

The CAO as Cultural Architect: Opportunities in Leadership

Council for Independent Colleges
Workshop for CAO's in Their Third or Fourth Year of Service
Dallas, Texas
November 5, 2022

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Consider Organizational Culture



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Culture: The way we do things around here.

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Quick Cultural Assessment:

On Own.

- Success - How is success defined?
- Values – Important in words and actions?
- Norms – What are unstated yet established expectations?
- Celebrations, Heroes/Heroines?
- Song?



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Is there alignment between you and others in your institution in regards to:

- Definitions of Success?
- Common values of what is important?
- Expectations of you as a leader?



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The Value of Mission and Vision

in Culture Building Leadership

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Two Categories of the CAO's Work

- Technical Roles
- Symbolic Roles
 - Emotion/Attitude/Feeling
 - Make the Most Impact



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Technical Roles



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Technical Roles

- Budget Development
- Conflict Resolution
- Communication
- Planning
- Professional Development



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Symbolic Roles

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Ambassador



What borders do you need to cross to maximize your role?

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Detective



What unsolved mystery needs investigating at your institution?

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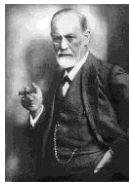
Actor



What role have you played when it was really necessary?

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Psychiatrist



Who have you talked off the ledge recently?

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Poet



It's not always what you say, but how you say it.

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Maestro



Seeking all to perform in perfect harmony!

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Motivator



Carrot or Stick?

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Agent (Negotiator)



What do you need to obtain for your folks, that only you can obtain?

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Event Planner



What can or should be celebrated that is not being celebrated?

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Jurist



What rulings need to be made by "the judge"?

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Potter



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Potter



What aspect of your culture needs to be shaped?

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What symbolic roles do you fill in the building of your organization's culture?



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Building Culture
Through Blended Leadership

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Blended Leadership

- Symbolic Allocator of Resources (Budget)
- Healing Jurist (Conflict Resolution)
- Poetic Disseminator of Information (Communication)
- Gatekeeping Potter (Faculty Development)
- Visionary Planner (Daily Administration)



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Fullan, M. (2001) *Leading in a culture of change*.

(Enthusiasm *and* Energy *and* Hope)

+

(Moral Purpose and Knowledge)

+

Commitment =

More good things happening than bad things happening!

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Presentation Resources and Further Reading

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