

1 **Communication, Collaboration and Commitment: Overcoming Conflict with Engaged Leadership**

Academic Chairpersons Conference

Dr. C. P. Gause

cpgause@semo.edu

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2 **Objectives**

- ▶ 1. Create a tool-kit for becoming an Engaged Leader.

- ▶ 2. Identify resources and opportunities for creating high performance teams.
- ▶
- ▶ 3. Identify resources and opportunities for resolving conflict and empowering teams.
- ▶
- ▶ 4. Create "vision-plans" for moving department culture from "status-quo" to "highly-effective."
- ▶

3 **Key Questions**

- ▶ How do you manage conflict?
- ▶
- ▶ What does it take to develop high performance teams?
- ▶
- ▶ What do you do when resources are limited?
- ▶
- ▶ What is your professional vision?
- ▶

4 **The Story**

- ▶ I arrived at Southeast Missouri State University on January 1, 2015 to assume my new role as department chair with excitement. This was my first department chair's position after serving as a faculty member for the past 15 years at other institutions.
- ▶ I worked in public education as a teacher, administrator, and building principal prior to coming into higher education.
- ▶ My career path provided various regional, national, and international opportunities and cultural experiences.
- ▶ I have had many successes in leading and transforming various learning communities. However, for the first time in my career, my arrival at Southeast had created a "crisis in confidence."

5 **SEMO**

6 **Role & Expectations**

- ▶ Communicate and implement University policy

- ▶ Convey faculty concerns, interests to Dean and others
- ▶ Manage budget, staff, and resources, as well as, evaluate faculty and/or staff
- ▶ Represent University in conflicting situations, i.e. faculty, staff, students, parents
- ▶ Lead innovation and the change processes
 - ▶
 - ▶ Manage conflict
 - ▶

7 **CP as the New Department Chair**

8 **Unique Differences & Challenges**

- ▶ The role of the public university in the 21st century as a collaborative, responsive, and inclusive institution that makes a difference in the lives of students and the communities it serves is one that is advantageous and challenging.
- ▶ It Requires leadership that is transformative and empowering.
 - ▶
 - ▶ This is quite difficult when cultural norms, beliefs, and values of those you lead are not congruent with your own vision and/or expectations.

9 **What does it take? Leadership**

10 **Leadership**

- ▶ Leadership is the ability to build and sustain high performance teams to achieve identified goals.
- ▶ You Must Know
 - Those you Lead
 - The gifts and talents they possess
 - How you Lead
 - Your strengths and blind spots
 -

11 **5 Essential Leadership Skills**

12 **Followership**

13 **How do you know your followers?**

- ▶ What do you do to get to know your followers?
- ▶ What are key pieces of information you need to have when building your team?
- ▶ What processes do you engage?
- ▶ What about the Head, Hands and Heart?

14  **Engaged Leaders**

- ▶ Engaged Leaders are Great Leaders
- ▶ Engaged Leaders/Great Leaders are concerned with the mission and vision; however, ultimately....they are concerned with the
 - ▶ Head
 - ▶ Heart
 - ▶ Hands
 - Writing Activity

15  **H to the 3rd Power**16  **Great Leaders**

- ▶ Great leaders engage followers and harness their energy to perform to their highest ability.
- ▶ Great leaders build and sustain high performance teams to achieve identified goals.
- ▶ Great leaders engage their followers in the change process. They know change is inevitable and key to innovation.

17  **Change**18  **The 3 Cs**

- ▶ The change process begins with the 3 Cs
- ▶ Communication
- ▶ Collaboration
- ▶ Commitment

Writing Activity

19  **The 3 Cs**20  **Characteristics of a Viable Department**

- 1 Leadership
 - 2 ▶ Faculty feel supported
 - ▶ Trust in Leadership
 - ▶ Collaboration is valued
 - ▶ Communication is key
 - ▶ Goals & Outcomes are attainable
 - ▶ Resources are provided
 - ▶
- 3 Followership
- 4 ▶ Equity
 - ▶ Trust
 - ▶ Engagement
 - ▶ Support

- ▶ Positive Work Environment
- ▶ People are Happy
- ▶ People are committed
- ▶

21  **Visioning: What Do You See?**

22  **Professional Visioning Activity**

- ▶ Envision the following:
- ▶ Type of Leader you want to be....
- ▶ People you want to lead....
- ▶ Goals you want to accomplish....
- ▶ For what purpose....
- ▶ For what reason....
- ▶ Ultimately...why is it important.
- ▶ What are the outcomes

23  **Organizational Visioning**

24  **Thank you for the opportunity**