

# Sustainable Leadership: Do Less with Less

---

**2022-23 ADVANCE Leadership Workshop Series**  
**January 24, 2023**

# Agenda

---

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

# Doing Less with Less

---

Where are some structures and processes that support:

- > important but realistic and achievable aspirations
- > setting priorities that translate to manageable workloads for leaders and those who report to them
- > differentiating between important/not important and urgent/not urgent work

# Panelists

---

- > **Eric Klavins**, Professor and Chair of the Electrical & Computer Engineering Department
- > **Andrea Woody**, Divisional Dean of the Social Sciences, College of Arts and Sciences, and Professor of Philosophy

Attempting to do  
**Less with Less**

Eric Klavins  
Electrical and Computer Engineering  
University of Washington



# Focus on What Only You Can Do

- Choose 1-2 initiatives at a time
- Think about sustainability (without you) from the outset
- Maintain boundaries
- Strenuously ignore certain things
- Teach staff to manage up
- Imagine you are a brain surgeon
- Harder than it looks
- Your staff may have been “trained” by the previous leader
- Make sure everyone understands what you do (and don’t do)



# Example: Assistant Professor Mentorship Program

- My Goal: Make sure all (assistant) professors have equitable access to
  - Mentorship, Unwritten rules, Networking, ...
- Developed by stakeholders
- The plan
  - Two mentors per assistant professor meet quarterly
  - A topic specific mentorship pool
  - Monthly workshops with invited discussion leaders (grants, teaching, patents...)
  - Quarterly mentorship training for all faculty
- Challenges
  - Interrupters/over-talkers among my assistant profs
  - Some senior faculty just don't get it
  - Does not quite run itself (yet)

ECE has nine assistant professors. Six were hired by me in the last two years. 2/3 are women.



# Take Care of Yourself

- A happy, healthy, creative, well-slept chair is an effective chair
- Perfection is the enemy of your sanity
- Lead by inspiration not by sacrifice





# ADVANCE WORKSHOP:

## *Sustainable leadership – Strategies for Survival (Doing less with less)*

---

Andrea Woody  
Divisional Dean of Social Science

January 2023



# *Sustainable leadership – Strategies for Survival*

---

Your attention is a precious resource; guard it wisely.

- Start the week with some time to strategize
- Limit the hours per day you spend in meetings
- Maintain some breathing room for the unexpected
- Review To-Do list at end of day or at night

Act on your own timeline when possible.

Don't be a perfectionist when it does not matter.

# *Sustainable leadership – Strategies for Survival*

---

The challenges of multi-tasking:

- Do things in batches
- Create overview calendar of obligations
- Create templates

Actively manage your engagement with email:

- Think about the best time to read email.
- Don't allow it to be a perpetual interruption.
- Keep email messages short and sweet.
- Give yourself (and others) permission to get off email.

# Q&A with the Panel

---

# Small Group Activity

---

# Doing Less with Less

---

Where are some structures and processes that support

- > important but realistic and achievable aspirations
- > setting priorities that translate to manageable workloads for leaders and those who report to them
- > differentiating between important/not important and urgent/not urgent work



# Small Group Activity: Doing Less with Less

---

## > Frameworks

- Important/Not Important and Urgent/Not Urgent (to whom)
- I must do vs other people do
- Boundary identification and setting
- Culture of being mindful of other people's time
- Alignment with values and goals

## > Reflection: Doing less with less ideas

- Brainstorm something you've done, would like to do, or have seen others do to do less with less – cutting back while still honoring values and priorities

## > Moving: Gather by

- similar unit size (small, medium, or large) OR
- administrative position (Deans, ADs, etc.)



# Small Group Format

---

- > Round of introductions
  - Name and Unit
  - Recommendation: book, podcast, show, movie, etc.
- > Round of reflections
  - Share reflection: something you've done, would like to do, or have seen others do to do less with less – cutting back while still honoring values and priorities
  - 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

---

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