Strategizing and Doing: Mechanism for Shaping Culture.

A Chair’s Role in Shaping Department Culture

2018-19 ADVANCE Leadership Workshop Series

May 14, 2019
Welcome & Introductions
Panel Remarks
Panel Q&A
Climate Survey Overview
Chuck Sloane
Small Group Activity
Wrap-up and Evaluations
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
How I went down the rabbit hole...
Sacred Cows
Diane Kendall
Professor and Chair of Speech & Hearing Sciences
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
<table>
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<th>Theme</th>
<th>How</th>
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| Get to know colleagues| • Faculty meetings  
                    • Assistant Professor “coffees”                                 |
| Transparency          | • Internal policies  
                    • Budget  
                    • Annual review meetings                                         |
| Political factions    | • Reorganized structure                                             |
| Inequity              | • Appointments  
                    • Policies                                                          |
UW Climate Survey Overview with Jason Johnson

Senior Associate Dean and Associate Vice Provost for Undergraduate Academic Affairs
STRATEGIZING & DOING: Mechanism for Shaping Culture

ADVANCE – Spring Session
Chuck Sloane, University Ombud
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

+  

Human Resources/Dispute Resolution

+  

Ombuds
Changing People in Organizations

PLAN

DEPARTMENT

PERSONAL
Be the change you wish to see in the world

—Ghandi
“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.”
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

1. Autocratic
2. Democratic
3. Transformational
4. Laissez-faire

Task Emphasis

People Emphasis

HIGH

LOW
“This is burning me out.”

“The more I care... the more I need self-care.”
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...”
DEPARTMENT: Readiness for Change

“Positive” Colleagues  Rest of the Group  “Critical” Colleagues
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?”
DEPARTMENT: Engagement

“Positive” Colleagues

Rest of the Group

“Critical” Colleagues
“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, Ferrazzi

> Consultant (POD)

> Outlet: Mentor, Ombud, etc.
“How do I make them less nervous about this change?”
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?”