

Department Leadership in Action: Building Your Academic Team and Working with Your Colleagues



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Notebook materials adapted from *Building Academic Leadership Capacity* by Gmelch and Buller (Jossey-Bass, 2015) and *Department Chair Leadership Skills* by Gmelch & Miskin (Atwood Publications, WI, 2011)

Leadership and Team Development

Seminar Objectives

- 1). Learn how to strategically lead through:
 - a) building your community;
 - b) setting direction; and
 - c) empowering others.
- 2). Develop strategies for effectively leading your department through:
 - ❖ Shared leadership
 - ❖ Team goals
 - ❖ Constructive conflict
 - ❖ Consensus decision making
 - ❖ Supportive climate
 - ❖ Faculty and staff development
- 3). Plan your successful transition and the legacy you want to leave as a department chair.

Truisms About Chairs as Academic Leaders

- ▶ Department chairs hold the most important position in the university.
- ▶ Eighty percent of university decisions are made at the department level.
- ▶ Deans are only as good as their chairs!
- ▶ The department chair is the most unique management position in America.
- ▶ Only 3% of departments have received training.
- ▶ The time of amateur administration is over.

Department Chair Survey

1. Select all the items below that describe why you became a department chair:
 - a. For personal development (interesting challenge, new opportunity)
 - b. An opportunity to relocate at a new institution
 - c. To be more in control of my environment
 - d. For financial gain
 - e. To advance my department and discipline
 - f. Out of necessity (lack of alternative viable candidate)
 - g. Drafted by the dean/provost or my colleagues
 - h. Out of a sense of duty, it was my turn
 - i. Other: _____

Department Chair Survey (*continued*)

2. When do you feel satisfied with your job?

3. When do you feel dissatisfied with your job?

Why Did You Become a Department Chair?

1. For personal development
{To advance my department and discipline}
 2. Drafted by the dean or colleagues
 3. Out of necessity, lack of alternative choice
 4. To be more in control of my environment
 5. Out of sense of duty, my turn
 6. For financial gain
 7. An opportunity to relocate at new institution
- (Intrinsic and Extrinsic Motivation to Serve?)**

Developing Leadership Expertise

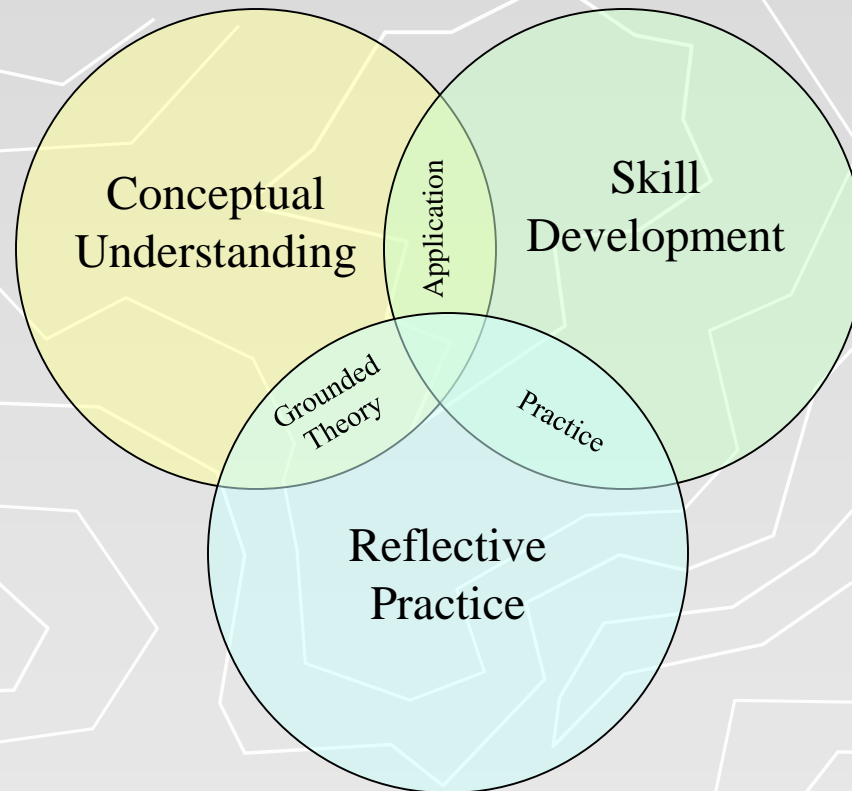
- As a faculty member, it takes on average 6 years to associate and 14 years to full professor.

As a department chair, how long does it take to become an expert?

- ☐ 10,000-hour rule
- ☐ 10-year rule
- ☐ 1 day seminar rule?

- As a leader, how do you become an expert?
- How long is long enough?

Academic Leadership Development



Definition of Academic Leadership

“Academic leadership is the act of building a **community of colleagues** to **set direction** and achieve common purposes through the **empowerment** of others.”



Conditions of Effective Leadership

- ▶ Building a community of colleagues
- ▶ Setting direction
- ▶ Empowering others



What are key ingredients of
an effectively functioning
department team?



United Wineries

TEAM ASSIGNMENT: PURCHASE LANDS FOR GRAPE CULTURE

LAND SHOULD HAVE:

- ☐ Adequate rainfall
- ☐ Fertile soil
- ☐ Gentle slope
- ☐ Adequate sub-soil drainage

IF DEFICIENT, COMPENSATE BY:

- ☐ Irrigation
- ☐ Fertilizers
- ☐ Terracing
- ☐ Draining

(These are expensive, so you can only correct one deficient condition)

✓ Findings of agriculture experts are not complete so there will be some information missing on some of the available plots.

YOUR TASK: To discover and purchase as many suitable plots of land as possible without purchasing those that are not suitable.

Effective Teams

- ▶ Leadership
- ▶ Participation
- ▶ Decision
- ▶ Conflict
- ▶ Goals
- ▶ Climate
- ▶ Faculty/Staff Development

The Academic Team

An academic team is a *manageable number* of colleagues with *multiple perspectives*, *complementary skills*, and *compatible group processes* who are committed to a *common purpose* and hold themselves *mutually accountable* for its results.

(What does this mean in your department?)

(Adapted from Katzenbach and Smith, *The Wisdom of Teams*, p. 45)

A Leader Is Best

When people barely know that he or she exists,

Not so good when people obey and acclaim him or her,

Worst when they despise him or her.

But of a good leader, who talks little,

When his or her work is done, his or her aim fulfilled,

They will all say, “We did this ourselves.”

Lao Tzu, 2500 years ago

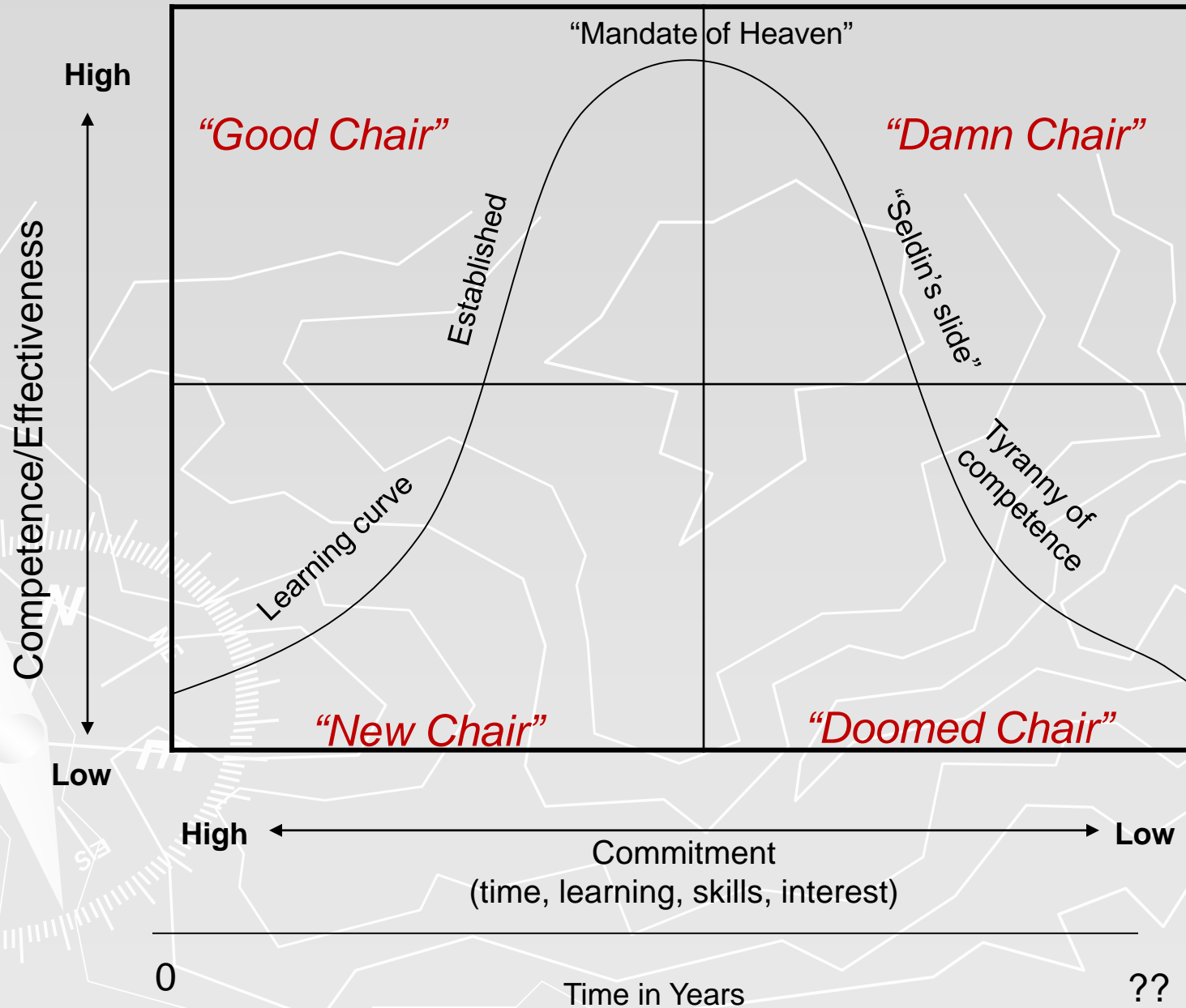


Looking to the Future: Choosing Your Leadership Path

- ☐ What are your plans for the near future?
- ☐ Have you considered your own career path?
- ☐ What will you do after serving as chair?
- ☐ What do you need to know in order to plan your career path?



Chair Loop: "Zoom to Doom"

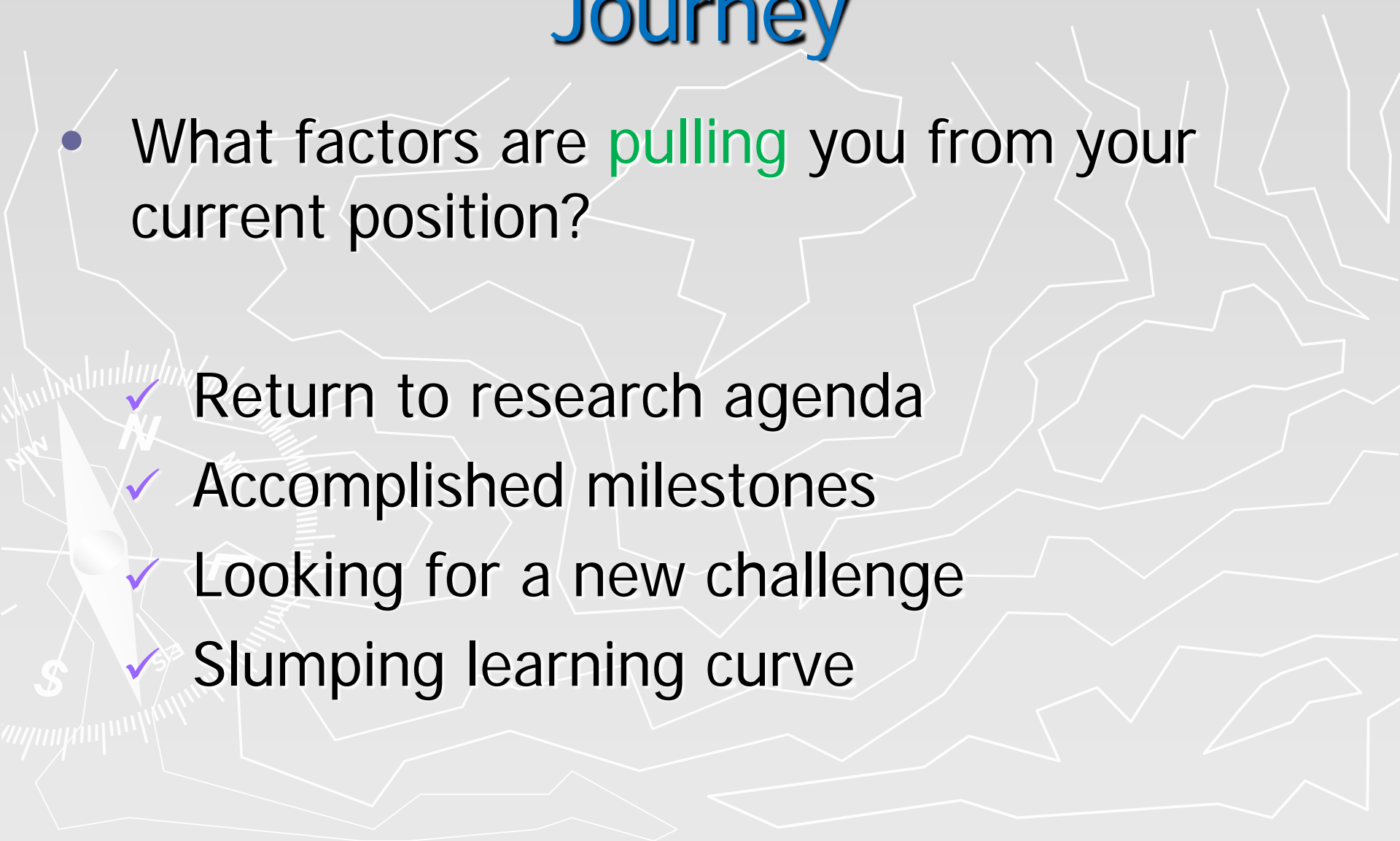


Department Chair's Return Journey:

- What factors are **pushing** you from your current position?
 - Lack of support
 - Incompatibility with the dean
 - Poor job fit
 - Poor Personal fit

Department Chair's Return Journey

- What factors are **pulling** you from your current position?

- 
- ✓ Return to research agenda
 - ✓ Accomplished milestones
 - ✓ Looking for a new challenge
 - ✓ Slumping learning curve

What Would Executives Change in Their Lives?

The three most common answers:

- Take more time to be **reflective**.
- Understand more deeply what really gave them **satisfaction**.
- Take more **risks**.

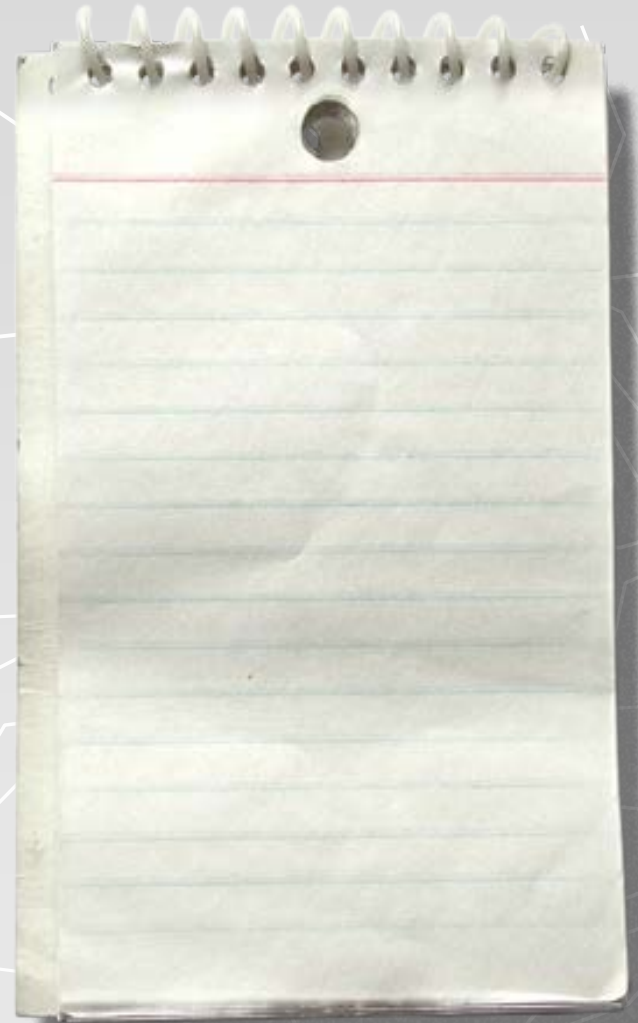
Parker Palmer

How to Leave Right

- ▶ Pass the baton – not the gavel.
- ▶ Cross the finish line in a sprint.
- ▶ Take care of others impacted by your exodus.
- ▶ Regain “flow” time.
- ▶ Reflect on your legacy.

Legacy Worksheet

*How do you want to
be remembered as
an leader?*



“We’ re all in this alone”

-Lily Tomlin



Old Buddhist Saying

**To know and
not to use,
is not yet to
know.**



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