Leadership: Supporting the Path to Community, Connection & Collaboration in Higher Education

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Our Path in this workshop
• Path as a metaphor for choosing a variety of principles, methods, goals unique to the context of leadership in your institution?

• Intentionally choosing the path is key …. cause “any one” path will result in a destination perhaps not the one you aspire to
Personal Map

Susanne

*home*
- Berlin
- Hamburg
- world trip
- goals
- values
- change
- friends
- family
- hobbies
- travel
- work
- education
- University of Berlin
- projects
  - X2T
  - Blurt 2013
- roles
  - PM
  - PO
- movies
- hiking
- Inception
  - Torres del Paine
- Chile
- Peru
- Bolivia

*values*
- integrity
- freedom

*goals*
- entrepreneur

*friends*
- Maria
- Michelle
- kids
  - Hans
  - Rick
  - Greg
  - previous employer
  - school
  - friend

*family*
- husband

*NCC*

*work*
- roles
- projects

*University of Berlin*
- Medicine
- Philosophy

*NCCI*

*personal map*

*NCCI*

*network for change & continuous innovation*
Three Paths Forged

Do not go where the path may lead, go instead where there is no path and leave a trail.

Ralph Waldo Emerson
URLeading: Together We are Stronger

URLeading
"Together We Are Stronger"
We aspire to principled leading that is anchored by ethics and reflexiveness

Relational
Leading is shared, distributed and collaborative
Built on trust
Modelled by honesty, respect, tolerance, openness and humility

Strategic
Leading requires an appreciation for complexity to foster and bind decision-making
Involves forward thinking
and
Takes into account present needs, resources and trends

Adaptive
Leading is the ability to seek, anticipate and recognize opportunities
Willingness to experiment
and
Courage to inspire change

Responsible
Leading involves the ability to recognise interdependence among our diverse stakeholders
Inclusion fosters better decision-making
and
Is grounded in accountability, transparency and responsiveness

Inspiring
Leading empowers others and is marked by transparency and clearly communicated intentions
Builds legacy through inclusiveness
and
Develops leadership capacities in all
URLeading

• Connection, Community, Collaboration

• Reinforces Five Practices of Exemplary Leadership
  • Model the Way
  • Inspire a Shared Vision
  • Challenge the Process
  • Enable Others to Act
  • Encourage the Heart - (Kouzes and Posner, The Leadership Challenge, 2017, Sixth Edition)
WHO

- Faculty and staff: 88 U of R faculty and staff have completed URLeading
- **Two Cohorts (one cohort for 2018-2019 program)**
  - < 2 years in a leading role: Emerging leaders
  - > 2 years' experience currently in a leading role

What: Focus on Me, We, Organization, Community (us)

- Core Modules and Theory in Practice (TiPs), as well as Orientation, Closing Reception and post program evaluation
- 8 months: 1-1 ½ workshop per month (except December and February) and 8, ninety minute TiP (Theory in Practice) sessions
- Leader 2 Leader, Peer to peer support
- Online supplemental resources
- Coaching/Mentoring
“Leaders are dreamers. Leaders are idealists. Leaders are possibility thinkers.” - p.98, The Leadership Challenge (2016) Kouzes and Posner
The Path Travelled

Fall 2011
Leadership
Development Team
struck

Spring 2012
• LD work presented
• Academic leadership
  needs identified

Fall 2012
• LD Reference Group
• Visit with The
  University of Sheffield

Spring/Fall 2013
Development and Pilot

Fall 2017 Fifth year
anniversary
Carleton Leader

- Collaborative
  - ‘Me’ – the benefits to the individual
  - ‘We’ – the benefits to the team/s, department, group
  - ‘Us’ – the benefits to the wider University and beyond

- Space for reflection
- Tangible outcomes
- Underpinned by academic theory
- Appreciative
- Rooted in reality
• Commitment is ~ 9 days over 8 months
• Modules vary from 1-3 days

Timeline (months)

1 2 3 4 5 6 7 8 9

Leadership Exchanges

Pre-brief

1-2-1

‘Launch’

‘The Challenges for Carleton’s Leadership’ Module One

‘Leading Change and Leading Others’ Module Two

‘Self-awareness, influence and impact’ Module Three

De-brief

Strategic Impact Groups

Carleton Leader Community
351 Participants

- 94 % Would recommend
- 82 % Leadership contribution
- 79 % Confidence as a leader
- 75 % New collaborations
Impact
Leadership

Values

Program Designed Around Shared Leadership Values

Money Provided to Support the Program

Program to Include Both Academic and Admin Participants
This Story Still Has a Happy Ending
Leadership Values
Large complex organization with a diversity of thought on leadership
Leadership still needed to be developed (survey, uneven workplace experience)

Program Design
Pressure to build the bridge as we crossed it

Budget
Our budget remained relatively static for the program

Program to Include Academics
Members of the academic community did not see any reason to share a leadership program with administrators (We’re different)
A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.

Winston Churchill
University of Manitoba

Program Highlights

• What was being asked
• The move from theory to practice (So what moment)
• Power of the community
  • Participants were keen
  • Diversity and inclusion
  • SME community, ideas shared
  • Networks between participants
• Power of a grass roots change
  • Feedback lead to change (60%)
• This program was a platform to enrich our culture of leadership
  • Day 8 (leading from the middle sessions requested)
University of Manitoba
University of Manitoba

Program Highlights

• The academic community came a calling
• The inclusion of Senior Administrators
• Broader set of provincial partners
• The formation of a program alumni
• Succession planning, secondments
Individual Reflection: How would you describe the path that you are forging?

Sharing in small groups:
- Where do your paths share similarities?
- What themes emerge for HE LD practitioners?
Shared Principles

• Collective/Collaborative Leadership/Distributed Leadership
• Applied Practice
• Relationships: Building Networks to impact the institution’s growth, & evolution in today's VUCA world
Common Practices

• Cohort-based
• Project-based learning
• Power of coaching
• Community
Lessons Learned

• Reflective
• What are we going to lean into as we move forward?
Resources

University of Regina
https://ursource.uregina.ca/hr/learning-perf/learning/ur-leading/index.html
sue.mitten@uregina.ca

Carleton University
https://carleton.ca/leader/
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