Sustainable Leadership: Do Less with Less – Part 2

2022-23 ADVANCE Leadership Workshop Series
May 2, 2023
Agenda

10:00 – 10:10 Welcome and Introductions
10:10 – 10:45 Panel
10:45 – 11:10 Large Group Q&A with Panel
11:10 – 11:50 Small Group Discussion
11:50 – 12:00 Report Out and Evaluations
12:00 – 12:30 Lunch
Panelists

> **Hilary Godwin**, Dean, School of Public Health, and Professor of Environmental & Occupational Health Sciences

> **Cheryl Kaiser**, Professor of Psychology
Lessons from the Year of “Less is More”

Hilary Godwin,
Dean of the University of Washington School of Public Health
Manage Expectations
Including Your Own
When You Delegate a Responsibility, Truly Delegate
Be Clear About How Decisions Are Made
Consult With the Right People At the Right Time
Take Care of Yourself and Your Team
Cheryl Kaiser
Professor of Psychology
Department Leadership: The Reality
The Department Leader’s Dilemma

- Many competing priorities
  - Job description
  - Your goals
  - Emergencies
  - Job expansion from above and below

- Resource-restricted environment with limited structural supports

- Culture of perfectionism
Doing Less with Less

• Identify key priorities
  • Frame key priorities as central values
  • Align committees along key priorities
  • Communicate regularly about key priority achievements
  • Defer opportunities that are not key priorities (or delegate to those pushing these opportunities)

• Collaborate with a brain trust
  • Avoid recreating the wheel

• Simplify, Streamline, and Satisfice
  • Leverage technology
  • If it’s not broken, don’t fix it
  • Most problems need reasonable solutions (not optimal solutions)
Satisficing is Sufficient for Most Tasks

- Develop collective norms about satisficing
Panel Q&A
Small Group Activity
Format

- Gather by unit size
- Share delegation strategies and ideas
  - something you’ve done
  - would like to do
  - have seen others do
  - would do differently
Doing Less with Less: Delegating strategies

Reflect on delegation structures, strategies, and processes that support

> a satisficing strategy
> unit values
> important but realistic and achievable aspirations
> manageable workloads for leaders and those who report to them
> recognition of who is doing or asked to do the work (patterns of work assignment)
> transparency and accountability
> buy-in and engagement
> leadership development
Small Group Format

> Round of introductions
  – Name and Unit
  – Some self-care thing you have done

> Round of reflections
  – Share reflection: something you’ve done, would like to do, or have seen others do, would do differently to delegate
  – Focus on listening, hold questions until open discussion time

> Open discussion
  – Learn details about how people made their ideas work
  – Asking questions of each other
  – Exploring what might be feasible and likely to happen
Final thoughts

> On the cards: Share 1+ “doing less with less” idea I’m taking away from today
> Workshop evaluation