

# **Sustainable Leadership: Do Less with Less – Part 2**

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**2022-23 ADVANCE Leadership Workshop Series  
May 2, 2023**

# Agenda

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10:00 – 10:10	Welcome and Introductions
10:10 – 10:45	Panel
10:45 – 11:10	Large Group Q&A with Panel
11:10 – 11:50	Small Group Discussion
11:50 – 12:00	Report Out and Evaluations
12:00 – 12:30	Lunch



# Panelists

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- > **Hilary Godwin**, Dean, School of Public Health, and Professor of Environmental & Occupational Health Sciences
- > **Cheryl Kaiser**, Professor of Psychology

# Lessons from the Year of “Less is More”

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Hilary Godwin,  
Dean of the University of Washington School of Public Health

**SCHOOL OF PUBLIC HEALTH**  
UNIVERSITY *of* WASHINGTON



# Manage Expectations Including Your Own



# When You Delegate a Responsibility, Truly Delegate



# Be Clear About How Decisions Are Made



# Consult With the Right People At the Right Time



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PHI 513  
Determinants of Health  
Winter Quarter  
3 Credits

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Determinants of Health  
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Learning Objectives

- Recognize and discuss major determinants of health in relation to trends of morbidity and mortality.
- Interpret findings of research studies and explain the value of evidence in evaluating the impact of health determinants.
- Identify and examine how structural bias, social inequities, and racism undermine health and create challenges to achieving health equity at organizational, community and societal levels.
- Apply an ecological perspective on the connections among environmental, ecosystem, and population health.
- Evaluate how policies impact public health and

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Additional

- Course with small groups
- The large
- The small



# Take Care of Yourself and Your Team

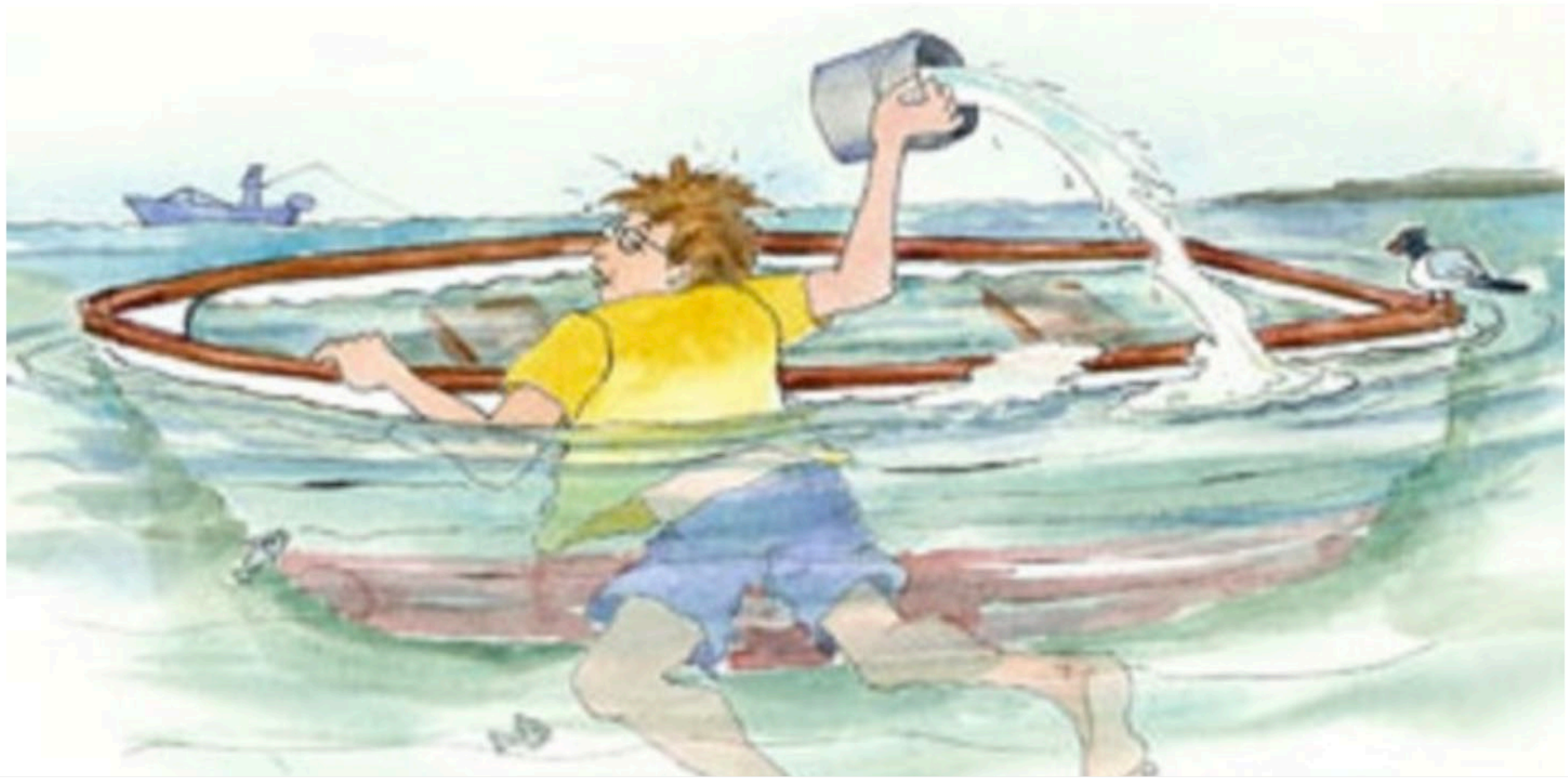


# Cheryl Kaiser

**Professor of Psychology**



Department Leadership Imagined



Department Leadership: The Reality

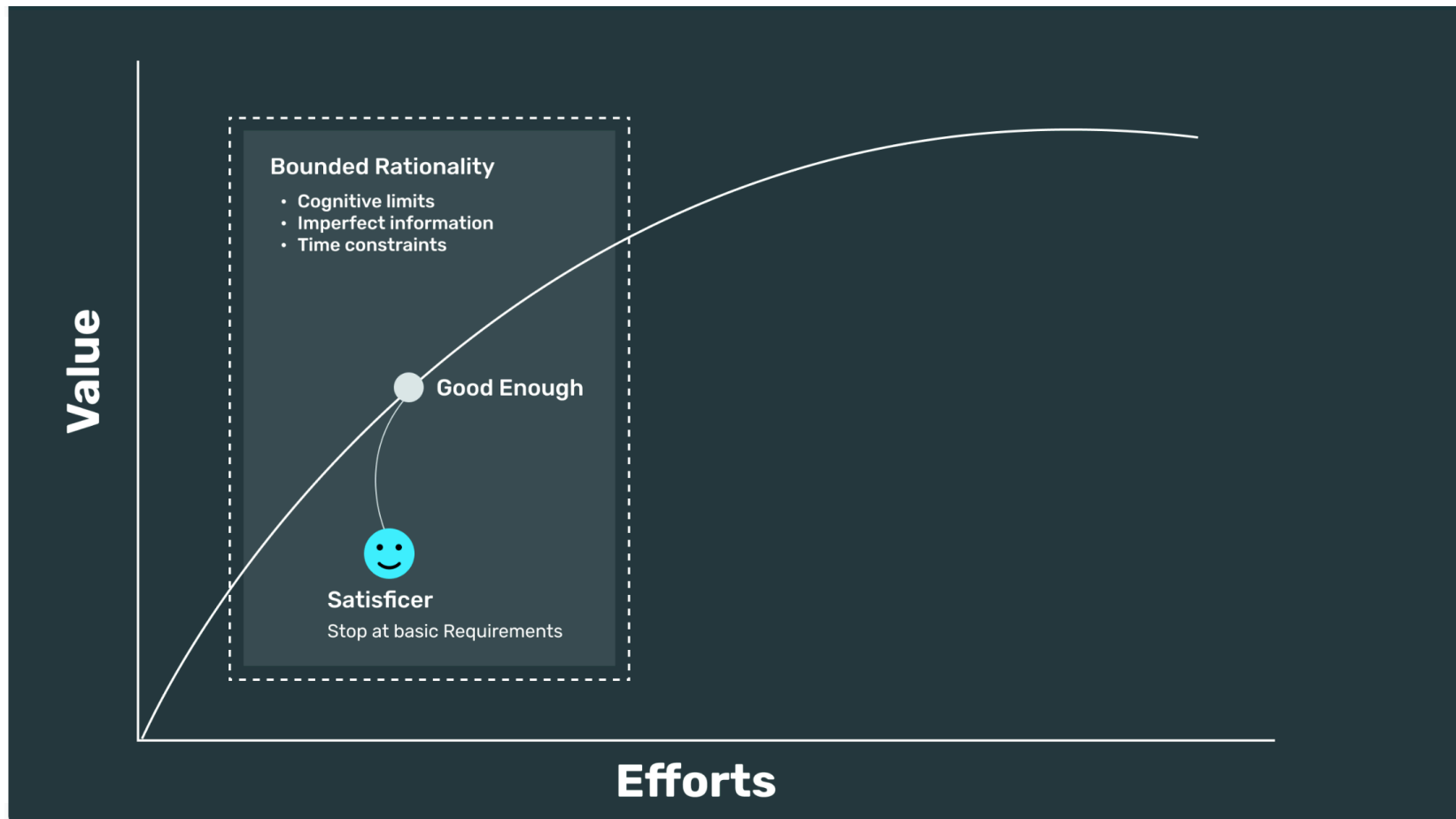
# The Department Leader's Dilemma

- Many competing priorities
  - Job description
  - Your goals
  - Emergencies
  - Job expansion from above and below
- Resource-restricted environment with limited structural supports
- Culture of perfectionism

# Doing Less with Less

- Identify key priorities
  - Frame key priorities as central values
  - Align committees along key priorities
  - Communicate regularly about key priority achievements
  - Defer opportunities that are not key priorities (or delegate to those pushing these opportunities)
- Collaborate with a brain trust
  - Avoid recreating the wheel
- Simplify, Streamline, and Satisfice
  - Leverage technology
  - If it's not broken, don't fix it
  - Most problems need reasonable solutions (not optimal solutions)

# Satisficing is Sufficient for Most Tasks



- Develop collective norms about satisficing

# Panel Q&A

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# Small Group Activity

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# Format

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- > Gather by unit size
- > Share delegation strategies and ideas
  - something you've done
  - would like to do
  - have seen others do
  - would do differently

# Doing Less with Less: Delegating strategies

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Reflect on delegation structures, strategies, and processes that support

- > a satisficing strategy
- > unit values
- > important but realistic and achievable aspirations
- > manageable workloads for leaders and those who report to them
- > recognition of who is doing or asked to do the work (patterns of work assignment)
- > transparency and accountability
- > buy-in and engagement
- > leadership development



# Small Group Format

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- > Round of introductions
  - Name and Unit
  - Some self-care thing you have done
- > Round of reflections
  - Share reflection: something you've done, would like to do, or have seen others do, would do differently to delegate
  - Focus on listening, hold questions until open discussion time
- > Open discussion
  - Learn details about how people made their ideas work
  - Asking questions of each other
  - Exploring what might be feasible and likely to happen

# Final thoughts

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- > On the cards: Share 1+ “doing less with less” idea I’m taking away from today
- > Workshop evaluation