Department Chair Orientation Series

Leading Faculty/Colleagues

Wednesday, October 05, 2022

AGENDA

- Leadership Approaches
    - a) Transactional vs Transformational
    - b) Differences in Leadership Focus
    - c) Thinking beyond Role

- Cultural Climate Responsibilities as Departmental Leader

- Two Case Studies
    10 minutes in breakout room and 15 minutes for presenting to group

Leadership Approaches

Transactional vs Transformational

Strengths of Transactional leadership

Promotion of Motivation
Transactional leaders establish direct rewards and consequences for the actions of their employees.

Creating achievable Goals
Transactional leaders, breakdown the long term vision to short term goals and plans to accelerate achievement.

Elimination of Confusion
Transactional leaders eliminates confusion within the team and resolves issues with the employees.

Transformational Leadership consists of four dimensions.

Individualized consideration
...is the extent to which a leader attends to each follower's needs and is a mentor, coach or guide to the follower.

Inspirational motivation
...is the degree to which a leader articulates an appealing vision that inspires and motivates others to perform beyond expectations.

Idealized influence
...describes leaders that are role models for their followers because they engage in high standards of ethical behavior.

Intellectual stimulation
...is the extent to which leaders challenge assumptions, take risks and solicit followers' ideas.

Leadership Approach: "Servant Leadership"

Puts people ahead of power-- the leader puts students, staff and faculty members at the top, and serves the people above them.

Characteristics:

1. Listening
2. Empathy
3. Healing
4. Self-Awareness
5. Persuasion
6. Conceptualization
7. Foresight
8. Stewardship
9. Commitment to the growth of people
10. Building community

Next three slides and last two slides adapted from Renetta Garrison-Tull; refs Mark Tarallo, "The Art of Servant Leadership," *SHRM*, May 17, 2018 & John Correlli, "10 Principles of Servant Leadership (and Why It's Our Favorite Style)," *teamgantt*, October 31, 2019

Leadership Approach: "Authentic Leadership"

1. Self-aware and genuine
2. Mission-driven and focused on results
3. Lead with empathy and a desire to improve larger conditions; not just leading logically at all times
4. Focus on the long term

Authentic leaders are self-actualized individuals who are aware of their strengths, their limitations, and their emotions. They also show their real selves to their employees or followers. They do not act one way in private and another in public; they don't hide their mistakes or weaknesses out of fear of looking weak. They also realize that being self-actualized is an endless journey, never complete.

Kevin Kruse, *Forbes*, May 12, 2013

Leadership Approach: "Transformational Leadership"

Strategically Pursue Two Separate Journeys
- *Reposition the core work of the unit/institution, while actively investing in the new growth of the unit/institution.*

Use Culture Change to Drive Engagement
- *Empower all employees and students to work on projects that they are passionate about.*

Communicate Powerful Narratives about the Future
- *Share different aspects of the same transformation narrative to all the constituencies and stakeholders.*

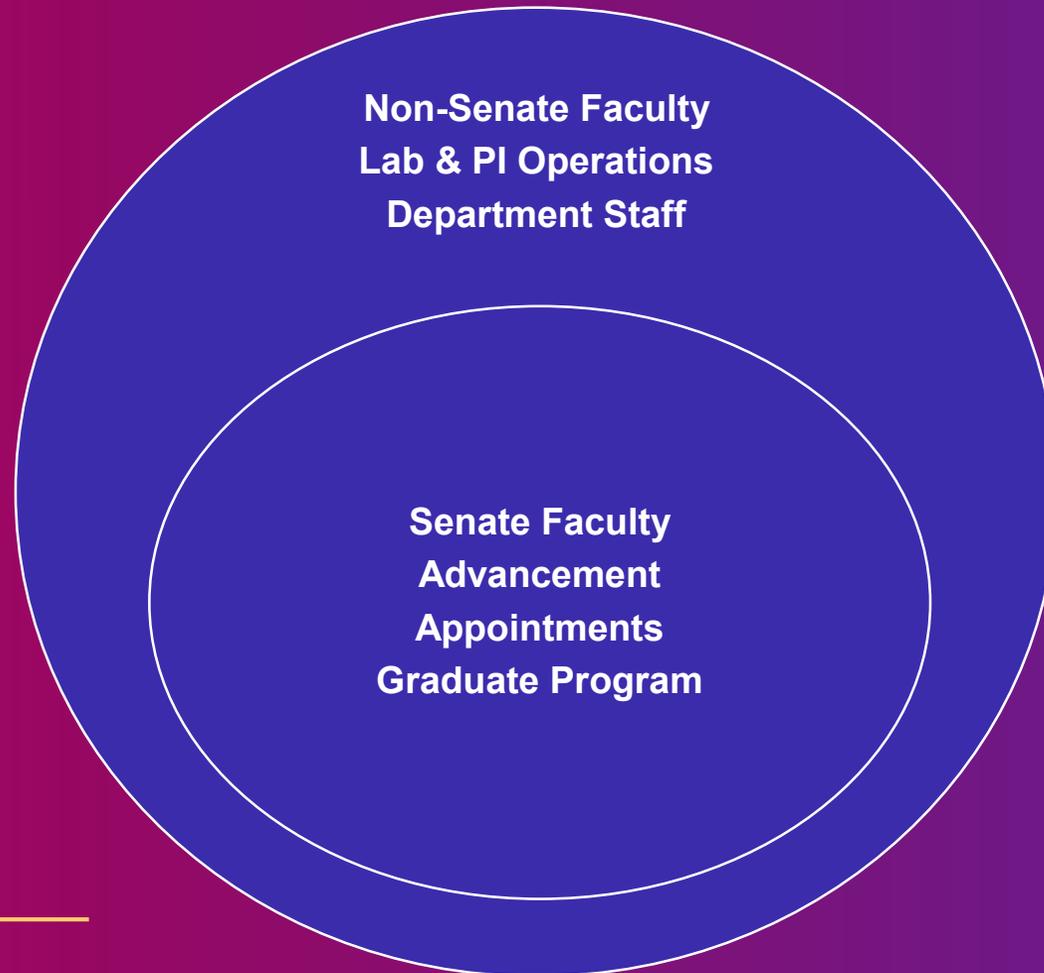**Develop a Road Map Before Disruption Takes Hold**
- *Lay the groundwork for the transformation in advance.*

Thinking Beyond

Senate Faculty

Advancement
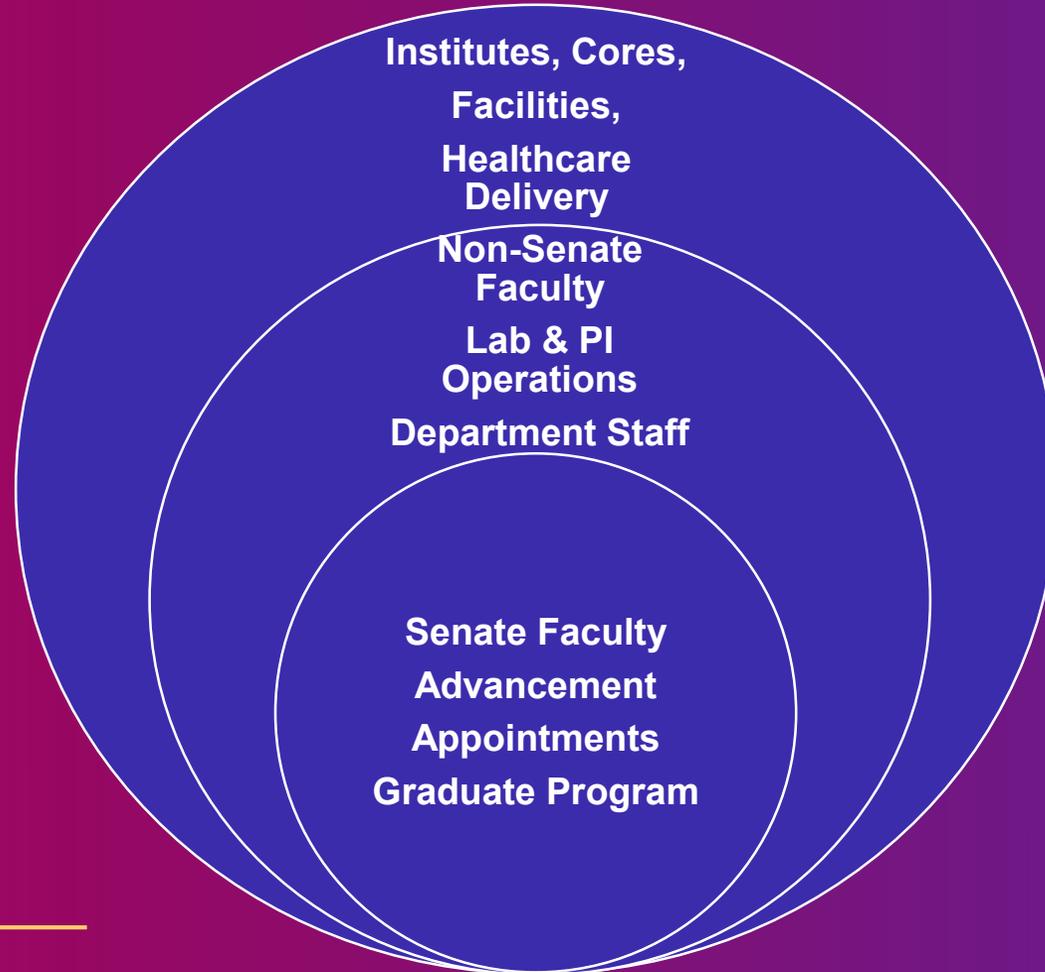
Appointments

Graduate Program

- **Senate Faculty, including Professors of Teaching**

- **Supporting faculty in the advancement process**

- **Managing department hiring and appointments**

- **Curricular organization – including course and section assignments for faculty and TAs**

Thinking Beyond

Non-Senate Faculty
Lab & PI Operations
Department Staff

Senate Faculty
Advancement
Appointments
Graduate Program

- **Non-Senate Faculty (Lecturers, Adjuncts)**

- **Supporting PIs and Labs in their operations**
  - **Postdoc Program**
  - **Grants**

- **Managing and supporting department staff**

Thinking Beyond

Institutes, Cores, Facilities, Healthcare Delivery

Non-Senate Faculty

Lab & PI Operations

Department Staff

Senate Faculty

Advancement

Appointments

Graduate Program

- **Overseeing Institutes and Cores**
  - **Faculty Directors**
- **Managing Department-Owned Facilities and Resources**
- **Healthcare Delivery Operations (SOM)**

What is a climate issue and what can cause them?

Climate Definition:
The prevailing attitudes, standards, or environmental conditions of a group, period or place.
There could be a climate issue when the lens through which the department is viewed and/or the way departmental business and interactions are conducted are perceived as unhealthy, unprofessional, and/or lack holistic inclusion.

- There can be climate issues in a department, and no one has actually done anything "wrong".

- "Doing Nothing" can cause a climate issue

- Not being intentional, or having a proactive plan to foster a healthy climate can lead to issues.

- Inconsistent application of policies, procedures, decisions can also lead to issues

- Perceived alliances and/or unbalanced support can lead to issues

What have been some of the issues on Campus?

Based on the most recent Faculty and Staff Climate Surveys, as well as the Campus Culture Task Force Report and Listening Sessions, some of the Climate Issues Academic Departments have faced are:

- Non-Tenured Professors experiencing an environment where they have no power/authority and are "at the mercy" of their colleagues for career advancement

- Non-Senate Academic and staff contributions to the department seen as "lesser than", or not as important

- The Research and Creative Activities of certain colleagues deemed "better" than others

- Belief that Leadership makes important decisions without true consultation

- Belief that Campus Resources are not being prioritized the right way

- Bullying

- "Bad Actor Behavior" perceived as having no consequence

What has helped to foster a healthy climate?

- Intentionality and Being Pro-Active

- Consistency

- Effective Communication

- Even more Effective Listening☺

- Dealing with issues in a timely manner

- Being Responsive

- Being Knowledgeable

- Transparency

BREAKOUT GROUPS

Each group will choose a scenario.

As a group, read the scenario and discuss.

Be prepared to share your solution with the larger group.

Scenario # 1

………………….

   One of your senior faculty members has made comments in social media that has led to great upset amongst your faculty, students and staff. This has led to great negative notoriety in your professional networks at large for all involved, and you are being pressured as Chair to issue a statement regarding this professor's comments.

- What should you do in the short term and long term?
- What are all the audiences you need to consider?
- What are the current and the potential future effects of this situation and how it is handled on your departmental climate?
- Are you answering these questions as both a transactional and transformation leadership approach?

Scenario # 2

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You are receiving complaints that one of your Program Directors is treating junior faculty, staff, postdocs and graduate students disrespectfully in various ways and often in front of other colleagues, while the same Director is very professional and deferential to the senior male colleagues in the department, including the Chair, Vice Chair and faculty Graduate Advisor.

- What should you do in the short term and long term?
-	What are all the audiences you need to consider?
-	What are the current and the potential future effects of this situation and how it is handled on your departmental climate?
- Are you answering these questions as both a transactional and transformation leadership approach?

Thank You