

Departmental Harmony

Bruce Balick, Astronomy

ADVANCE 31 Jan 05



- ▶▶ aims high and reaches long
- ▶▶ expects net forward progress

A Harmonious Department :

- ▶▶ acts with unity, resolve & strength
- ▶▶ cultivates respect, trust, & inclusiveness
 - ✦ encourages personal entrepreneurship
 - ✦ nurtures its young into leadership
 - ✦ rewards accomplishment, overcomes setbacks
- ▶▶ listens, talks, and sees itself communally
- ▶▶ knows its mission and is committed to it
- ▶▶ is broadly engaged in its mission
 - ✦ but is edgy about achieving its successes

ADVANCE 31 Jan 05

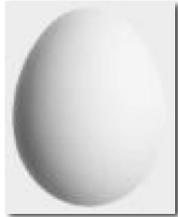
Culture Counts

- ▶▶ Culture is powerful!
 - ✦ compare Sweden and Sudan
- ▶▶ Astronomy's culture is heritage
 - ✦ our culture is a legacy of its founding faculty, Wallerstein and Hodge, whose collegiality persists
- ▶▶ Changing a culture takes focus & perseverance
 - ✦ profound change is often generational
 - ✦ kudos to deans of A&S and Engineering

ADVANCE 31 Jan 05

Harmony emerges from progress

—and vice-versa



Take-home message

Strong positive reinforcement
one without the other is unlikely to be persistent



ADVANCE 31 Jan 05

Harmony & Progress

- Teamwork requires a common purpose
- Persistence requires a noble cause



Shackleton and crew of Endurance, c. 1915

- Harmony and progress reinforce each other
 - ✦ desire, goals, determination, collaboration & leadership
 - ✦ “Good to Great”: intense focus is mandatory
 - ✦ the Chair is the key to effecting & sustaining change

ADVANCE 31 Jan 05

You're the hub of the wheel! (it can't roll without you)

- You're the model of commitment & harmony
 - ✦ exude pride and confidence in the community
- You can not/must not act alone
 - ✦ pervasive change is for everyone, broad participation
 - ✦ “Good to Great” inappropriate: you can't pick your riders
 - ✦ so cajole the reluctant and excite the apathetic
- Pace and sense of adventure are critical
- Culture change abetted by regime change
 - ✦ new chairs have unique but brief opportunity window
 - ✦ preach consensus-driven change to come

ADVANCE 31 Jan 05

Care, Listen, Talk, Plan & Act

- Demonstrate that YOU care — a lot!
- Be highly visible and vocal (without bias)
- Meet, coordinate, and listen regularly
- Encourage accomplishment and change
- Have a clear core mission & ambitious plan
- Form a pipeline of consensus initiatives
 - ✦ big & small, long & short, easy & ambitious
 - ✦ inclusive & attractive: clear benefits; invite participation
- Analyze & synthesize your resources

ADVANCE 31 Jan 05

Demonstrate that YOU care!



- ✦ You are the agent of change, not cause
- ✦ Be involved, proactive, fair with no bias
- ✦ Exude enthusiasm, commitment and unity
- ✦ Promote controlled change thru 100 nudges
- ✦ Ride the waves
 - ✦ Look for opportunities at the interdepartmental and national scales
- ✦ Bumps on the road can be helpful
 - ✦ respire, re-inspire, reaffirm, re-aim, reorganize

ADVANCE 31 Jan 05

Presence: Be Seen & Heard



- ✦ Preach your enthusiasm and expectations
- ✦ Departments are people, so be social!
 - ✦ participate in dept. functions, from morning coffee to research talks, grad exams, journal club
- ✦ Empower committees; take their advice
 - ✦ be sure that representation is broad and fair
 - ✦ committee members become your agents of change
- ✦ Praise accomplishment
 - ✦ acknowledgement and pride are appreciated
 - ✦ (presume that your rewards await you in heaven)

ADVANCE 31 Jan 05

Meet & Listen Carefully



- ✦ Make in-office, face-to-face “house calls”
- ✦ Organize annual strategy-planning retreats
- ✦ Pay special attention to young faculty
 - ✦ especially those empathetic with grad students
 - ✦ the young have the most at stake in strategic planning
- ✦ Clueless males: listen to any female!
- ✦ Be respectful of valuable time of others
 - ✦ run brisk, focused meetings where all voices can be heard (works best in smaller departments)

ADVANCE 31 Jan 05

Analyze & Synthesize Assesses



- ✦ Articulate benefits and costs
- ✦ Play to real and potential strengths
- ✦ Plan retirements to effect strategic goals
 - ✦ persistent change tends to be generational
- ✦ Note - there are both drivers and passengers on every moving bus.

ADVANCE 31 Jan 05

Keep your mission in sight



- ✦ Initiatives must support U.W.'s mission
 - ✦ communicate & collaborate with the College, Provost
- ✦ Teamwork, leadership, resources!
 - ✦ enlist faculty to lead (especially young ones) and...
 - ✦ support them with hard resources
- ✦ Keep churning at the periphery
 - ✦ small, successful projects build teamwork & confidence
 - ✦ remodel a classroom, buy a refrigerator, whatever
 - ✦ outreach: idealistic people find civic duty enervating

Bold plans take time



- ✦ Maintain a clear vision and realistic plan
- ✦ Keep preaching, listening, and praising
- ✦ Set the pace of the long-distance runner
 - ✦ think generationally, act presently
 - ✦ remember, few chairs, deans, and presidents last as long as an ambitious plan
- ✦ Trust unto your comrades as you would have them trust unto you
- ✦ And remember, the trip is just as important as the destination