1. Review the definition of leadership you wrote in the first session, and update it, as appropriate. Consider and be prepared to discuss: What is the role of the leader in setting a positive tone and culture in a unit?

2. Read something that matches your interests.

3. Practice applying the And Stance in your everyday life. First, try to go one week without using “but” in an email, instead restructuring the statement with “and” in order to align with others. Then, try to go 24 hours without saying “but” at all.

Management vs. Leadership

“Management is the organization and coordination of activities of a business in order to achieve defined objectives.”

“Leadership is influencing people—by providing purpose, direction, and motivation.”
When the history of your unit is written...

What will the title of your chapter be?

The Quest for Excellence

Marching to Mediocrity

1962

FFA

College

ROTC

EXCELLENCE in ACADEMIC LEADERSHIP

Levels of Leadership

Direct Leadership
face-to-face; frontline leader
Academic Department Heads

Organizational Leadership
influence hundreds to thousands through policies and plans
Deans

Strategic Leadership
overarching structure; set direction, strategy
Chancellors and Presidents

Each level of leadership requires a different approach.

Department Head
Hardest job on campus

Dean of Agriculture
Best job on campus

Chancellor
A fun job

President
A leadership skills test
Working Toward Shared Goals

- How do the different levels of leadership align?
- What happens when they do not align?
- What is the role of faculty leadership or shared governance in this process?

Work to align priorities at all levels of leadership.

"Ordinary" vs. Challenging Times

Transactional Leadership

- Does not automatically confer leadership.
- Comes with the office to which one is appointed. The authority to "manage others" and make the decisions that are expected for effective operations.
- Takes time to build and moments to lose.

Transformational Leadership

- Is earned through a leader's actions and behavior when faced with ethical choices that involve moral dilemmas with no clear right answer.
- Always, always seek to behave in ways that will earn true moral authority.

In ordinary times, positional leadership is sufficient.

In difficult times, moral leadership is invaluable.
Leadership Styles

- Autocratic
- Participatory
- Delegative

Effective leadership is adapting to the situation, even when it’s not your natural approach.

Lead with Intention to Manage Change

Leadership with a clear sense of purpose and direction in mind.

How you get there is just as important as what you are trying to achieve; the right goal can be undermined by flawed or absent process.

Some Examples of Paradigm Change

“When a paradigm changes, everyone starts over.”

Some Examples of Paradigm Change

- Phone
- Netflix
- ?
Institutions emerged to fill a need and continue to exist so long as a useful purpose is served.

Leaders must understand the purpose of the unit in an ever-changing context and provoke thoughtful conversations leading to the changes essential to future viability.

Faculty and their leaders control the destiny of their unit.

- Where is the discipline headed?
- What do students need to know?
- What kinds of research have relevance and are supported?

Your campus requires periodic review of low-enrollment programs. Program X in your unit has a 5 year decline; it is now down 50% from the campus benchmark.

Four of your faculty define X as their primary area of teaching and research.
ORGANIZATIONAL VALUES ARE FUNDAMENTAL TO ORGANIZATIONAL CULTURE

What is the role of leadership in building or changing culture?

The role of the leader is to create conditions for organizational success:
Accept the reality that you can’t do it all.

There is no “I” in leader.

Build a Team Thoughtfully…Seek Partners

- Deep understanding of the organization and its culture
- Trusted and trustworthy
- Knows and accepts boundaries of the role
- Able to engage with a variety of personality types
- Willing to work selflessly
- Has personal flexibility
Effective Leaders Build Diverse Teams

- diversity of expertise, experience, culture, race, skill, personality, thoughts, ideas...

Leaders intentionally build and engage with teams that are willing *and empowered* to question the leader.

Empathy

*One of the greatest unrecognized political skills... the ability to understand the feelings and needs of another.*

Understand Yourself... and Others

- Supportive
- Directive
“The most significant aspect of leadership is... trust”

Relationships Matter in Complex Organizations

Trusting relationships grow through personal interactions.

“Decisions are made by those who show up and it is not only at official meetings.”

David L. Chicoine, Vice-President, Technology and Economic Development, University of Illinois 2001-2006

Know Those Who Influence Decision Makers

Always remember that staff can be very helpful... or frustrating

“Every leader must realize that the power to motivate followers resides almost solely in the ability to communicate effectively.”

Donald T. Phillips, Lincoln on Leadership
Leaders must be visible…
…and engaged.

A note:
“Nature abhors a vacuum”

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

Be visionary…and pragmatic and realistic.

COMPLEX ORGANIZATIONS
CHANGE SLOWLY
“Action expresses priorities”

It is folly to stay the course when it’s the wrong course of action. Admitting error and changing is hard but essential to retain leadership credibility.

Admitting error and changing is hard but essential to retain leadership credibility.

Sometimes you will be wrong....

Any change should be based purely on logical facts and never, never be the result of political pressure.

A change in direction must be announced in a truthful but matter-of-fact manner and the basis for change given.

Change will disappoint some. Be ready.

Policy and procedures are your friends.
Key Lessons

- Successful leaders recognize that much of leadership is situationally and relationally driven.
- Successful leaders master a number of techniques and styles that can be consciously deployed.
- Choose your leadership persona to match unit needs, your goals.
- Improve your self-awareness and self-mastery.
- Be realistic when assessing situations you will face.

Questions or concerns?

Key takeaways?

1. Re-visit your definition of leadership and reflect on your strengths; how will you play to them? What would you like to focus on going forward?

2. Do you see a paradigm shift in your field or institution? How will your leadership help your colleagues prepare for or react to it? Record your thoughts in your journal.

3. In preparation for our next session on Negotiation, read the case study, “Are You the Doormat?”

Homework

Thank You