

EXCELLENCE *in* ACADEMIC LEADERSHIP

By the National Center for Principled Leadership & Research Ethics
at the University of Illinois at Urbana-Champaign

photo: Jeremy Thomas

design: Aaron Robinson



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Homework

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.



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Exploring Leadership



Dr. Robert Easter



Dr. Nicholas C. Burbules

with color commentary by



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Management vs. Leadership

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

www.businessdictionary.com

"Leadership is influencing people—by providing purpose, direction, and motivation."

U.S. Army Field Manual 22-100



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When the history of your unit is written...

What will the title of your chapter be?

The Quest for Excellence

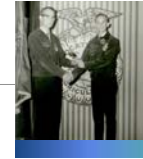
Marching to Mediocrity



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1962



FFA



College



ROTC



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Department Head
Hardest job on campus



Dean of Agriculture
Best job on campus



Chancellor
A fun job



President
A leadership skills test



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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.



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Working Toward Shared Goals



How do the different levels of leadership align?



What happens when they do not align?

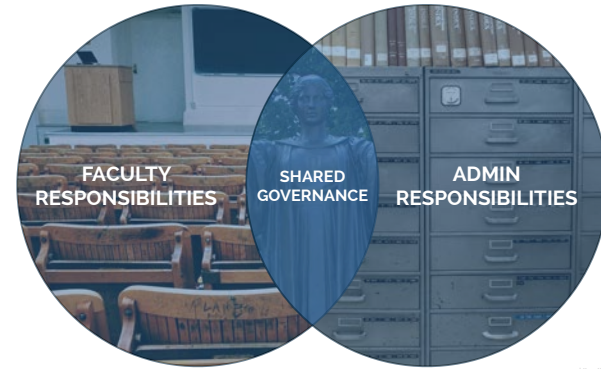


What is the role of faculty leadership and shared governance in this process?

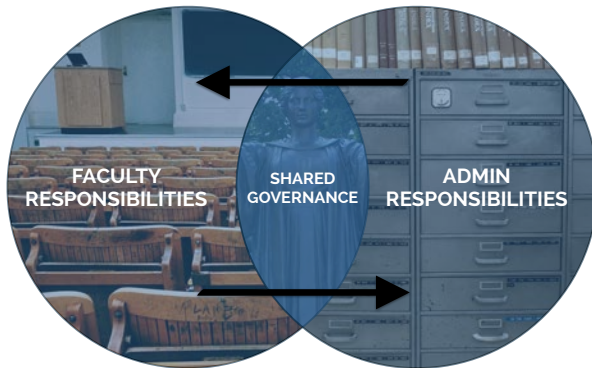


Work to align priorities at all levels of leadership.

Shared Governance: Superficial Model



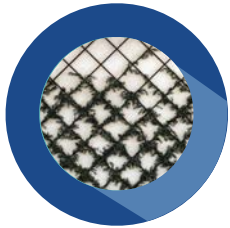
Shared Governance: In Reality



Listening Matters



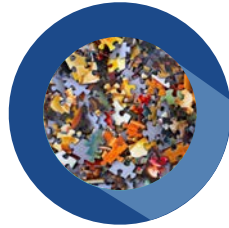
Healthy Shared Governance Relationship



Mutual respect, trust, and confidentiality



The importance of each other's expertise and experience



Interdependence of spheres of responsibility



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A Collegial Partnership

Navigating Disagreements

Weighing Perspectives

Inform and deepen decision making

"Critical Friends"



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"Ordinary" vs. Challenging Times

Transactional
Leadership

Transformational
Leadership



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Positional Authority

Comes with the office to which one is **appointed**. The authority to "manage others" and make the decisions that are expected for effective operations.

Does not automatically confer leadership.

Moral Authority

Is **earned** through a leader's *actions and behavior* when faced with ethical choices that involve moral dilemmas with no clear right answer.

Takes time to build and moments to lose.



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In ordinary times, positional leadership is sufficient.

In difficult times, moral leadership is invaluable.

Always, always seek to behave in ways that will earn true moral authority.



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Leadership Styles



Autocratic



Participatory



Delegative

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



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Lead with Intention to Manage Change



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

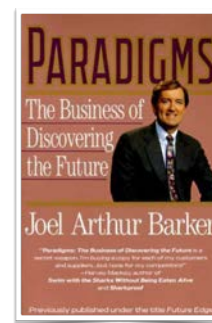
— and —



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.



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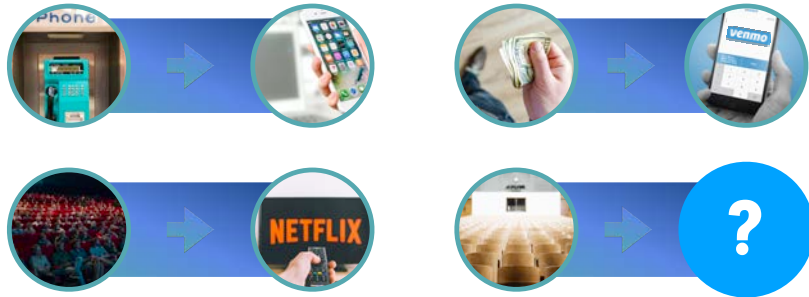


“When a paradigm changes, everyone starts over.”



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Some Examples of Paradigm Change



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

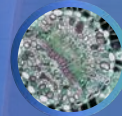
Faculty and their leaders control the destiny of their unit



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.

How will you decide the implementation of the needed changes?



ORGANIZATIONAL VALUES ARE FUNDAMENTAL TO ORGANIZATIONAL CULTURE

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



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The role of the leader is to create
conditions for organizational success:

Accept the reality that you can't do it all



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There is no “I” in leader.



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Build a Team Thoughtfully...Seek Partners

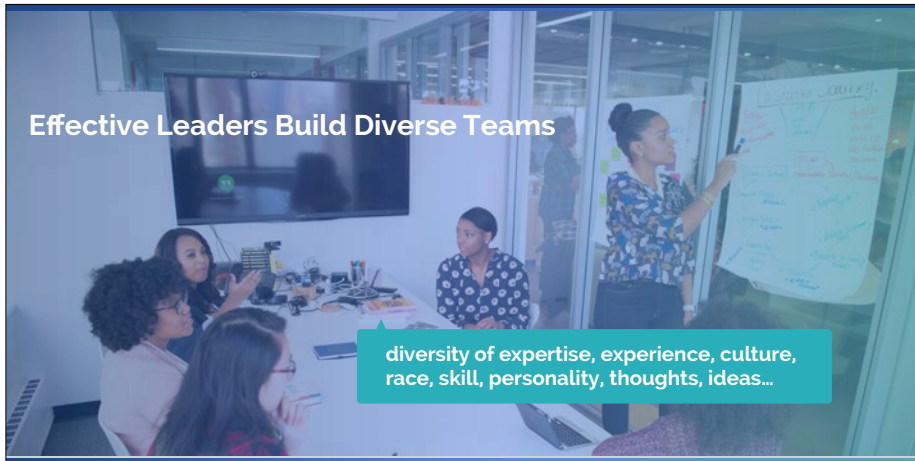
- Deep understanding of the organization and its culture
- Trusted and trustworthy
- Knows and accepts boundaries of the role
- Able to engage with a variety of personality types
- Willing to work selflessly
- Has personal flexibility



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Effective Leaders Build Diverse Teams

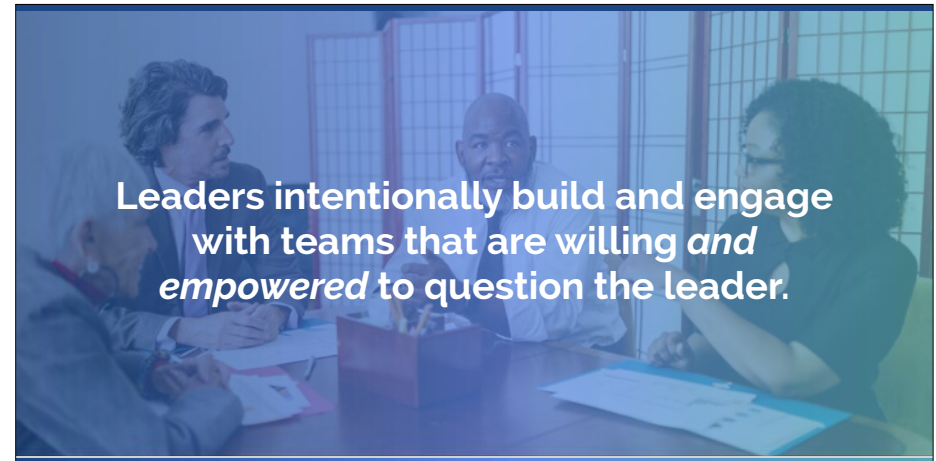


diversity of expertise, experience, culture, race, skill, personality, thoughts, ideas...

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



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Empathy



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

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Understand Yourself... and Others



Supportive

Directive

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“The most significant aspect of leadership is...**trust**”



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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



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Know Those Who Influence Decision Makers



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

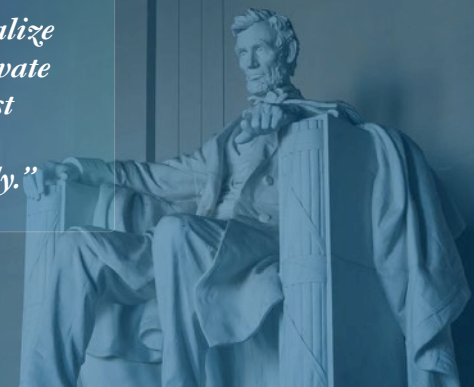


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“Every leader must realize that the power to motivate followers resides almost solely in the ability to communicate effectively.”



Donald T. Phillip
Lincoln on Leadership



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Leaders must be visible...
...and engaged.

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A note:
"Nature abhors a vacuum"




Aristotle

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

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Be **visionary**...*and* **pragmatic** and
realistic.

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**COMPLEX ORGANIZATIONS
CHANGE SLOWLY**

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“Action expresses priorities”



Sometimes you will be wrong.....

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

Reversing an Announced Decision






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?



Homework

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?"

Thank You