

“Sustainable Leadership: Do Less with Less”

UW ADVANCE Winter 2023 Leadership Workshop

January 24, 2023

Prompt: Share 1+ “doing less with less” idea from the workshop

Action Items

- Actively try to refuse + rejig when needed
- Need more university support/commitments around multi-year plans to avoid redundant work
- Build systems /structures for assigning responsibilities so not “personal”
- Let go of perfectionism
- Email of communication strategies
- Develop an FAQ and put on intranet
- Stop striving for perfection, for example in memos, letters, etc
- Run office hours on Zoom (use spreadsheet for sign up times)
- Bold key information on emails (e.g. due dates)
- Shorter emails
- Proactively reaching out and scheduling
 - Eg upcoming promotion package, so I can better spread out + manage my schedule
- Write shorter emails
- Make my todo list every Monday morning.
- Set committee meeting times (eg: the same slot as faculty meetings)
- Reward positive behavior and extinguish / ignore undesirable behavior
- Distribute announcements in email proper to dept. Faculty meetings
- “Reinvestment Fund” using PMP funds → potential spike in morale
- One person’s objection to a policy is not enough to trigger a redo. Get majority of faculty required to revisit.

Boundary Setting

- Refuse to re-up for 2nd chair terms
- Turn off email notifications.
- Create a ‘black out’ period for financial transformation, only essential events/activities.
- Block 9 - 11am out on Mondays to allow time to strategize
- Keep meetings to only 4 hours max per day

- Blocking planning & reflection time on the calendar
- 1 no meeting day per week
- Block out times. For example:
 - Monday morning to prepare for the week.
 - No meetings Wednesdays
- Block out time for email + for non-chair activities.
- Expectation of turnaround time for email.
- Not every email needs a response.
- Add "I am not expecting a response on odd hours" statement to signature
- Monday morning planning block
- Stop doing other people's work. Don't write meeting agendas + fill in the blanks.
- Protect time (9am - 11am) no meetings
- Boundaries with priorities

Delegating

- Let capable staff write things (emails, thank you notes) - when appropriate - and don't spend time rewriting when there aren't any errors
- Allow "ownership" for others to take leadership of given tasks (respectful delegation)
- Delegate responsibility in a meaningful way (i.e. no micromanagement)
- Don't hover when you delegate
 - Trust people to follow through - serve as a resource rather than second-guess
- Delegate to other faculty/staff
 - Curriculum committee
 - Forward student inquiries to advancing staff
 - Simplify by giving up certain activities (e.g. PE courses)
- Offload initial pass of teaching assignments
- Offload teaching assignments
- More effective delegation
- To make time for important project, break down current tasks for next 6 months:



			Can Delegate?	Can Delegate?
Month	Task	Hrs/Complete	No	Yes - To Whom
Jan				
Feb				
March				
April				
May				
June				

Managing Resources

- Fully utilizing a scheduling person or support
- Don't assume only I have expertise to address issue X.
- Using a chair email address that is monitored by one or more assistants
- Empower staff. Leverage their SME. Ask how staff want to grow skills + delegate to match.
- Asking faculty to outline their relevant info before writing the letter of support (e.g. promotions, reappt, etc).
- Classify decision making authority in the department (eg. RACI - responsible, accountable, consulted, informed - matrix)
 - This will result in less cc'ing for chairs !
- Help others to see that they need to delegate and not be perfectionists themselves
- Set expectations for every role at the start of the year
- Create documentation /FAQs for department processes + policies so faculty /staff can consult them instead of asking chair /staff same Qs and over.
- Create department FAQ + make it editable
 - Eg: people can add requests for additions to FAQ
- Empower faculty to do the jobs you need them to do, with brief mentoring & inspiration
- Create transparent structures and processes for distributing service work
- Live agendas so people can comment + edit
- "Everything goes through the cheer" culture (email, decisions, conflicts)
 - Requires accomplices (staff!)
 - Needs explicit / from pa / messaging
 - Requires time + repetition + occasional intentional silence
 - Doing nothing is an action



Triage/Prioritize

- Change can be slow; plan one or two steps ahead, not all the way to the end
- Very helpful email-management strategies
- Filtering emails by if they are 'to' me.
- Using Outlook rules to streamline email.
- Focus on 1 or 2 initiatives at a time.
- Let your vision for a unit help you to prioritize / organize what you want to work on
- Filter emails based on what's addressed to me vs where I am cc'd
- Reevaluate what actually needs to be done
- Don't respond to emails where you are cc'ed
- Practice selectively not responding to email that doesn't require my input
- Eisenhower matrix:

Important, not urgent	Important & urgent **
Not urgent, not important	Urgent, not important

