



# **THE CHAIR AS LEADER: an ombudsman's observations**

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# ① INFLUENCE

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- ★ In the *21 Irrefutable Laws of Leadership*, John Maxwell sums up his definition of leadership as "**leadership is influence** - nothing more, nothing less."



## ② PERSPECTIVE



Worm's eye view...



Bird's eye view...



# ③ RESPONSIBILITY



THE CHAIR AS LEADER



## ④ EFFECTIVE COMMUNICATION

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- ★ Successful leaders are good communicators.
- ★ **Communication - the human connection--is the key to personal and career success. Paul J. Meyer**
- ★ **Earn the right to be heard by listening to others. Seek to understand a situation before making judgments about it. John Maxwell**
- ★ **Must involve all members of department: No member out of the loop or isolated. All receive relevant info that enables them to do their job effectively**
- ★ **Must be able to be candid and discuss difficult or potentially sensitive matters**



## 5 RELATIONSHIPS

- ★ Successful leaders get to know their colleagues and fellow administrators
- ★ Know your faculty members' needs, interests
- ★ Spend time with them (invest in them)
- ★ Be honest
- ★ Be respectful
- ★ Be trustworthy
- ★ Be a good listener
- ★ Model the behavior you expect from them



# ALL NEEDED TO RESOLVE CONFLICT

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- ★ **Power and influence**
- ★ **A proper perspective – worm's eye and bird's eye**
- ★ **Broad responsibility**
- ★ **Effective communication - honest, open**
- ★ **Good relationships - credibility based on trust and confidence**



# A. Five Elements of conflict resolution

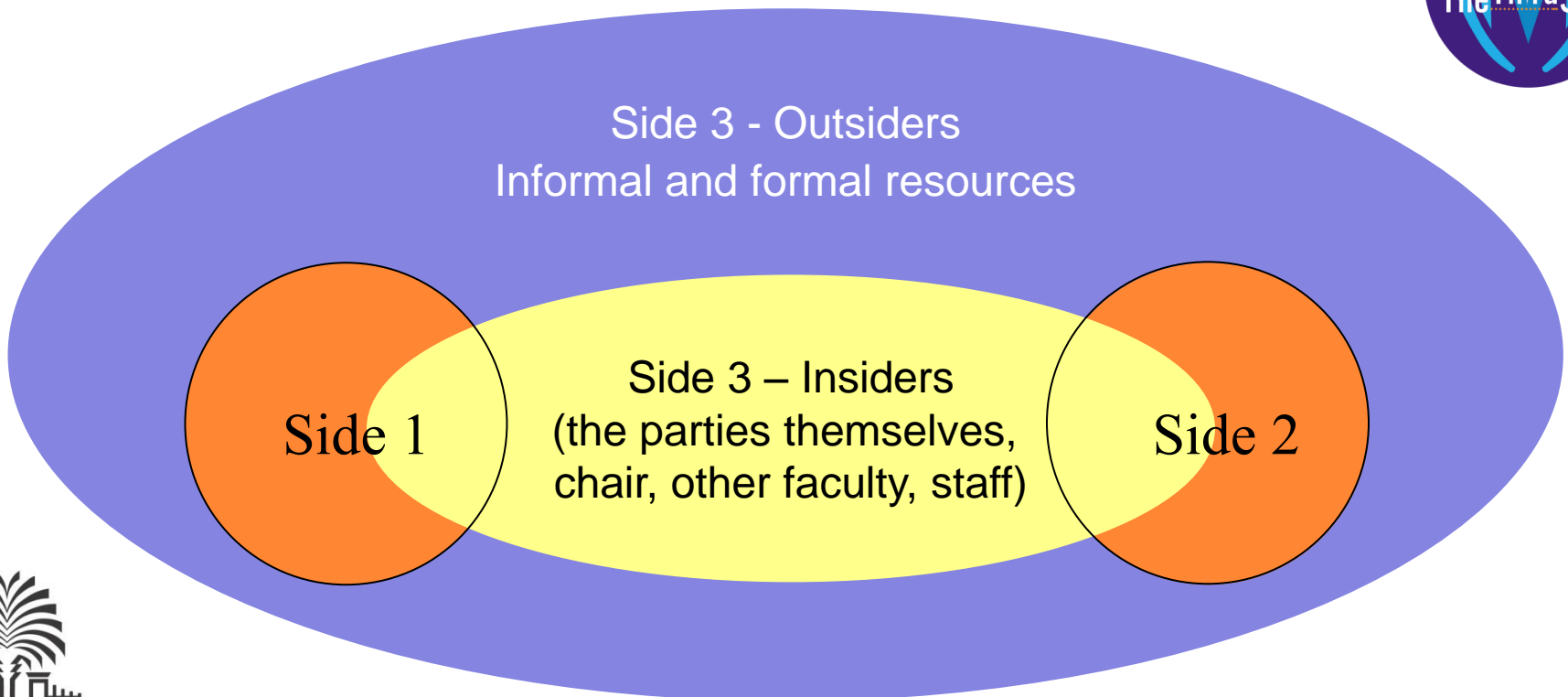
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- ★ Identify the **PROBLEM** – issues, conflicts, time constraints, policy or procedures involved
- ★ Identify the **PEOPLE** – key parties, perspectives, represent concerns of others
- ★ Identify the **POWER** distribution of those involved
- ★ Identify the **POSITIONS/INTERESTS** of those involved
- ★ Identify all **POSSIBLE OPTIONS** – what interventions can be taken
- ★ From: Howard Gadlin, Ph.D., NIH Ombudsman, 2001.



# B. The Third Side of conflict resolution

In more difficult cases you may need to consider the larger perspective of the community of insiders and outsiders focused on containment, resolution and prevention.



## C. The desired outcome of conflict resolution

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“Meets the **legitimate interests** of each side to the extent possible, resolves **conflicting interests** fairly, is **durable**, and takes **community interests** into account.”

Fisher R, Ury W: *Getting to Yes: Negotiating Agreement Without Giving In*, (New York: Penguin Books, 1983, p.4



# Final Thoughts: The impact of a chair

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- ★ Chair position is unique – **leadership among peers** (Tucker, 1992)
- ★ Chair is the **crucial link** between faculty and administration
- ★ Conflicts best resolved at chair level
- ★ No other leadership role within the academy has as much **direct impact on the quality and future of the institution** as a department chair
- ★ Mold and shape the department and serve as the **primary agent of the department's development, direction, culture, and success**





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# References

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