A Brief Overview of Leadership

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and

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Provost’s Leadership Academy
Outline: Andy

1. Tradeoffs
2. Traits and skills
3. Is a leadership path right for you?
4. Establishing a leadership style
5. Pragmatics
6. Phases of a leadership role
Tradeoffs

• Obvious tradeoff
  • Loss of scheduling flexibility & life balance

• Less obvious
  • *Extent* of time commitment to make lasting change

*An external environment demanding change and an internal environment resisting it, can lead to a frustrating, underappreciated experience.*
Tradeoffs

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• Less obvious
  • **Extent** of time commitment to make lasting change

An external environment demanding change and an internal environment resisting it, can lead to a frustrating, underappreciated experience.
Age-old question

• Are leaders born or made?

Traits of successful leaders (there are many)

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Is a leadership path right for you?

How well do you...

• Stomach controversy?

• Actively listen to ideas?

• Accept & learn from constructive criticism?

• Put yourself at risk?
Some questions to ponder

• Do you have a passion to make a difference?

• Do you see opportunities where others see problems?
  • Do you act on them?
  • Can you place the needs of the unit above your own?
  • Even small improvements matter
  • There are certain things only the leader can do

• Do you delight in other people’s success?
  • Can you take responsibility but not credit?
  • Does not mean you are completely selfless
Which is your leadership style?

- Machiavellian (command and control)
  - Authoritarian: better to be widely feared than loved

- Charismatic, Visionary, Passionate
  - Best: focus on task and people
  - Danger: focus on people but not task
    - stress

- Bureaucratic
  - Motivates by appealing to rules

- Transactional
  - Uses self-interest of followers in exchange for loyalty
Leadership styles

• Which leadership style works best is largely situational

• Units vary widely
  • Traditions, structure, goals and aspirations

• Successful leaders use a combination of styles

• Common denominator of success: passion and vision
  • Others act as a gate keeper
Establishing your style

• Develop a powerful vision
  • But, don’t let your vision outpace your relationships
  • Lots of folks have great ideas but

“Vision without implementation is hallucination”

Ben Franklin

• Be the proverbial swan
  • Cool, calm and confident in a crisis
  • Very little turns out to be the emergency that folks portray it to be
Establishing your style

• “To lead the people, walk behind them.”
  • Hire great people
  • Help your team do what they do best
  • Get out of the way but…
  • Keep informed!
    • (S,s) strategy
Some pragmatics: working with others

- Inspire partnership and trust
  - The more people know you, the more they will trust you
- Identify black holes and energy hogs
  - Confront problem folks immediately
- “When someone shows you who they are, believe them the first time.” (Maya Angelou)
  - Sometimes, the only way to change people is to change the people
- Learn to say no: be honest but not brutal
Some pragmatics: strategic issues

• Don’t be an empty suit at meetings
• Don’t become deluded by “the way it should be”
  • You need to play the hand you are dealt
  • If you believe the environment can be improved, don’t complain, act
• Don’t be surprised by
  • How very different people’s views can be on the same issue
  • How slow the university can be
  • How creative our colleagues can be
Some pragmatics: personal issues

• Leadership roles demand excellent health, EI and resilience
• Prioritize life balance
  • Health and family; then work
• Make your spouse or partner a confidant
• What you say and do is watched with great scrutiny
  • Be clear and consistent—develop your elevator speech
• One thing at a time (focus)
  • There is always one more thing (go home)
• Most important, be authentic!
Phases of Leadership

(Please see Chapter Two, *From Ivory Tower...*)

FIGURE 2.1

Naïveté → Honeymoon → Reality

Midlife Crisis

Withdrawal from Home

Recovery

Sustained Success

Goals Achieved

Succession Planning

End Game

Accept New Position

Retire
Reflections

• Don’t let your position define who you are
  • Don’t be afraid to move on
    • Anyone who desperately wants to keep their job has no leverage
    • Money should not be the primary motivator

• Your legacy
  • When is it time to step down?
  • Your accomplishments
    • Most important: The success of the folks you help along the way
WHO DO YOU WANT TO LOCK ARMS WITH?
Who do you want to lick arms with and why?
The Love of Money, Using Money Wisely, Social Uplift as a Moral Imperative, U.S. Currency as Symbolism, and Changing the World....

Keynote Address
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Center for Investment and Wealth Management
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In the beginning and toward the end

First public talk as dean

Last public talk as dean
And in between…
“As an experienced dean, I have come to appreciate that along with fiscal challenges and rapidly changing structures of higher education come unique opportunities to engage in creative strategic planning that include the development of a philanthropic culture, the implementation of organizational efficiencies, and most importantly the creation of working environments that encourage faculty, staff, students, administrators, alumni, and donors to work together to achieve common goals and fulfill the honorable mission of public research universities.”
Qualities and Characteristics that Distinguish Leaders: Lessons from the Literature
Relationships: Lessons from Experience
First Follower: Leadership Lessons from Dancing Guy

https://www.youtube.com/watch?v=fW8amMCVAJQ
Lessons from History

“He that fights and runs away, may turn and fight another day; But he that is in battle slain, will never rise to fight again.”

-- Tacitus
On the flip side…
On the power of kindness…

Of all the things I have learned in my lifetime, the one with greatest value is that unexpected kindness is the most powerful, least costly and most underrated agent of human change. Competition will improve quality and lower costs. Confidence will enable us to climb a mountain instead of a molehill. But kindness that catches us by surprise brings out the best in our natures.

-- Bob Kerry
A recent act of kindness

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“Leadership should be born out of the understanding of the needs of those who would be affected by it.”

-- Marian Anderson
"What are you to do without me, I cannot imagine."

George Bernard Shaw
Who do you want to lick arms with and why?
A hero of mine….

Nelson Rolihlahla Mandela, South African anti-apartheid revolutionary, prisoner, politician, and philanthropist who served as the first President of South Africa from 1994 to 1999—the first democratically elected president!
Thank You
How well do you...

• Interact with the external constituency?
• Place priorities of organization above your own?
• Take responsibility when things go bad?
Discover your leadership style

• With whom would you most like to work?

• Whose style resonates with you?
Project and protect your leadership style

• Be the proverbial swan
  • Cool, calm, ready for a crisis

• One thing at a time (focus)
  • But there is always one more thing (go home!)
So… who is next?

• What is succession planning?
  • The process of identifying and developing individuals within your organization to assume leadership positions.
So... who is next?

• Why is succession planning important?
  • Helps the organization to run smoothly in your absence
  • Develops individuals to maintain continuity in mission, vision, and planning
  • Demonstrates a commitment to professional development
  • Sends an important message to employees

• Why do so few deans do succession planning?
Diversity: The PhD Project

- Designed to increase the diversity of leadership
- First, increase the diversity of faculty who educate, inspire and mentor youth
- Methods
  - Annual conference, mentoring, network groups
- Results
  - Since 1994 have increased number of minority faculty by over 450%
Successful succession planning

• Key Elements
  • Starts with the hiring process
  • Meet with each assistant professors at least annually

• Identify the competencies needed in the position
  • Mental/Intellectual
  • Physical
  • Emotional
  • Social
Successful succession planning

• Provide leadership opportunities
  • Committee chairs
  • Department or area chair or coordinator
  • Center director
  • Program director

• Encourage faculty to take leadership roles
  • Within your area
  • On campus
  • In their professional societies
Successful succession planning

• Provide feedback and assessment.

• Provide coaching and mentoring to individuals.
  • Growth and learning often comes from difficult experiences
  • Failure is often the best teacher.
Successful succession planning

• Does your succession plan
  • address diversity, recruitment, and retention?
  • align with your mission?

• How do you know when it is time to step down?
  • Fulfilling your mission/legacy
  • The story of the three letters

• Life after deaning
Conclusions

• A new paradigm
  • Competitive positioning strategy
  • Sustainable-funding plan
  • Financial management model

• Universities must be
  • Less like an Ivory Tower
  • More efficient & accountable
  • More externally focused

• Leaders must adapt
Will It work?

• Transformation is dismissed as infeasible
• Cultural resistance is accepted:
  • Best way to predict the future...

“In the battle between culture and strategy, culture usually wins.”

But there is hope:
  Policano:
  “From Ivory Tower to Glass House”
Your leadership style

• “I believe I am an effective academic leader because...”

• Describe a situation in which you showed excellent leadership skills.

• Challenges
  • Leading change
    • The dean as a quarterback
    • Faculty who choose to think otherwise
    • Bureaucracy
Phases of Academic Leadership

FIGURE 2.1

Naïveté → Honeymoon → Reality → Sustained Success

Midlife Crisis → Recovery → Goals Achieved

Withdrawal from Home → Succession Planning

End Game → Accept New Position

Return to Faculty

Changing role Traits Phases Your Style Succession planning

Provost’s Leadership Academy
Age-old question

- Are leaders born or made?
- Traits of Successful Leaders (Table 2.1)

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Can you....

• Stomach controversy

• Leave ego at the door

• Put yourself at risk

• Actively listen to ideas

• Accept & learn from constructive criticism
Can you...

• Deal effectively with the external constituency
• Place priorities of organization above your own
• Delight in rewarding and recognizing others
• Take responsibility when things go bad
Leadership styles

• Many styles can work

• Depts/schools/colleges vary widely
  • Traditions, structure, goals and aspirations
  • Some view chair as “take your turn”
  • Others look for strategy, vision

• Which leadership style works best is largely situational
  • First task is to assess the internal and external environment
Reflections on leadership styles

• Machiavellian
  • Authoritarian: rule by fear
  • Little concern for people

• Charismatic, Visionary, Passionate
  • Best: focus on task and people
  • Danger: focus on people but not task

• Bureaucratic
  • Motivates by appealing to rules

• Transactional
  • Uses self-interest of followers in exchange for loyalty
Take Responsibility, not Credit

“If things go well, you did it.
If things go okay, we did it.
If things go bad, I did it.”

Bear Bryant
Establishing a leadership style

• Develop a powerful vision
  • BUT, lots of folks have great ideas
  • You need to make the vision come to life

“Vision without implementation is hallucination”

Ben Franklin
UCI Leadership Academy

Valerie Jenness
Past Dean
School of Social Ecology
Professor
Criminology, Law and Society
Sociology (by courtesy) and Nursing (by courtesy)
Key Question

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Who do you want to lock arms with and why?
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Now what?

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