

OUTLINE

Session 1: Welcome and Orientation

Tuesday, February 23, 2021 | 1:00 – 2:00 p.m. EST

In this opening session, you'll learn about the goals and objectives of the program, so that you know what to expect throughout the bootcamp. More importantly, you'll have the opportunity to get to know your instructors and peers.

Session 2: The Foundations of Leadership Theory and Practice

Thursday, February 25, 2021 | 11:00 a.m. – 2:00 p.m. EST

There is no single right way to lead. Rather than present a single model of leadership, this bootcamp is designed to help you identify a leadership style that develops from your values and plays to your strengths. We'll also explore the unique context of leading as a Chair. Chairs often play multiple roles — advocate for the faculty, member of the Dean's leadership team, administrator, faculty member, etc. We'll discuss how to navigate these different roles and balance the inevitable tensions that emerge when leading from the middle.

After exploring leadership theory and these dynamics, you'll create a definition of leadership that's unique to you and that forms the basis of our future sessions.

Session 3: Defining Your Leadership Strengths and Mission

Tuesday, March 2, 2021 | 11:00 a.m. – 2:00 p.m. EST

You cannot develop as a leader without getting feedback. When you receive feedback, you get a clear picture of your impact as a leader and whether your impact aligns with your intent. You will do this in two ways:

5 Paths to Leadership Self-Assessment: This assessment sheds light on your strengths and potential blind spots by examining five key forms of intelligence including intellectual, emotional, intuitive, action, and spiritual. The assessment will help you understand ways of achieving greater balance among the five forms of intelligence, so that you can improve your overall effectiveness as a leader.

Leadership Audit: You'll have the opportunity to invite a small number of your faculty and staff to share feedback with you regarding your strengths and areas to develop, and put forward ideas for ongoing growth. This feedback is submitted through Academic Impressions and is completely anonymous. Your results will be shared with you privately during the program and a program facilitator will provide you with a personalized coaching session to help you interpret and act on the feedback.

Session 4: Leading Up, Down, and Across

Thursday, March 11, 2021 | 11:00 a.m. – 2:00 p.m. EST

For chairs, effective leadership cannot rely on formal authority or top-down decision making. Instead, chairs must learn to lead with a collaborative stance and from a position of influence. Developing authentic relationships is key to successfully leading up, down, and across, while nurturing your communication skills is essential to building those relationships.

In this session, you will explore different ways to build and enhance trust, as well as align goals and interests across different stakeholders. We will also discuss a range of strategies for managing up and identify which techniques can help you more successfully persuade and appeal to senior leadership.

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Session 5: Understanding Conflict

Thursday, March 18, 2021 | 11:00 a.m. – 2:00 p.m. EST

Understanding how to effectively navigate conflict is a vital skill for chairs, but it can also be one of the most difficult and complicated ones to get right. In this session, you'll complete the Style Matters: The Kraybill Conflict Style Inventory, which identifies your typical response in conflict and offers ways to optimize your response. You'll then discuss effective ways of approaching conflict regardless of the situation, including sharing your facts, telling your story, asking for others' paths, talking tentatively, and encouraging testing. You'll work in small groups to practice these techniques and hone your skills.

Session 6: Managing Difficult Faculty

Thursday, March 25, 2021 | 11:00 a.m. – 2:00 p.m. EST

You've probably encountered challenging faculty who exhibit unprofessional, unproductive, and even destructive behavior. When faculty decline in productivity, stop attending meetings, or criticize their junior colleagues, you will need to step up and deal with these inevitable and uncomfortable situations. To help you do this, you'll explore and practice a four-stage process for managing difficult faculty personalities. Specifically, you will learn to:

- Identify and address problematic behaviors early
- Use appropriate strategies for different behavior types
- Learn how and when to escalate your intervention
- Create written agreements that establish conduct expectations and consequences
- Minimize the impact of problematic behavior in your department

Session 7: Leading Through Change

Thursday, April 1, 2021 | 11:00 a.m. – 2:00 p.m. EST

The cliché that “the only constant is change” has certainly rung true in 2020. Leading as a chair is difficult in the best of circumstances and made even more challenging during periods of significant change and upheaval. In this session, we'll explore the concepts of change in more detail, including why it's so difficult and why most change efforts fail. We'll introduce you to a simple change management model that can help you diagnose and identify the reasons for confusion, lack of commitment, or even resistance which then lead to specific strategies to move your work forward.

Since there's no better way to solve a problem than to do it together, you'll have an opportunity to bring your unique challenges surrounding a change initiative to the group for guidance and feedback.

Session 8: Integrating and Sustaining Your Leadership

Thursday, April 8, 2021 | 11:00 a.m. – 2:00 p.m. EST

You cannot lead your department or colleagues effectively if you're burned out, stressed, or overwhelmed. Sustaining your leadership isn't just about self-care, it's about making sure you develop the right habits to lead with intentionality. In this final session, we'll discuss strategies and best practices for time management, setting priorities, and overcoming inevitable obstacles by building your resilience as a leader. You'll also develop a practical and effective action plan that can guide your leadership in the future. Lastly, you'll complete and share a leadership philosophy with your peers — one that explores your own unique approach to leadership and reflects on the lessons learned during this bootcamp.