

The CAO as Cultural Architect: Opportunities in Leadership

Council for Independent Colleges

Workshop for CAO's in Their Third or Fourth Year of Service

Tampa Bay, FL

November 4, 2023

Consider Organizational Culture



Culture: The way we do things around here.

Quick Cultural Assessment:

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



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

- Definitions of Success?
- Common values of what is important?



Mission and Vision

in Culture Building Leadership

What do Colleagues expect from you as a leader?



Two Categories of the CAO's Work

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



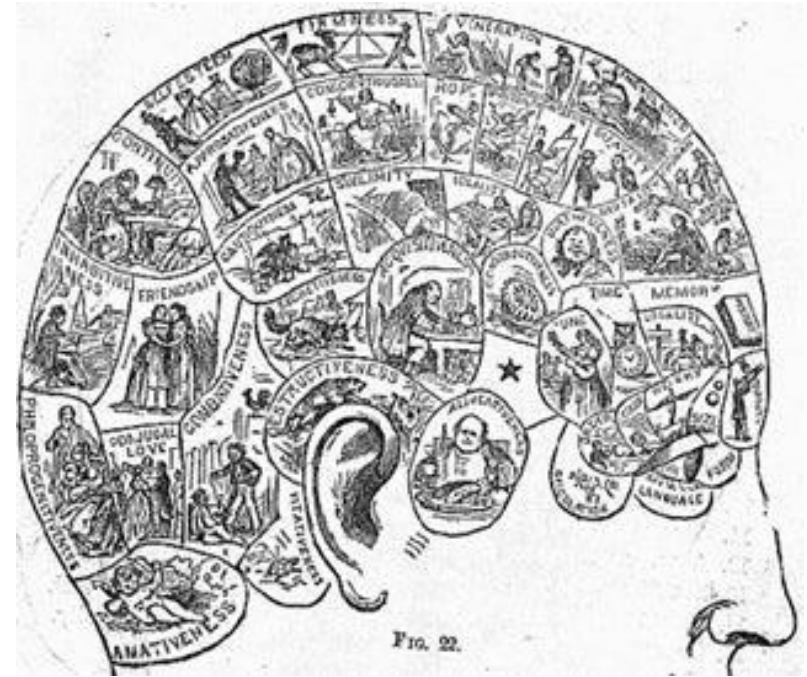
Technical Roles



Technical Roles

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





Symbolic Roles

Ambassador



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

Detective



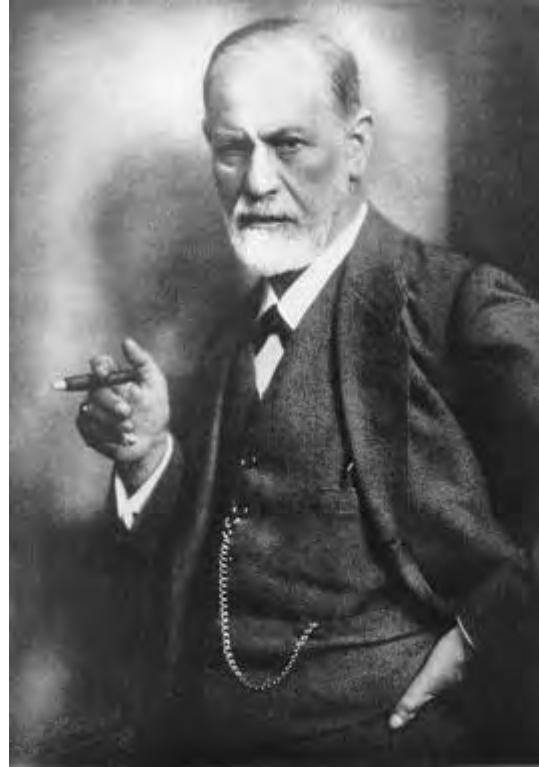
What unsolved mystery needs investigating at your institution?

Actor



What role have you played when it was really necessary?

Psychiatrist



Who have you talked off the ledge recently?

Poet



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

Maestro



Seeking all to perform in perfect harmony!

Motivator



Carrot or Stick?

Agent (Negotiator)



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

Event Planner



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

Jurist



What rulings need to be made by “the judge”?

Potter



Potter



What aspect of your culture needs to be shaped?



Building Culture Through Blended Leadership

Blended Leadership

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



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!



Presentation Resources and Further Reading

- Bolman, L. G., & Deal, T. E. (2014). *How great leaders think: The art of reframing*. Jossey-Bass, A Wiley Brand.
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