

Dear ASEE Colleagues:

We are pleased to announce a new workshop on Engineering Academic Leadership! This workshop is tailored to needs of potential deans and department chairs. The objective is to help these emerging academic leaders develop the full potential of their leadership abilities in creating world-class engineering programs in their institutions, and providing a model for other schools and colleges in their institutions. New deans and chairs may find this workshop to provide a valuable framework for preparing for their leadership agenda and finding new ways of addressing continuing challenges. Whether in academia, industry or government, the transition from individual contributor to leader is fraught with the same dangers. We are not usually told why we are chosen, i.e. what traits we possess that has resulted in being given more leadership responsibility; we are not given the knowledge about how the job is different, that being a leader requires quite different capacities and different thinking from being an individual contributor; and we are not given education and training to take on the leadership role, to fully use our natural abilities and begin to think and act differently - as a leader. We need to become consciously competent to be able to see many different ways to address a given organizational problem, and to have the confidence to choose among them to find the best solution. The move to academic leadership is a transformational process, starting with introspection on what being an “ideal leader” means and then beginning to translate that into action. This workshop is designed to help the participants better understand the roles of academic leadership, to begin to find in themselves the leadership abilities they inherently have, and to identify the skills they need and the process required to build those capabilities in themselves. Experience has shown that academic professionals can learn to become authentic leaders, true to their own beliefs and skilled at mentoring and developing leadership abilities in others.

This one-day 7 hour meeting is designed for prospective or emerging department chairs and deans. You would be challenged to create an ongoing plan for building relationships with other stakeholders and creating a process that extends leadership throughout their engineering ranks and beyond. This workshop will model effective leader behavior and will include a review of effective methods currently used. Participants will be actively involved in various experiential activities and dialogue to wrestle with the issues surrounding “leadership” from their perspective and experience. They will walk away with a beginning action plan for how to implement and launch an integrated approach to incorporating “leadership actions” into their existing activities.

Underlying Assumptions for the workshop:

- Today, the challenges of higher education are many. There is a tremendous calling for academics to awaken to their full leadership potential. Their creative talents and gifts are needed for leading their organizations to new and creative solutions to the challenges faced by higher education and preparing new leaders to follow.
- Academia and industry alike need to awaken to the call to support full and comprehensive development of leadership and new ways of thinking in order to meet the world’s pressing needs for new and creative solutions.
- The engineering and scientific academic communities have the innate capability to unleash their leadership gifts and talents.

- To provide an experiential overview of what is possible for academic deans and prospective deans, department chairs and prospective department chairs to unleash of their leadership potential, we believe a workshop should stimulate the beginning steps for visionary and creative discovery of the life-long learning/leading agenda needed for effective leadership and constant change.

Participants in the workshops need to:

- come with an open mind, seeking exploration of new ideas and possibilities;
- conduct a personal assessment of their leadership traits and strengths as well as assessing their context and the situation for exercising their leadership actions;
- articulate an expected “ideal” in order to map a series of sequenced steps to design, implement and launch professional and academic changes over time;
- identify and create a road map for how their new leadership strategies will impact their organizational stakeholders and how they will build ownership in the vision for the future;
- enroll and engage key advisors to gain their inputs in the change processes that will lead to the desired ideal future; and
- learn to lead and manage personal and organizational change processes that lead to effective outcomes for all stakeholders.

Each workshop will examine the following:

1. Identify the need for equipping academic engineering leaders with general leadership concepts, knowledge, and practices.
2. Identify what each participant is already doing to exercise leadership in their department, school or college.
3. Define how these developmental elements map to leadership and integrate with holistic education for leaders, resulting in authentic leadership behaviors/results.
4. Help participants understand the perspective of all stakeholders within their contextual field.
5. Help participants see the possibilities in themselves and in their own organizations, identifying new possibilities for how and what they personally and organizationally could do. Create a vision of the future ‘ideal’ state.
6. Collaboratively build an action plan for carrying out the new possibilities.

Practical takeaways will include:

1. A set of resources for academic leaders.
2. A self-created development plan for launching first steps toward making change happen.
3. Examples of effective leadership in action.
4. Possibilities for extended coaching support in implementing their plan.

Topics to be discussed in the workshops:

1. Better understanding effective leadership principles/practices in the organization, up, down and across boundaries.
2. An examined look at their own set of beliefs about leadership and change, as well as their personal strengths/traits.
3. Helping faculty to create a culture of innovation that welcomes and initiates change.

4. Higher education's unarticulated "crying out" for leadership.
5. Issues tied to the practice of promoting faculty to greater responsibilities in academia without developing leadership skills and practices for those promoted.
6. Understanding the process: what do stakeholders want? Understanding the different needs of key stakeholders.
7. Understanding stakeholder mindset: faculty vs. administration; the power of mindset and how to become aware of how the old mindsets inhibit us from being our best.
8. Help emerging and existing academic leaders understand the significant role of being a leader—what it looks like, how it feels, what is intended.
9. Developing courage to try new things and lead others in their organizations (faculty) to do the same.
10. The role of character development and personal change in 'liberating' the leader within.
11. How effective leadership skills in academia can build links with external supporters, model leadership for students, and impact the whole institution.
12. How to coach faculty to increase their capacity for innovation, develop courage to take appropriate risk, and recognize when they need further leadership development for added responsibilities.
13. What it takes to successfully make the necessary change to a leaderful institution. (Defying gravity.)
14. See the big picture, and identify multiple ways to address any given situation.

Pre-workshop Assignment:

Prior to coming to the workshop, we'd like to invite you to purchase and read our book, ***Leadership for Engineers: The Magic of Mindset***. It is available directly from McGraw Hill by calling Customer Service at 877-833-5524, or go to their website to order at <http://mhprofessional.com/product.php?isbn=007338593X>. We'd also like to invite you to purchase a second book, ***Strengths Based Leadership*** (easily ordered from Amazon or any other on-line book stores for a minimal cost). Each copy of *the book* includes a unique access code to take the StrengthsFinder 2.0 assessment that identifies your top talents/strengths. After you complete the assessment, you will receive a personalized strengths-based leadership guide. **The leadership version of the program** will enable you to plot the strengths of your team based on the four domains of leadership strength revealed in the book.

Proposed Workshop Agenda:

Welcome—Introductions

Setting the Stage—Expectations, Objectives

What is Leadership? Defining attributes

Video: The Art of Leadership

Large Group Debrief—Difference between leader and leadership

- Styles of leaders
- Changes over time
- Best Practices today

Small Group Exercise: Questions for discussion

Facilitated Dialogue—Making applications

My Ideal:

- Vision for me
- What is possible in next 3 years?
- What are some of the foundational beginnings reflected in best practices
- How to build from what we have?

Learning from another's story of leadership

Work in dyads to learn about my strengths and how to use for leadership development planning:

- Identifying critical elements for myself
- Strengths/developmental opportunities
- Where I want to stretch myself—why?
- My context—my impact—what do I need/want?

Lunch

Opening to New Possibilities

- Sharing visions—receiving support
- Brainstorm in small groups
- Map and prioritize key pieces that need to be incorporated
- What does it take?

A Case Study

Leading and Managing the Change Process

- How to proceed
- Building ownership, rationale and enthusiasm
- Support structures
- The Innovative University—what can we learn?

Triads: Work together to draft an action plan

Report outs on action plan drafts—instructors and participants provide feedback

Next steps for the design, implementation and launch

Opportunities for coaching during the implementation phase

Closing

Best regards,

Dr. Ron Bennett

Dr. Elaine Millam