

Developing Effective Leaders at WSU

Women's Advocacy SUMMIT
July 10, 2015

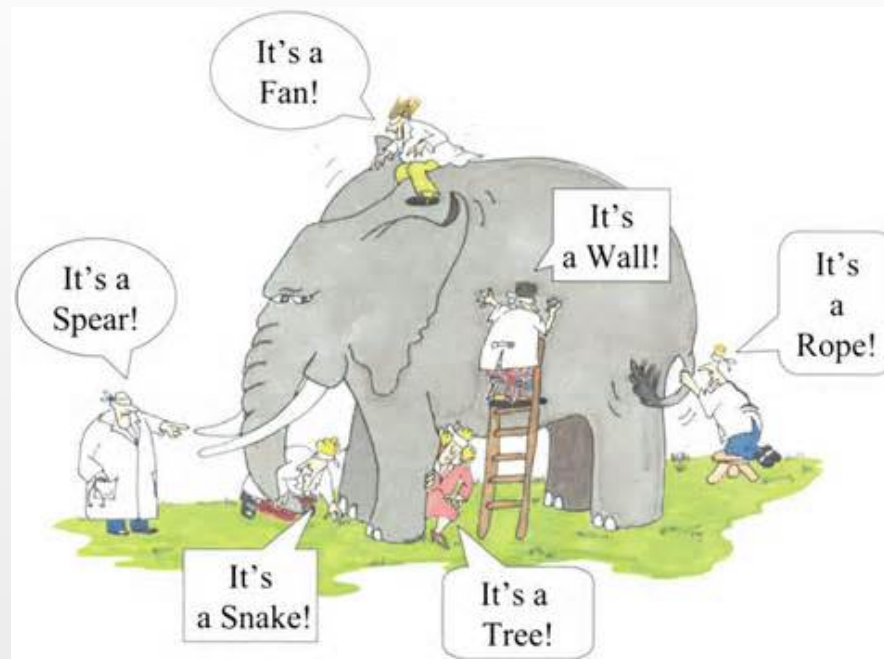
Dr. Kim Kidwell

Executive Associate Dean

College of Agricultural, Human and Natural Resource Sciences



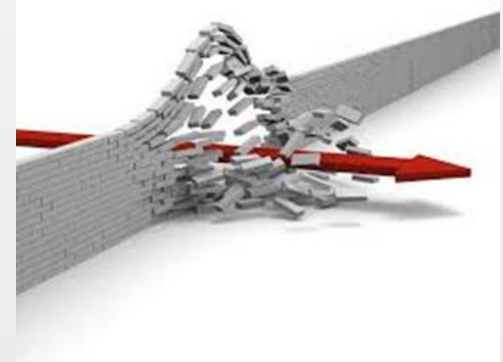
Perspectives of Effective Leadership





Leadership Actions that Support Success

- **Transparency**
- **Timely Decision Making**
 - Provide compelling rationale
- **Implementation**
 - Create action plans with timelines and milestones
 - Check-In, Adjust, Repeat
- **Accountability**
- **Acknowledgment**





Leadership Challenges

- **50 CAHNRS Administrative Personnel Changes Have Occurred Since 2007**
 - 7 Dean or Associate Deans
 - 33 Department Chairs or School Directors
 - 10 R&E Center Directors

Why is the Turnover Rate So High?





Why **IS** the Turnover Rate So High?

- Burn out: too much to do and not enough time to do it.
- Frustration with upper administration, faculty, lack of progress, lack of resources, lack of qualified support staff, etc.
- Over worked - Under appreciated
- **Challenged by personal management**
- Unsuccessful in the role: inadequate training, not supported by faculty, did not meet benchmarks, etc.
- Retired or left WSU



Why Would Anyone **WANT TO** Be an Administrator?



Why **WOULD** Anyone Want To Be an Administrator?

- Importance of “**Want To**” vs. “**Have To**”
- **Why** someone is motivated to lead is an essential component of their success.
- **Access Intention:**
 - What motivates you to lead?
 - What is your purpose as a leader?
 - What are your personal goals, as well as your goals for the unit goals?
 - What do you hope to create as a leader?

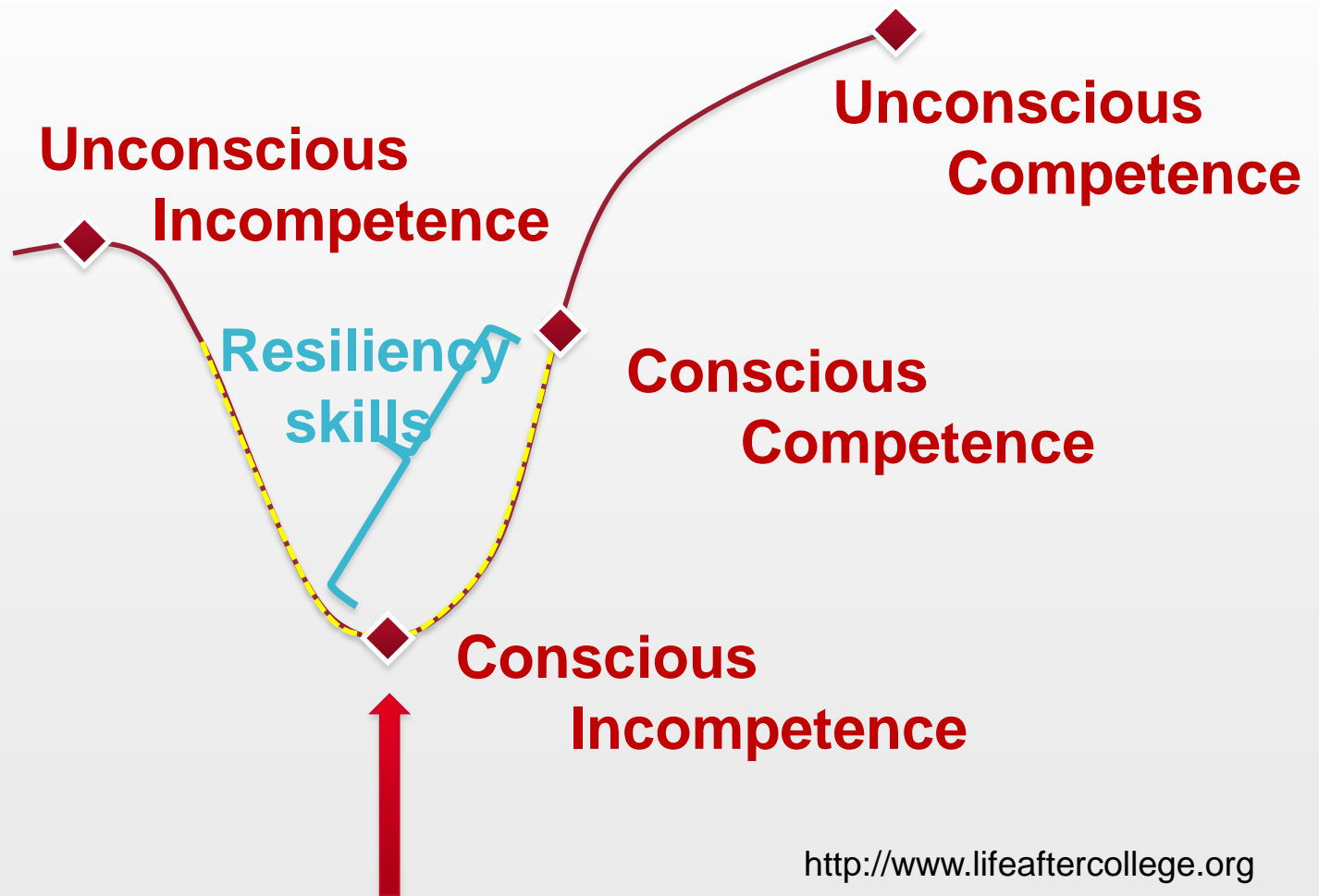


If We Want More Effective Leaders, We Must Train People to Be Effective Leaders





Levels of Learning





Leadership Development Opportunities

Internal

- College Programs
 - CAHNRS Associate Dean Partners
 - CAHNRS Chair Development Workshops
- Provost's Department Chairs and Directors Training Workshops
- Provost Leadership Academy (PLA)
- Tidal Leadership Certificate Program (TLCP)

External

- LEAD 21, Professional Societies, Private Sector Trainings, Professional Coaches, etc.



Provost Leadership Academy (PLA)

Intention: to infuse the faculty ranks, 25 to 30 people at a time, with the knowledge of leadership and how the university works.





PLA Frame

- **Intended for early/mid-career faculty who show promise as leaders and are positive role models**
- **Semester Long Training Experience**
 - Develop self-awareness, confidence and leadership skills
 - Expand networks within the university and build knowledge about WSU and its challenges.
- **Commitments**
 - 1.5 day retreat in early January
 - Three on-line leadership training modules with face to face debriefing/integration sessions
 - Two face to face sessions related to university functions
 - **Leadership project**: a leadership exercise that is created with the nominator that is executed over the course of the experience

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Tidal Leadership Certificate Program (TLCP)

Asserts that leadership ability does not hinge on a title, job description, or position. Instead it is an intentional, values-based choice.

Allows participants to discover, and then build upon, their own unique leadership style, empowering them to become authentic, effective leaders.



<http://cahnrs.wsu.edu/tidal/>



TLCP Frame

- **12 Online Modules, 16 Week Program**
 - Apply content to personal context then reflect
 - Peer partner activities and support opportunities
 - Small group challenges
 - Develop a personalized “Leadership Playbook”
- **4 Synchronous Meeting**
- **Individual Coaching Provided**
- **Upcoming Cohorts**
 - Tidal for Women: Sept. 14 – Dec. 31
 - Tidal for Working Professionals: Oct. 5 – Jan. 25



Building A Leadership “Bench” at WSU

- Send faculty with leadership potential to LEAD 21, the TLCP and/or PLA.
- Assist faculty with navigating the levels of learning curve by providing opportunities to lead, as well as constructive support.





Final Thoughts or Insights?





From Your Perspective ...

NO NAMES PLEASE

- Bring to mind someone at WSU that you believe is an effective leader
- Bring to mind someone at WSU that you feel is **not** an effective leader

