

# Strategizing and Doing: Mechanism for Shaping Culture.

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A Chair's Role in Shaping Department Culture  
2018-19 ADVANCE Leadership Workshop Series  
May 14, 2019

UWADVANCE



# Agenda

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- 10:30 – 10:40**      **Welcome & Introductions**
- 10:40 – 11:00**      **Panel Remarks**
- 11:00 – 11:20**      **Panel Q&A**
- 11:20 – 11:25**      **Climate Survey Overview**
- 11:25 – 11:55**      **Chuck Sloane**
- 11:55 – 12:15**      **Small Group Activity**
- 12:15 – 12:20**      **Wrap-up and Evaluations**
- 12:20 – 1:00**        **Networking Lunch**

# Panelists

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- > **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

# Mia Tuan

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**Professor and Dean, College of Education**

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How I went down  
the rabbit hole...



# Sacred Cows



# Steam Vents



# **Diane Kendall**

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**Professor and Chair of Speech & Hearing  
Sciences**

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# Identifying the “what”

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- > Individual meetings
- > Chair’s observations

## Themes Emerged

- > Faculty wanted...
- > Chair observed...

# Further clarification of the “what”

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- > **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

# The “how”

<b>Theme</b>	<b>How</b>
<b>Get to know colleagues</b>	<ul style="list-style-type: none"><li>• Faculty meetings</li><li>• Assistant Professor “coffees”</li></ul>
<b>Transparency</b>	<ul style="list-style-type: none"><li>• Internal policies</li><li>• Budget</li><li>• Annual review meetings</li></ul>
<b>Political factions</b>	<ul style="list-style-type: none"><li>• Reorganized structure</li></ul>
<b>Inequity</b>	<ul style="list-style-type: none"><li>• Appointments</li><li>• Policies</li></ul>

# **UW Climate Survey Overview with Jason Johnson**

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**Senior Associate Dean and Associate Vice  
Provost for Undergraduate Academic  
Affairs**

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# STRATEGIZING & DOING: Mechanism for Shaping Culture

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ADVANCE – Spring Session  
*Chuck Sloane, University  
Ombud*

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# Considering this training...

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- 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**

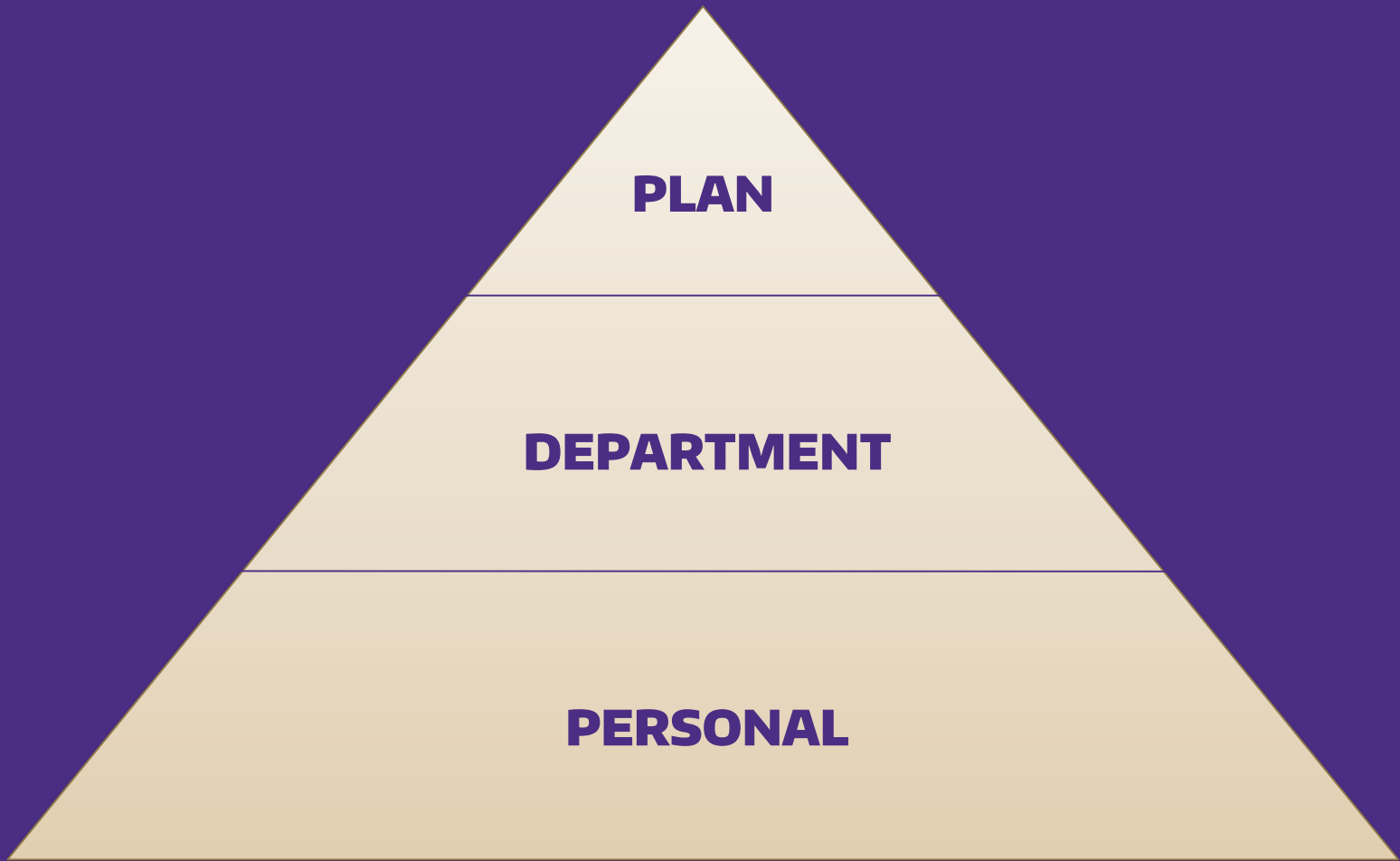
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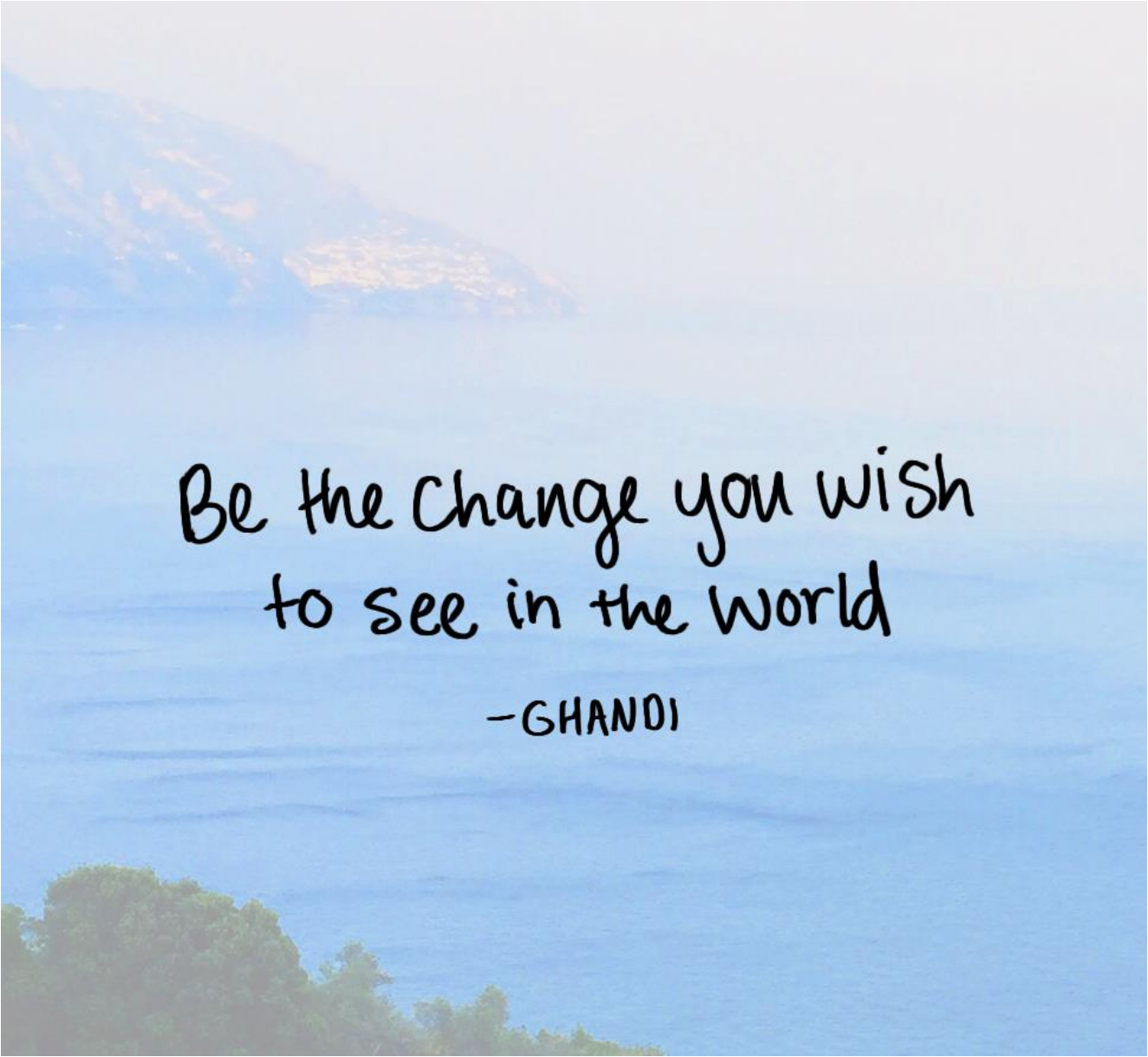
**Ombuds**

**W**



# Changing People in Organizations



A scenic view of a lake and mountains. The lake is in the foreground, and the mountains are in the background. The sky is hazy. The quote is overlaid on the image.

Be the Change you wish  
to see in the world

-GHANDI

W

“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

**W**

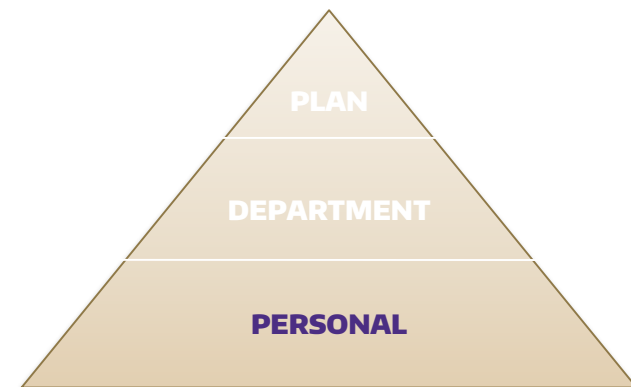
**“I haven’t really thought that much about my leadership style.”**

**W**

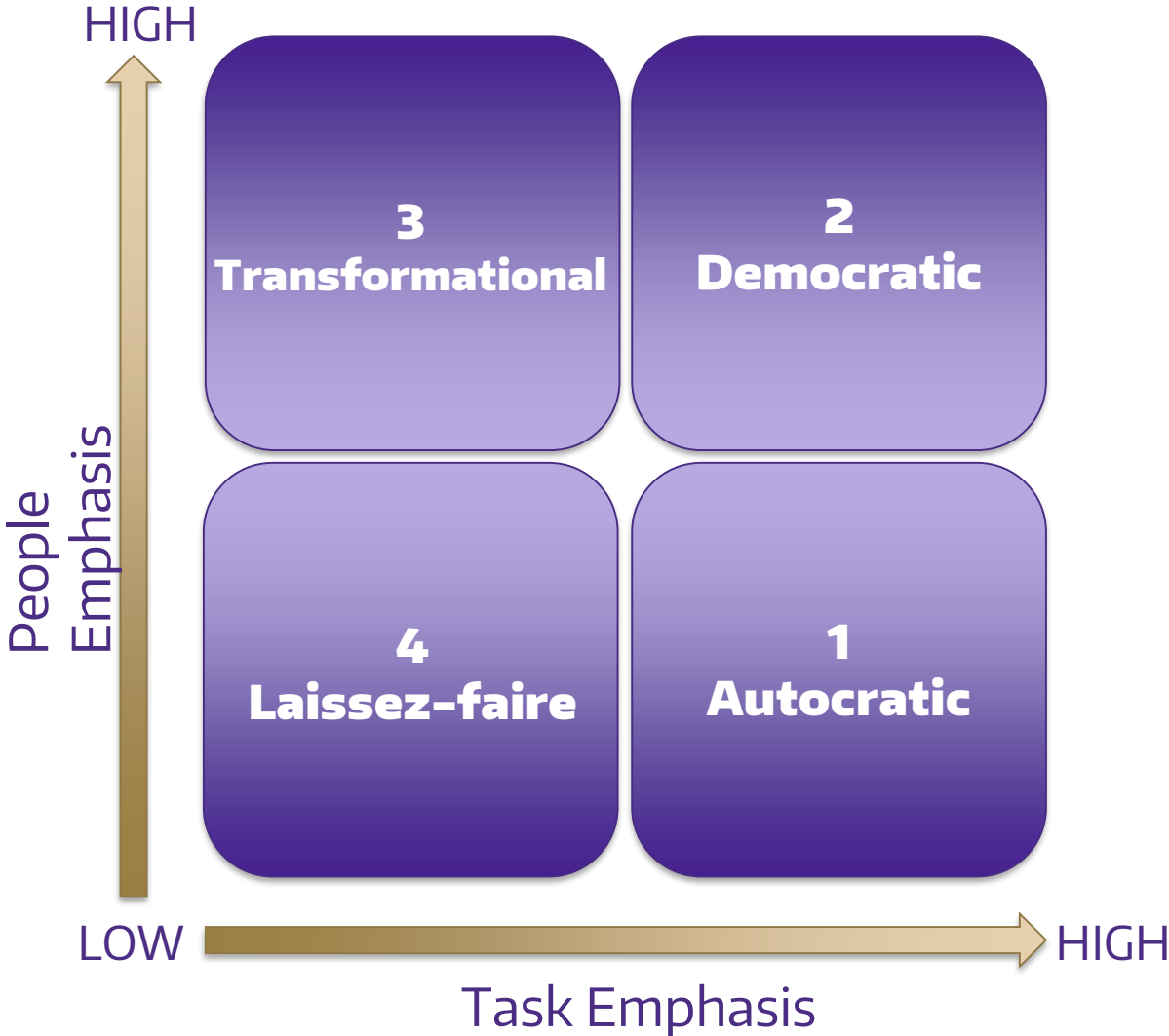
# **PERSONAL: Your Leadership Approach**

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- > **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



**“This is burning me out.”**

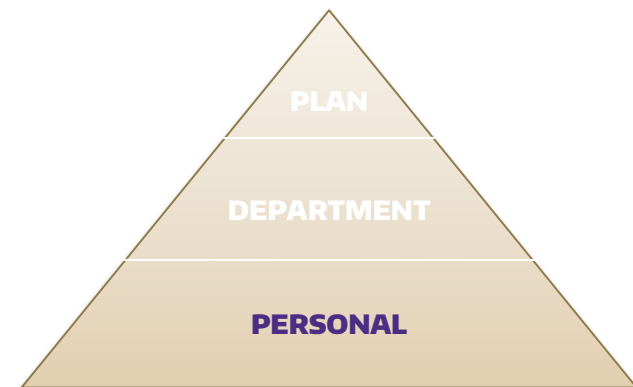
**“The more I care...  
the more I need self-care.”**

**W**

# **PERSONAL: Health & Balance**

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- > **What stresses you out in your leadership role?**
- > **What helps you navigate and manage that stress?**

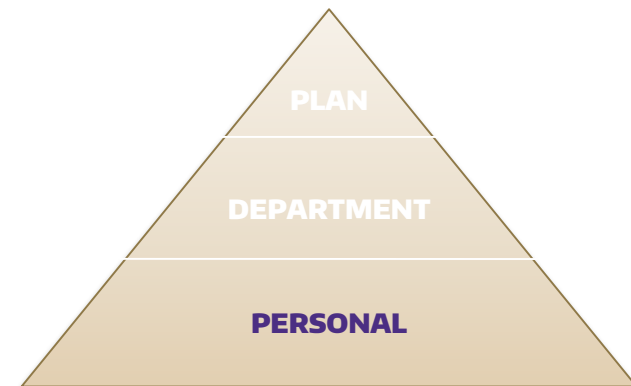




# **PERSONAL: Resources to Consider**

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- > 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...”**

**W**

# DEPARTMENT: Readiness for Change

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# DEPARTMENT: Tips for Listening

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## 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?”

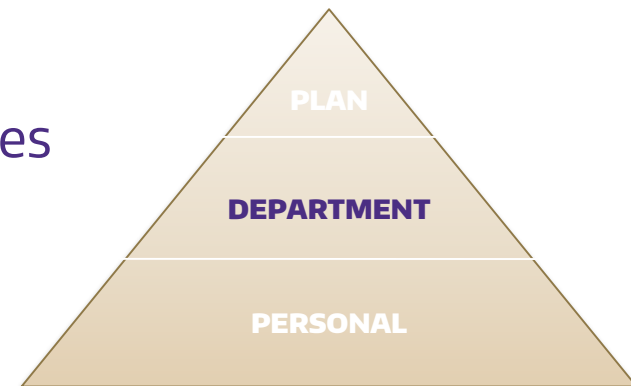
Take notes

## 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?”**

**W**

# DEPARTMENT: Engagement

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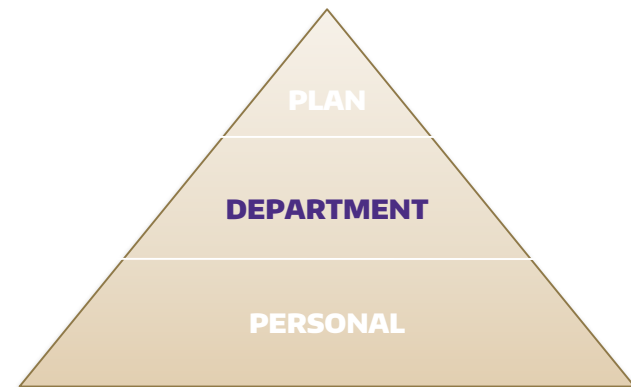


# **DEPARTMENT: From “Them” to “Us”**

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**“If you want them there with you when you land...they have to be on the plane when you take off.”**

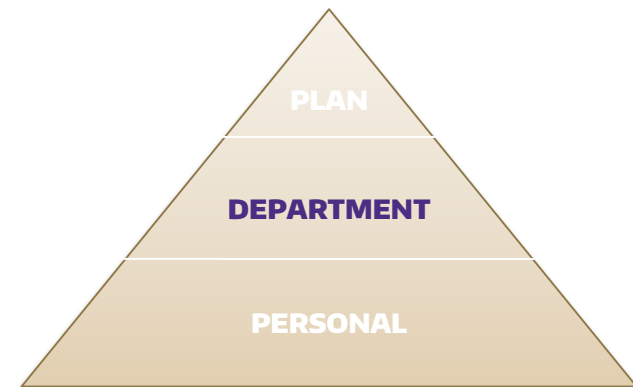
- > Ideas for bringing your colleagues on-board:**
  - Listening sessions**
  - Open door**
  - Surveys**
  - Lunch, coffee, & happy hours**
  - Alternate avenues**



# Department: Resources to Consider

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- > **TED Talks:**
  - 5 Ways to Listen Better
  - Why It's Worth Listening to People You Disagree With
- > **Never Eat Alone, *Ferrazi***
- > **Consultant (POD)**
- > **Outlet: Mentor, Ombud, etc.**





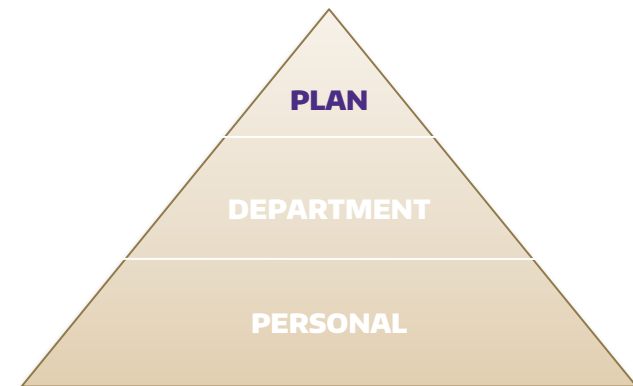
**“How do I make them less nervous about this change?”**

**W**

# **PLAN: Productive Communication**

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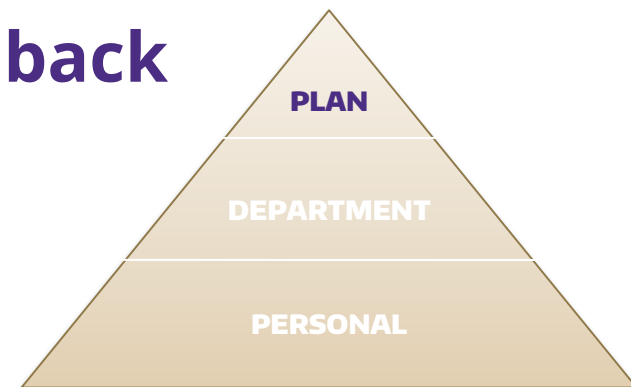
- > **Address uncertainty**
- > **Being as clear as possible about the areas of fear and potential loss**
- > **Honest about what you don't know**
- > **Time-frames whenever possible**
- > **Consistency**
- > **Regular updates**
- > **Communication x3 x5 x10**



# **PLAN: Roll-out**

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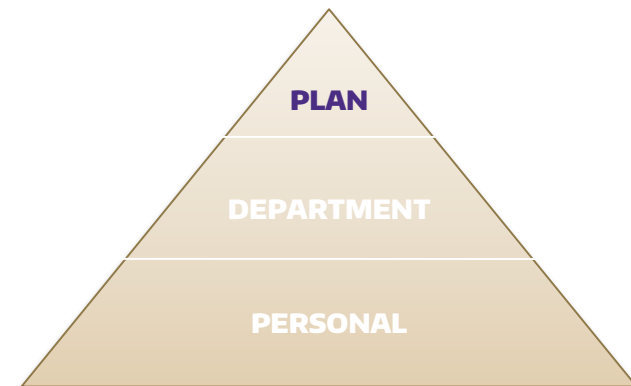
- > **“Us” not “I”**
- > **Start with “Why”**
- > **Creation of a committee or change team**
- > **Thoughtful committee development**
- > **Opportunities to provide feedback**



# **PLAN: Resources to Consider**

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- > 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...

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- 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?”**

# OFFICE OF THE OMBUD

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