Building Leadership Capacity:
The Key to Growth and Sustainability
Integrated solutions

Positioning, Planning and Change Management

- Academic Innovation
- Strategic Enrollment Mgmt
- Technology Mgmt
- Fundraising
- Accreditation
- Governance
- Leadership Capacity
- Distance Learning
Does this sound like your institution?

- Enrollments are down or trending down
- Revenues do not meet current expenses
- “Borrowing” from the endowment (or no endowment)
- No institutional strategic plan, not followed/ updated
- No academic strategic plan/ not aligned w institution SP
- The faculty senate is obstructionist
- Faculty think they should have a (greater) say in everything
- Faculty actions do not relate to the current environment
Improving academic leadership
Leadership succession
Academic culture not allowing change
Lack of a shared vision across campus
Faculty diversity
Faculty hiring practices
Departmental turf wars
Poorly defined governance roles
Glass ceiling/diversity in leadership
Responsible board governance

Leadership Issues - 2017

- Improving academic leadership: 3.48
- Leadership succession: 3.41
- Academic culture not allowing change: 3.30
- Lack of a shared vision across campus: 3.20
- Faculty diversity: 3.02
- Faculty hiring practices: 2.93
- Departmental turf wars: 2.83
- Poorly defined governance roles: 2.83
- Glass ceiling/diversity in leadership: 2.74
- Responsible board governance: 2.52
Leadership Issues – 2018

<table>
<thead>
<tr>
<th>Issue</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving academic leadership</td>
<td>3.8</td>
</tr>
<tr>
<td>Lack of a shared vision across campus</td>
<td>3.5</td>
</tr>
<tr>
<td>Retirements and hiring the right leadership</td>
<td>3.3</td>
</tr>
<tr>
<td>Board governance</td>
<td>3.1</td>
</tr>
<tr>
<td>Academic culture not allowing change</td>
<td>3.1</td>
</tr>
<tr>
<td>Title IX issues (sexual assault/harassment)</td>
<td>3</td>
</tr>
<tr>
<td>Diversity</td>
<td>2.6</td>
</tr>
<tr>
<td>Departmental turf wars</td>
<td>2.5</td>
</tr>
</tbody>
</table>
Welcome to the new normal

• Number of traditional college age students is decreasing
• Students believe there is less value in higher ed
• 95% of all institutions look alike / teach the same subjects / have the same degrees and programs
• Distance from home has become more a factor in college choice - median distance from home for students
  • Publics: 18 miles
  • Private NPs: 46 miles
  • Community colleges: 8 miles
• 50% of institution leadership will retire in the next 5 years
Insanity: doing the same thing over and over again and expecting different results.

- Albert Einstein

www.quotesworthrepeating.com
Three keys to growth

American Quality Foundation and Ernst & Young study
• 600 organizations
• 945 management practices leading to higher:
  • Market performance
  • Operations (productivity)
  • Financial performance

ONLY THREE UNIVERSALLY BENEFICIAL PRACTICES
• Strategic planning with good implementation practices
• BPI / org transformation IF focused on customer
• Continuous broadening of breadth / depth of leadership & management practices
Only three things happen naturally in organizations…
friction, confusion and underperformance.
Everything else requires leadership.

Peter Drucker
IS YOUR PROJECT PLAN DONE?

I CAN'T DO A PLAN UNTIL YOU TELL ME THE STRATEGY.

MY STRATEGY IS TO MAKE YOU DO A PLAN.

SOMETIMES THE LEADERSHIP JUST RADIATES FROM MY BODY.
Poll

Does your institution actively develop new leaders / have formal programs to build leadership capacity?
Managers vs. leaders

Managers

• The root of the word manage is "manus," which means hand.
• Managers handle things – budgets, forecasts, schedules, etc.
• Their eyes are on today.

Leaders

• The root of the word lead is to "go, guide, or travel."
• Leaders' eyes are on tomorrow as well as on the day.
• Leading is about going somewhere – about guiding people on a journey.
Leadership is the *art* of mobilizing others to want to *struggle* for *shared* aspirations.

James M. Kouzes/Barry Z. Posner
*The Leadership Challenge*
The Research Behind
The Five Practices of Exemplary Leadership®
When you’re at your best personally in a leadership moment, what are you doing?
The Five Practices of Exemplary Leadership

- **MODEL the Way**
- **INSPIRE a Shared Vision**
- **CHALLENGE the Process**
- **ENABLE Others to Act**
- **ENCOURAGE the Heart**
Model The Way

- **Clarify values** by finding your voice and affirming shared values
- **Set the example** by aligning actions with shared values
Model The Way

- Clarify values
  - I am clear about my philosophy of leadership.
  - I build consensus around a common set of values for running our organization.
  - I ask for feedback on how my actions affect other people's performance.

- Set the example
  - I set a personal example of what I expect of others
  - I follow through on the promises and commitments that I make.
  - I spend time and energy making certain that the people I work with adhere to the principles and standards we have agreed on.
DWYSYWD
I couldn’t ask anyone else to make a commitment, until I knew in my heart that I was willing to make that same commitment myself

Mary Godwin
Radius
Model the Way *in Action*

- **Administrative**: Formally adopted The Leadership Challenge (TLC)
  - Wrapped into performance mapping
  - Eliminated annual performance reviews
- **Academic**: Communications channel (weekly video)
Inspire a Shared Vision

• *Envision the future* by imagining exciting and ennobling possibilities
• *Enlist others* in a common vision by appealing to shared aspirations
Inspire a Shared Vision

• Envision the future
  • I talk about future trends that will influence how our work gets done.
  • I describe a compelling image of what our future could be like.
  • I appeal to others to share an exciting dream of the future.

• Enlist others
  • I show others how their long-term interest can be realized by enlisting in a common vision.
  • I paint the "big picture" of what we aspire to accomplish.
  • I speak with genuine conviction about the higher meaning and purpose of our work.
As long as you believe what you’re doing is meaningful, you can cut through the fear and exhaustion and take the next step.

Arlene Blum
Mountaineer & Author
Inspire a Shared Vision in Action

• Ask leaders to talk about the strategic issues involved in their work (HR, Student Development)
• Include strategic issues in performance evaluations
Challenge the Process

- *Search* for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- *Experiment* and take risks by constantly generating small wins and learning from experience
Challenge the Process

• Search
  • I seek out challenging opportunities that test my own skills and abilities
  • I challenge people to try out new and innovative ways to do their work
  • I search out the formal boundaries of my organization for innovative ways to improve what we do

• Experiment
  • I ask "what can we learn?" when things don't go as expected
  • I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on
  • I experiment and take risks, even when there is a chance of failure
When my employees make mistakes trying to improve something, I give them a round of applause.

Jim Read
The Read Corporation
Challenge the Process *in Action*

- Focus director-level staff on how to create small wins in their units
- Acknowledge “wins” (lunches, cake, parties)
- Accreditation visits
Enable Others to Act

- *Foster collaboration* by building trust and facilitating relationships
- *Strengthen others* by increasing self-determination and developing competence
Enable Others to Act

• Foster collaboration
  • I developed cooperative relationships among people I work with
  • I actively listen to diverse points of view
  • I treat others with dignity and respect
• Strengthen others
  • I support the decisions that people make on their own
  • I give people a great deal of freedom and choice in deciding how to do their work
  • I ensure that people grow in their jobs by learning new skills and developing themselves
Poll

Do you / did you have a mentor “growing up”?
It’s always exciting for me to see what people can do when they’re given an opportunity.

So often they far exceed anyone’s expectations… Even their own.

Judy Koch Buchanan
RSP Manufacturing
Enable Others to Act *in Action*

- **Administrative**: Have junior staff lead committees or volunteer efforts (needs mentorship)
- **Academic**: Give faculty opportunities to weigh in on institution-wide decisions (e.g., the cabinet)
Encourage the Heart

- **Recognize contributions** by showing appreciation for individual excellence
- **Celebrate the values and victories** by creating a spirit of community
Encourage the Heart

- Recognize contributions
  - I praise people for a job well done
  - I make it a point to let people know about my confidence in their abilities
  - I make sure that people are creatively rewarded for their contributions to the success of our projects
- Celebrate values and victories
  - I publicly recognize people who exemplify commitment to shared values
  - I find ways to celebrate accomplishments
  - I give the members of the team lots of appreciation and support for their contributions
Ceremonies, celebrations, and rituals are not about the event. They’re about touching the hearts and souls of every employee.

Victoria Sandvig
Charles Schwab & Company
If you don’t show your appreciation to your people, then they’re going to stop caring, and then you’re going to find yourself out of business

LuAnn Sullivan
Wells Fargo Bank
Encourage the Heart *in Action*

- Start a recognition program
- Consistently praise people (AND ask them how they want to be acknowledged)
Leadership in Action
1. *Think holistically* – leaders focus on the big picture and measure outcomes

2. *Align strategies, organization structure and processes* – planning, implementation, and change are the primary job of leaders

3. *Ensure stakeholder attunement* – people support what they help create . . . ownership leads to a shared vision which enables smooth implementation and real change
Where are you going?

Would you tell me please, which way I ought to go from here?” asked Alice.

“That depends a good deal on where you want to get to,” said the Cat.

“I don't much care where...” said Alice.

“Then it doesn't matter which way you go,” said the Cat.

*Excerpt from ALICE IN WONDERLAND*
Aligned vs. out of alignment

Diamond model - invisible to naked eye – hiding in plain sight
Everyone is working toward a common (shared) vision
• Faculty and administration are at odds
Positioning matches with mission and vision w/ centers of excellence
• *WE DO EVERYTHING GREAT!*
Measurements are focused on outcomes
• Institutions frequently missing their numbers
• Focused on processes, not outcomes
Alignment of strategies, structures and processes
• Attempting to do too many things at once / nothing gets finished
Good balance of leadership and management
• Faculty governance run amok

**Sharpest knife can’t cut its own handle**
The phases of change

Adapted from Bridges, Haines, Kubler-Ross, Senge, and Lewin
The rollercoaster of change

Current State

#1 Feelings:
- Shock
- Anger
- Depression
- Anxiety

#2 Acknowledge Feelings:
- Listening
- Empathizing
- Explaining Reasons for Change
- Key Phrase as Rallying Cry

“Ending”

“Neutral Zone”

“Hang-In” Point Persevere

#3 Acceptance
- Presenting the new vision and plans
- Clarifying and communicating purpose and roles
- Strengthen Intergroup connections
- Set up Transition structure and team
- Review policies and procedures
- Brainstorming and experimenting
- Setting up rewards - WIIFM

#4 Hope
- Participating in the new vision
- Energy Infusions
- Reinforcement
- Quick wins
- Celebrate successes

“New Beginning”

Achieving Your Goals

Adapted from Bridges, Haines, Kubler-Ross, Senge, and Lewin
Resistance to change
Institutions have many stakeholders

- Administration
- Faculty
- Students
- Alumni
- Parents
- Community / Businesses
Core Planning Team
Drives Strategic Planning Process

Attunement
(shared vision)
through ongoing dialogue and adjustments

Key Stakeholders
Provide Input and Feedback

Benefits of coupling planning with attunement:
- Gets everyone on the same page
- Identifies and prioritizes initiatives
- Strengthens institution and its finances
- Improves resource allocation and budgeting

✓ Creates Shared Vision and Attunement
Resistance to change

- EVENTS
- PATTERNS
- STRUCTURES
- MENTAL MODELS

10% visible

Increasing Leverage

90 % Below the Surface
People choose to change (or not) based on their mental models and the trust they have in their leadership.
Everybody is a genius. But if you judge a fish on its ability to climb a tree, it will live its whole life believing that it is stupid.

-Albert Einstein
Think holistically about university management

**Change Structures**

- **STAKEHOLDER ATTUNEMENT**
  - Annual Plans and Budgets

- **TCL’s Holistic Management System**
  - Leadership
    - Current State Assessment
    - Feedback and Measures

- **YOUR IDEAL FUTURE**
  - Vision, Mission And Values

- **ACTUAL STATE**
  - Strategies, Business Plans and Priorities

- **FUTURE ENVIRONMENT**
  - Annual Strategic Review & Update

- **Start with the end in mind**

Copyright © 2018 The Change Leader
University strategic management process

First Quarter

Executive Committee and Cabinet Retreat
- Business and Senior Academic Leaders
- Early Learning?
- Faculty and Student Reaction?
- Initiative Resources Sufficient?
- HIPO Recommendations

Second Quarter

Anonymous Online Student Survey:
- Economic / Competitive environment scanning
- Are we heading in the right directions?
- Do students feel it?
- Sufficient resources to execute?
- Messages clear & credible?

Third Quarter

Executive Committee and Cabinet – 1-3-Year Strategy
- Economic / Competitive environment scanning
- General Financial Outlook
- Initiatives Update/ Strategy
- Stakeholder Impact
- Initiative Resource requirements

Fourth Quarter

Operating Plans Presented:
- Academic and Business Leaders
- Results of program and initiatives reviews
- Business unit results against operating plans
- Economic / Competitive environment scanning

Board of Trustees Meeting
- Next-Year Operating Plan Focus
- Role Models Present Initiative Successes
- HIPO Recommendations
- All business and academic dialogues: What have we learned?

Executive Committee and Cabinet
- HIPO Recommendations
- Clear Role Models Identified
- Outside Institutions Best Practices presented
- Initiative Best Practices (All unities)
- Stakeholder Impact of Initiatives

Informal Idea Exchanges at Academic and Businesses for next year

Board of Trustees Corporate Retreat & Meeting
- Initial Planning for Year
- Case for New Initiatives
- Economic / Competitive environment scanning
- Year 1 Targets (metrics)
- Role Model Presentations
- Re-Launch of Current Initiatives

Executive Committee and Cabinet Retreat
- Intense Energizing of Possible New Initiatives and Programs Across Institution

April

May

June

July

August

September

October

November

December

January

February
Does it really matter??
Strong Correlation:

Organizations that reported a strong and consistent application of The Five Practices reported higher financial performance.

2005 Study Results: Leadership Practices, Adaptive Corporate Culture, and Company Financial Performance: Ric Roi
Impact of The Five Practices®

Leaders who use The Five Practices more frequently than their counterparts:

- Create higher performing teams
- Generate increased sales and customer satisfaction levels
- Foster renewed loyalty and greater organizational commitment
- Enhance motivation and the willingness to work hard
- More successfully represent their units to upper management
- Increase retention, reducing absenteeism and turnover
People need encouragement. They have an innate desire to know they are making a contribution and that you believe in them

Jim Kouzes & Barry Posner
Leaders help people out

OR

Help people out (of the organization)
Poll

Do you think a leadership development system would benefit your institution?
YOU are the most important leader in your organization
Questions?
Thank you for your participation

Drumm McNaughton, PhD
The Change Leader, Inc.
(505) 369-1159 (O)
(760) 740-0200 (M)
drumm@thechangeleader.com
http://thechangeleader.com
Personal Values Exercise - LPI

Please select your top 5 values that are the most critical to you personally. You can have as many as you would like in the “Important” category, but only 5 in the Critical category.

<table>
<thead>
<tr>
<th></th>
<th>Critical</th>
<th>Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Achievement/success</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Autonomy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Beauty</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Challenge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Communication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Competence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Competition</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Courage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Creativity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Curiosity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Decisiveness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Dependability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Discipline</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Diversity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Effectiveness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Empathy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Equality</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>Family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19.</td>
<td>Flexibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20.</td>
<td>Freedom</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21.</td>
<td>Friendship</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22.</td>
<td>Growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23.</td>
<td>Happiness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24.</td>
<td>Harmony</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25.</td>
<td>Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26.</td>
<td>Honesty/integrity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27.</td>
<td>Hope</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28.</td>
<td>Humor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29.</td>
<td>Independence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30.</td>
<td>Innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31.</td>
<td>Intelligence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32.</td>
<td>Love/affection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33.</td>
<td>Loyalty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34.</td>
<td>Open-mindedness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>35.</td>
<td>Patience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>36.</td>
<td>Power</td>
<td></td>
<td></td>
</tr>
<tr>
<td>37.</td>
<td>Productivity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>38.</td>
<td>Prosperity/wealth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>39.</td>
<td>Quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40.</td>
<td>Recognition</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41.</td>
<td>Respect</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42.</td>
<td>Risk-taking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43.</td>
<td>Security</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44.</td>
<td>Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>45.</td>
<td>Simplicity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46.</td>
<td>Spirituality faith</td>
<td></td>
<td></td>
</tr>
<tr>
<td>47.</td>
<td>Strength</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48.</td>
<td>Teamwork</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49.</td>
<td>Trust</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50.</td>
<td>Truth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>51.</td>
<td>Variety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>52.</td>
<td>Wisdom</td>
<td></td>
<td></td>
</tr>
<tr>
<td>53.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>54.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>55.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Personal Values Exercise**

Please rank these from 1-15 with one being the most important to you personally and 15 being the least important.

<table>
<thead>
<tr>
<th>Actual</th>
<th>Desired</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Having good relationships with colleagues</td>
<td></td>
</tr>
<tr>
<td>2. Professional reputation/respect</td>
<td></td>
</tr>
<tr>
<td>3. Achievement of organization/unit goals</td>
<td></td>
</tr>
<tr>
<td>4. Teamwork and collaboration</td>
<td></td>
</tr>
<tr>
<td>5. Leisure time for enjoyment/fun</td>
<td></td>
</tr>
<tr>
<td>6. Wealth and prosperity</td>
<td></td>
</tr>
<tr>
<td>7. Fitness and health</td>
<td></td>
</tr>
<tr>
<td>8. Contribution/service to society/community</td>
<td></td>
</tr>
<tr>
<td>9. Acknowledging/recognizing others’ achievements</td>
<td></td>
</tr>
<tr>
<td>10. Autonomy/freedom to act</td>
<td></td>
</tr>
<tr>
<td>11. Personal growth</td>
<td></td>
</tr>
<tr>
<td>12. Time with family/close friends</td>
<td></td>
</tr>
<tr>
<td>13. Ethical behaviors</td>
<td></td>
</tr>
<tr>
<td>14. Excitement and challenge</td>
<td></td>
</tr>
<tr>
<td>15. Spiritual/religious time</td>
<td></td>
</tr>
</tbody>
</table>