



PROVOST'S PROFESSIONAL DEVELOPMENT SERIES
EMPOWERING ACADEMIC LEADERS FOR SUCCESS

April 18, 2019

8:30 am – 9:15 am	Gather for Light Breakfast
9:15 am – 9:45 am	Welcome, Introductions, Overview, Objectives
9:45 am – 10:45 am	Discussion: What does it mean to be a department chair, an associate dean, and a dean at this time, right now at Lehman?
10:45 am – 10:55 am	Break
10:55 am – 11:45 am	The Structural, Human Resource, Political, and Symbolic Frames of Leadership
11:45 am-12:15	Leadership Competencies <u>Strategic</u> : understanding the business, making complex decisions, creating the new and different <u>Operating skills</u> : keeping on point, getting organized, getting work done through others, managing the work process. <u>Personal and Interpersonal</u> : communicating effectively, caring about others, managing diverse relationships, inspiring others, acting with honor and character, being open and receptive.
12:15 – 1:15 pm	Working Lunch
1:15 pm – 1:45 pm	Attributes of a team
1:45 pm – 2:45 pm	Discussion: 90x30
2:45 pm – 3:00 pm	Wrap up and Adjourn

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Professional Development Series
Empowering Academic Leaders for Success
 April 18, 2019

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AGENDA

- Gather for Light Breakfast
- Welcome, Introductions, Overview, Objectives
- Discussion: What does it mean to be a department chair, an associate dean, and a dean at this time, right now at Lehman?
- The Structural, Human Resource, Political, and Symbolic Frames of Leadership
- Leadership Competencies
- Working Lunch
- Attributes of a team
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- Wrap up and Adjourn

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Objectives

- *Discovering similarities and differences in the leadership challenges you face*
- *Understanding the value of various lens/frames to look at issues*
- *Assessing some of your leadership competencies*
- *Expectations of each other*
- *What is needed now to make progress on 90x30?*

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What does it mean to be a department chair, an associate dean, and a dean at Lehman?

- What do you do?
- What are the top three issues you are currently dealing with?
- What five skills do you need that you have?
- What five skills do you not have that you need?

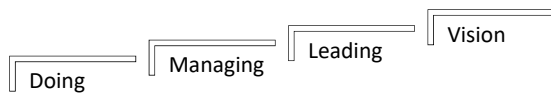
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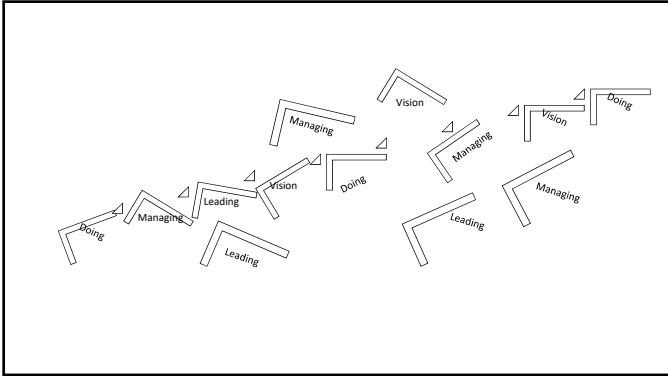
Leadership by looking through frames

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Leadership

- Art and Science
- "...primary source of clueless is not personality or IQ but failure to make sense of complex situations."
- *Warren Bennis*: "Leadership is the capacity to translate vision into reality."





What is a frame?

- *Mental map*: to read and negotiate a "territory"—the better the map, the easier it is to know where you are and get around
- *A window*: enables you to see some things but not others
- *A tool*: effectiveness depends on choosing the right tool and knowing how to use it

Frames (from Bolman and Deal "Reframing Organizations")

The image shows the cover of the book 'Reframing Organizations: Artistry and Choice in Leadership' by Lee D. Bolman and Terrence E. Deal. The cover features a grid pattern with the number '6' in a dark square. To the right of the book cover, the following terms are listed:

- Structural*
- Human Resource*
- Political*
- Symbolic*

Leadership

LEADERSHIP ORIENTATIONS

- Management structure
- The best way to motivate people
- What has proved to be the most effective way to solve problems
- What should be the most important part of a manager's job
- My responsibility is to...
 - a. get things done
 - b. get people to do things
 - c. get people to do things in a way that is best for the organization
- I am best described as...
 - a. a planner
 - b. a participator
 - c. a listener

Structural Frame

- How things are structured (think org chart)
- Key concepts: goals, roles (division of labor), formal relationships
- Central focus: alignment of structure with goals and environment

STRUCTURAL LEADERS: emphasize rationality, analysis, logic, facts, and data. They are likely to believe strongly in the importance of clear structure and well-developed management systems. A good leader in the structural leader's view is someone who thinks clearly, makes the right decisions, has good analytic skills, and can design structures and systems that get the job done.

Human Resource Frame

- People
- Key concepts: needs (motives), capacities (skills), feelings
- Central focus: fit between individual and organization
- Need to understand policies, who can help, how to evaluate, how to document

HUMAN RESOURCE LEADERS: emphasize the importance of people. They endorse the view that the central task of management is to develop a good fit between people and organizations. They believe in the importance of coaching, participation, motivation, teamwork, and good interpersonal relations. A good leader in the view of a human resource leader is a facilitator and participative manager who supports and empowers others.

Political Frame

- Politics
- Key concepts: interests, conflict, power, influence, scarce resources
- Central focus: getting/using power/influence, managing conflict to get things done
 - Department level: Working with peers, but you are the chair
 - College level: Department perspective—college focus
 - University level: department and college perspective—university focus



POLITICAL LEADERS: believe that managers and leaders live in a world of conflict and scarce resources. The central task of management is to mobilize the resources needed to advocate and fight for the unit's or the organization's goals and objectives. Political leaders emphasize the importance of building a power base: allies, networks, coalitions. A good leader to a political leader means an advocate and negotiator who understands politics and is comfortable with conflict.

Symbolic Frame

- Values, norms, history
- Key concepts: culture, myth, ritual, story,
- Central focus: building culture, staging organizational drama
- Cultures to keep and cultures to change



SYMBOLIC LEADERS: believe that the essential task of management is to provide vision and inspiration. They rely on personal charisma and a flair for drama to get people excited and committed to the organizational missions. A good leader in their view is a prophet and visionary, who uses symbols, tells stories, and frames experience in ways that give people hope and meaning.

Framing and Reframing



Leadership competencies

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- **Strategic**
 - Business Acumen, Functional and Technical Skills
 - Making Complex Decisions, Problem Solving
 - Creating the New and Different
- **Operating**
 - Keeping on Point and Priority Setting
 - Getting Organized, Planning and Time Management
 - Getting Work Done Through Others, Informing and Leading
- **Personal and Interpersonal**
 - Relating Skills, Approachability, Interpersonal Savvy
 - Caring about Others, Compassion

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Strategic

Business Acumen, Functional and Technical Skills

Skill	Unskilled	Overused skill	How to gain the competency
<ul style="list-style-type: none"> ✓ Understanding how the units at all levels work ✓ Have technical skills to perform the tasks ✓ Early adopter 	<ul style="list-style-type: none"> ✓ Have knowledge just at the faculty level ✓ Do not know how to use systems or access data ✓ Cannot learn technical skills easily 	<ul style="list-style-type: none"> ✓ May be narrowly tactical ✓ Too analytical ✓ Learn but not act ✓ May not relate to those who do not catch on so quickly 	<ul style="list-style-type: none"> ✓ Read and rely on policies ✓ Attend events ✓ Ask ✓ Attend trainings ✓ Schedule time to learn

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Making Complex Decisions, Problem Solving

Skill	Unskilled	Overused skill	How to gain the competency
<ul style="list-style-type: none"> ✓ Using rigorous logic and methods to solve difficult problems with effective solutions ✓ Does not stop at the first answer ✓ Seeks advice and input of others 	<ul style="list-style-type: none"> ✓ A fire-ready-aim type ✓ Impatient and jumps to conclusions ✓ Does not stop to define and analyze the problem ✓ Misses the complexity of the issue ✓ Avoids conflict 	<ul style="list-style-type: none"> ✓ Wait to long to make a decision ✓ Hung up in the process and lose the big picture ✓ Make things over complicated 	<ul style="list-style-type: none"> ✓ Figure out the cause—Break it down ✓ Ask questions ✓ Develop patience ✓ Get out of your comfort zone ✓ Ask for input ✓ Balance perfection with action

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Creating the New and Different

Skill	Unskilled	Overused skill	How to gain the competency
<ul style="list-style-type: none"> ✓ Come up with new ideas ✓ Sees trends ✓ Is future oriented ✓ Can paint a vision of possibilities 	<ul style="list-style-type: none"> ✓ Tactical and cautious ✓ Comfortable with the past ✓ Old solutions for new problems ✓ Does not think or talk strategically. ✓ Consider things pie in the sky 	<ul style="list-style-type: none"> ✓ May try to do too many things at once (disorganized and no follow through) ✓ Infatuated with marginally productive ideas ✓ Too theoretical ✓ May overcomplicate plans 	<ul style="list-style-type: none"> ✓ Learn creative thinking strategies ✓ Let ideas fly ✓ Experiment and learn ✓ Recognize the value of strategic planning ✓ Be curious ✓ Delegate tactical to make time for strategic ✓ Be comfortable with messy

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Operating Skills

Keeping on Point and Priority Setting

Skill	Unskilled	Overused skill	How to gain the competency
<ul style="list-style-type: none"> ✓ Comfortable with making decisions in a timely manner ✓ Able to sometimes make decisions without complete information ✓ Puts trivial aside ✓ Eliminates roadblocks ✓ Creates focus 	<ul style="list-style-type: none"> ✓ Slow to decide ✓ May procrastinate ✓ May be a perfectionist ✓ Little sense of what is mission critical ✓ May believe that everything is important ✓ May not say NO 	<ul style="list-style-type: none"> ✓ Maybe considered impulsive and impatient ✓ May get caught up in deciding for its own sake ✓ Too quickly rejects priorities of others ✓ May confuse simple with simplistic ✓ May let the trivial accumulate into a critical problem 	<ul style="list-style-type: none"> ✓ Learn to tolerate incomplete data ✓ Start early ✓ Prepare for difficult conversations ✓ Slice big decisions into bite-size chunks ✓ Be clear of goals and objectives ✓ Watch out for activity traps ✓ Don't play favorites ✓ Be sensitive of others' time

Getting Organized, Planning and Time Management

Skill	Unskilled	Overused skill	How to gain the competency
<ul style="list-style-type: none"> ✓ Can marshal resources to get things done ✓ Can orchestrate multiple activities at once to accomplish a goal 	<ul style="list-style-type: none"> ✓ May be a poor delegator ✓ May rely too much on self ✓ May scramble last minute and have to work long hours to finish 	<ul style="list-style-type: none"> ✓ May not be tolerant of normal chaos ✓ May not be open to suggestions 	<ul style="list-style-type: none"> ✓ Set goals and measures ✓ Rally support ✓ Delegate ✓ Celebrate ✓ Seek help

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Getting Work Done Through Others, Informing and Leading

Skill	Unskilled	Overused skill	How to gain the competency
<ul style="list-style-type: none"> ✓ Comfortable with delegation both routine and important tasks ✓ Trusts people ✓ Let's others finish their own work ✓ Provides information so others can do their work 	<ul style="list-style-type: none"> ✓ Lacks trust and respect of others ✓ Does most things by self ✓ May delegate but micro managing ✓ Does not communicate big picture ✓ Not a consistent communicator ✓ Hoards information 	<ul style="list-style-type: none"> ✓ May over delegate ✓ May not do enough of the work themselves ✓ May have unrealistic expectations ✓ Tells too little or too much 	<ul style="list-style-type: none"> ✓ Set expectations ✓ Communicate why ✓ Give realistic timeframe ✓ Delegate for development ✓ Paint a big picture ✓ Get organized and be consistent ✓ Share information ✓ Avoid bombarding

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Personal and Interpersonal

Relating Skills, Approachability, Interpersonal Savvy

Skill	Unskilled	Overused skill	How to gain the competency
<ul style="list-style-type: none"> ✓ Easy to approach ✓ Good listener ✓ Uses diplomacy and tact ✓ Can defuse high-tension situations 	<ul style="list-style-type: none"> ✓ Distant, not easy to be around ✓ Does not reveal much ✓ Does not take the time to build rapport ✓ May be too raw at times ✓ May be too shy 	<ul style="list-style-type: none"> ✓ Too strong a desire to be liked ✓ May try to smooth over real issues and problems ✓ Spends too much time building networks and glad-handling ✓ May not be a creditable take-charge leader when it is necessary 	<ul style="list-style-type: none"> ✓ Share more ✓ Make connections ✓ Ask lots of questions ✓ Prepare for conflict ✓ Tailor your approach to fit others' needs ✓ Be a better listener ✓ Manage your non-verbal skills

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<ul style="list-style-type: none"> ✓ Is available to listen to personal problems ✓ Monitors workload and appreciates extra efforts ✓ Demonstrates empathy 	<ul style="list-style-type: none"> ✓ Too busy to know much about others ✓ May be more work and task oriented ✓ Does not ask personal questions ✓ Has less sympathy than most of for the imperfections and problems of others 	<ul style="list-style-type: none"> ✓ May give too much room for excuses ✓ May get too involved in people's lives ✓ May not be firm enough with direct reports ✓ May smooth over conflict in the interest of harmony 	<ul style="list-style-type: none"> ✓ Be open and accepting ✓ Treat people equitably ✓ Get to know your team ✓ Share and disclose ✓ Signal your care ✓ Delay advice giving ✓ Hear the other side of the story in a compassionate dispute

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Over lunch: Work in pairs or groups of 3 to identify expectations for:

- *How might you work as a Leadership Team?*
- *What do you want from the provost?*
- *What does provost want from you?*
- *How to navigate?*

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Attributes of a Team


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- Two or more people work toward a common goal and shared rewards(s).
- Full set of complementary skills required to complete a task, job, or project.
- Share authority and responsibility for self-management.
- Are accountable for the collective performance.
- More than just a collection of people generating performance greater than the sum of the performance of its individual members.

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Building a "Dream Team"

- Advocacy versus perspective
- Call your team what you want it to be
- Budget model drives behavior
- Settle on 2-3 big joint projects
- Wisdom of the crowd
- Gather without you
- Failure is an option
- Evaluation
- Coaching
- #1 priority
- Succession planning



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90x30

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double from 45,000 to 90,000 the number of high-quality degrees and certificates that our students are expected to earn by 2030

*What knowledge and skills do you need to get moving on this?
What knowledge and skills do your faculty and staff need to be on board?*

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Plan for action

What will you do now?

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Wrap up and Next Steps

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Strategic

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