And, the promised questions...

1. Think of a time you were impressed by an act of leadership. Write a few private sentences about that interaction.

2. Create a working definition of leadership for yourself.

Save your definition in your journal—you will need it as we go along.
...their special position in the community imposes significant obligations... Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others...

"Well, sure it's sleazy and unacceptable, but it's not misconduct."
“Is that really any of my business?”

Winner of the “Not My Job” Award
Arizona Department of Transportation, Litchfield Park, Arizona
Why are you doing this job?

Becoming an Authority Figure

Academia's general ambivalence about authority
- Real vs. perceived power
- Amplifying effects
- Decentralization
- Bifurcated constituencies
- Ambiguities in environment, policies, practice, etc.

As An Authority Figure

Changed relationships
- Being an authority figure
- The persona pendulum
- Donning a leadership persona
Thinking About Personas

- Which you do you need to be, and when?

A note:

“Nature abhors a vacuum”

If the leader does not step into the role, someone else will.

When you’re responsible for the good of the whole, it isn’t about you:

It’s about the role, the institution, and the mission.

Boundaries
**Better living through better boundaries.**

**Outer Boundaries**
- Lying
- Abuse of power or position
- Impeding or diminishing the productivity of others
- Causing fear

It’s easy to misplace your boundaries and roles in the decentralized academic environment.

You can train people to be bullies or to abuse the system.
An assistant professor, Thomas Santo, is known to work irregular hours. Some nights, he comes back in and works until midnight and may not come into the office until noon. His colleagues say he is very hard working and is likely to make significant breakthroughs in his research. However, his undergraduate students complain that he is often late for class and sometimes is not prepared.

What should you do?

Becoming an Authority Figure

1. It’s about the institution and the mission.
2. Develop good boundaries.
4. Build relationships and trust.
5. Learn to apologize, when needed, and mean it.
Andrew Alleyne
Director, POETS (Power Optimization of Electro-Thermal Systems)
Professor, College of Engineering
University of Illinois Urbana-Champaign

NCPRE Leadership Collection
Collection of resources for developing yourself, motivating, and leading strategically

1. Developing Yourself
2. Leading and Managing a Unit
3. Leading Beyond the Unit

Collections
- Just-in-time (now!)
- Deep Dive (deep knowledge)

Updates
The Leadership Collection is regularly updated with new resources.

Questions or concerns?

Key takeaways?
1. Identify at least two Quick Tips or videos from the Leadership Collection; be prepared to share your review of them with colleagues at our next session.

2. Read all the Testing Yourself prompts; write out answers.

3. Fill out the AUDIT for your unit.

See you next time!