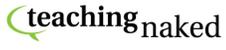


Leading A Learning Organization

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Author of teachingnaked

Winner of the [Ernest L. Boyer Award](#) (for significant contributions to American higher education) from the [New American Colleges and Universities](#) (2018) and the [Frederic W. Ness Award, Best Book on Higher Education](#) (2013) from the American Association of Colleges and Universities.

Planning Your Visit

I can best help you achieve your goals if I know what outcomes you hope will follow my visit. How do you want your organization to change? Do you want to motivate better leadership, stimulate innovation (and risk), or improve strategic alignment at all levels? I will be your stealth advocate and these topics and sessions will be modified to suit your individual and organizational goals.

Interactive Sessions & Workshops

1. Leadership and the Learning Organization

1a: Leading Change and Building a Learning Organization

All management is now change management: new technology has created a learning economy that rewards more adaptable organizations. Leading these new learning organizations (and indeed working with next generation employees) requires increasing engagement, agency and risk tolerance at every level. Leading and stimulating change means supporting diversity and more attention to process, motivation and meaning. Leading change requires balancing the safe with the uncomfortable, process with strategy, and the autonomous and the collaborative. Great leadership is about making yourself a little obsolete: to have the organization so motivated and engaged that good ideas are created, shared, tested for alignment with strategy, brought to fruition and assessed everywhere at every level. Learning everywhere is your real goal.

1b: Making Risk Happen: Leadership Nudging

The best coach is not the one who can do the most work or the best push-ups: it is the person who gets others to do more push-ups. Leaders are emotional and cognitive coaches. A convergence of behavioral economics, neuro-science, and cognitive psychology suggest a new 3Rs of “Relationships, Resilience and Reflection” (a process, or a new “what” of leadership) and new ways for this to be designed and delivered (the “how”). We can stimulate innovation, develop inclusive teams who can collaborate to solve complex problems, and design, lead and nudge our organizations to become more engaged, flexible, and proactive if we lead by embracing ambiguity, better questions, shares values and a learning mindset.

2. Strategy

2: Strategy as the Art of Sacrifice

Strategy is about improving your odds for success through difficult choices. The first choices are the most important: exactly who do you reasonably serve, why and how? Strategic plans are often neither strategic nor a plan and end up as useless wish lists. They are not marketing plans or slogans. It is critical that your organization's mission, focus and outcomes be distinctive, but also uniquely deliverable by only you. You need a "what" but also an individual "how." Assessment and alignment are also key: can you really get everyone in the organization to think about the choices (sacrifices of things that won't be done) in the same way? Being a strategic leader is less about deciding the strategy and more about building a strategic organization.

2b. Alignment as Strategy: You are what you do

If you can articulate what is distinctive about your institution's mission, focus and outcomes, you then need to align resources and integrate services and experiences. Strategy is about collective motivation. Since it is impossible, and massively inefficient, to dictate all of the choices that need to be made at every level, every day, strategic leadership focuses on nudging organizational culture and capacity to make individually the hundreds of good and small (but cumulatively important) decisions every day that align to move the organization forward collectively. Implementation is not the flip side of strategy: it is alignment.

2c. Assessment as Strategy: You are what you measure

Assessment should be designed to support and improve your mission, strategy and people. You need feedback to learn: you won't improve your tennis without a net. This workshop will lead participants through a series of practical hands-on exercises that begin by examining what matters most to your goals, values and bottom line. You will design ways to measure what is most valuable, distinctive and meaningful. The emphasis is on ambitious and meaningful goals, and not just measuring what is easiest or most quantitative. We will design assessment as feedback to motivate changes in behavior.

3. Developing Purpose and Designing for Engagement

3a: Finding Your Purpose: Creating Meaning in the Workplace

Purpose matters. People who feel engaged and connected to the mission and values of an organization work harder and better. Millennials and GenZ have especially high expectations for doing work that aligns with their values, and most people will trade money and other benefits for more meaningful work. This workshop engages

managers and staff in a two-way conversation about both individual personal goals and how they might better be reflected in the work the group shares.

3b. Finding Your Purpose: Designing Your Life

This version of the workshop is designed for Millennials and applies the design principle of iteration to life planning. It will help individuals see how your organization may (or may not) be helping them achieve life goals and will clarify what values and goals are most motivating.

3c. Learning Spaces, Meetings and other Big Nudges

Technology, architecture, furniture, hours and even how you conduct meetings can all be motivational (or not). The set-up of your space sends lots of messages about culture, who matters and what is valued. Creating a learning environment and culture can increase collaboration and build collective intelligence. Places to share and write are important: screens and walls can now be shared spaces. Meetings for “first exposure” are largely inefficient, but can be redesigned as spaces of disruption, motivation and idea generation.

Reviews & Sample Video Clips

The Keynote was one of the best I have I had heard. Out of the park hit! I had a greater appreciation of the new generation and how to approach them more effectively.

Keynote is a ROCK STAR!! I've been coming for 7 years and all were good, but this is amazing. Jose Bowen is an outstanding speaker and the workshop was even better.

The BEST convocation speaker we have had by far in 19 years!! Funny, engaging and USEFUL!! Dozens of ideas I will use next week.

Dr. Bowen has long been my hero for many reasons: he is a lauded teacher, accomplished scholar, celebrated jazz musician, but also because he just thinks differently (and asks better questions). I haven't met anyone else who would ask if the distance to the toilet in residence halls influenced student success, at least out loud.

Every single comment about your portion of the program has been over the top. My staff, jaded and overworked, wouldn't go home until we sat and debriefed. I sold out of books!

It was provocative which was very helpful to me, who might otherwise be inclined to keep doing pretty much what I had been doing. Examples and suggestions were all understandable and the vast majority very do-able.

Jose Bowen was the best speaker I have ever heard. He challenged every aspect of the process, engaged and drew our people in, and gave practical advice.

[TED talk 1 Beethoven as Businessman](#)

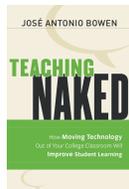
[TED talk 2: Teaching Naked](#)

[The Shifting Role of Faculty in a Digital Age](#)

[Making Face to Face Interactions even Better](#)

[Columbia University Keynote](#)

More videos [HERE](#)



Reviews of Teaching Naked

"This is one of the most exciting books I have read in a long time. I could not stop sharing quotes from it with my wife (also an educator), while reading it. It provides incredible insight and foresight in a fresh and bold analysis of what we could be doing and should be doing with technology in higher education."

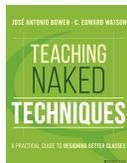
Professor L. Dee Fink, author of *Creating Significant Learning Experiences*

"This is an important book. Everyone who is concerned about the future of higher education should read it. In a highly readable and lively style, Bowen makes the most intelligent argument I've encountered about how we should think about teaching and learning and emerging technologies. It is also a powerful guide to more effective teaching and deeper learning."

Professor Ken Bain, author of *What the Best College Teachers Do*

"What is brilliant about José Bowen's well known "Teaching Naked" concept is that it affirms technology as a tool for enhancing a humanistic classroom interaction.

Christopher Conway, "That Old Chalkboard Mojo" April 1, 2013 Inside Higher Ed
<http://www.insidehighered.com/views/2013/04/01/essay-teaching-value-chalkboards>



Reviews of Teaching Naked Technique

"Modeling creative educational practice on every page, Bowen and Watson have given higher education faculty and leaders a spectacularly useful guide to student learning in the age of digital innovation and learning research.

Carol Geary Schneider, Fellow, Lumina Foundation and
President Emerita, Association of American Colleges and Universities (AAC&U)

"Teaching Naked Techniques masterfully integrates pedagogy and technology."

Linda B. Nilson, Ph.D., director emeritus,
Office of Teaching Effectiveness and Innovation, Clemson University

"In Teaching Naked Techniques you have as rich a resource for assisting higher education teachers in how to improve their course design, transform their ideas about what makes a successful teacher and most importantly, how to improve students' learning as has been written in a generation. ...read this remarkable book."

Terry Doyle, author of *Learner Centered Teaching* and co-author of
The New Science of Learning, and Professor Emeritus, Ferris State University

José Antonio Bowen has been leading innovation and change for over 35 years at Stanford and Georgetown, then as a dean at Miami University and SMU and as president of Goucher College.

Bowen began as a [jazz performer](#) and has appeared on five continents and with Stan Getz, Dizzy Gillespie, Bobby McFerrin, Dave Brubeck, Liberace, and many others. His compositions include a symphony (nominated for the Pulitzer Prize in Music in 1985), and music for Jerry Garcia.

As a scholar, Bowen holds four degrees from Stanford University (in Chemistry, Music, and Humanities), has written over 100 scholarly articles, was editor of the [Cambridge Companion to Conducting](#) (2003) and an editor of the 6-CD set, [Jazz: The Smithsonian Anthology](#) (2011). He has a [TED talk](#) on Beethoven as Bill Gates and Stanford honored him as a Distinguished Alumni Scholar in 2010.

Bowen has long been a pioneer in education, classroom design and technology. His work has been featured in [The New York Times](#), [Forbes](#), [The Wall Street Journal](#), [The Chronicle of Higher Education](#), [Newsweek](#), [PBS News Hour](#), and on [NPR](#) (an extended media list is [here](#)). After a distinguished career in the classroom, with teaching awards including a Stanford Centennial Award for Undergraduate Teaching in 1990, he focused on helping others improve student learning and organizational strategy. He has presented [hundreds of keynotes](#) and workshops around the world.

His book [Teaching Naked: How Moving Technology out of your College Classroom will Improve Student Learning](#) (Jossey-Bass, 2012) was the winner of the [Ness Award for Best Book on Higher Education](#) (2013) from the [American Association of Colleges and Universities](#). See [teachingsnaked.com](#) or his [Teaching Naked TED talk](#).

He is an experienced and innovative organizational leader. He removed podiums and fixed computers from classrooms long before others were thinking of mobile or BYOD. He led Goucher to a new [streamlined general education curriculum](#) with a focus on a [new 3Rs](#) of Relationships, Resilience and Reflection, and a [revitalization of the campus](#). Goucher has since been recognized as a top college for innovation in the US News and World Report and this work has led to a new book: [A New 3Rs: Using Behavioral Science to Prepare Students for a New Learning Economy](#) (Johns Hopkins University Press, due 2020). After thirty-five years of innovation educational leadership, he received the [Ernest L. Boyer Award](#) (for significant contributions to American higher education) from the [New American Colleges and Universities](#) in January 2018.

He has served on many boards is a Fellow of the [Royal Society of Arts](#) (FRSA) in England and is currently a Senior Fellow at the [Association of American of Colleges and Universities](#).

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