



# TRANSFORMATIVE LEADERSHIP


**G. WAYNE CLOUGH**

*President Emeritus of the Georgia Institute of Technology  
Secretary Emeritus of the Smithsonian Institution*



**SEPTEMBER 22, 2015**

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**Georgia** Institute  
of **Technology**

# DEFINITION OF TRANSFORMATIVE

- Cambridge Dictionary Online - “Causing a major change to something or someone, especially in a way that makes them better”
- Business Dictionary – “A shift in the business culture of an organization resulting from a change in the underlying strategy and processes that the organization has used in the past”
- Synonyms -  
“Life Changing,” “Born Again,” “Cathartic”

# DEFINITION OF LEADERSHIP

*Source: Business News Daily, June 2015*

- **Judy Crockett** – “A true leader is secure in creating a framework that encourages others to tap into their own skills and ideas and freely contribute to the whole of the project or company””
- **Katie Easley** – “Leadership is stepping out of your comfort zone and taking (a) risk to create reward
- **Jarie Bolander** – “Leadership is caring more about the cause and the people in your company than about your own personal pain and success. It is about having a greater vision...while leaving the path open for others to grow into leaders”

# DEFINITION OF LEADERSHIP

*Source: Business News Daily, June 2015*

- ◎ **Tom Madine** – “Leadership styles differ, but at the core, good leaders make the people they are leading accomplish more than they otherwise would. The most effective leaders do this not through fear, intimidation or title, but rather by building consensus around a common goal”



# ***ULTIMATE LEADERSHIP:***

## ***WINNING EXECUTION STRATEGIES FOR YOUR SITUATION***

***BY RUSSELL PALMER***

“There is no single style of leadership that works. But there are basic principles that all effective leaders apply.....”

“...the book is about the greatest mistake a leader can make. That is to fail to understand how important it is to adapt these principles to the particular context in which the leader is operating.”

# ***GOOD TO GREAT AND THE SOCIAL SECTORS***

**BY JIM COLLINS**

- **DEFINING GREAT** – calibrating success
- **LEVEL 5 LEADERSHIP** – getting things done within a different power structure
- **FIRST WHO** - getting the right people on the bus
- **THE HEDGEHOG CONCEPT** – rethinking the economic engine without a profit motive
- **TIMING THE FLYWHEEL** – building momentum by building the brand

# STRATEGIC PLAN: PREPLANNING

- ⦿ Review history and culture of institution or business; know it backwards and forwards
- ⦿ Review previous strategic plans for effectiveness
- ⦿ Evaluate appetite for change
- ⦿ Establish the rationale for plan
- ⦿ Develop a statement of urgency for the plan

# PREPLANNING *CONTINUED*

- ⦿ Think through costs and revenue issues
- ⦿ Assess likely allies and opponents
- ⦿ Anticipate implementation challenges
- ⦿ Discuss basics with staff, boards and stakeholders so they feel like insiders

# PLANNING PROCESS

- ⦿ Create participatory process to get buy-in
- ⦿ Establish value, mission statements using historical foundation of institution **AND** aspirations
- ⦿ Establish communications plan for staff, boards
- ⦿ Choose key leaders who are respected and allies
- ⦿ Engage first-rate facilitator with big vision

# PLANNING PROCESS *CONTINUED*

- ◎ Add a few board members as “outside/insiders”
- ◎ Use scenario-based planning approach
- ◎ Choose life of plan in tactical and strategic terms
- ◎ Develop goals based on doable and stretch goals
- ◎ Create writing team; hire first rate editor/writer for finished document
- ◎ Establish rollout process

# IMPLEMENTATION OF PLAN

- ⦿ Restructure administrative organization as needed
- ⦿ Refresh branding strategy or develop new approach
- ⦿ Restructure budget to mirror new plan
- ⦿ Set goals for new revenues, revenue redirections, and cost reductions to drive plan
- ⦿ Modify communications strategy as needed; engage staff and boards in on-going messaging

# IMPLEMENTATION OF PLAN *CONTINUED*

- ◉ Develop selected dynamic follow-on activities that highlight value of ideas in plan
- ◉ Evaluate any new activity or facilities project in terms of aspirational goals of new plan
- ◉ Create a system of metrics that mirror strategic plan
- ◉ Make new metrics available internally and externally
- ◉ **Communicate, communicate, communicate**



# THE SMITHSONIAN INSTITUTION

The Largest Museum and Research Complex in the World



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# NATIONAL MUSEUM OF NATURAL HISTORY



Sant Ocean Hall



David H. Koch Hall of Human Origins



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- Founded in 1846
- 769 facilities, 12 million square feet, 19,000 acres of land
- Nineteen museums and galleries and the National Zoo
- Nine research centers
- 137 million objects, specimens, works of art in collections
- 6,000 staff + 6,500 volunteers
- Nearly 500 research scientists, 500 postdocs, visiting fellows
- Located in 8 states, Washington, D.C., Panama, Chile, Belize
- Active in more than 100 countries around the world
- Approximately 30 million visits per year

# SMITHSONIAN INSTITUTION



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# SMITHSONIAN RESEARCH CENTERS



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# SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER



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# SMITHSONIAN ASTROPHYSICS OBSERVATORY



- 1,000 employees, 1/6 of SI total
- Operate telescopes in Hawaii, Arizona, Chile, the South Pole and outer space
- Research in star formation, the sun, solar weather, and asteroid tracking
- Search for new planets
- Structure of the universe



# Smithsonian Conservation Biology Institute





# Smithsonian Forest Global Earth Observatory



## 137 million Objects and Specimens

Art



336,000

Cultural History



10 million

Natural Science



127 million

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**1.9 Million Library Volumes**  
**100,000+ Cubic Feet of Archival Material**

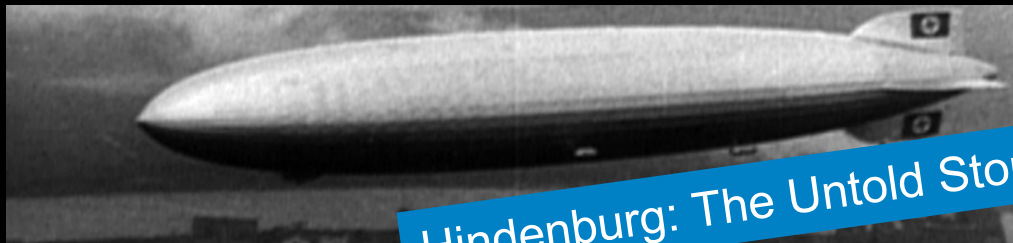




# Collections



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Hindenburg: The Untold Story



Mission Critical: Amphibian Rescue



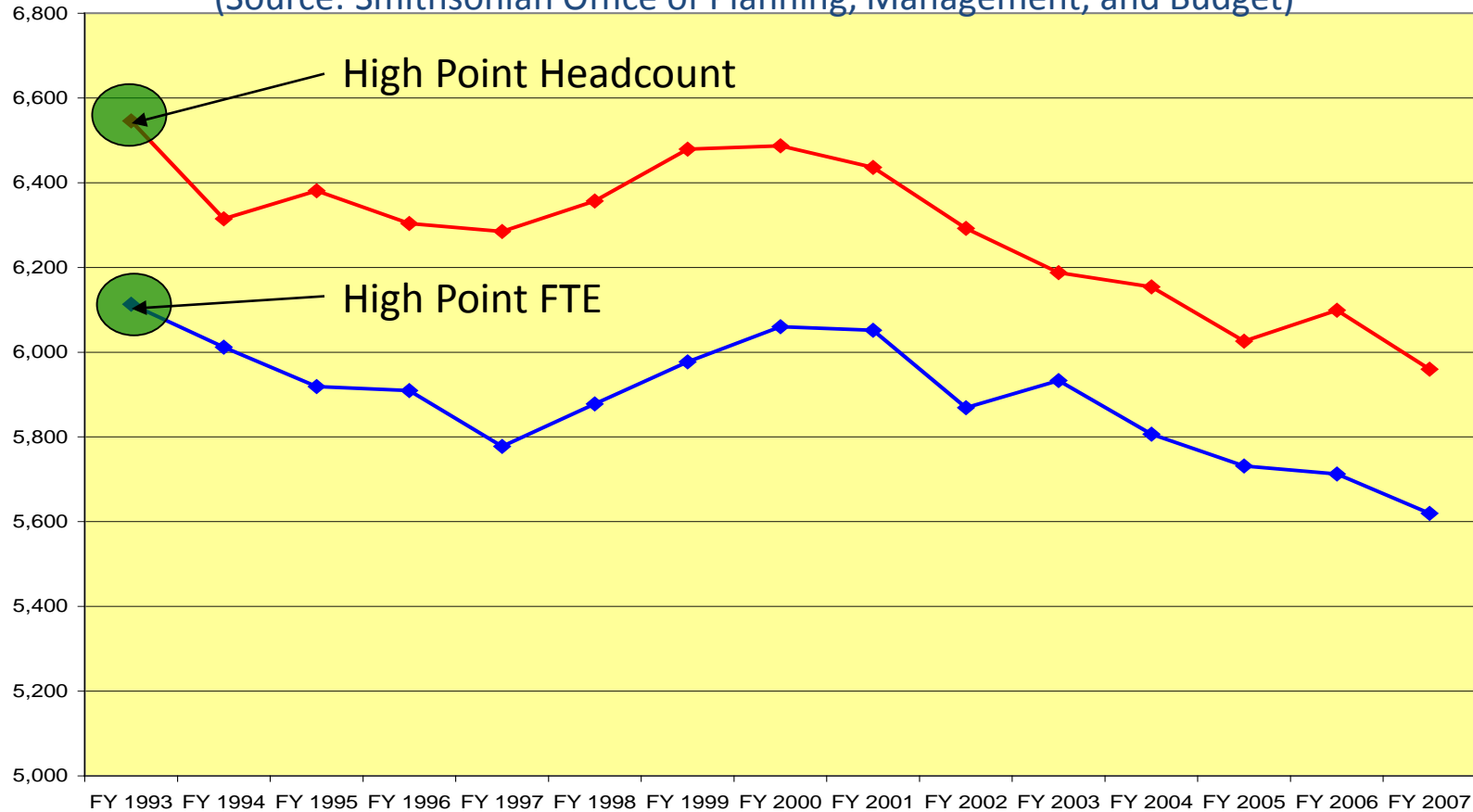
9/11: Day That Changed The World



Black Wings

# Total Smithsonian Workforce by Head Count and Full-Time Equivalent (FTEs), FY 1993 to 2007

(Source: Smithsonian Office of Planning, Management, and Budget)

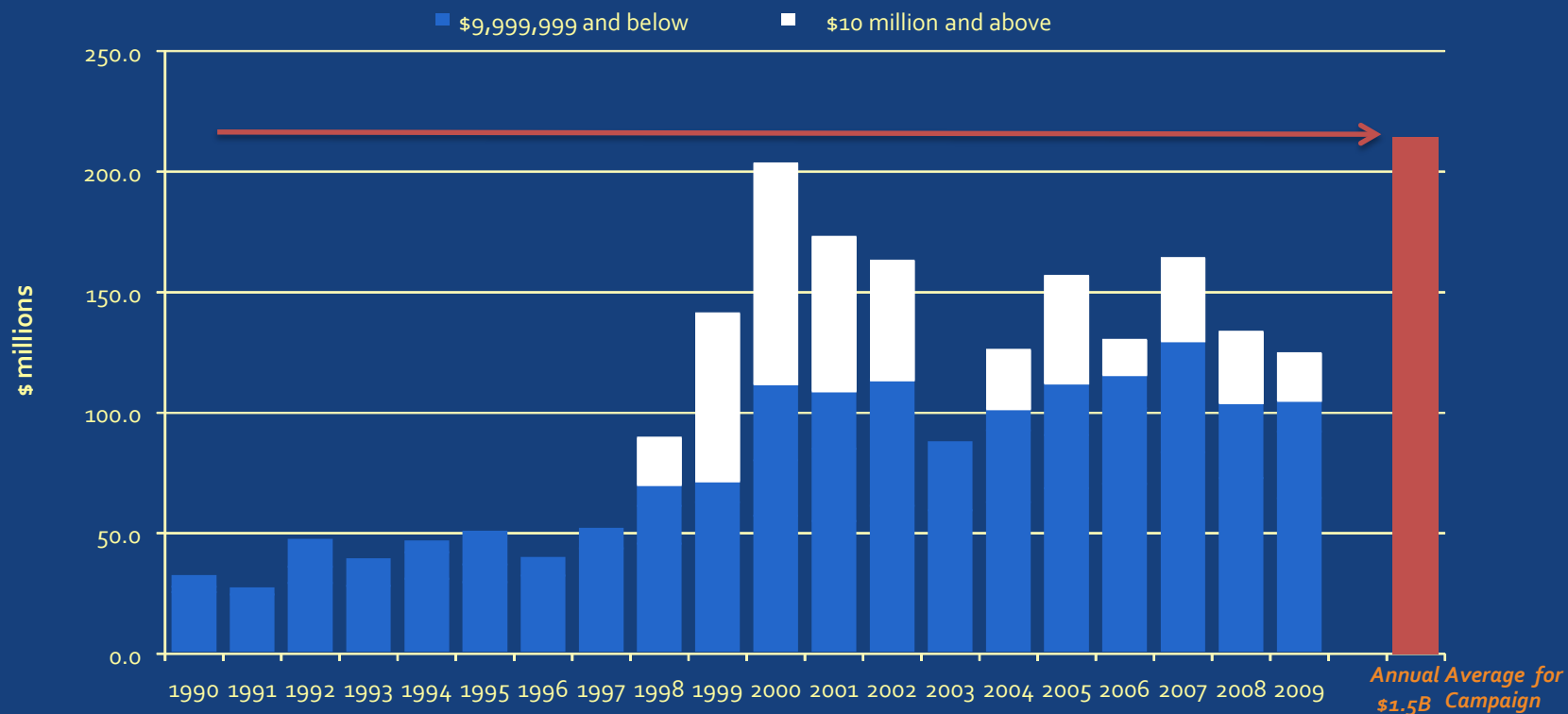


Note: Chart excludes STRI personnel and includes Smithsonian Enterprises and predecessor units.



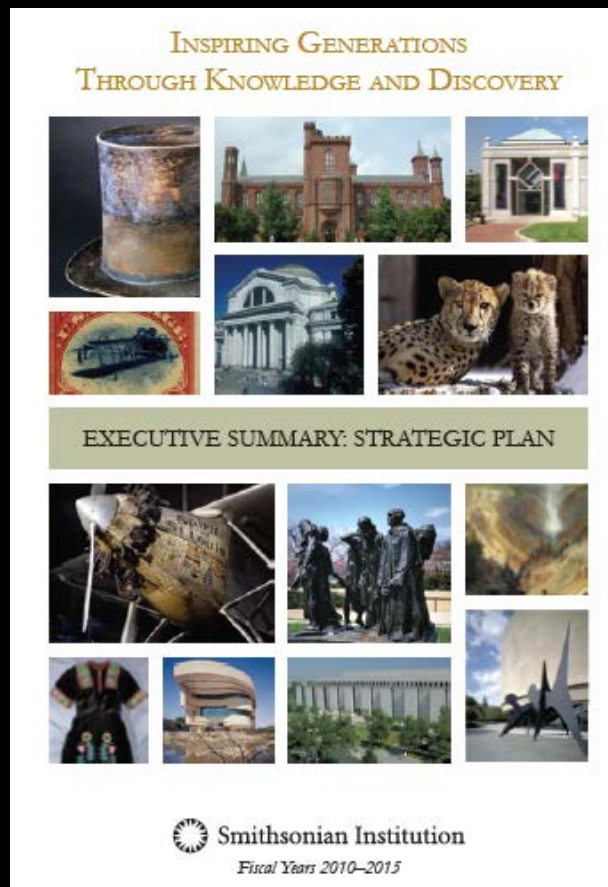
# Private Fundraising

## Funds Raised FY99 to FY09





# SMITHSONIAN STRATEGIC PLAN



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# STRATEGIC PLAN

## 4 Grand Challenges

- Understanding the American Experience
- Valuing World Cultures
- Understanding and Sustaining a Biodiverse Planet
- Unlocking the Mysteries of the Universe

Broadening access, reaching new audiences, education

Collaboration across disciplinary activities

Mission-enabling excellence

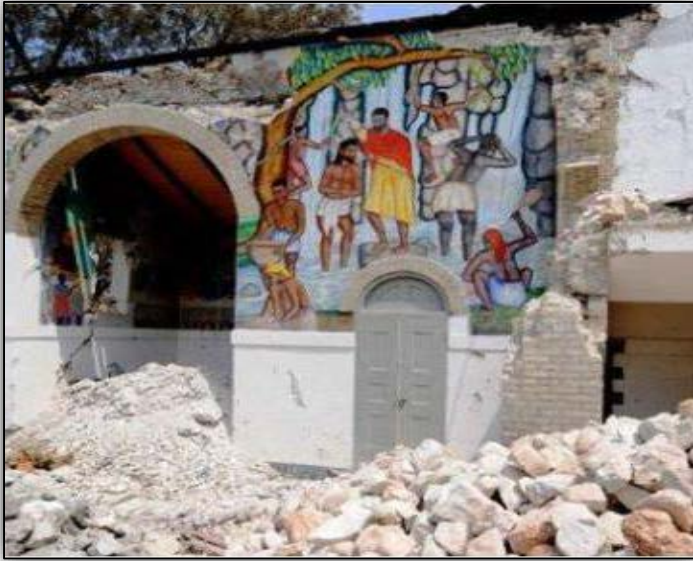
Tackling large cross-cutting issues

# Understanding the American Experience





# Valuing World Cultures

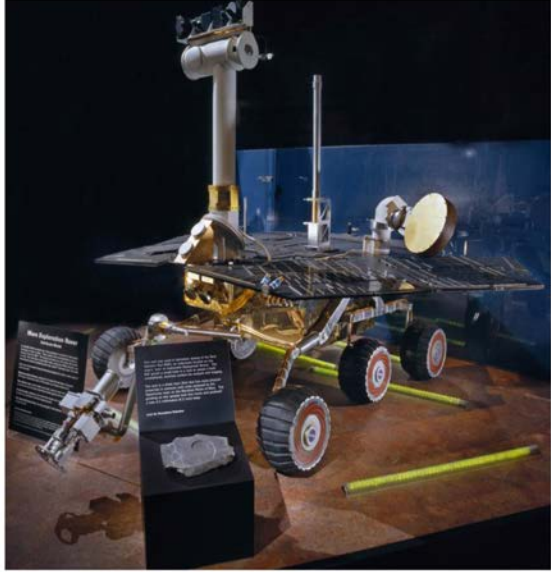
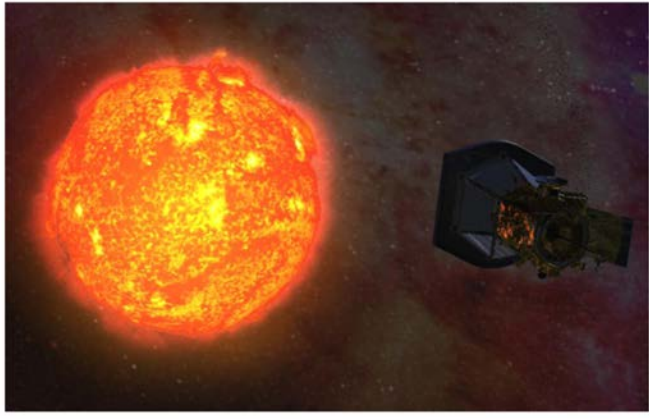




# Understanding and Sustaining a Biodiverse Planet



# Unlocking the Mysteries of the Universe







 Smithsonian  
**Seriously Amazing®**



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Smithsonian  
SERIOUSLY AMAZING.

# Smithsonian ForestGEO

*We see the forest AND the trees*







Smithsonian  
SERIOUSLY AMAZING™

# Smithsonian MarineGEO Tennenbaum Marine Observatories Network

*And now for the OTHER 71%*



**How is hip-hop like the microchip?**

Smithsonian  
Seriously Amazing™



**When is it OK to drop the ball during an election?**

Smithsonian  
Seriously Amazing™



**What masterpiece not only fills a room — it is the room?**

Smithsonian  
Seriously Amazing™



**What has given us water from Mars and daggers from India?**

Smithsonian  
Seriously Amazing™



**What is part man, part fish, and all latex?**

Smithsonian  
Seriously Amazing™



**What exactly does a bear do in the woods?**

Smithsonian  
Seriously Amazing™



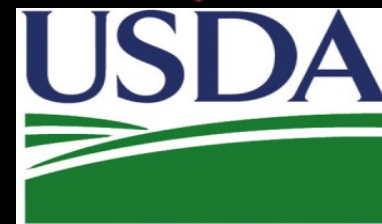
**What can mimic a bug or whack you in the face to get what it wants?**

Smithsonian  
Seriously Amazing™



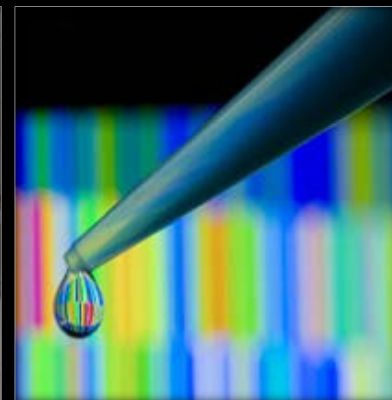
Questions come alive at  
[seriouslyamazing.com](http://seriouslyamazing.com)

Smithsonian  
Seriously Amazing™





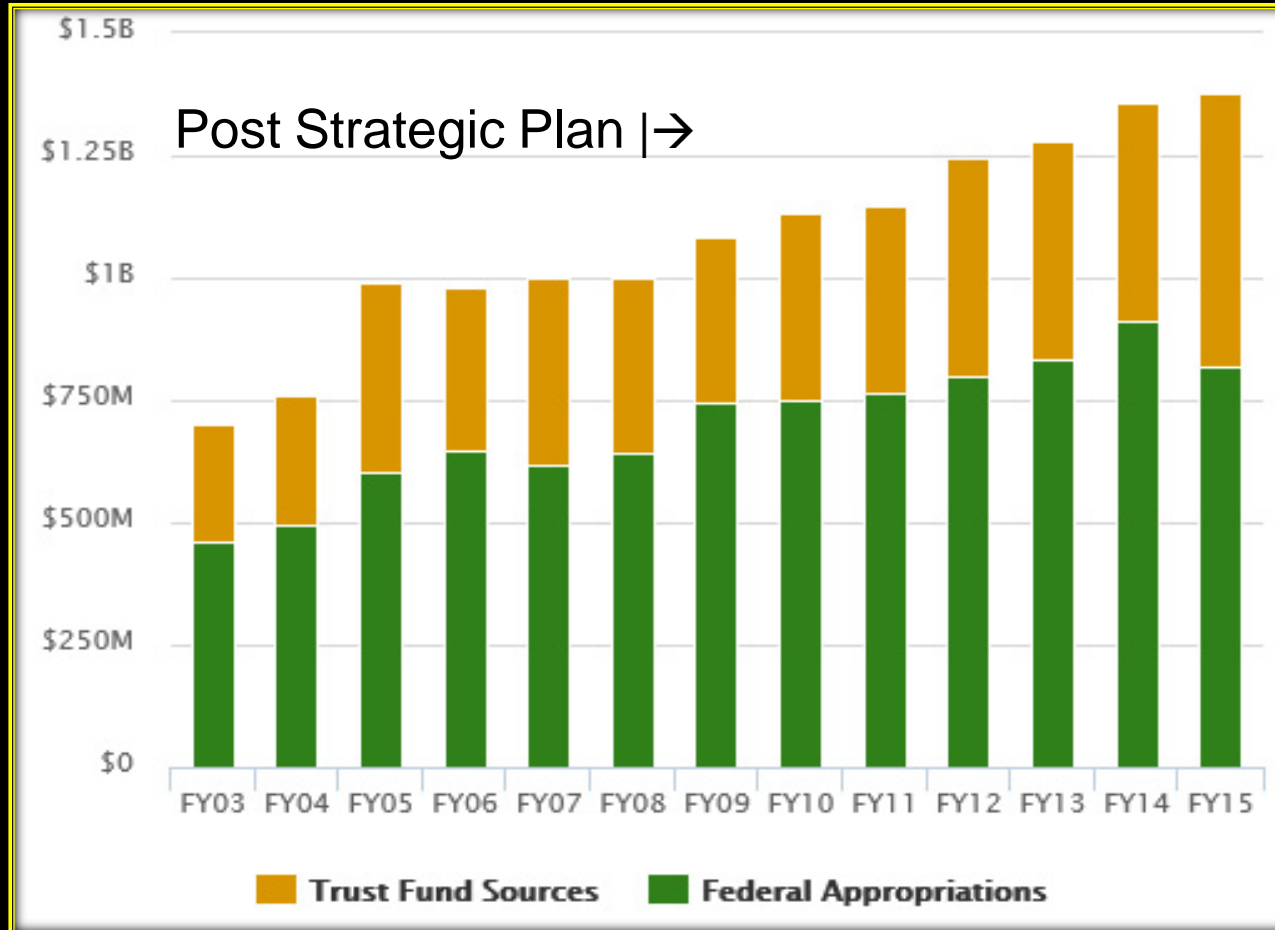
# GLOBAL GENOME INITIATIVE



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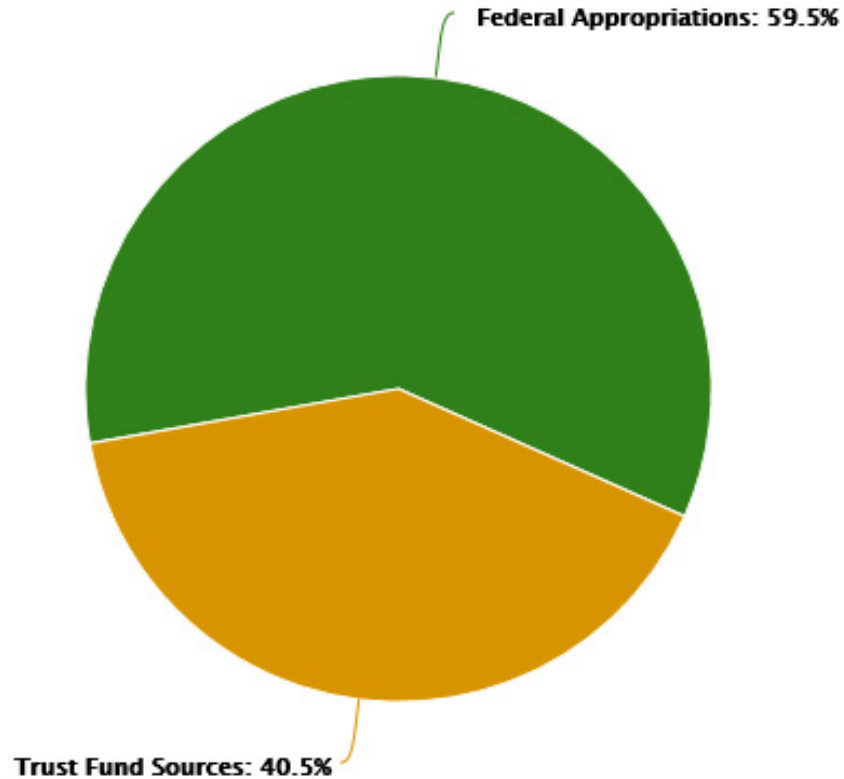
# BUDGET VS. TIME





# FY 2015 BUDGET

## TOTAL: \$1,379,000,000





# PRIVATE FUNDRAISING VS. TIME



- 7 million education program attendees
- ePals 700,000 schools globally. nearly 2 million page views from 700,000 visitors of SI Content Center and 75,000 downloads
- More than 2,000 web-based education resources targeted to state standards, including *History Explorer*, *Oh Freedom!* and the *Encyclopedia of Life*
- Eight new education centers in museums





# NATIONAL MUSEUM OF NATURAL HISTORY MAKING SCIENCE INTERACTIVE WITH Q?RIUS

Smithsonian  
National Museum of Natural History

## Q?RIUS

ACCESS  
your own fieldbook

DO  
an activity

JUMP  
into science stories

WATCH  
science unfold

VISIT  
Q?RIUS


my Q?RIUS > mary jane doesky's fieldbook

new project Recent Additions Butterflies Bugs Shiny Things Unfiled Done at the Museum see more

new note | edit project | delete project | share project


### Butterflies

Added 1/26/2012  
Ochre Wing Butterfly *Anthene selttutus*




Text written by user Lorem ipsum dolor sit amet, consectetur adipiscing elit. sed diam nonummy nibh euismod.


Added 12/26/2012  
South Pacific Hairy Yellow Sand Star  
*Astrosteus Aquoduparius*




Added 10/20/2012  
The Tallest Mountains of the World with Dr. Albert Hernandez Australia



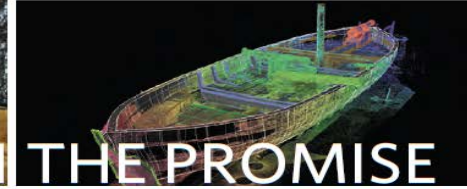
Added 11/14/2012  
North American Algonquin Turquoise Stone  
*Eriocheir sinensis*



Added 8/14/2012  
Plants, Reptiles and Amphibians of the Amazon



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# DELIVERING ON THE PROMISE OF THE DIGITAL SMITHSONIAN

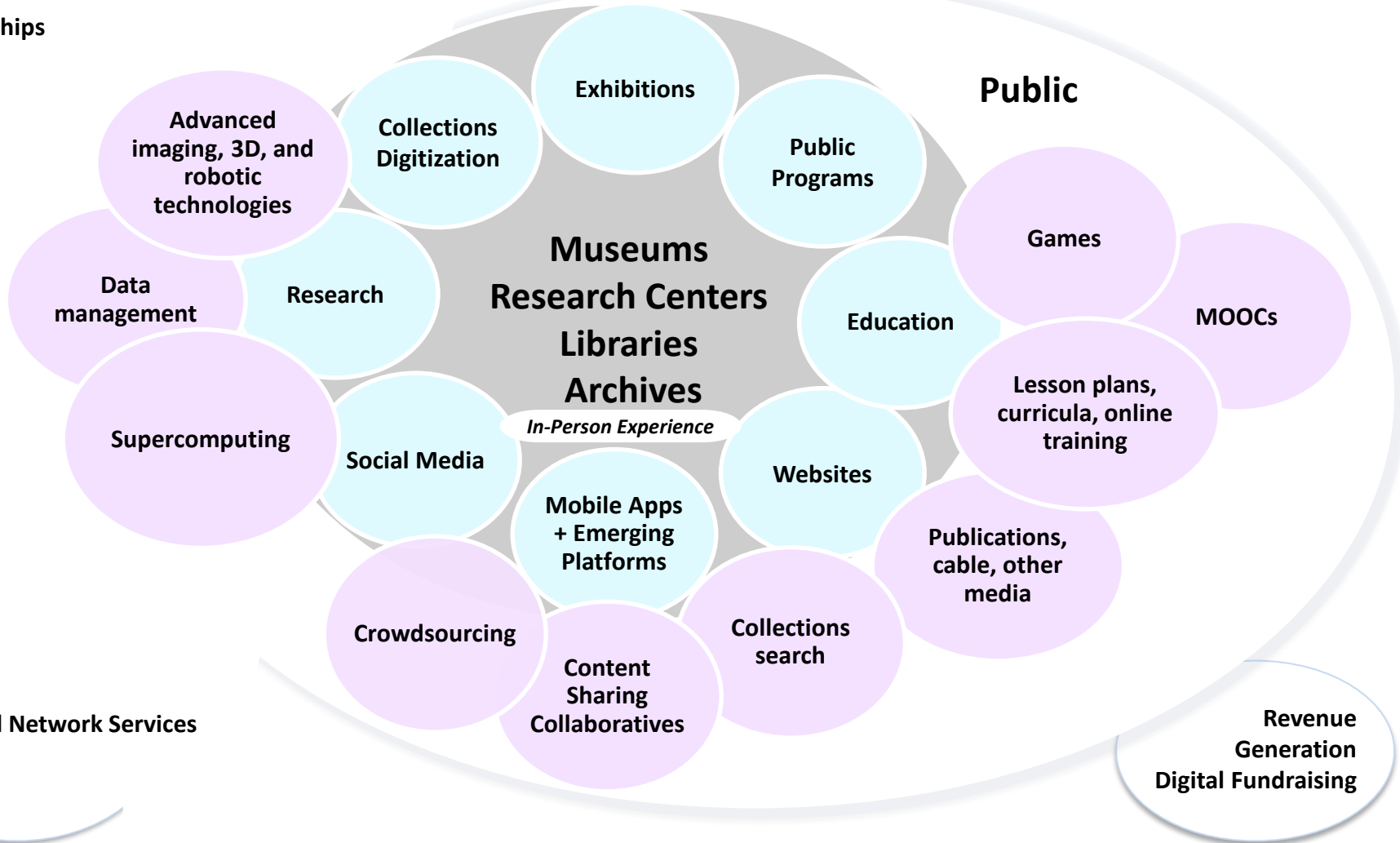


Smithsonian Institution  
SUMMER 2014



# DIGITAL LANDSCAPE

Partnerships  
Cloud



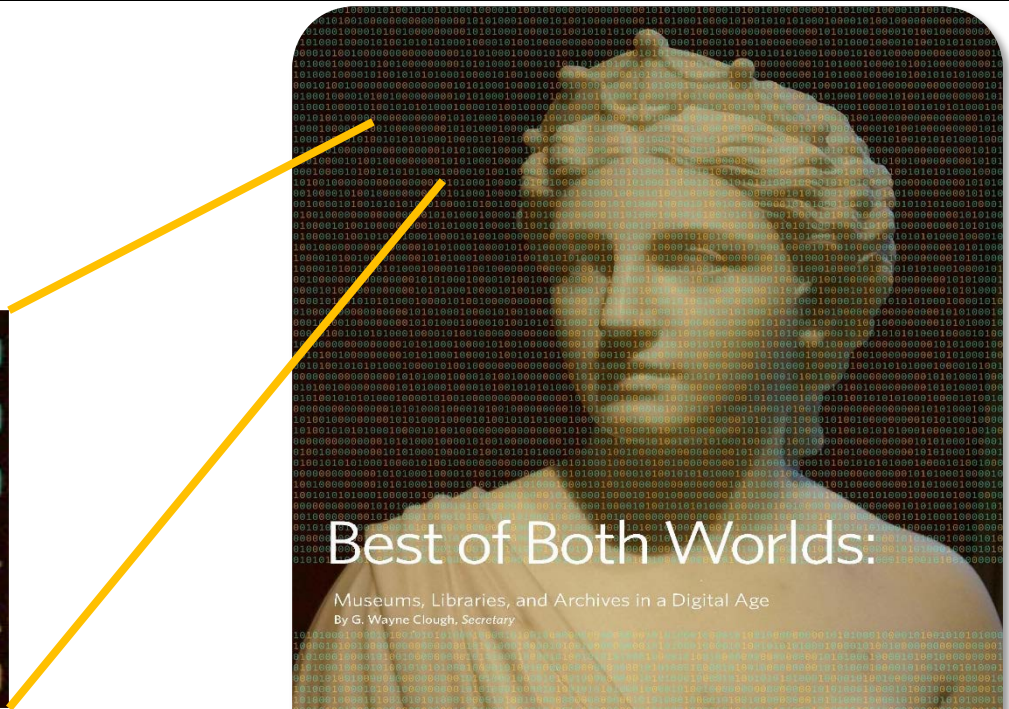
Advanced Network Services  
Analytics

Revenue  
Generation  
Digital Fundraising





# DIGITAL LANDSCAPE



## Best of Both Worlds:

Museums, Libraries, and Archives in a Digital Age  
By G. Wayne Clough, Secretary

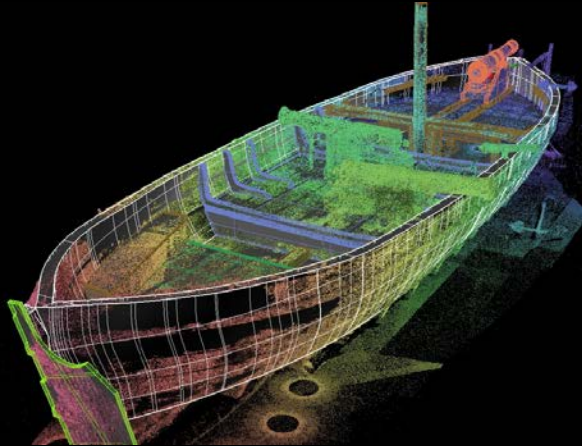


## Best of Both Worlds: Museums, Libraries, and Archives in a Digital Age

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# 3-D VISUALIZATION & PRINTING



H. Little, Smithsonian Institution



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## TRANSCRIBE FIELD NOTEBOOK FROM 1918

### LEPIDOPTERA

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut sit amet fells in lorem sagittis rhoncus eu sit amet elit. Lorem ipsum dolor sit amet, consectetur adipiscing elit.



### HELP DIGITIZE COLLECTIONS

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut sit amet fells in lorem sagittis rhoncus eu sit amet elit. Lorem ipsum dolor sit amet, consectetur adipiscing elit. [More](#)

[SI TRANSCRIPTION CENTER](#)  
[SIA FIELD NOTEBOOK PROJECT](#)  
[AAA AMERICAN ARTISTS](#)

[FIND MORE OPPORTUNITIES](#)

### TAKE PART IN RESEARCH

**NATIONAL MUSEUM OF AMERICAN HISTORY**  
[Access American Stories](#) crowdsources verbal descriptions of iconic objects in the "American Stories" exhibit.

**NATIONAL MUSEUM OF NATURAL HISTORY**  
[eMammal](#) citizen scientists collect camera-trapped images of wildlife and identify the species in the image.

[FIND MORE OPPORTUNITIES](#)

### SHARE KNOWLEDGE

**NATIONAL POSTAL MUSEUM**  
 Through the [Arago Volunteer Research](#) program, 160 experts from around the world aid in the release of over 20,000 collection items.

**NATIONAL AIR AND SPACE MUSEUM**  
 The [Moving Beyond Earth](#) exhibit asks visitors to share photos of themselves, friends, and families attending a shuttle launch or landing.

[FIND MORE OPPORTUNITIES](#)



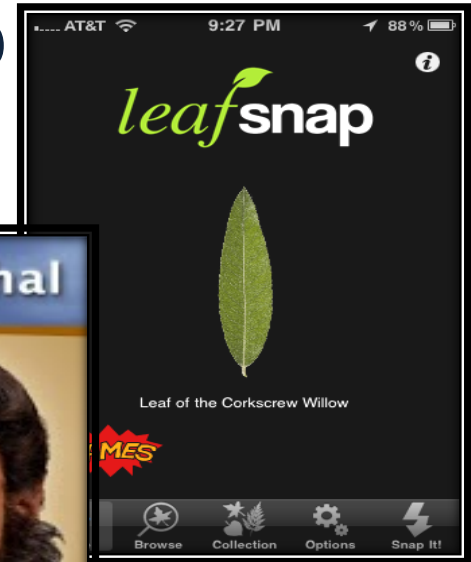


# WEBSITES AND MOBILE APS

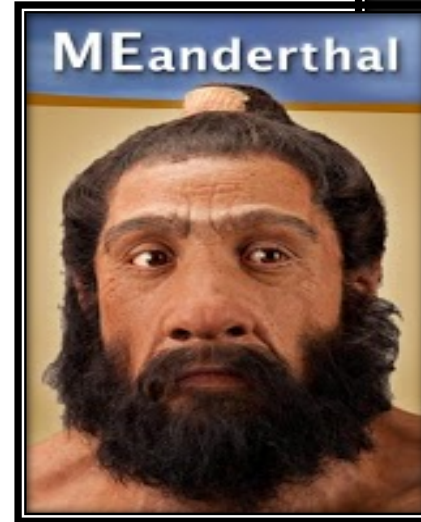
## SAO



## Leafsnap



## SI.COM



## Meanderthal ap

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# Any Questions?

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# Thank you!

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