

Values-based leadership: Culture vs. Strategy

Component administrators lead in an ever-changing, increasingly complex, and consistently resource constrained environment. As resources are centralized and human capital is low, administrators frequently “roll with the punches”, respond to immediate crises, and accomplish a myriad of daily “have to do” functions leaving little time to focus on implementing their vision. Therefore, this workshop will guide component leaders in developing an action plan to fulfill their component vision and to create and reinforce a values-based culture. Specifically, this workshop will utilize Google’s Project Aristotle re:Work framework (2012), psychological safety principles (Edmondson, 1999; Edmondson & Lei, 2014), and Sinek’s (2009) purposeful leadership tenets to engage participants in refining a leadership philosophy; in outlining steps to create a values-based culture; and in creating high performing research teams and committees.

- Upon completion of the workshop, participants will be able to:
 - Identify and articulate key elements of their personal leadership philosophy;
 - Lead a values-based culture initiative;
 - Establish purposeful goals in alignment with component core values;
 - Cultivate psychological safety among stakeholders; and
 - Assemble high performing teams.
 - The workshop structure is highlighted subsequently with attendees participating in several hands-on, practical activities and exercises.
- Presenter introductions and overview of leadership roles and philosophies, including Sinek’s (2009) purposeful leadership. (10 minutes)
- Participants will begin the workshop by reflecting on the key elements of their leadership philosophy in relation to time management and personal values. This will be followed by a small group discussion with identification of “key takeaways” from the exercise. (20 minutes)
- Workshop facilitators will lead participants in a group discussion focused on prioritizing their vision and cultivating a values-based culture while navigating day-to-day department operations. (10 minutes)
- Google’s Project Aristotle re:Work framework (2012) will be introduced and highlighted as a means to build a values-based culture and to develop high performing teams. (12 minutes)
- Edmonson (1999) and Edmonson and Lei’s (2014) psychological safety for effective team performance will be highlighted and used as a precursor to a small group case study. (12 minutes)
- Small group case study focused on psychological safety. (15 minutes)
- Participants will create an action plan to utilize upon return to campus. (20 minutes) This plan will identify:
 - the top two top component priorities;
 - defined objectives for each priority’
 - selection of individuals to serve and lead initiatives focused each priority
- The session will conclude with participants exchanging contact details with group members to expand their network of contacts and resources (5 minutes).