

New York State Community Colleges Business Officers Association

NYSCCBOA-Association for the 30 State University of New York community colleges



Leveraging Self-Awareness to Help NYSCCBOA Members Embrace the
Ambiguity of Tomorrow's Workforce

Dr. Michael Edmondson

- Presentation is designed with good intentions.
- Sensitive topics have the tendency to be discussed.
- Questions are designed to increase your self-awareness; some feel as though that is uncomfortable.



Disclaimer

Thank you!



Mark Harris

EMBRACING AMBIGUITY

A WORKFORCE TRAINING PLAN FOR
THE POSTPANDEMIC ECONOMY

MICHAEL EDMONDSON

“Dr. Michael Edmondson is a seasoned author with a flair for writing with the heart and mind. He seeks to understand his readers deeply and in a way that is comprehensive of both work and life. He writes for today, he writes for the future, but most importantly, he writes for now. Dr. Edmondson has a knack for making the reader think, ponder, and apply wisdom. From his ten attributes of success to his steps for reaching one’s potential this book is a must read.” —Dr. Michael Provitera, Associate Professor of Organizational Behavior, Barry University

Embracing Ambiguity fills a tremendous need in today’s chaotic marketplace by providing a timely, impactful, and relevant self-directed training program designed to enhance the essential skills employees need to embrace today’s ambiguity. By engaging in self-directed learning employees will increase their self-awareness, further their sense of the world around them, and reflect on the intersection of the two.

Required reading for individuals from small-to-medium sized businesses, large corporations, non-profit organizations, and government offices, *Embracing Ambiguity* offers employers and employees alike a valuable resource to use as they chart a course forward in a post-pandemic marketplace.



Michael Edmondson, PhD, is the Dean, College of Professional Studies, Dean, Division of Professional Education and Lifelong Learning, and Director, NJCU at Fort Monmouth at New Jersey City University. *Embracing Ambiguity* is his seventh book with Business Experts Press. His other books include *Agility: Management Principles for A Volatile World* (2020), *The Relevance of Humanities to the 21st Century Workplace* (2019), *Strategic Thinking and Writing* (2018), *Success: Theory and Practice* (2016), *Major in Happiness: Debunking the College Major Fallacies* (2015), and *Marketing Your Value: 9 Steps to Navigate Your Career* (2015). He has a PhD in History from Temple University, an MA in History from Villanova University, and a BA in History from Cabrini University.

Human Resource Management and Organizational Behavior Collection

Michael Provitera, Editor



EDMONDSON

EMBRACING AMBIGUITY

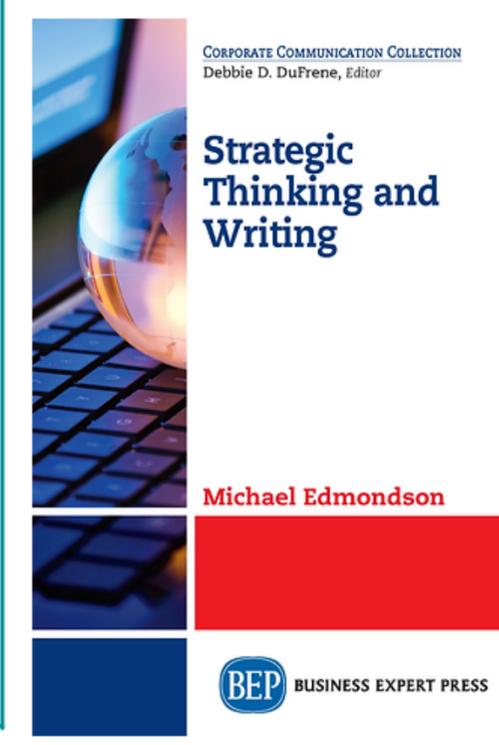
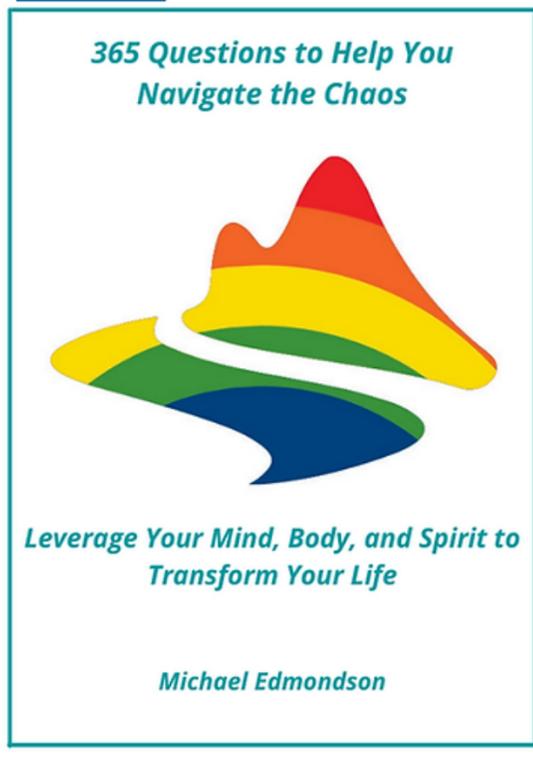
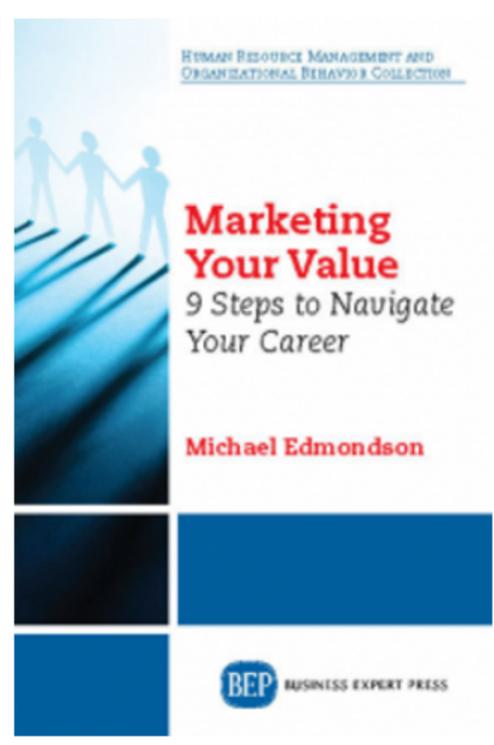
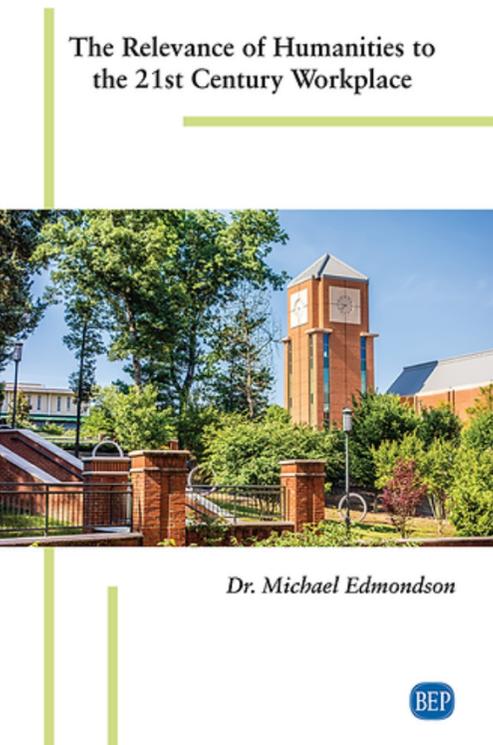
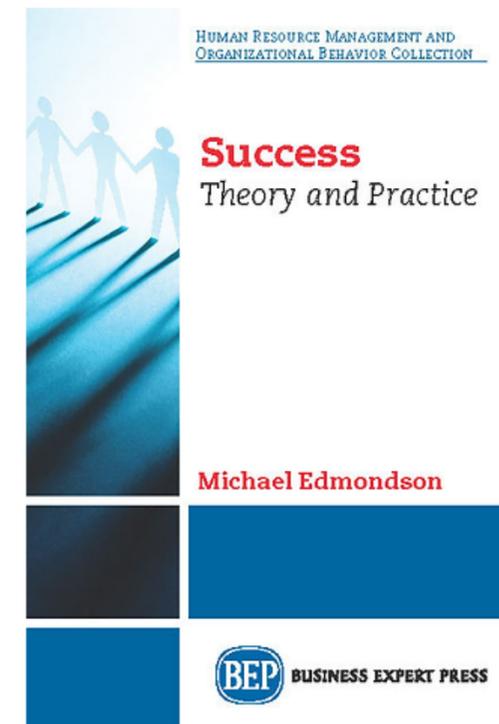
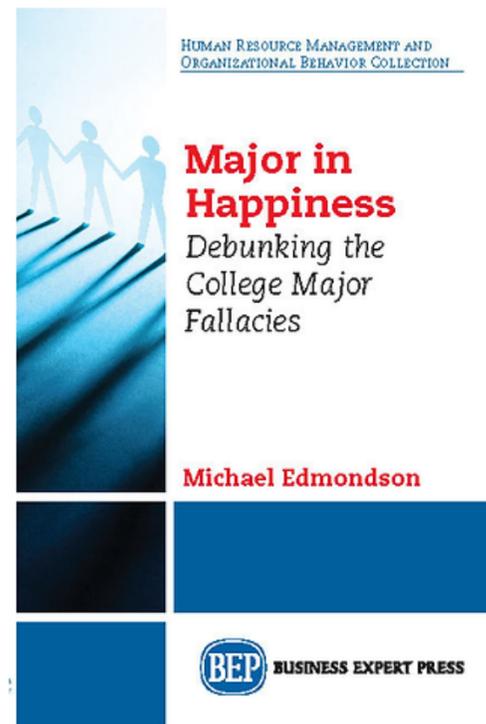
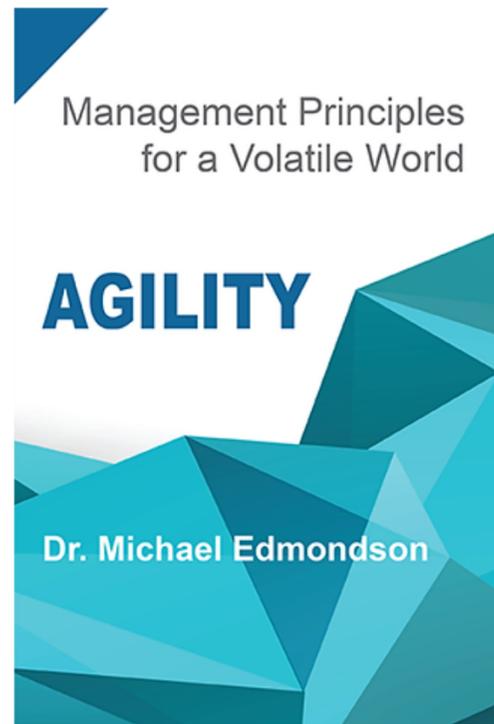
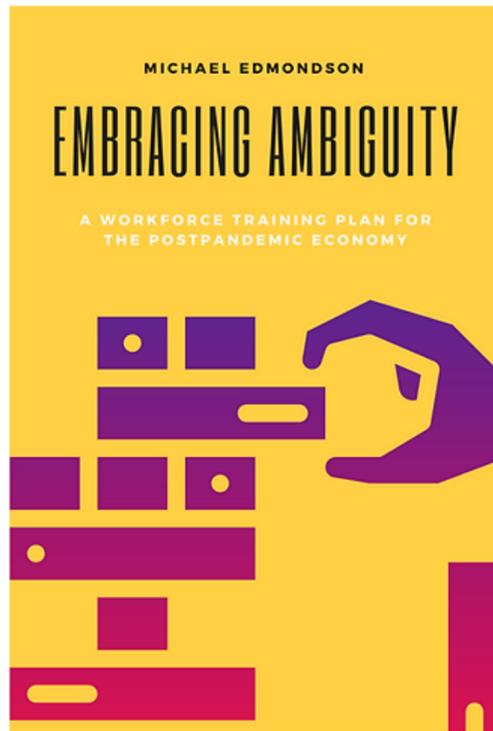
BEP

MICHAEL EDMONDSON

EMBRACING AMBIGUITY

A WORKFORCE TRAINING PLAN FOR
THE POSTPANDEMIC ECONOMY





Nurturing Equanimity: Building A Caring Culture due out in 2023



presentation will be available online...last slide has URL

1

What is the world is going on?

2

What is the world is going on with college enrollment?

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How often do you practice the traits to help you embrace ambiguity?



What in the world is going on?



What is VUCA (Volatility, Uncertainty, Complexity, Ambiguity)?

Volatility

Volatility refers to the speed, volume, nature, magnitude of a phenomenon that may or may not be in a pattern form. Volatility increases complexity.

Complexity

Complexity describes the amount of different states a system can get into at a certain point in time. The more states a system can get into, the higher its complexity and the harder it gets to manage it.



Uncertainty

Uncertainty occurs when there are no concrete trends or patterns, which makes it difficult to establish what will happen next and base decision on it.

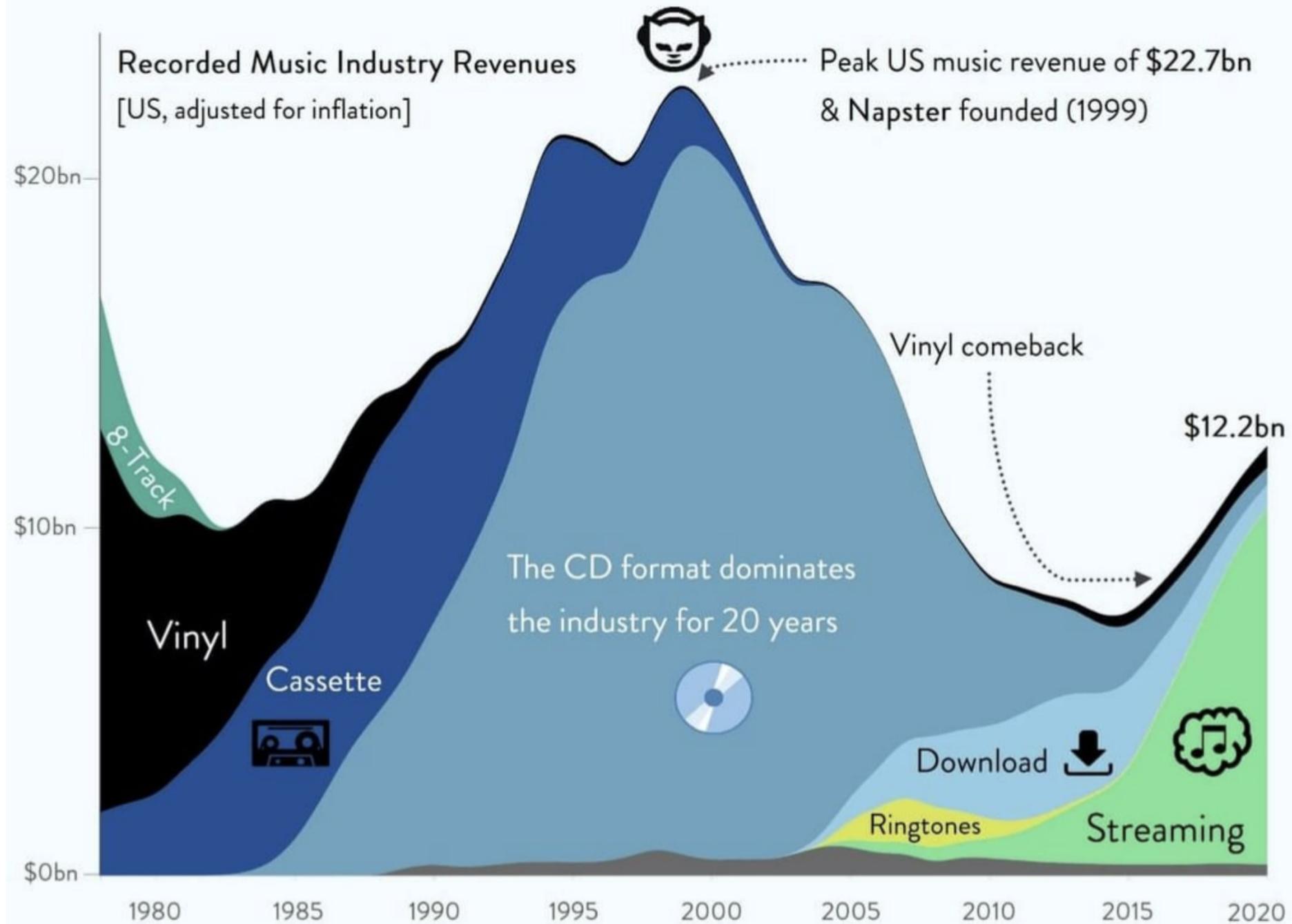
Ambiguity

Ambiguity describes a situation where multiple interpretations are permitted and equally valid. This makes it hard to decide what to do in order to achieve a desired outcome.



COVID-19 was a **complex** health crisis that created **volatility** in the global marketplace causing substantial **uncertainty** about the future and generated a residue of **ambiguity** as to how to emerge from the pandemic.

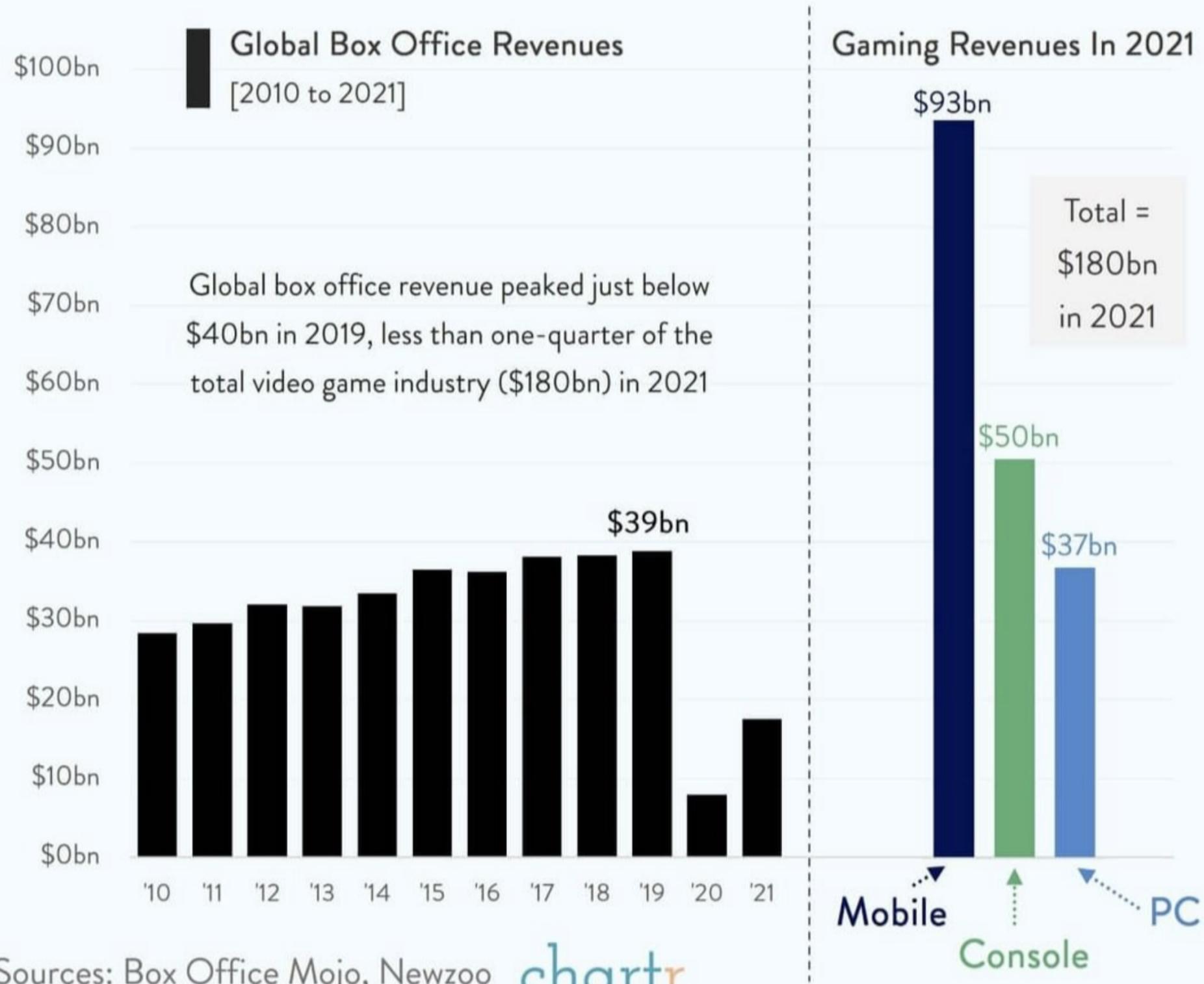
Here Comes The Sun: Streaming Revives The Music Industry



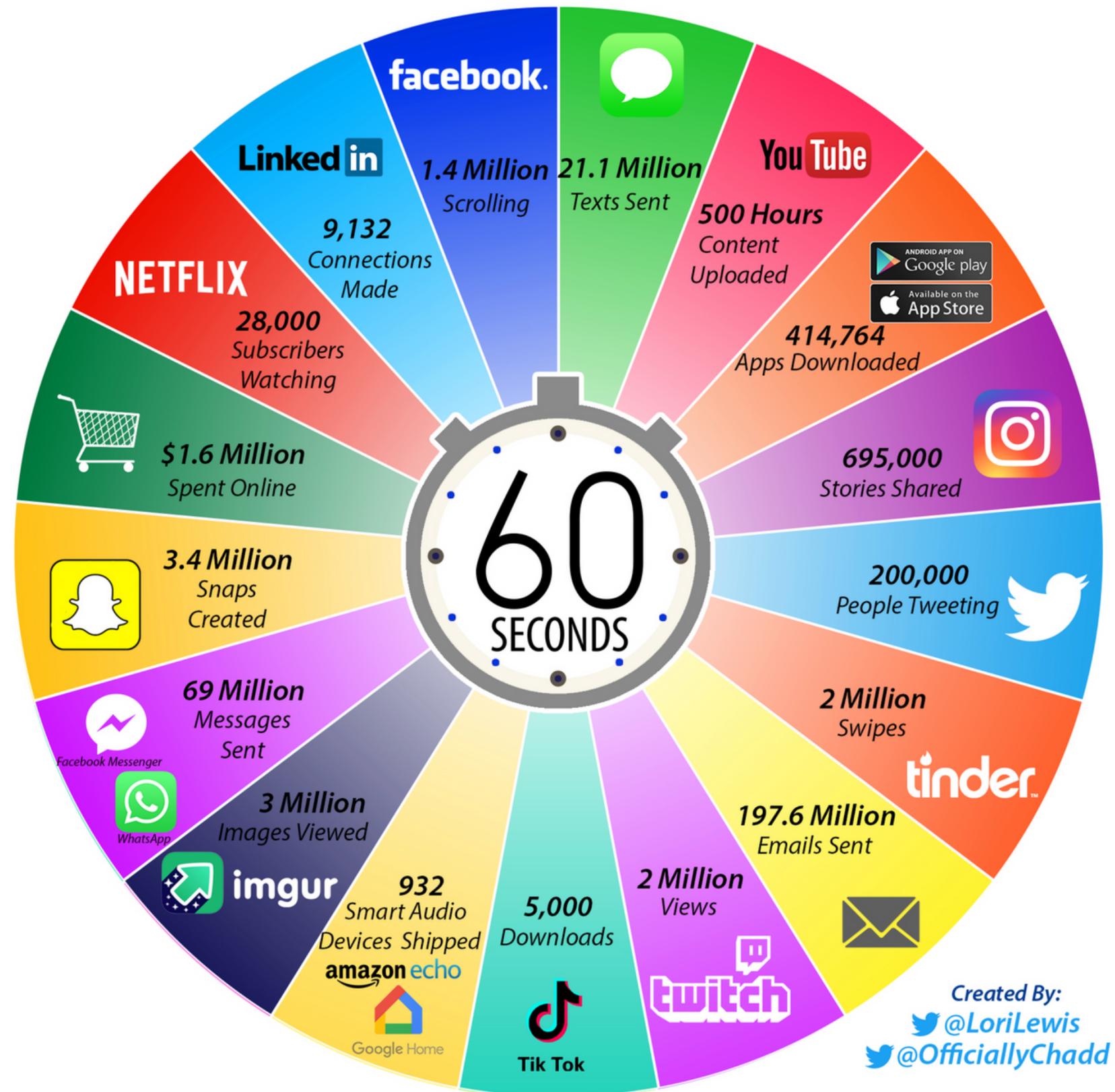
Source: RIAA

chart*r*

The Video Game Industry Is Bigger Than The Box Office... By A Lot



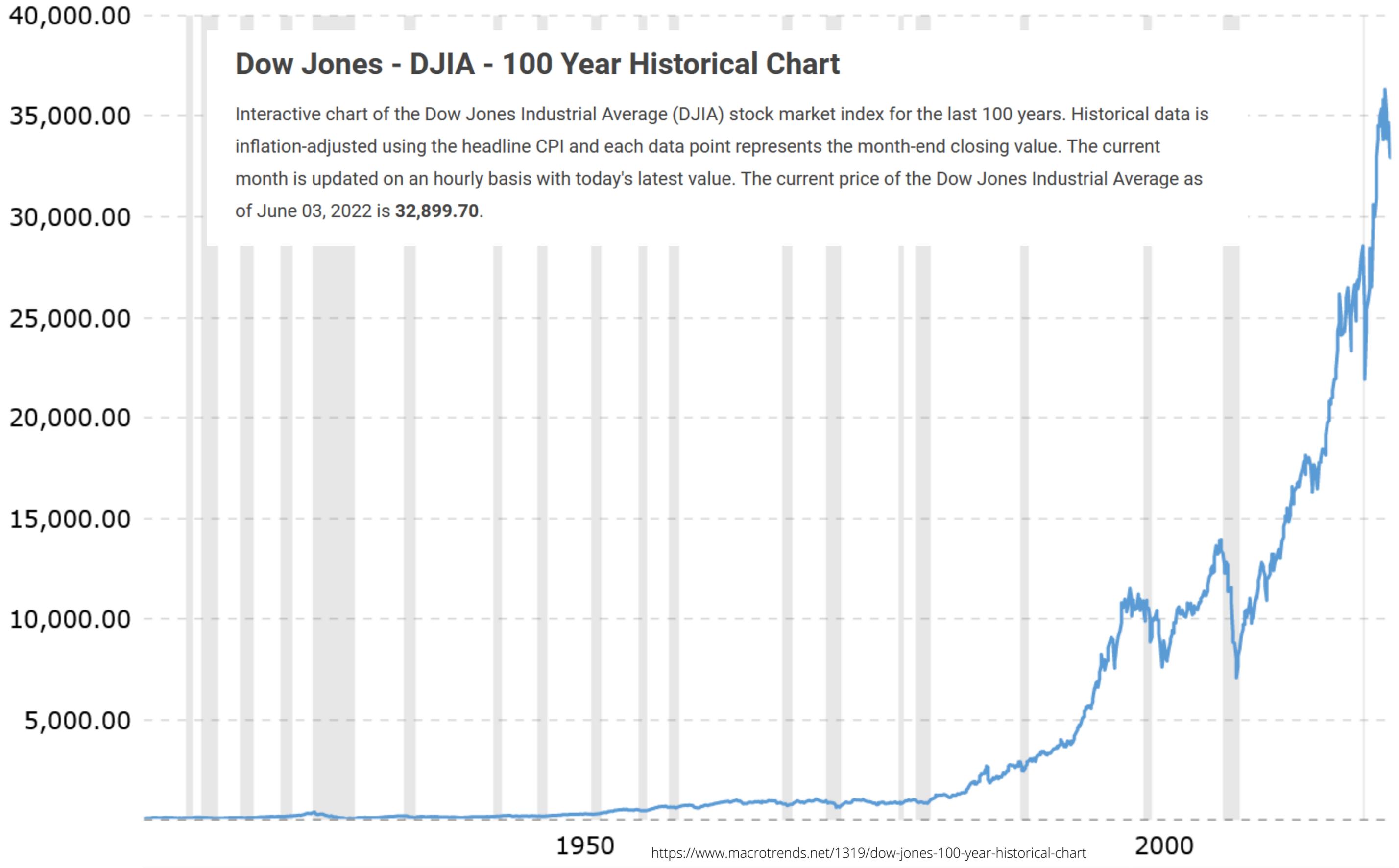
2021 *This Is What Happens In An Internet Minute*



Created By:
[@LoriLewis](#)
[@OfficiallyChadd](#)

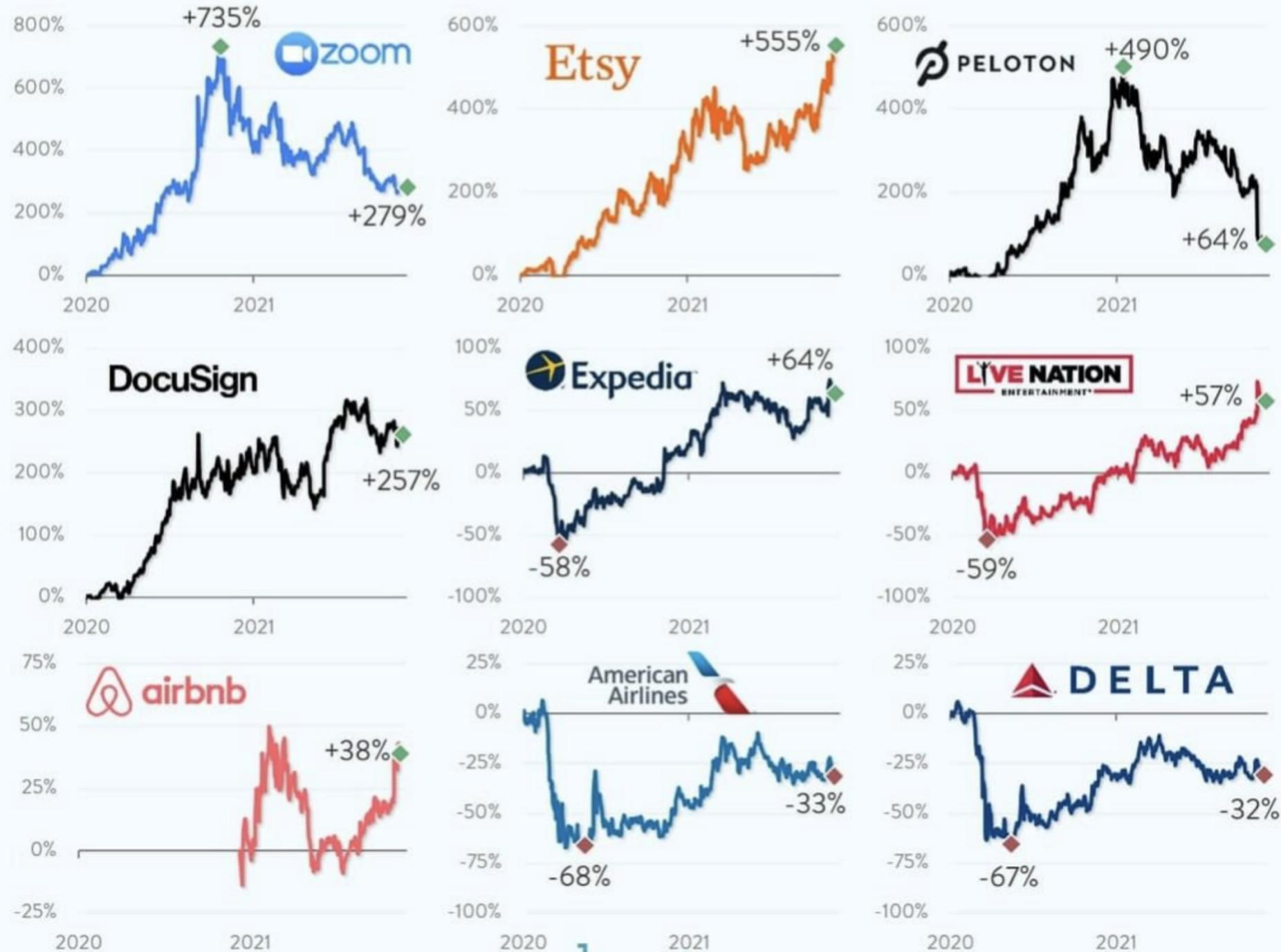
Dow Jones - DJIA - 100 Year Historical Chart

Interactive chart of the Dow Jones Industrial Average (DJIA) stock market index for the last 100 years. Historical data is inflation-adjusted using the headline CPI and each data point represents the month-end closing value. The current month is updated on an hourly basis with today's latest value. The current price of the Dow Jones Industrial Average as of June 03, 2022 is **32,899.70**.



Pandemic Winners And Losers: Where Are They Now?

% change in share price [return since 2020]



Source: Koyfin

charttr

Inflation Rate [US, CPI % change y-o-y]





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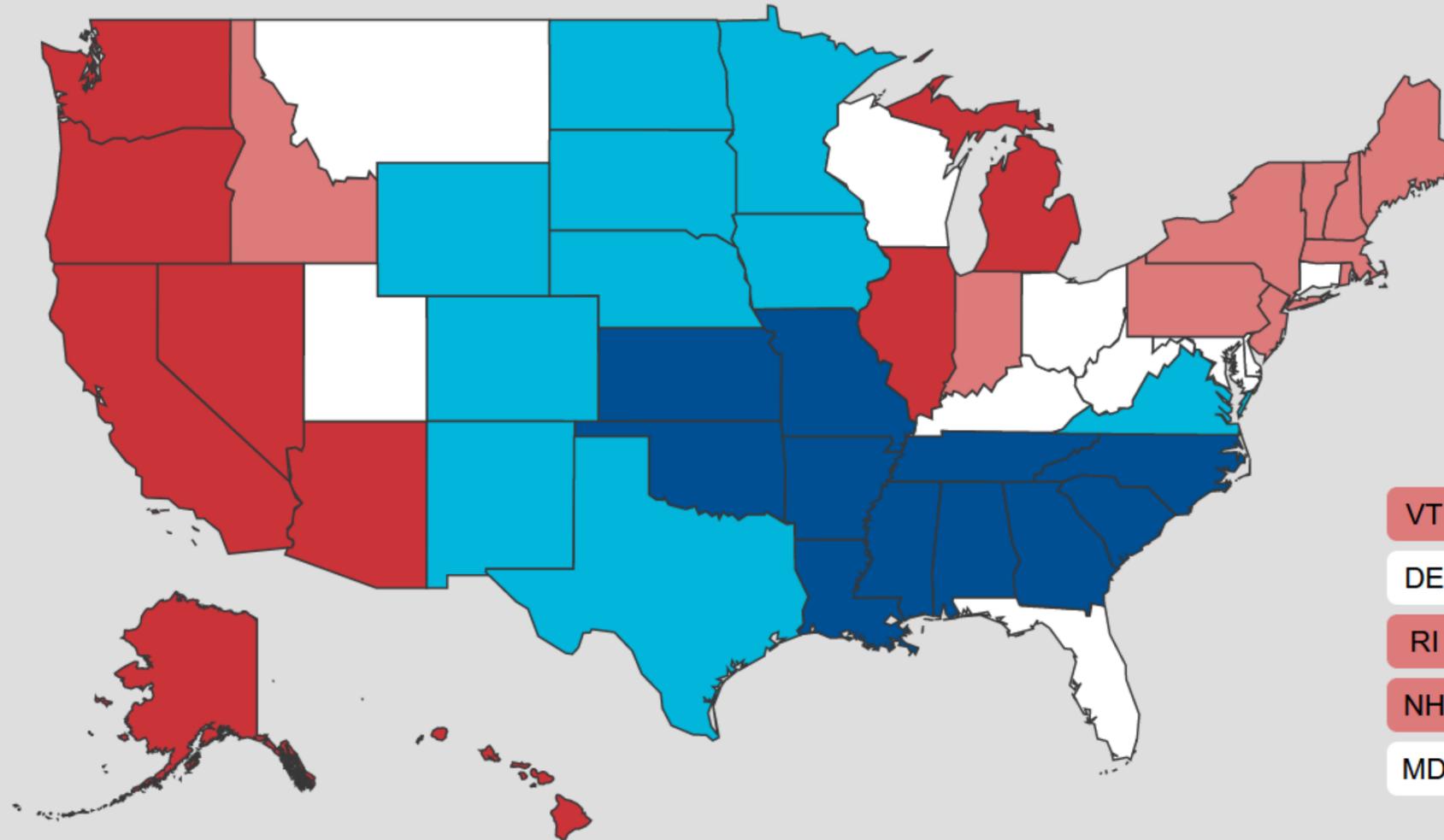
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Today's AAA
National Average

\$4.819 ▲

Price as of
6/4/22



National Retail Prices

Dark Red	6.297 to 5.020
Light Red	5.019 to 4.851
White	4.850 to 4.590
Light Blue	4.589 to 4.491
Dark Blue	4.490 to 4.256

VT	NJ
DE	DC
RI	CT
NH	MA
MD	HI



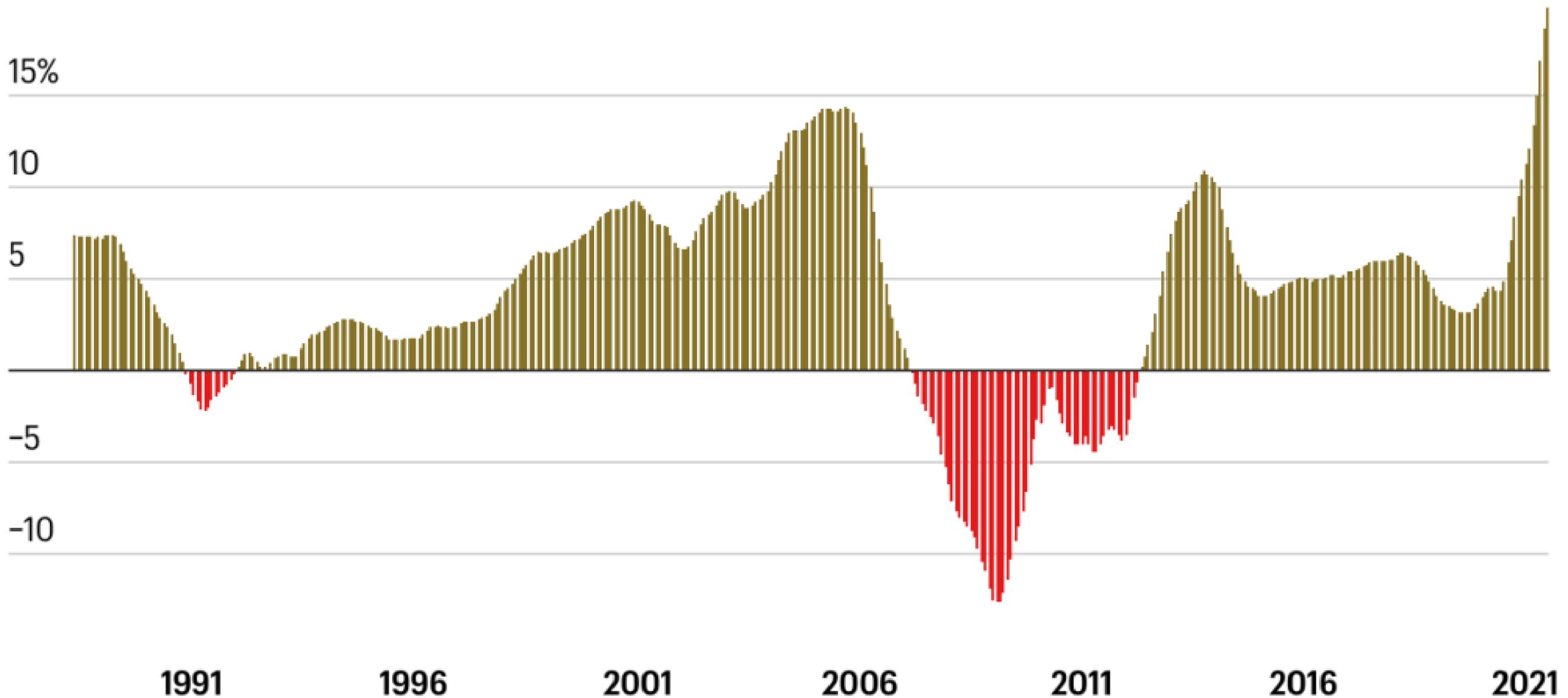
Most common reasons people are quitting their jobs

Based on a survey of 1,097 readers of *The Hustle* who recently left a job



U.S. home price growth

Year-over-year change in the S&P CoreLogic Case-Shiller Home Price Index

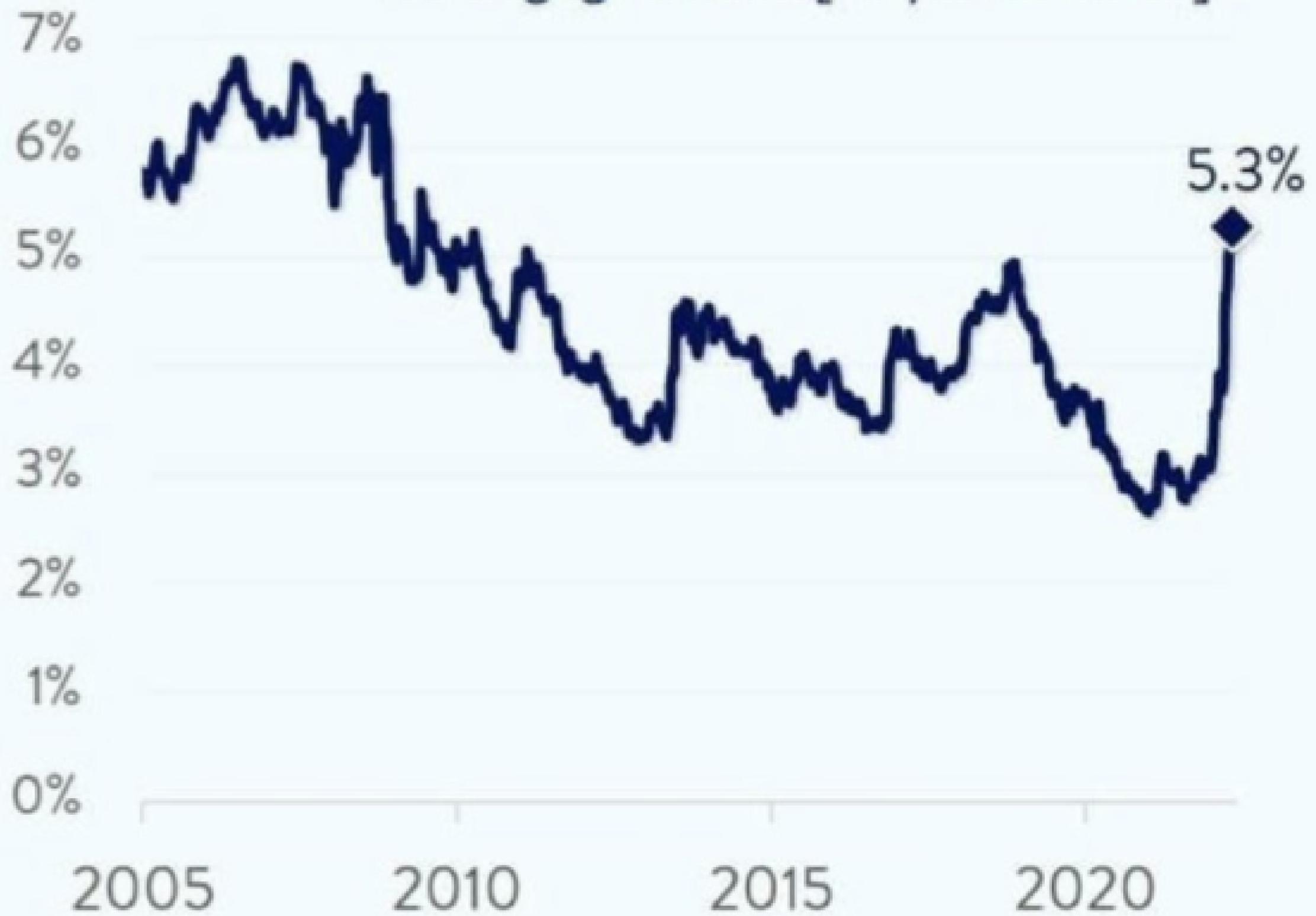


THE MOST RECENT READING (AUGUST 2021) CAME IN AT A RECORD 19.8%

CHART: LANCE LAMBERT • SOURCE: S&P DOW JONES INDICES LLC

FORTUNE

Mortgage Rates [30yr fixed, US]



15%

Unemployment Rate [US]

10%

5%

0%

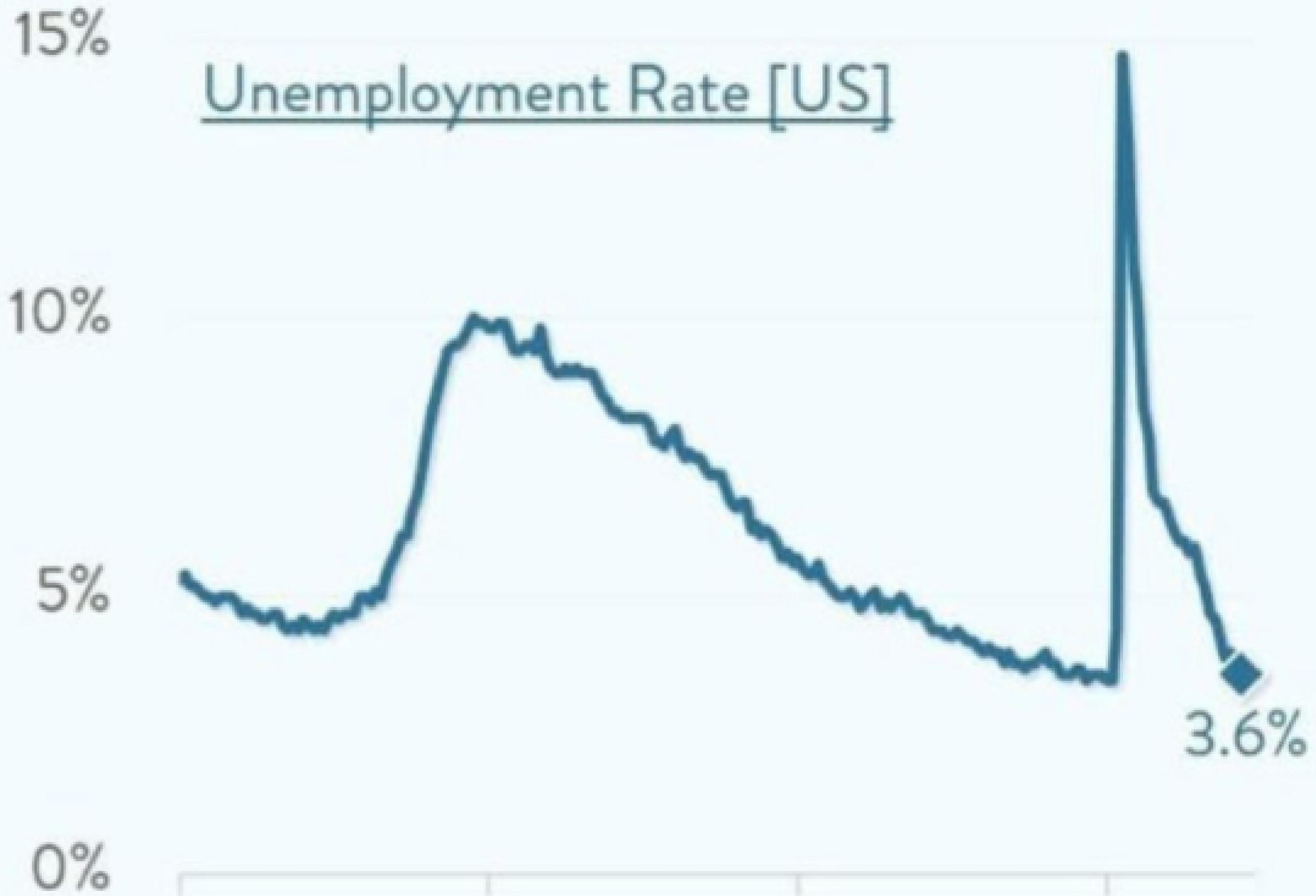
2005

2010

2015

2020

3.6%



Q U I Z

1

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The New York Times

College Enrollment Drops, Even as the Pandemic's Effects Ebb

A generation of students may be weighing the value of college versus its cost, questioning whether college is still the ticket to the middle class.

What in the world is going on with college enrollment?



Community colleges lost 351,000 students or 7.8 percent. Whitten Sabbatini for The New York Times



By **Stephanie Saul**

May 26, 2022

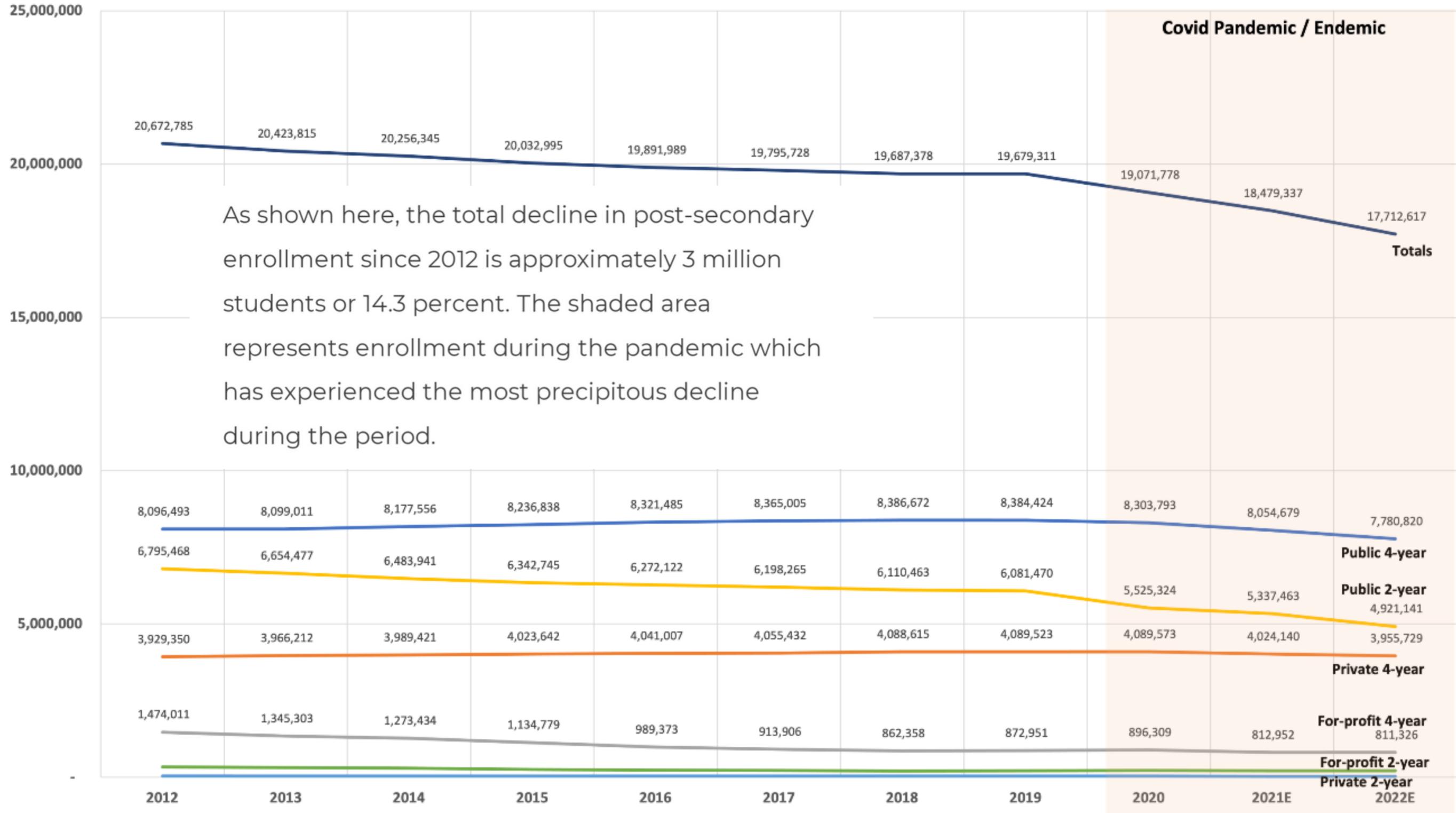
The portion of incoming freshmen who cited "to be able to get a better job" as a very important reason for attending college reached an all-time high of 87.9 percent in 2012, an increase from 85.9 percent in 2011 and considerably higher than the low of 67.8 percent in 1976. In the minds of today's college students, *getting a better job continues to be the most prevalent reason to go to college.*



MindWires Model of US Higher Education Enrollment by Adjusted Sector 2012 - 2022

IPEDS data for Fall 2012 - Fall 2020; NSC extrapolations for 2021 - 2022

Negates sector changes since 2012 for community colleges adding 4-year degrees and for nonprofit conver



Percent Change in Enrollment from Previous Year by Institutional Sector: 2018 to 2022



5 years ago, New York made 4 years of college free for residents. Here's how it's going

PUBLISHED FRI, MAY 27 2022 9:40 AM EDT | UPDATED FRI, MAY 27 2022 2:56 PM EDT



Jessica Dickler
@JDICKLER

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Even though [college enrollment has slid since the start of the Covid pandemic](#), many students still want to get a degree, and for some, [free tuition programs](#) are the only way to make higher education a reality.

In 2017, the state of New York's Excelsior Scholarship made headlines when it became the first in the nation to cover four years of tuition without being tethered to academic performance.

[New York initially said](#) more than 940,000 students with family incomes up to \$125,000 could qualify. New York's program applies to all schools at the City University of New York and State University of New York.

But as of the end of this academic year, just under 73,000 students have received the scholarship enabling them to attend CUNY or SUNY tuition-free, according to Angela Liotta, a spokeswoman for New York State Higher Education Services Corp.

2008-2019

**too few jobs so
employers could be
selective**

2019-present

**too many jobs and not
enough candidates**

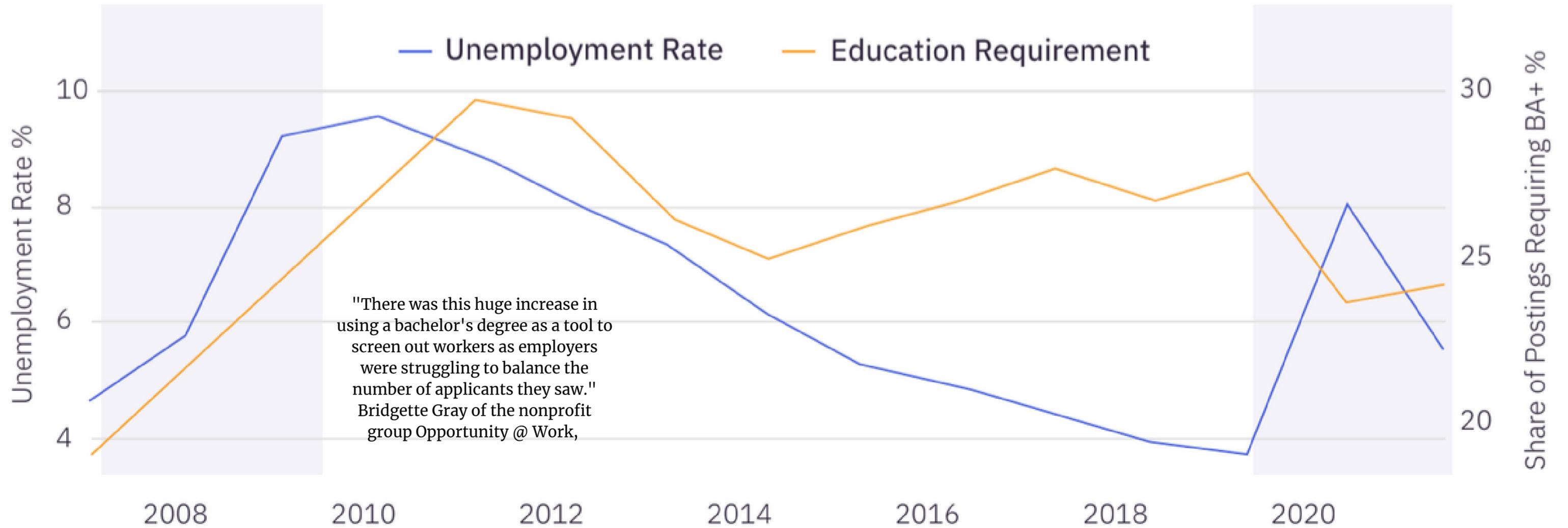
Jobs do not require four-year college degrees. Employers do.

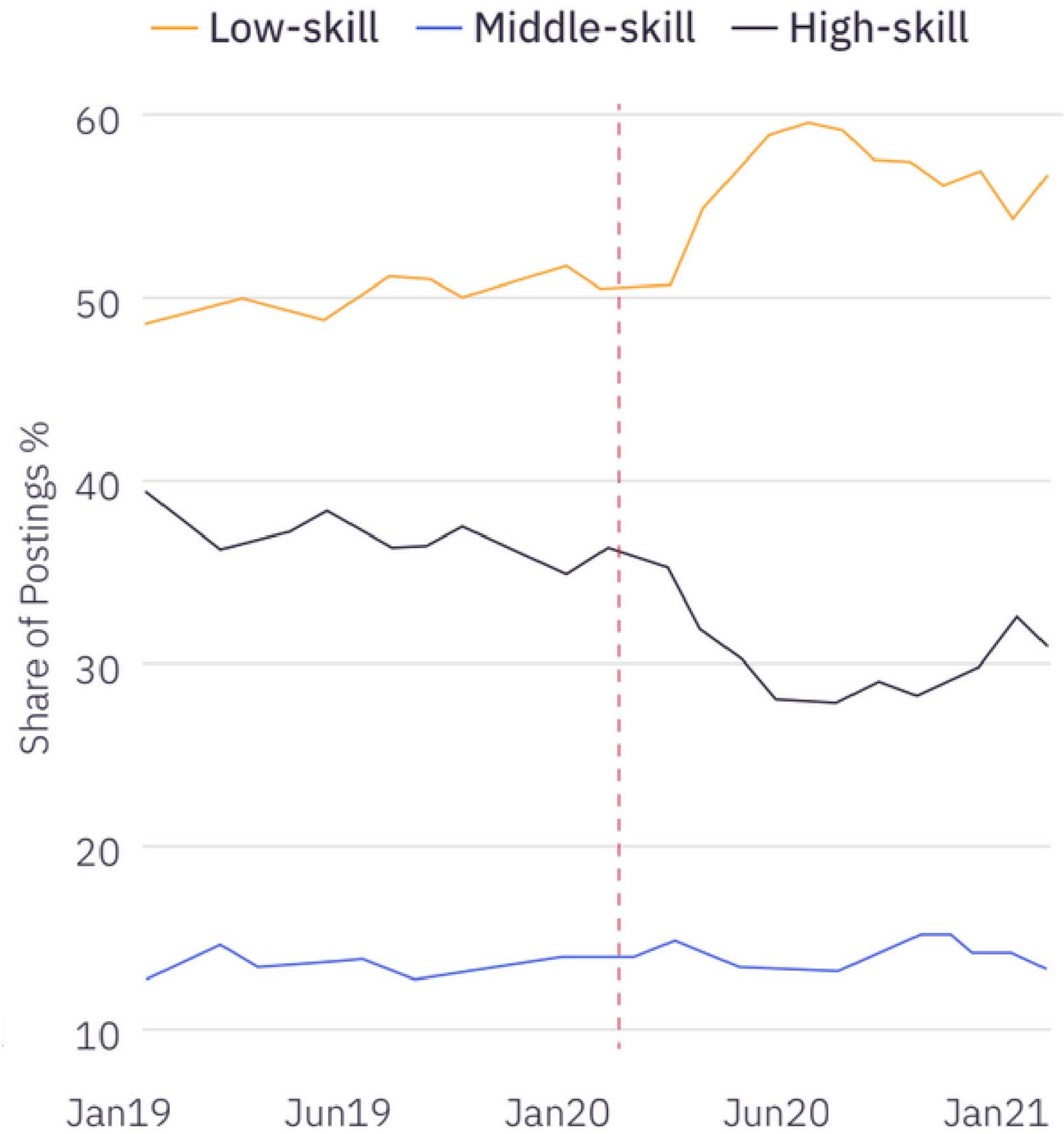


FIGURE 1: Relationship between minimum education requirements in job postings and unemployment rate

Notes: The shaded areas indicate the Great Recession and the Covid-19 Recession.

Source: Analysis of data from Emsi Burning Glass and Bureau of Labor Statistics, 2007-2021.



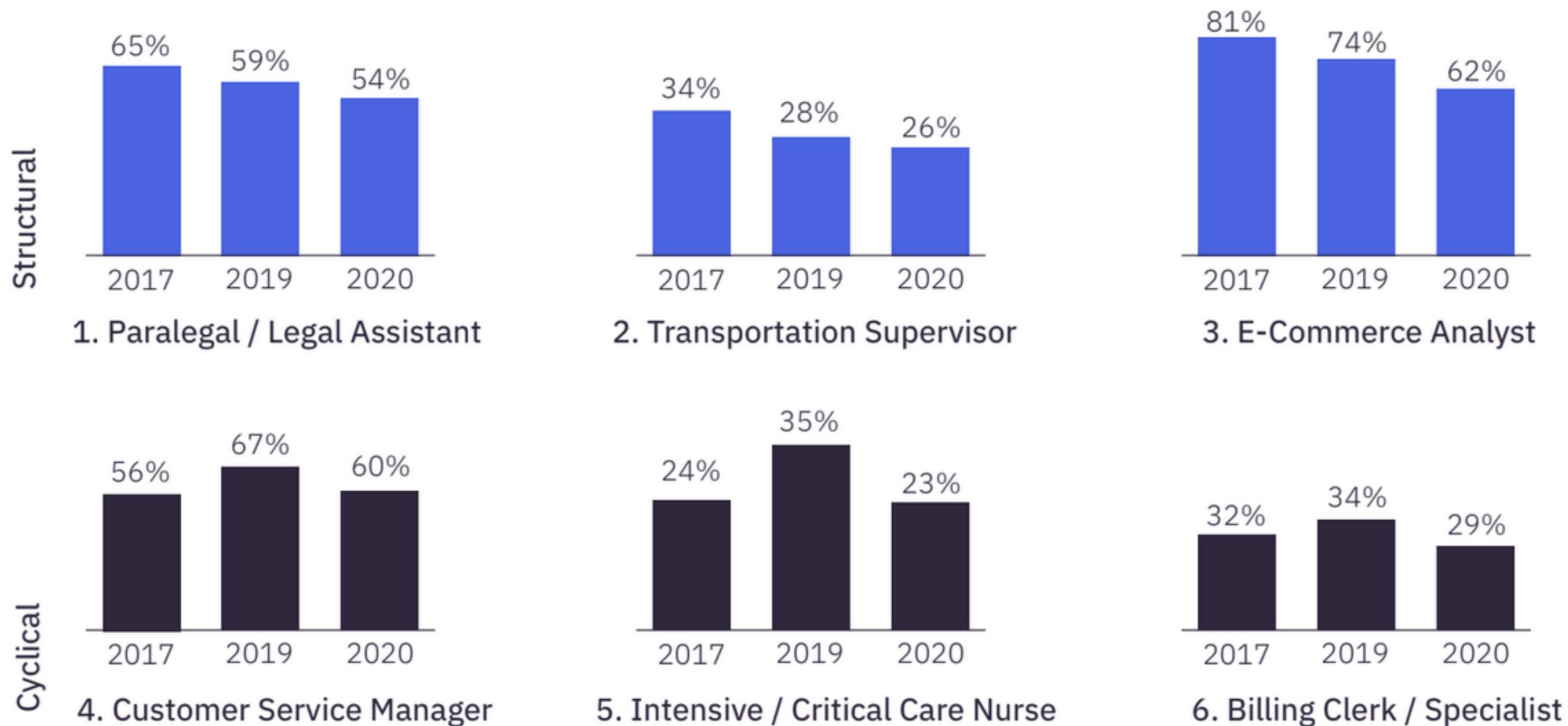


Only 27% of the changing occupations could be considered “cyclical resets,” or short-term responses to the pandemic. The majority (63%) appear to be “structural resets” that began before the pandemic, representing a measured and potentially permanent shift in hiring practices.

FIGURE 3: Distinction between structural and cyclical degree resets¹⁵

Notes: Shown are examples for occupations that experience resets removing degree requirements between 2017 and 2019 and 2019 and 2020.

Source: Analysis of Emsi Burning Glass data.



Companies Hiring

15 More Companies That No Longer Require a Degree—Apply Now

Posted by [Glassdoor Team](#)

Career Advice Experts

Last Updated November 8, 2021

Dropping the Degree as a Hiring Requirement

The state of Maryland joins numerous employers in no longer requiring a bachelor's degree for many jobs. What are the implications for colleges and universities?

By [Doug Lederman](#) // June 3, 2022

No degree? No problem. Tech firms move away from college requirement for new hires

With a 2% unemployment rate, the tech industry is rethinking what job applicants need to get hired. Skills-based hiring is on the rise, and 59% of employers are considering eliminating college degree requirements — changes that could reshape the IT workforce.



By [Lucas Mearian](#)

Senior Reporter, Computerworld | MAY 16, 2022 3:00 AM PDT

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personal growth

professional development



Available to everyone willing to put in the time



QUALITY + POTENTIAL

BEST PRACTICE

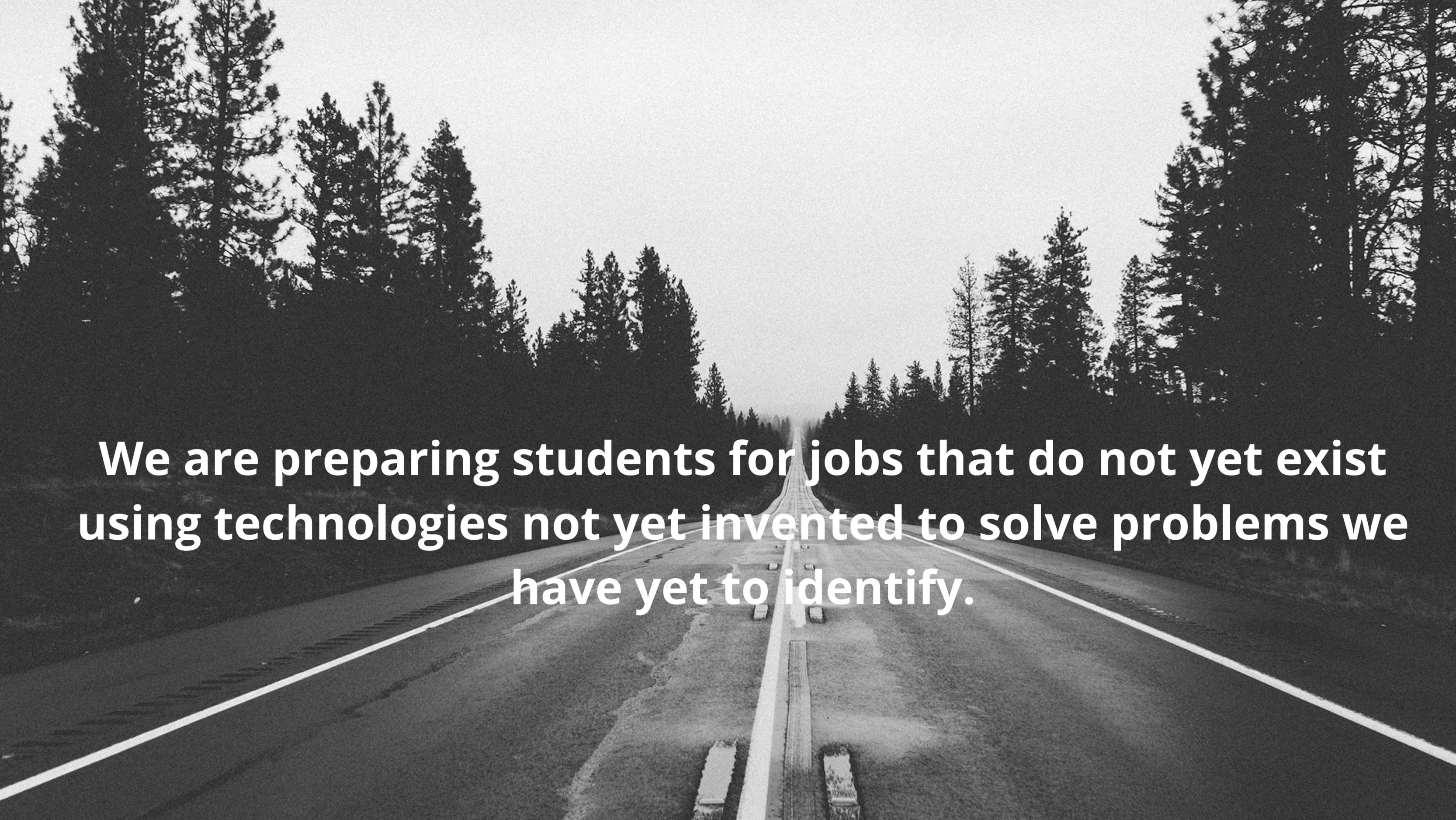
COMPETENCE

POTENTIAL + KNOWLEDGE + SKILLS

institutions have unique characteristics

- location
- businesses
- history
- resources
- culture
- surrounding area
- cost of living
- educational level
- population density
- age distribution





**We are preparing students for jobs that do not yet exist
using technologies not yet invented to solve problems we
have yet to identify.**

We have to prepare students for their future; not our past.

Embrace the ambiguity by...

...increasing your self-awareness (and that of your team's)...

...in order to challenge your assumptions, think differently, and improve your decision-making process...

...so that you can prepare your institution (and students) for the future.

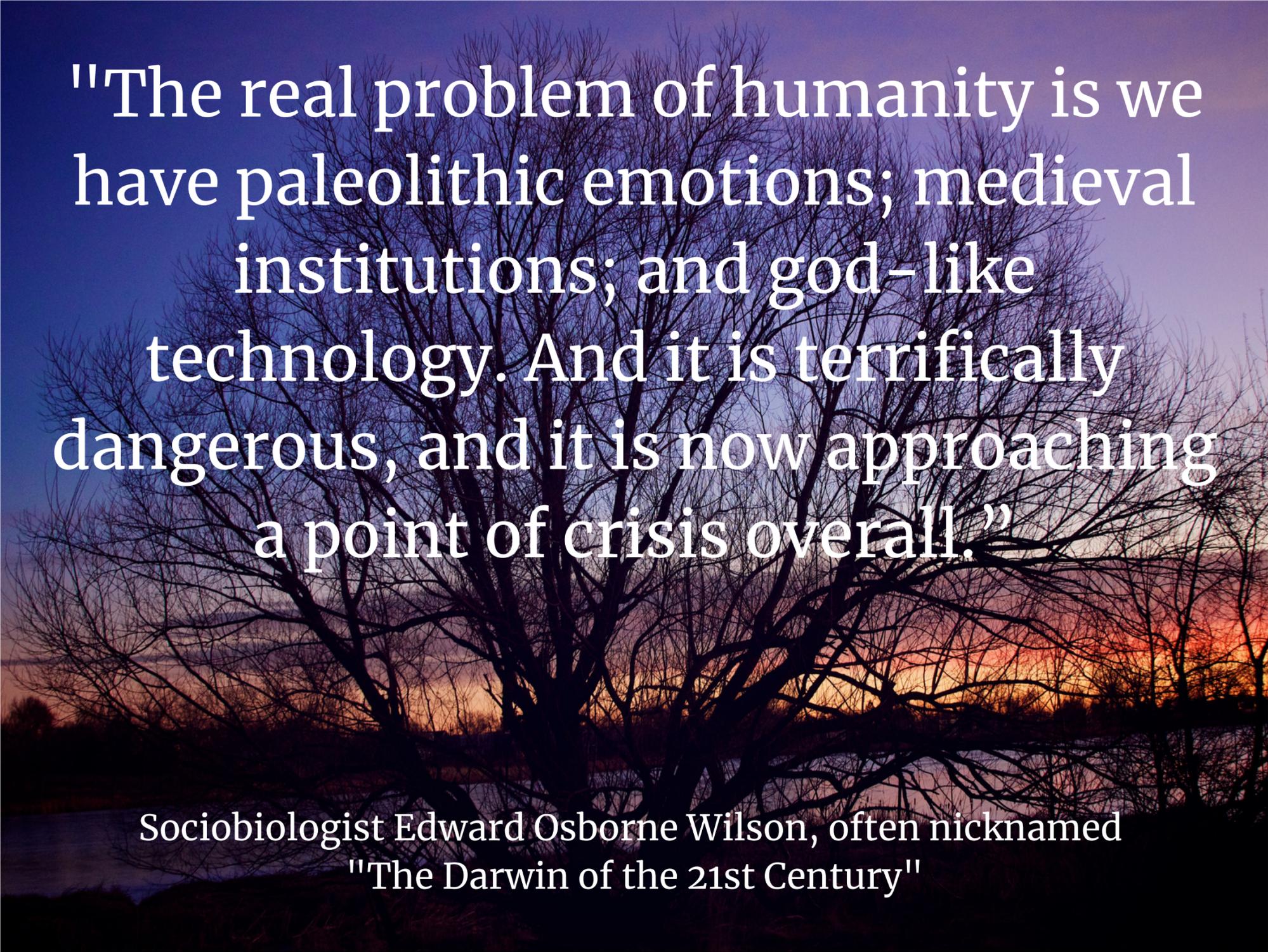
self-awareness



- **How often do you accept the permanence of chaos?**



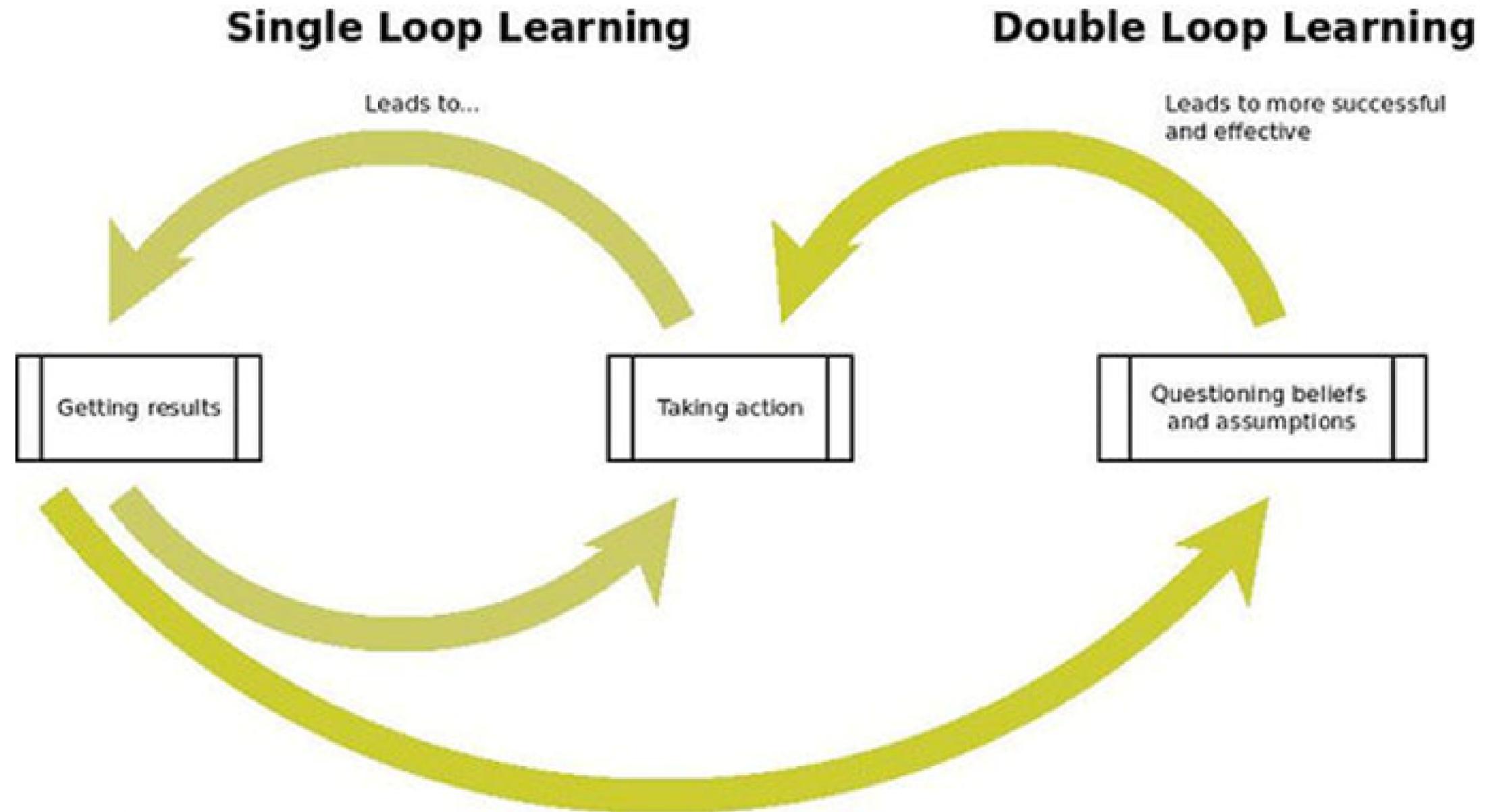
- **How often do you accept the permanence of chaos?**
- **How often do you think about the 'real problem of humanity?'**



"The real problem of humanity is we have paleolithic emotions; medieval institutions; and god-like technology. And it is terrifically dangerous, and it is now approaching a point of crisis overall."

Sociobiologist Edward Osborne Wilson, often nicknamed "The Darwin of the 21st Century"

- How often do you engage in double loop learning?



- How often do you engage in double loop learning?
- How often do you use double loop learning to challenge your own assumptions?

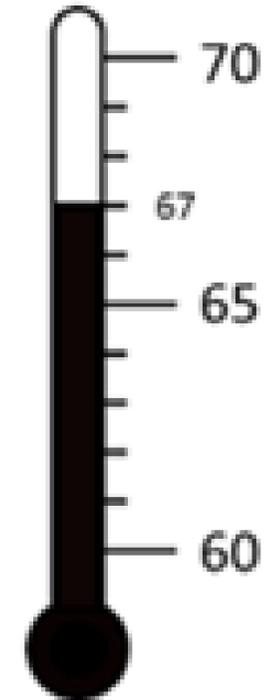
Thermostat example

Single loop

1. Air conditioning turns on when thermostat reaches 70.

There is a goal: 70
Action is taken: AC turns on at 70

- Insular mental process
- People shift blame outwardly
- Obstacles are external
- Current policies unchallenged
- Status quo
- Path of least resistance
- No change required
- Easy work

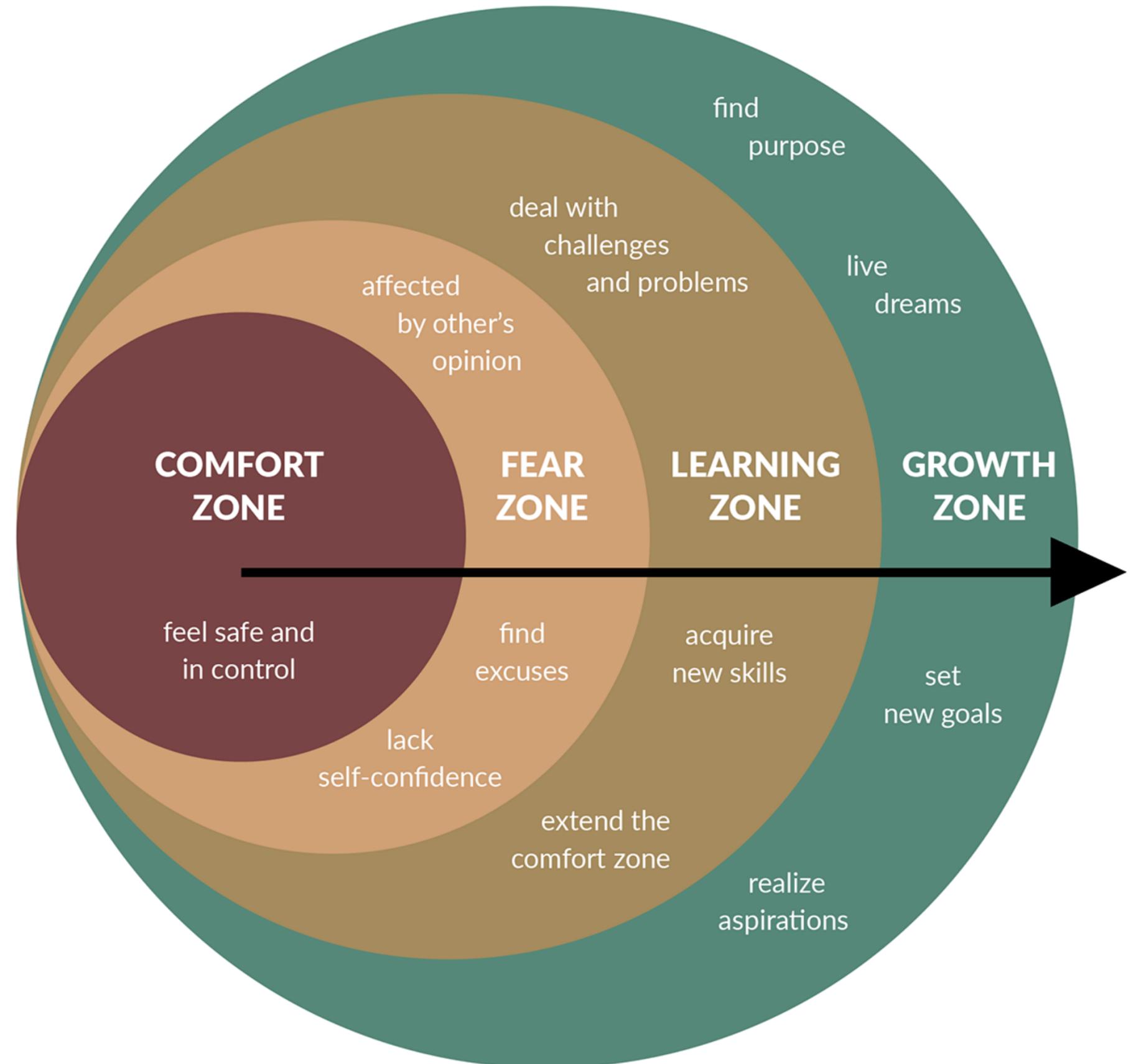


Double loop

1. Why is thermostat set at 70?
2. Who set it at 70?
3. What would happen if we changed it to 71 or 72?
4. When is the last time anyone even asked if 70 was the right temperature?

- Broad minded
- Challenges thinking
- Restructure assumptions
- Change policies and procedures
- Update goals
- Hard work!

- How often do you travel outside of your comfort zone?

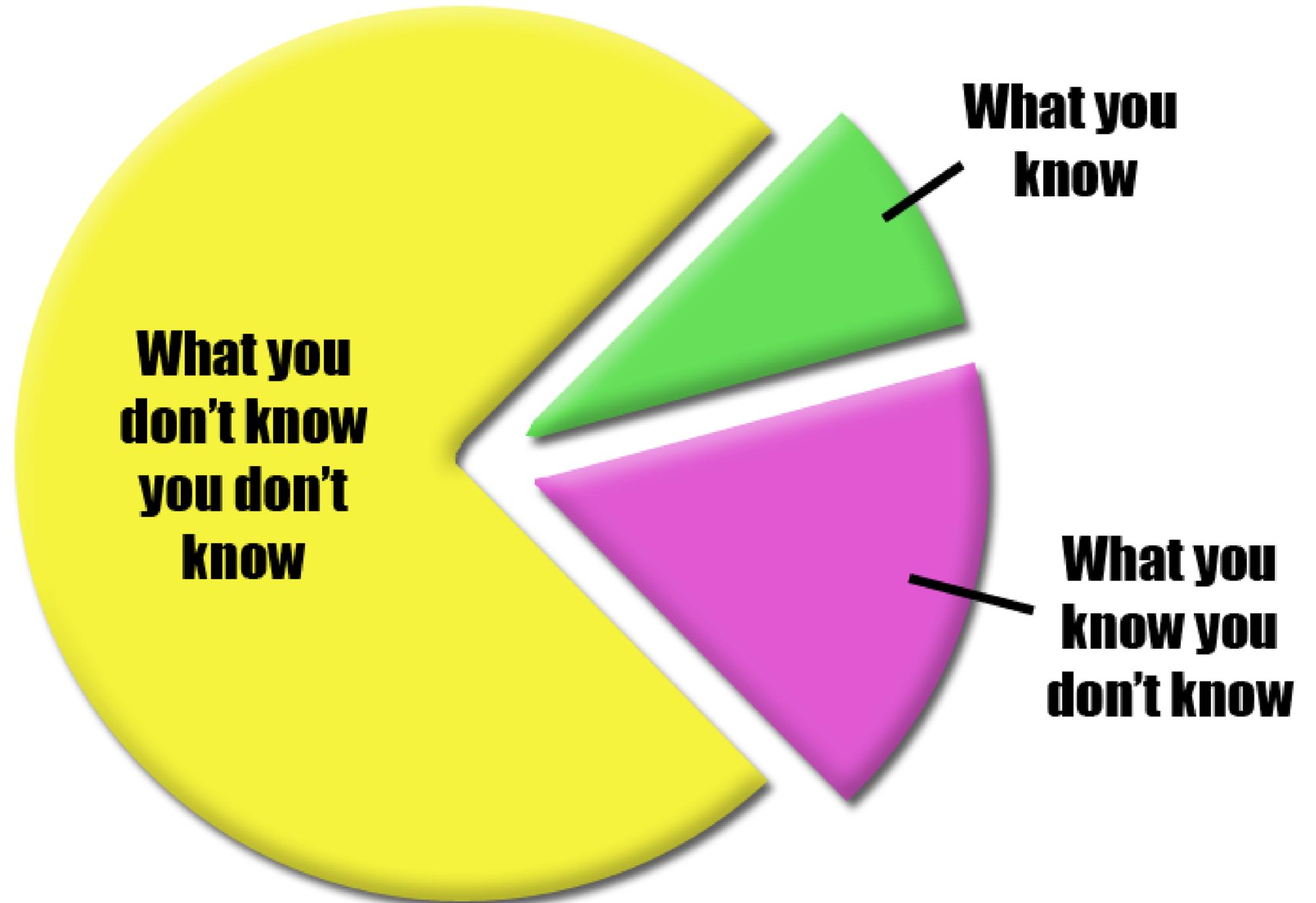


- **How often do you travel outside of your comfort zone?**
- **Will your new growth zone become your new comfort zone?**



- How often do you remind yourself every day what the biggest piece of the knowledge pie is?

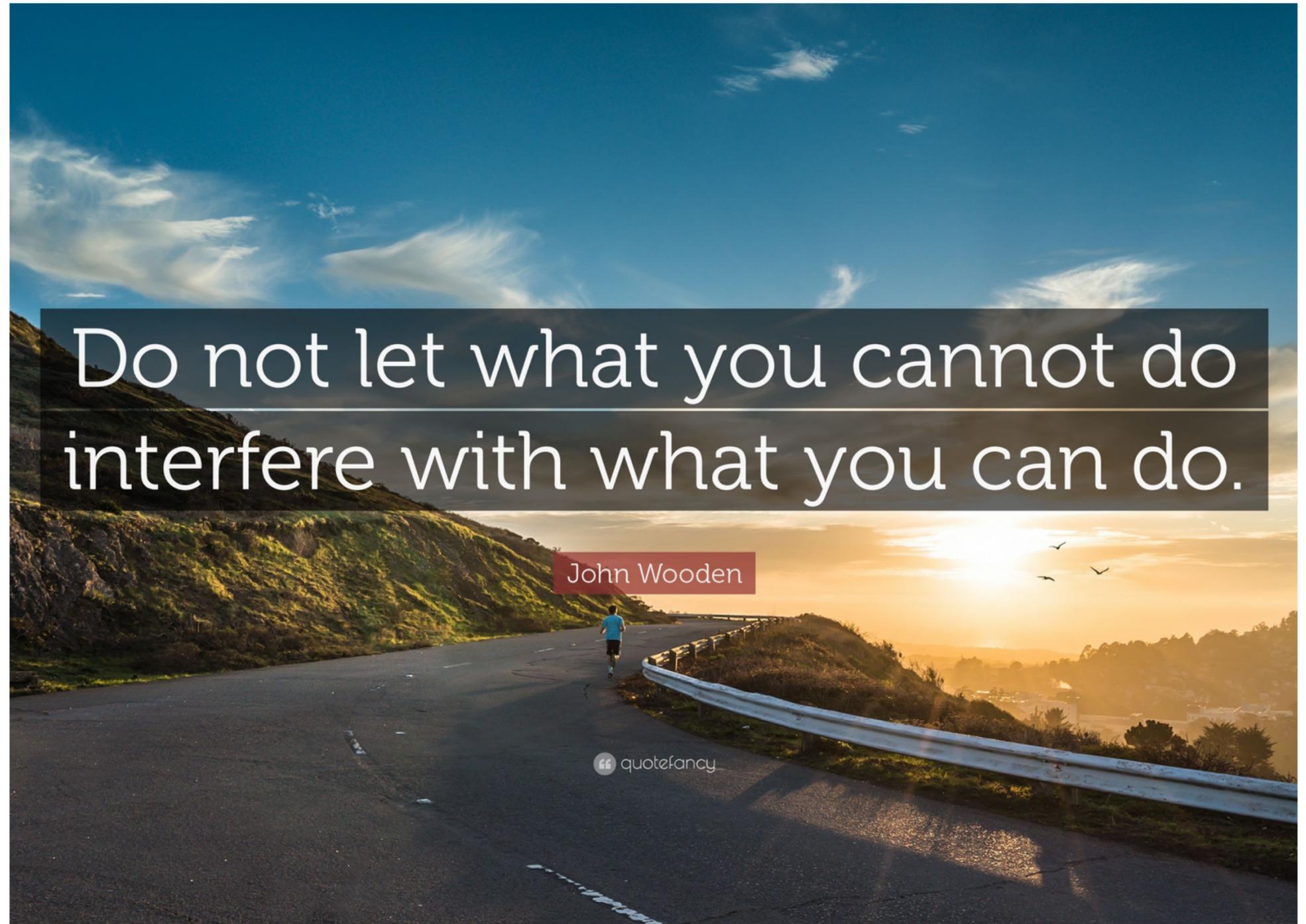
ALL POSSIBLE KNOWLEDGE



- How often do you remind yourself every day what the biggest piece of the knowledge pie is?
- What do you do with greater frequency - ask questions or make declarative statements?



- **How often do you focus your energy on what you can do instead of what you can't do?**



- **How often do you focus your energy on what you can do instead of what you can't do?**
- **Why are you complaining so much?**



- How often do you pursue perfection at the expense of progress?



- How often do you pursue perfection at the expense of progress?
- Why is perfection so important to you? (or Why is imperfection so uncomfortable for you?)



wabi-sabi

noun Japanese

A way of living that focuses on finding beauty within in imperfections of live and accepting peacefully the natural cycle of growth and decay.

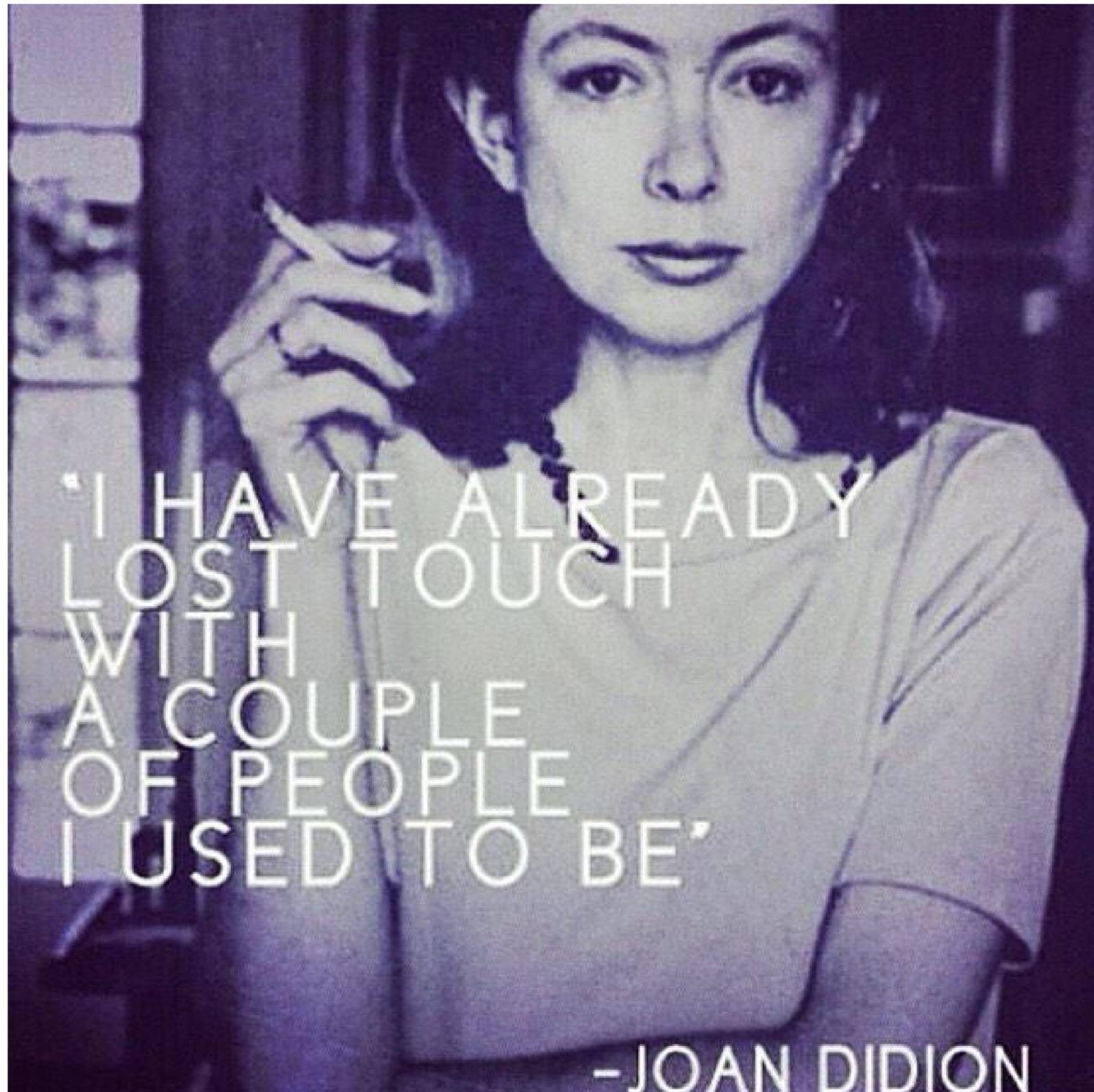
- **How often do you remind yourself of your potential?**

The top of one mountain
is always the bottom of another.

MARIANNE WILLIAMSON

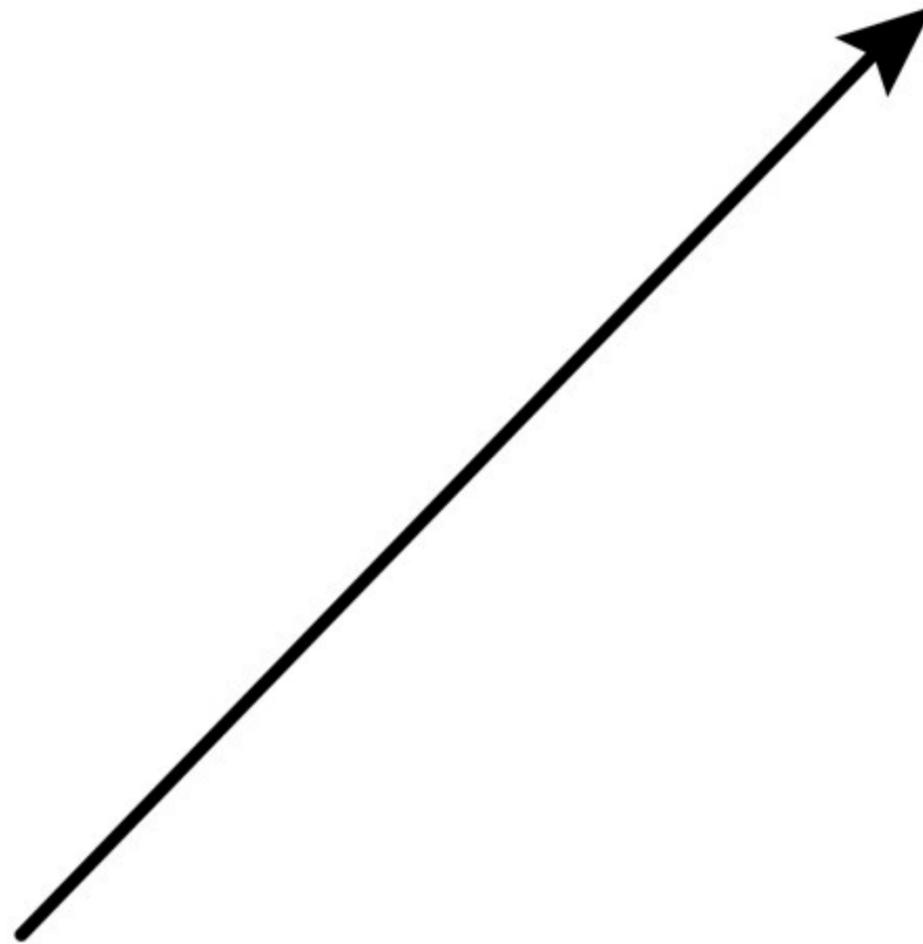


- How often do you remind yourself of your potential?
- How often do you remind yourself that who you are is no longer who you want to be?



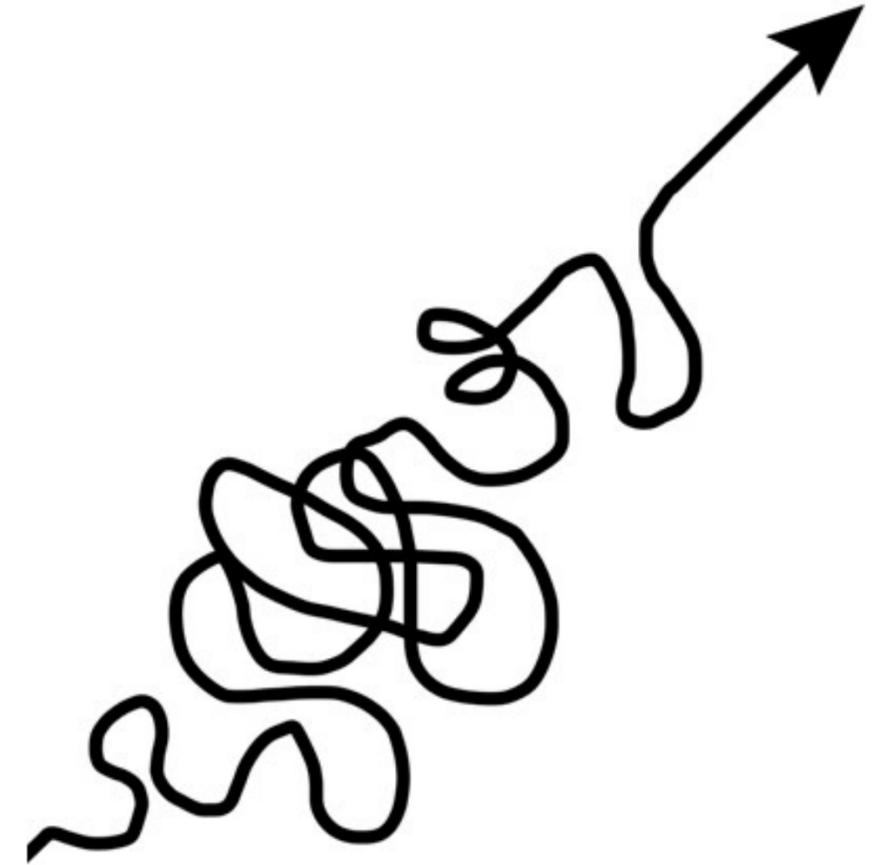
- How often do you remind yourself what success looks like?

SUCCESS



what people think
it looks like

SUCCESS



what it really
looks like

- How often do you remind yourself what success looks like?
- How often do you remind yourself of what really happens on the road to success?



- **How often do you stay focused?**

**STAY
FOCUSED**



- **How often do you stay focused?**
- **What are you focused on?**



Son, you be sure to set your goals so high that you can't possibly accomplish them in one lifetime. That way you will always have something ahead of you. I made the mistake of setting my goals too low and now I'm having a hard time coming up with new ones.

Ted Turner Sr.

- **How often are you creating problems that aren't even there?**

Some people create their own storms and then get mad when it rains.



- How often are you creating problems that aren't even there?
- Do you have the self-awareness to challenge your own assumptions about reality?



Q U I Z

3



presentation URL

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