Fostering sustainable communities through leadership change

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Learning Outcome

WELD participants will examine specific leadership perspectives according to Bolman and Deal's framework.
Interviews

• Dr. Sonja Feist-Price, Vice President for Institutional Diversity
• Dr. Kelly Smith, Dean, University of Georgia College of Pharmacy
• Dr. Katie Cardarelli, Sr. Associate Provost for Faculty Advancement
• Christine Harper, Associate Provost Enrollment Management
Theoretical Framework: Bolman and Deal

**Structural:**
This frame focuses on strategy; setting measurable goals, clarifying tasks, responsibilities and reporting lines; agreeing to metrics and deadlines and creating systems and procedures.

**Symbolic**
It focuses on inspiring people by making the organization's direction feel significant and distinctive. It includes creating a motivating vision and recognizing superb performance through company celebrations.

**Human Resource:**
focuses on giving employees the power and opportunity to perform their jobs well, while at the same time addressing their needs for human contact, personal growth and job satisfaction.

**Political:**
address the problem of individuals or interest groups, especially at times when budgets are limited, and the organization must make difficult choices.

“Leaders need to be able to look at any situation they face from different perspectives and reframe it in order to deal with it effectively.”
Structural

• Be deliberate about the changes you make
• use objective data or facts (assessment, benchmark)
• know and understand the national landscape
• shared governance, team approach
Political:

• Learn, Listen and observe.
• Understand the capital that people carry
• understand pre-existing relationships and communication channels
• litmus test challenge (testing the waters)
Human Resource:

• Provide the space for people's voice to be heard
• be direct yet respectful
• foster growth within mid level leadership
• leverage and engage in relationship building
• harness the collective values
Symbolic:

• Fired up Friday's pep rallies
• develop an outreach committee.
What type of leader will you be?