

Strategizing and Doing: Mechanism for Shaping Culture.

A Chair's Role in Shaping Department Culture
2018-19 ADVANCE Leadership Workshop Series
May 14, 2019

UWADVANCE



Agenda

- | | |
|----------------------|------------------------------------|
| 10:30 – 10:40 | Welcome & Introductions |
| 10:40 – 11:00 | Panel Remarks |
| 11:00 – 11:20 | Panel Q&A |
| 11:20 – 11:25 | Climate Survey Overview |
| 11:25 – 11:55 | Chuck Sloane |
| 11:55 – 12:15 | Small Group Activity |
| 12:15 – 12:20 | Wrap-up and Evaluations |
| 12:20 – 1:00 | Networking Lunch |

Panelists

- > **Mia Tuan**, Professor and Dean, College of Education
- > **Diane Kendall**, Professor and Chair of Speech & Hearing Sciences
- > **Jason Johnson**, Senior Associate Dean and Associate Vice Provost for Undergraduate Academic Affairs
- > **Chuck Sloane**, University Ombud

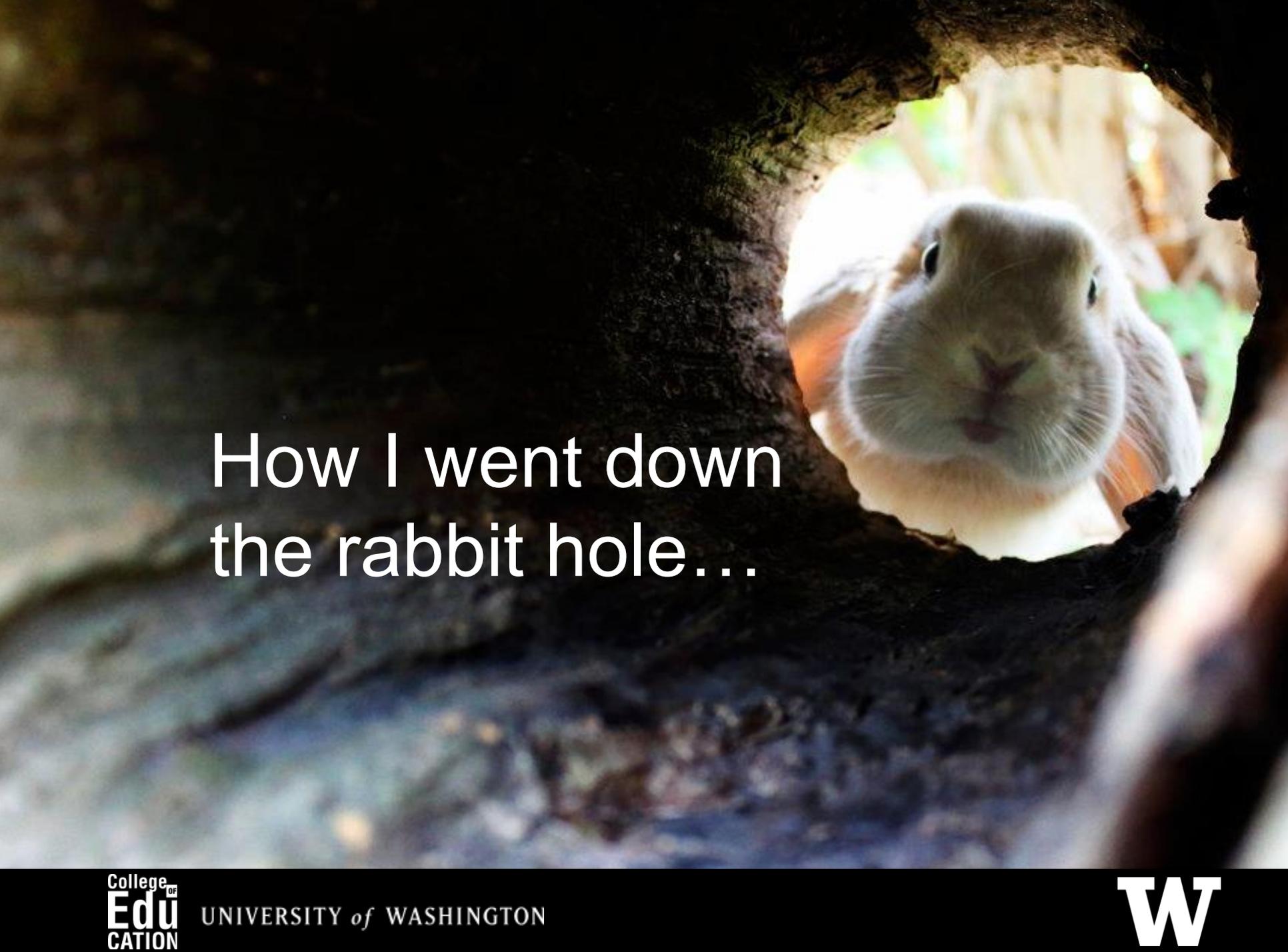
Mia Tuan

Professor and Dean, College of Education

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How I went down
the rabbit hole...



Sacred Cows



Steam Vents

Diane Kendall

**Professor and Chair of Speech & Hearing
Sciences**

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Identifying the “what”

- > Individual meetings
- > Chair’s observations

Themes Emerged

- > Faculty wanted...
- > Chair observed...

Further clarification of the “what”

- > **Faculty and Staff Retreat (with consultant)**
 - to engage faculty and staff in a relaxed environment
 - to further clarify emergent themes
 - to collaboratively plan a way forward

The “how”

Theme	How
Get to know colleagues	<ul style="list-style-type: none">• Faculty meetings• Assistant Professor “coffees”
Transparency	<ul style="list-style-type: none">• Internal policies• Budget• Annual review meetings
Political factions	<ul style="list-style-type: none">• Reorganized structure
Inequity	<ul style="list-style-type: none">• Appointments• Policies

UW Climate Survey Overview with Jason Johnson

**Senior Associate Dean and Associate Vice
Provost for Undergraduate Academic
Affairs**

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STRATEGIZING & DOING: Mechanism for Shaping Culture

ADVANCE – Spring Session
*Chuck Sloane, University
Ombud*

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Considering this training...

- Common mistakes people make when engaging in change?
- How might leaders lay the groundwork to minimize surprise and chaos?
- What resources for better listening could you recommend?
- What resources would you recommend to units considering a culture change effort?
- What are some useful phrases or strategies leaders could use to keep discussions on track when things feel stuck?

“What’s your theory or first principles when you work with university leaders pursuing organizational change?”

Clinical Psychology

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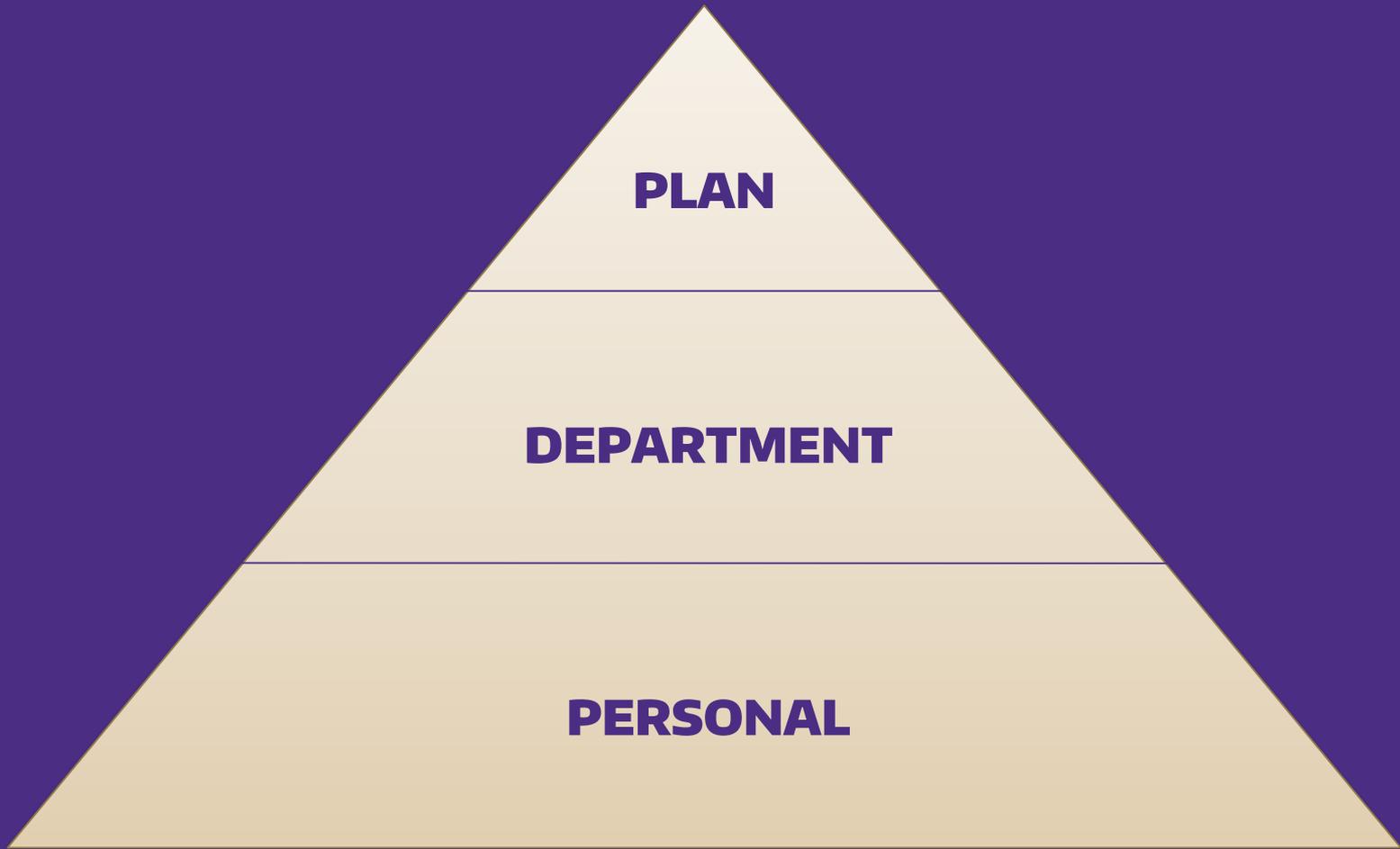
**Human Resources/Dispute
Resolution**

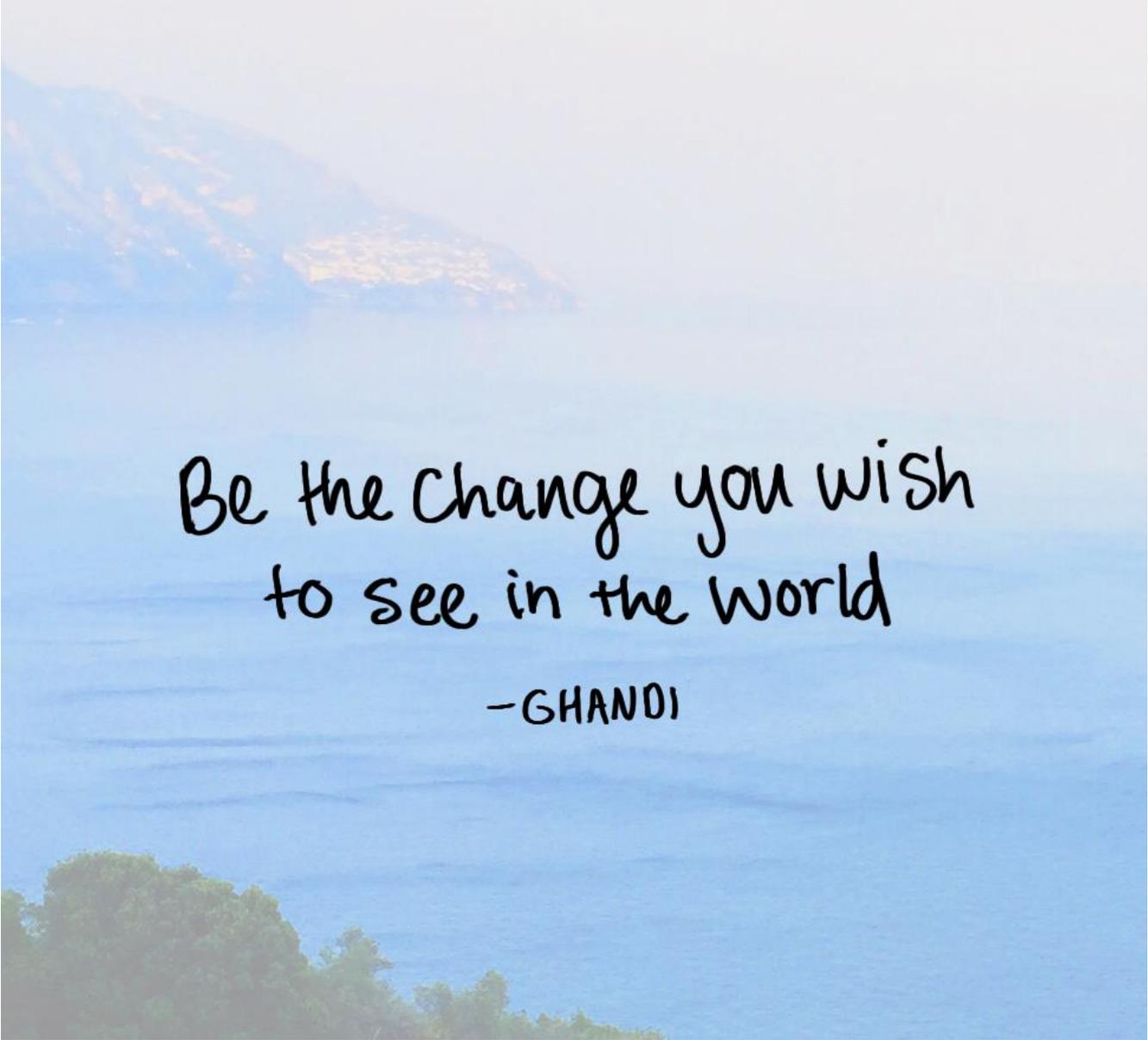
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Ombuds

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Changing People in Organizations



A scenic view of a lake and mountains with a quote overlaid. The image shows a large body of water in the foreground, with a mountain range in the background. The sky is a pale, hazy blue. The quote is written in a black, handwritten-style font.

Be the Change you wish
to see in the world

-GHANDI

W

“If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world change towards him... we need not wait to see what others do.”

- (Actually) Gandhi

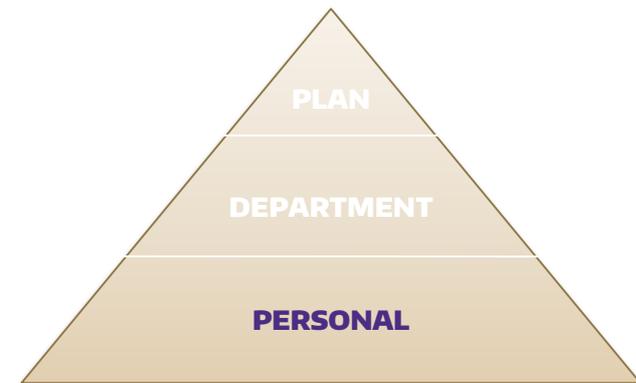


“I haven’t really thought that much about my leadership style.”

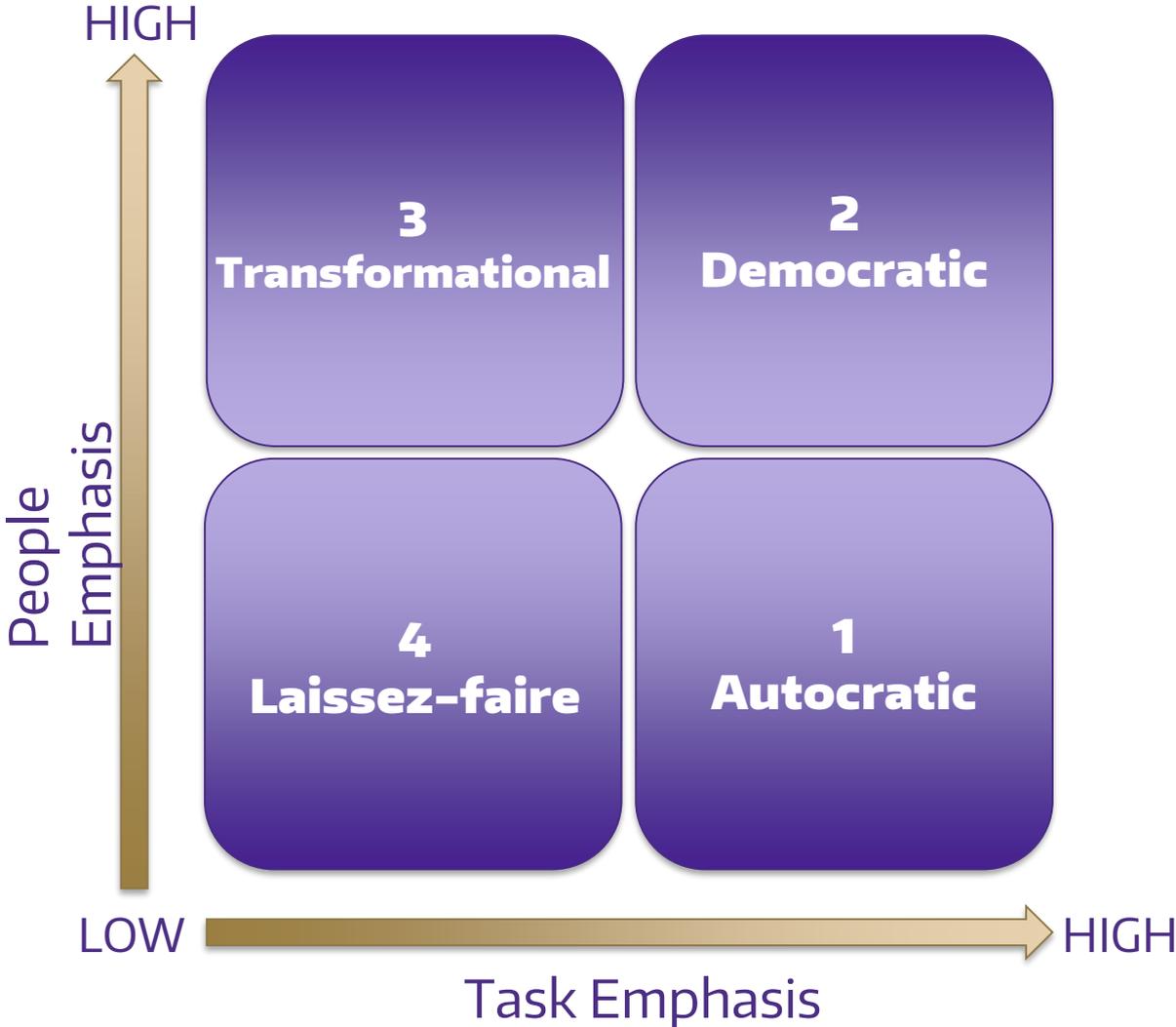
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PERSONAL: Your Leadership Approach

- > **What type of leader are you?**
- > **What do you do well as a leader?**
- > **What is a challenge for you as a leader?**



PERSONAL: Leadership Types



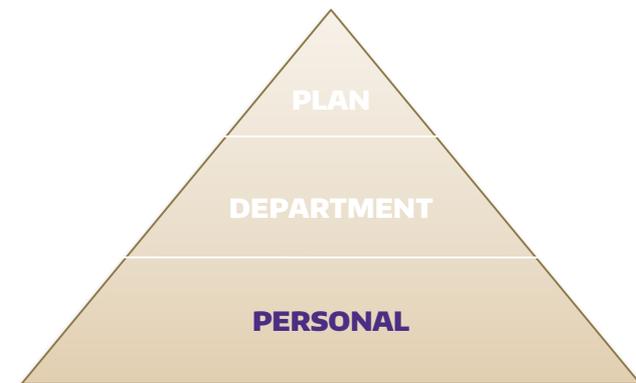
“This is burning me out.”

**“The more I care...
the more I need self-care.”**

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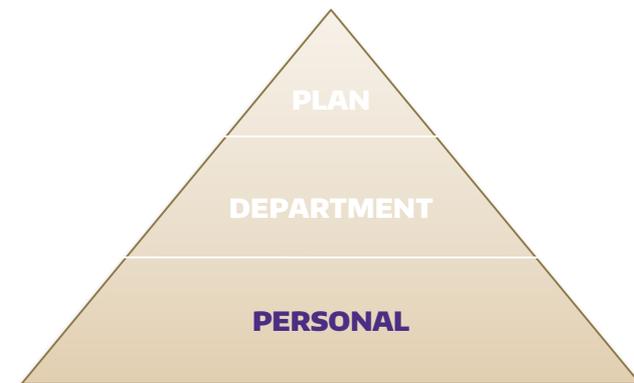
PERSONAL: Health & Balance

- > **What stresses you out in your leadership role?**
- > **What helps you navigate and manage that stress?**



PERSONAL: Resources to Consider

- > Investments in self
- > Carelink
- > Coach (POD)
- > Office of the Ombud
- > Dare to Lead, *Brene Brown*



**“I just don’t know where to start
with my department...”**

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DEPARTMENT: Readiness for Change



DEPARTMENT: Tips for Listening

Supportive Colleagues

Engaging with them even though you are pretty sure you know their thoughts

Asking, “What would you do if you were facing this decision?”

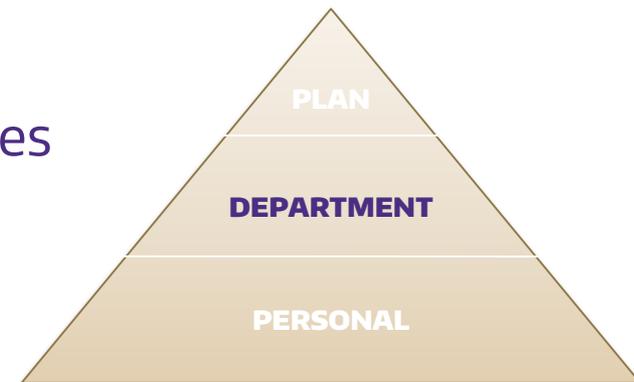
Take notes

VS. Concerned Colleagues

Engaging with them even though you are really sure you know their thoughts

Asking, “What would you do if you were facing this decision?”

Take notes



**“How do I get everyone on board
with this?”**

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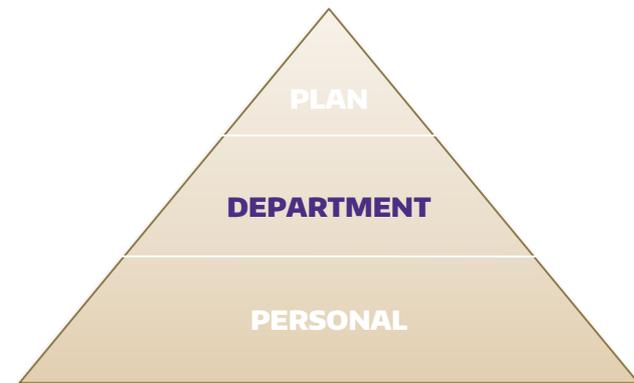
DEPARTMENT: Engagement



DEPARTMENT: From “Them” to “Us”

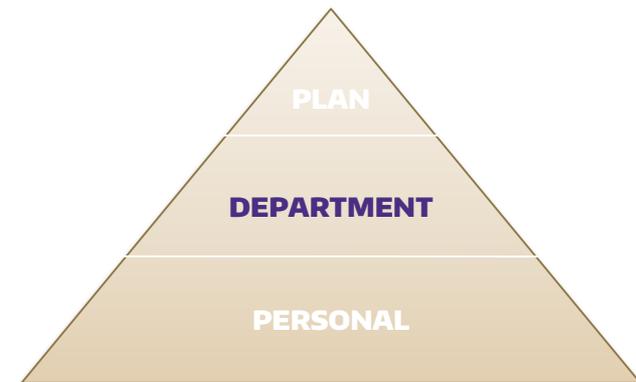
“If you want them there with you when you land...they have to be on the plane when you take off.”

- > Ideas for bringing your colleagues on-board:**
 - Listening sessions**
 - Open door**
 - Surveys**
 - Lunch, coffee, & happy hours**
 - Alternate avenues**



Department: Resources to Consider

- > **TED Talks:**
 - 5 Ways to Listen Better
 - Why It's Worth Listening to People You Disagree With
- > **Never Eat Alone, *Ferrazi***
- > **Consultant (POD)**
- > **Outlet: Mentor, Ombud, etc.**

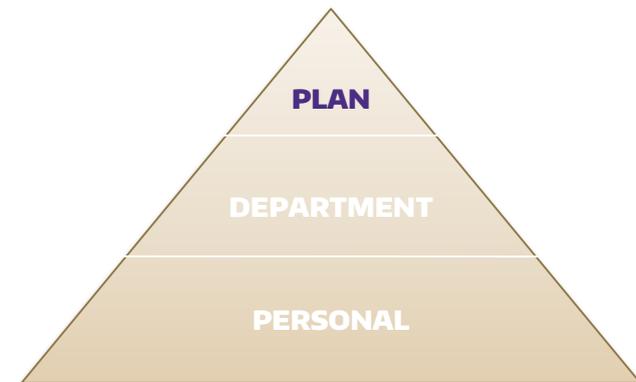


“How do I make them less nervous about this change?”

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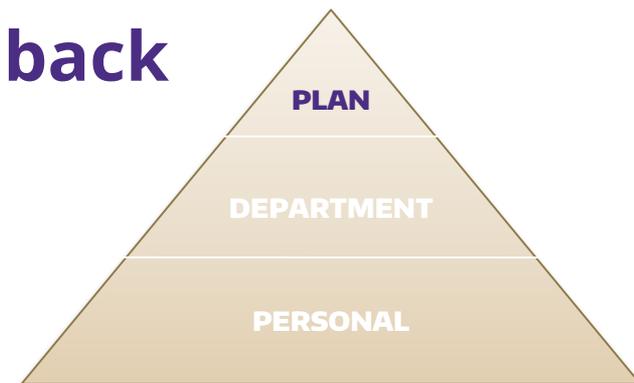
PLAN: Productive Communication

- > **Address uncertainty**
- > **Being as clear as possible about the areas of fear and potential loss**
- > **Honest about what you don't know**
- > **Time-frames whenever possible**
- > **Consistency**
- > **Regular updates**
- > **Communication x3 x5 x10**



PLAN: Roll-out

- > **“Us” not “I”**
- > **Start with “Why”**
- > **Creation of a committee or change team**
- > **Thoughtful committee development**
- > **Opportunities to provide feedback**



PLAN: Resources to Consider

- > Start with Why, Simon Sinek
- > Our Iceberg is Melting, John Kotter
- > Crucial Conversations, Patterson, et. al
- > Review mission statement(s)
- > Committee or change team



Considering this training...

- Common mistake engaging in change?
- How might leaders minimize surprise and chaos?
- Resources for better listening?
- What resources would you recommend in culture change efforts?
- Useful phrases or strategies to keep discussions on track when things feel stuck?

“What’s your theory or first principles when you work with university leaders pursuing organizational change?”

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