Growing the Next Wave of Leaders

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Audience Check
Why?

Develop leaders from inside your organization
Why Bother?

- Baby boomer retirement wave
  - 10,000 retirements per day for several more years
- Increased national demand and decreased supply
- Fewer leaders from the academy pursuing top jobs
- Risk of losing institutional knowledge
- Global competition changing the competency mix for leaders
Why Bother?

• Business of higher education changing faster than ever before
  • Requires new skills, knowledge, competencies
  • Adaptability and agility now essential
• 60% of budgets are salaries/benefits
• Why wouldn’t we strategize development of talent and leadership?
Why Bother?

- Can no longer rely on poaching experienced managers from other institutions or depts
- Will not fill the increased need
- Doesn't serve us all well in the long term
Nature...

• Leadership can’t be developed; it’s just innate
• Simply wait for leaders to naturally rise to the top
• As natural leaders get promoted, suddenly expected to know how to manage or to think strategically
• Handled as one-offs through coaching and performance reviews
...vs. Nurture

• Can’t just expect new managers to realize how the requirements of leadership are different.

• We can help leaders grow more quickly and more intentionally.

• Leadership may be a natural talent, but some specific skills can be taught.

• Investment in strengths pays dividends.
Leaders Develop Leaders

- Add the intentional development of leaders to our responsibilities and skill sets
- Leadership skills specific to higher education administration
- Promote higher education as a meaningful and rewarding career
- Help others choose higher education early in their careers
Leaders Develop Leaders

Did you set out at the beginning of your career to be a higher ed professional?
Why not?

Develop leaders internally & intentionally
Potential Barriers

- Siloed structures
- Budget restrictions
- Time and resource restrictions
- No internal champions for leader planning
- Scarcity of leadership development opportunities
- Legacy of posting vacancies, doing national searches
- Tradition of overemphasizing higher ed experience
- Ineffective use of search committees and job postings
- Culture of the past is coloring the present at expense of the future
What?

Leadership planning & development
What is Leadership Planning?

“A set of processes, tools and norms used by organizations to intentionally identify and develop leaders to assure a robust talent pool exists when needed”

The Leadership Pipeline. Charan, Drotter & Noel (2011)
The Leadership Pipeline

Charan, Drotter & Noel (2011)  Adapted by Pollock & Sugar
How do you recognize leadership potential when you see it?

Discussion Time!

3 minutes
How do you recognize leadership potential when you see it?
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Time’s Up!
How do you recognize leadership potential when you see it?

- Persisting
- Managing impulsivity
- Striving for accuracy
- Taking responsible risks
- Finding humor
- Thinking interdependently
- Gathering data through all senses
- Communicating with clarity and precision
- Creating, imagining, innovating
- Listening with understanding and empathy
- Thinking about thinking (metacognition)
- Remaining open to continuous learning
- Questioning and posing problems
- Applying past knowledge to new situations

(Costa & Kallick 2008)
1. Persisting
   Stick to it!
   Persevering in task through to completion; remaining focused. Looking for ways to reach your goal when stuck. Not giving up.

2. Managing Impulsivity
   Take your time!
   Thinking before acting; remaining calm, thoughtful and deliberative.

3. Listening with understanding and empathy
   Understand others!
   Devoting mental energy to another person’s thoughts and ideas; Make an effort to perceive another’s point of view and emotions.

4. Thinking flexibly
   Look at it another way!
   Being able to change perspectives, generate alternatives, consider options.

5. Thinking about your thinking
   (Metacognition)
   Know your knowing!
   Being aware of your own thoughts, strategies, feelings and actions and their effects on others.

6. Striving for accuracy
   Check it again!
   Always doing your best. Setting high standards. Checking and finding ways to improve constantly.

7. Questioning and problem posing
   How do you know?
   Having a questioning attitude; knowing what data are needed & developing questioning strategies to produce those data. Finding problems to solve.

8. Applying past knowledge to new situations
   Use what you learn!
   Accessing prior knowledge; transferring knowledge beyond the situation in which it was learned.

9. Thinking & communicating with clarity and precision
   Be clear!
   Strive for accurate communication in both written and oral form; avoiding over-generalizations, distortions, deletions and exaggerations.

10. Gather data through all senses
    Use your natural pathways!
    Pay attention to the world around you. Gather data through all the senses: taste, touch, smell, hearing and sight.

11. Creating, imagining, and innovating
    Try a different way!
    Generating new and novel ideas, fluency, originality

12. Responding with wonderment and awe
    Have fun figuring it out!
    Finding the world awesome, mysterious and being intrigued with phenomena and beauty.

13. Taking responsible risks
    Venture out!
    Being adventuresome; living on the edge of one’s competence. Try new things constantly.

14. Finding humor
    Laugh a little!
    Finding the whimsical, incongruous and unexpected. Being able to laugh at one’s self.

15. Thinking interdependently
    Work together!
    Being able to work in and learn from others in reciprocal situations. Team work.

16. Remaining open to continuous learning
    Learn from experiences!
    Having humility and pride when admitting we don’t know; resisting complacency.

Costa & Kallick (2008)
http://www.habitsofmindinstitute.org/resources/what-is-habits-of-mind
Core Competencies

• AACRAO Professional Competencies and Proficiencies report

• *Upcoming from AACRAO:* ladder of professional development
AACRAO Core Competencies

1. Change management
2. Collaborative decision-making and consensus-building
3. Interpretation and application of institutional and external data
4. Holistic and systemic thinking
5. Diversity and inclusion
6. Leadership and management
7. Problem solving
8. Professional integrity
9. Strong interpersonal abilities
10. Technological knowledge
How?

Ways to develop leaders from inside your organization
Leadership Development Strategy

• As part of strategic planning process
• Will we need different competencies this year?
• Who might be retiring?
  • OK to ask
• Diversity considerations
• Needs to be a formal process that happens each year at a certain time
Leadership Development Tactics

• Start with student employees
• Hiring considerations
• Develop your top talent
• Educational opportunities
• University-sponsored programs
• Strengths-based
Start with Student Employees

• Leadership opportunities on the job
• Think of your role in their careers
• Invest in their skills and experience
• Hire them into entry level positions
• Encourage them to come back after gaining more experience
Hiring Considerations

• Hire from outside higher education?
• Skills and competencies:
  • Perform at a high level
  • Emotional intelligence
  • Adaptable to change
  • Technical skills
  • Management
  • Understanding of data
  • Leadership within the function
  • Written and verbal communications
  • Customer service excellence
  • Understanding of higher ed
  • Interpreting and applying complex policies

• What other industries instill these skills?
Develop Your Top Talent

- Rotate people through different positions
- Challenge them with stretch assignments
- Provide frequent feedback and coaching
- Tap veterans’ knowledge
- Allow people to “wash out”

Educational Opportunities

- Opportunities at your institution
- What tuition benefits?
- What degrees, programs, certificates best suit your business?
- Office policy for time away from work for taking classes?
- Attract talent with education benefits
- Ask them to commit
Campus Leadership Programs

• University-sponsored leadership development programs on your campus
• Management training skills through employee development department
• Employee Leadership and Management Certificate Program
• University Perspectives
• Chancellor’s Fellows
• Mentorship programs
Mentorship

• No official mentorship program on your campus?
• Develop an unofficial mentoring program
  • Two levels above
  • Not within the chain of command
  • Collaborate across functional units
  • Set expectations for meetings, time commitments
Strengths-Based Leadership

• Focus on developing strengths
• Determine if areas of lower ability are necessary to develop
• Business unit retreat
• Team strengths map
Leadership Planning at Your Institution

• Your tools and strategies?
• How do you identify and track potential leaders?
• How do you develop those within your sphere of influence who you’ve identified as having leader potential?
• What national programs for leadership development have you found useful?
Questions or Ideas?
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