchical?

From Dana Miller-Miami University-Ohio to Everyone: (11:17 AM)
Is there a Carnegie type classification system globally?

From Sanjay H. Boolani (Tufts - Medford, MA) to Everyone: (11:17 AM)
Is there a Poll mechanism available? Is this feature available in Zoom?

From Andy Miller (Asbury University) to Everyone: (11:18 AM)
i believe so…

From Me to Everyone: (11:18 AM)
Sanjay - no. Unfortunately no polling in Zoom

From Dana Miller-Miami University-Ohio to Everyone: (11:18 AM)
I believe Miami University is although there is little research….collegial and anarchic

From Piet Niederhausen to Everyone: (11:19 AM)
If you have a question you want to ask Matt, please add to chat and we'll raise it.

From Me to Everyone: (11:19 AM)
At least not in our instance

From Sanjay H. Boolani (Tufts - Medford, MA) to Everyone: (11:34 AM)
I did not follow Compliance, ..Commitment table ? Are they mutually exclusive?

From Dana Miller-Miami University-Ohio to Everyone: (11:35 AM)
Can an example of a "garbage can" decision be provided?

From Sanjay H. Boolani (Tufts - Medford, MA) to Everyone: (11:36 AM)
Does Resistance means total or partial Non-compliance?

From Chris OConnell to Everyone: (11:38 AM)
Where can we get a copy of this slide show?and the paper being referenced?

From Piet Niederhausen to Everyone: (11:38 AM)
Chris, it will be linked from the call program at Itana.org -- and the paper is already linked there (scroll down the home page).

From Sanjay H. Boolani (Tufts - Medford, MA) to Everyone: (11:41 AM)
Is there an equivalent of IT Organization Behavior Matrix like Ent. Arch. Maturity scale? Have you used Behavior Matrix to bring Organization change at Washington U? Or just to measure current state?

From Piet Niederhausen to Everyone: (11:42 AM)
Thanks Sanjay, let me hold your question for a minute and let Matt continue. Excellent big picture question.

From Chris Eagle to Everyone: (11:42 AM)
so much discussion available here! Our entire next call will be dedicated to discussing the implications of this information.

From Me to Everyone: (11:43 AM)
I called this "Getting campus to tell campus no"

From Sanjay H. Boolani (Tufts - Medford, MA) to Everyone: (11:45 AM)
Is it possible to provide some examples from Washington U where you employed strategies and tactics in EArch initiatives?

From Chris OConnell to Everyone: (11:47 AM)
I'm sorry, I'm not able to find the meeting materials. Can you post a direct link?

From Me to Everyone: (11:47 AM)
Chrishttps://spaces.at.internet2.edu/display/itana/2018-2019+Itana+Program

From Me to Everyone: (11:48 AM)
If you look at March 8, you will see the Article in the Materials Column. Notes and the Presentation will be added after the call

From Chris OConnell to Everyone: (11:48 AM)
thanks!

From Me to Everyone: (11:52 AM)
Cats and garbage cans

From Sanjay H. Boolani (Tufts - Medford, MA) to Everyone: (11:52 AM)
Nice presentation. Need few iterations.

From Louis King to Everyone: (11:54 AM)
What do you see as the relationship between and individuals hierarchical position and the relationships they build? What happens as the hierarchy reorganizes?

From Sanjay H. Boolani (Tufts - Medford, MA) to Everyone: (11:54 AM)
Need few iterations for all the ideas to sink in for me.

From Me to Everyone: (11:54 AM)
Join us again in 2 weeks Sanjay

From Sanjay H. Boolani (Tufts - Medford, MA) to Everyone: (11:55 AM)
thanks for a great presentation and insights into HigherEd

From Me to Everyone: (11:57 AM)
Louis - we have a person here C.B. who has moved around in the hierarchy but has a really deep and broad network that he has kept throughtou

From Beth Schaefer to Everyone: (11:57 AM)

Thank you, Matt! Great presentation!

From Andy Miller (Asbury University) to Everyone: (11:58 AM)
Hav you al thought about presenting this as a case study? that might help.Thanks!

From Lluís Ariño - URV to Everyone: (12:02 PM)
bye

From hemalatha3 to Everyone: (12:02 PM)
Thanks

Questions Pulled out for 03/22/19 Session:

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Announcements - Itana News, Working Group Report out

New to EA Working Group: Sessions have started and the group is meeting.

API Working Group: No Update.

Business Architecture Working Group: jeff kennedy's 03/01/19 presentation about using the higher education business reference model for strategic story telling was well attended and generated enough interest and questions to have another working group session dedicated to addressing the questions. Jim Phelps is interested in having jeff present the same material to the larger Itana group at a time slot that is during the working week in Auckland, New Zealand.

The working group session on 03/15/19 will feature a presentation by Dana Miller where Deming's organization systems ideas will be viewed as a lens to look at Enterprise/Business Architecture.

EA Maturity Model: Reminder for Itana attendees to complete their institution's maturity assessment including this note taker's institution.

Topic: "A Career in Organized Anarchy, Building Interpersonal Relationships in Higher Education" - Matt House

Highlights of Matt's Presentation

- Matt's presentation covered his academic career which led to his current role as Enterprise Architect at Washington University. A research interest of Matt's is higher education since he has a masters degree in the subject

- Relationships work when no process or resources are available to get to a decision

- Review of the Carnegie Classification System

- A method to understand an institution is to understand their revenue sources by looking at the publicly available consolidated financial statements

- Washington University can viewed as an Organized Anarchy which has the following characteristics
    - Loosely coupled system
    - Semiautonomous units
    - "streams" of problems looking for solutions which leads to "Garbage Can Decision Making" which is a type consensus building
    - Low interest or salience in problems
    - High inertia
    - Weak information base
    - Overload the system to many problems or solutions

- - Doctoral or R1 institution
- Other methods to understand institutional behavior
  - Follow the money
    - R1 Schools
      - Washington University 645M Budget
      - University of Washington and University of Michigan 1 BB flowing into investigators which makes for an entrepreneurial and anarchy-like environment
        - Tuition revenue in anarchy-like institutions is small
- Role of leaders

  - Power and Influence

    - Power in Universities-viewed negatively, comes from academic free. collegial environment
    - Six Bases of Power

- Key to successful leadership is influence not power

- Influence tactics

  - Proactive
  - Grouping Influence Tactics
  - Architects are usually rational and that is the usual go-to method for persuasion but that may be too successful since consultation and Inspiration are more effective according to the data in presentation

- Garbage can decision making

  - Everybody brings their own problems looking for a solution
  - Piet mention that his mentor at Georgetown stated whoever brings the most handouts wins

- Matt mentioned that a mentor of his mentioned re-litigation in the field

- One method of consensus making is facilitating opposition participation which moderates a decision with zealots on one side and skeptics on the other

- Making change in the university is high impact and small actions

- Focus on relationships

  - Relationships are the foundational tools to getting things done
  - Avenues for building a power/influence network
  - Connections in and out of the networks
  - Easily move between networks

- Things that have worked for Matt

  - Strategic Relationship Building
  - Be curious
  - Be Genuine
  - Be Transparent....asking for help
  - Spend time
  - Maintain Integrity
  - Share information
  - Be nice

    - Example

      - Individual contributor in Radiology research
      - Spending time and opposition to understand activities that wasted money
      - Trying to overcome inertia and having a mutual understand and consensus to say stop

- What kinds of institutions support architecture?

  - Doctoral/R1

- Different types of architecture

  - Vanguard vs Foundational
    - Telling/Selling

- Chris Eagle asks the question: how can we better broker the garbage can?

- The goals are always breaking down silos and herding cats

- Louis King: What happens when the hierarchy changes...does that change the relationship?

- Sanjay asks if there a maturity model associated this institution behavior?