

Key Messages from
Academic Impressions
Conference: *Leading and
Influencing as a Department
Chair*

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Conference Agenda

- Effective Leadership
- Vision and Goal Setting
- Setting Performance Expectations
- Mentoring and Motivating
- Dealing with Difficult Colleagues

Today's Agenda

- Effective Leadership
- Vision and Goal Setting
- Setting Performance Expectations
- Mentoring and Motivating
- Dealing with Difficult Colleagues

Feel free to contact us for information, or notes, on the other sections!

Objectives

- Identification of the “drivers” or conflict on campus
- Assessment of current formal and informal approaches in the prevention and management of difficult behavior
- Introduction to a number of dispute resolution tools that can be used formally and informally to better manage or resolve difficult behavior and resulting conflict
- Asses you own approach to conflict and conflict management
- Identify your own communication style
- Create options to improve your campus’ working environment so as to better manage daily challenges and achieve strategic goals

Drivers of Campus Conflict

- Changing demographics
 - Different modes/styles of communication
 - Different work, career and lifestyle expectations
- Leadership transitions
- Changed litigation landscape
- Increased number/complexity of student and personnel matters
- Inter and intra-departmental competition for limited resources



Drivers of Campus Conflict cont

- Shared governance- “us v. them” mentality
- Decentralization of hiring or decision making – leads to preservation of silos (“need to protect”)
- Misunderstanding of the actual limits of academic freedom
- Culture of tolerance; conflict avoidance
 - “That’s just the way Professor X is...”
 - Unwillingness to intervene until the issue is too serious to ignore

Any of these “Drivers” can result in conduct that is disruptive, destructive– distracting colleagues and academic leaders from achievement of strategic goals.



“First Principles”

- Disruptive, non-collegial behavior is not protected by tenure, academic freedom, or the First Amendment
- Refusal to follow policies or rules is not protected by tenure, academic freedom, or the First Amendment

Utilization of Current Policies and Procedures

- Is there documentation- ex disabilities?
 - Reasonable accommodations requested/provided?
- Essential functions needed
 - Are they aware of them?
- Dean/Provost aware of behavior?
- Can't or won't situation?
- Deal with the situation PROMPTLY

The Due Diligence Checklist

- Dealing with Problem Behavior
 - History
 - Extent of the problem
 - Who/what is affected
 - Documentation
 - Policies

The Due Diligence Checklist

- Solutions
 - Campus Resources
 - Discipline based on current policies
 - Other: Retirement, resignation, dismissal, dispute resolution

Role of Emotion in Conflict

- Emotion plays a critical role in our decision making
- We cannot make decisions without emotion- either positive or negative
- Intense emotions= tunnel vision= “flooding”
 - Attention narrow; aware only of those strong emotions
 - RESULT: Our ability to think clearly and creatively becomes sidetracked



The Nature of Conflict

- Emotionally defined
 - “I am very angry about this!”
- Evokes a moral stance
 - “Your conduct is unethical”
- Identity-based
 - “I resent that you have questioned my integrity”
- Relational
 - “I don’t know if you and I will ever get past this”

Consequences of “Uncontrolled” Conflict on Campus

- Increased monetary and non-monetary costs to the institution
 - Legal fees
 - Negative impact on personal and organizational expectations
 - Lowered organizational morale
 - Lost personnel time/lower productivity
 - Distraction from strategic goals

Role of Emotion in Conflict

- We express intense emotions to
 - Get them “off our chest”
 - Education others regarding the impact of their behavior
 - Influence others
 - Improve, or end, a relationship
- The sooner intense emotions are addressed, the easier it will be to prevent their escalation
- RESULT: We need to create a process to defuse the intensity of emotion in order to prevent or better manage conflict

“Hot Buttons”

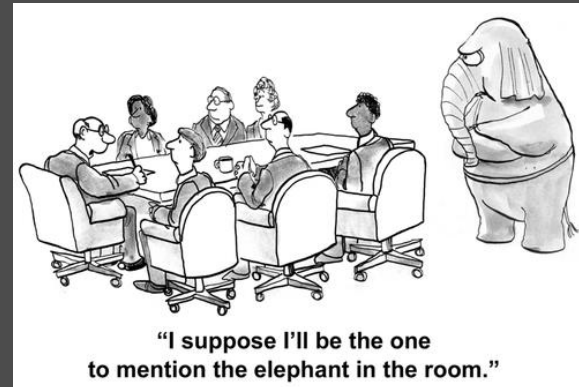
- These Hot Buttons can be exacerbated by verbal and non-verbal expressions of emotion, such as:
 - Raising/lowering of one’s voice
 - Verbally attacking the listener; others
 - Glaring, slouching, sighing
 - Rapidly changing topics



Dispute Resolution Essentials

Understand Your Own Approach When Confronted with Conflict

- Do you-
 - Avoid?
 - Accommodate?
 - Come out fighting?
 - Look for compromise?
 - Mull it over and share our reaction later?
 - Go into a problem-solving mode?



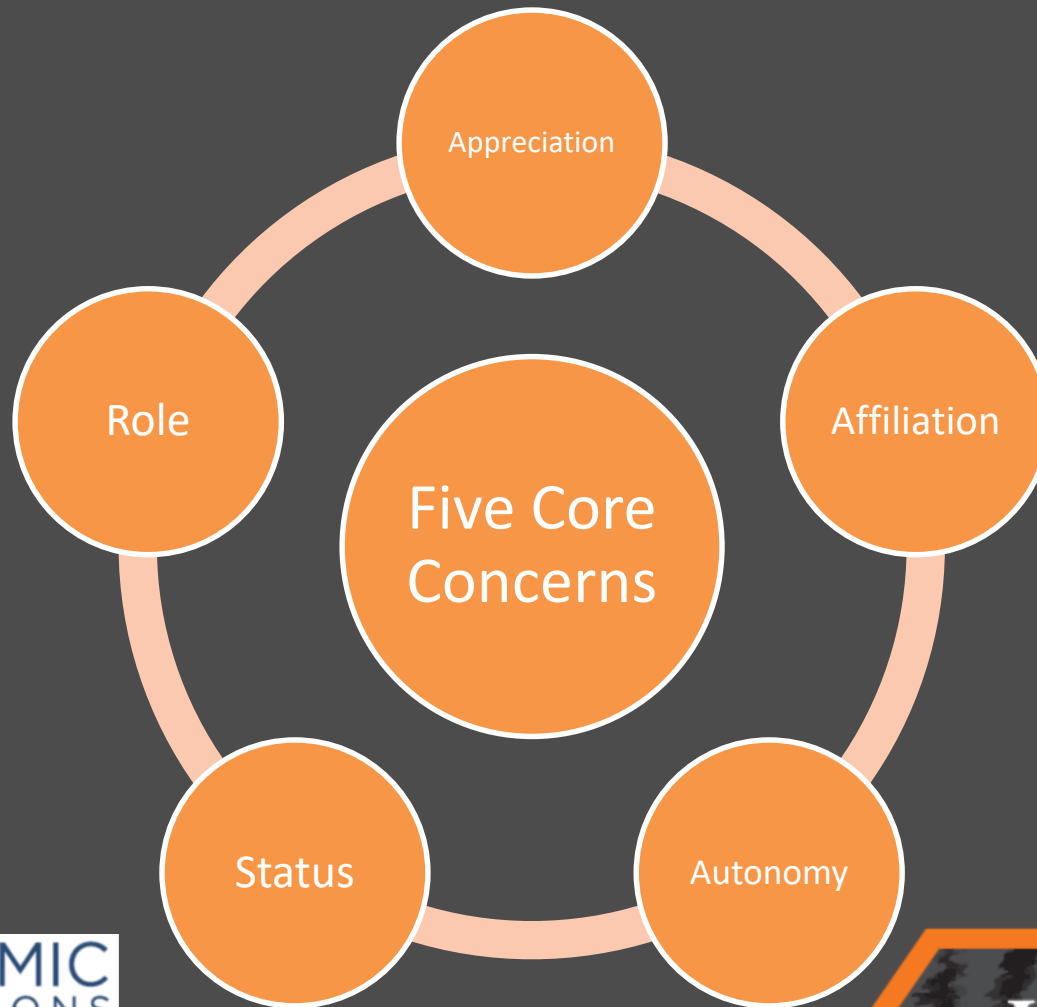
Dispute Resolution Essentials

Understand Your Own Approach When Confronted with Conflict

- What type of stamina- intellectual, physical, emotion- do you bring to the work you do each day?
- What supervisory best practices do you utilize?
- What campus, or other, resources do you turn to for support?

**“PEOPLE ALMOST NEVER CHANGE
WITHOUT FIRST FEELING
UNDERSTOOD”**

Dispute Resolution Essentials



5 Core Concerns

- Appreciation
 - The more one is appreciated, more likely they work together
 - Understand ones point of view
 - Find value in what one thinks, feels, acts
 - Communicating understanding via words and actions



5 Core Concerns



- Affiliation
 - Desire to experience a connection with others
 - Affiliation makes working together easier and more productive
 - Demonstrate true concern for one's well being

5 Core Concerns

- Autonomy
 - Have power in a situation and make decisions
 - Respecting autonomy, people experience engagement
 - Listen to recommendations, conduct brainstorming sessions prior to decision making



5 Core Concerns

- Status
 - Have others recognize worth
 - Reciprocal respect
 - Appreciate status of others where relevant and deserved



5 Core Concerns

- Role
 - Meaningful roles that incorporate skills, interests, values and beliefs
 - Appreciate how others see their role
 - Foster collaboration
 - Suspend rules that discourage sharing of ideas



Difficult Conversations

- Framing our conversations
 - Selection of words and phrases that really mean something to the people we wish to lead or influence.
 - Understanding the current context where our communications occur.
 - Contextual sensitivity – who, what, mutual interests, gaps in understanding, reason for various reactions

Managing Conflict: Summary

- Listen for emotion (positive or negative)
- Understand hot buttons (self/others)
- Frame and reframe information and communication
- Separate people from problems
- Focus on interests not interests
- Evaluate conflict avoidance (self)

Questions/Discussion

- Thank you!

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