



Chairs – Customized Training Example 1

Sample University – Leading and Influencing as a Department Chair

Department/Division: Provost's Office

Format: hybrid in-person and virtual components, hosted over a period of 2-3 months

SAMPLE 2-DAY WORKSHOP AGENDA

Introduction to the Program

Senior leadership welcome the group and provide overview of rationale and goals for the program. Introduction of the program's facilitators and participants.

Embrace Your Leadership

This session identifies the elements that support and detract from leaders' ability to embrace and implement their leadership. It sets the stage for the role of leadership in Institute's success.

Understanding Your Leadership Through the Five Paths

This session guides participants through their "Five Paths" instrument results to reveal leaders' leadership strengths. It also introduces the "Five Paths" as a means to grow your leadership versatility.

The Balancing Acts of Academic Leadership

This session introduces the "balancing act" or "seesaw" as a framing device to orient your leadership choices and approaches. Leadership requires a constant evaluation of a series of trade-offs, i.e., "do I lead as a faculty member or as a department head?," "do I focus on the immediate or the long-term?," "am I a colleague or a supervisor?" The seesaw framework helps leaders to customize their choices to the situation, opportunity, and problem at hand.

Exploring the Anatomy of Trust

Trust is at the heart of leadership; you cannot lead those who do not trust you. In this session we'll explore the anatomy of trust as defined by Brené Brown and discuss ways that leaders can build and even repair trust if its broken.

Using the Five Paths to Create Effective Collaboration and Meetings

Top-down leadership doesn't work in the academy. Leaders must have a collaborative stance to be effective; but collaboration isn't simply bringing people together and hoping good



things happen. In this session we'll explore specific principles and strategies that effective leaders follow in order to ensure all the voices are heard and the work gets done.

Kraybill Conflict Inventory

The Conflict Styles instrument identifies five distinct approaches to conflict and reveals participants' comfort level with each. This session draws on these results to help participants become self-aware on their approaches to conflict and to grow their conflict-management toolbox.

Radical Candor and Difficult Conversations

This workshop introduces the concept of "radical candor" as a communication device that is necessary, kind, and effective. Radical candor clarifies why conflict avoidance undermines performance and collaboration. We apply radical candor to a series of difficult- conversation prototypes.

Building and Sustaining a Healthy Department Culture

A healthy academic department is defined by inclusive communication, transparent decision making, and equitable sharing of responsibilities and rewards. This workshop engages participants in exercises to identify their current and desired cultures and develops plans for building and sustaining desirable unit culture.

Learning Plan Development & Coaching

As we bring the two-day program to a close, we'll help participants identify specific actions that are both meaningful and manageable to apply in their roles as chairs.

EXTENDED LEARNING AND SUSTAINED IMPACT

Academic Impressions' all-inclusive membership can be leveraged to extend and enhance the foundational content that is covered during the 2-day workshop – all workshop participants will be given access to the membership for a full year following the workshop.

The membership will be leveraged in two ways:

1. Each participant will have the ability to own and drive their own engagement with resources – seeking out and engaging with content that aligns best with their individual goals. Giving this ownership to each department chair tends to cultivate higher engagement with resources and also sends a message to participants that investing in their own development is encouraged and critical for their own well-being.



2. Secondly, AI and institutional leaders will partner on to identify four topics of priority. Some examples might be:
 - a. Delegation and time management strategies
 - b. Strengths-based leadership development
 - c. Stress management and individual well-being
 - d. Influencing up, down, and sideways
 - e. Inclusive communication

On a cadence that works with the institution (monthly or perhaps every other month), AI can curate a short list of resources that align with these priorities into a Learning Plan. The Learning Plan will be provided to the cohort of chairs, and we'll ask each person to participate in one workshop and come prepared to a facilitated discussion session. This space provides an opportunity for the group to unpack challenges and struggles they are experiencing and encourages an organic network of support and a learning community to emerge. These four sessions will be facilitated by AI.