



## Leadership Collection

*A collection of resources across a range of needs, from just-in-time reminders to topical deep dives.*

The Leadership Collection was inspired by, and initiated with support and in collaboration with Nanyang Technological University in Singapore. It is a multi-media library of management and leadership materials curated for academic leaders. The Collection is accessible via the Internet, and is updated regularly. The Collection can be used on a “just in time” basis or as a platform for personal study and reflection. Categories of materials in the collection include:

### JUST-IN-TIME COLLECTION *(I need to know now!)*

- Quick Tips
- Checklists
- Videos: how to “do it right”

### LEADERSHIP BOOKCASE

- Resources for the longer-term, travel, and reflection

### DEEP-DIVE COLLECTION *(I am looking for deeper knowledge.)*

- Videos: interviews with, and presentations by, experts and authorities
- Executive Briefings
- Annotated Bibliographies
- Case Studies
- Podcasts
- Self-Assessments

Leadership Collection resources are research and evidence-based; tailored for the academic environment; and practical. They are built around four leadership competencies.

**Ethical:** An ethical leader models, requires, and rewards appropriate professional conduct in personal, interpersonal, and organizational settings. He or she makes principle- and fact-based decisions, seeking consistency among ethical beliefs, values, and conduct. Such a leader encourages exploration of and discussion about the ethical challenges inherent in work life.

**Strategic:** A strategic leader develops and implements long-term goals tied to the organization’s mission. A strategic leader sets SMART (specific, measurable, agreed-upon, realistic, and time-based) goals and aims at achieving long-term goals. Competencies include anticipation of pitfalls, management of budget and resources, prioritizing, use of data to inform decisions, and risk assessment.

**Influential:** An influential leader is a strong communicator, motivating, energizing, and facilitating effective interactions. This leader delegates thoughtfully, provides constructive coaching and mentoring, and conducts meaningful performance evaluations. Influential leaders build strong relationships and use skills of persuasion and negotiation effectively.

**Adaptive:** An adaptive leader uses a range of approaches based on situational needs. Adaptive leaders anticipate, identify, and manage change with flexibility rooted in principled approaches. Adaptive leaders devise creative solutions, implement initiatives, maintain and update their skills and knowledge, and manage stress to be effective leaders of others.





## Leadership Collection Topics

1. Navigating role transitions from faculty member to academic leader, and back again
  - ✓ Surviving and thriving as a leader: Challenges and opportunities
  - ✓ Overview of administration and leadership in academia
2. Ethical Leadership
  - ✓ Self-reflection: strengths and weaknesses
  - ✓ Ethical challenges of leadership
  - ✓ Issue identification
  - ✓ Decision-making
  - ✓ Evaluating situations
  - ✓ Managing time and resources
  - ✓ Values clarification and articulation
  - ✓ Setting personal and professional boundaries
  - ✓ Identifying and avoiding cognitive biases and errors
3. Strategic Leadership
  - ✓ Leadership theories
  - ✓ Recruiting to build a unit
  - ✓ Making data-informed decisions
  - ✓ Considering and building organizational culture
  - ✓ Aligning your vision and strategy with institutional mission and vision
  - ✓ Globalization and higher education
  - ✓ Considering the research university of the future
  - ✓ Educational technologies
  - ✓ Lessons from corporate world
  - ✓ Succession planning
  - ✓ Setting goals
4. Influential Leadership
  - ✓ Communicating effectively: content, media, information sharing, timing
  - ✓ Managing “up” and delegating down
  - ✓ Motivating others
  - ✓ Performance management and evaluation, mentoring, and coaching
  - ✓ Influencing, with and without positional authority
  - ✓ Negotiation skills and facility
  - ✓ Meetings (leading and attending effectively)
  - ✓ Addressing resistance
  - ✓ Understanding and influencing organizational culture
  - ✓ Collaborating, networking, and collegiality
  - ✓ Conflict management and resolving disputes
  - ✓ Building effective teams; dealing with dysfunctional teams and groups
  - ✓ Complaint handling
  - ✓ Knowing when to escalate
  - ✓ Dealing with “difficult people” and handling “tough” conversations
5. Adaptive Leadership
  - ✓ Change management
  - ✓ Enhancing cross cultural comfort
  - ✓ Dealing with generational shifts in workplace
  - ✓ Organizational design
  - ✓ Developing emotional intelligence
  - ✓ Organizational agility and thriving within complex bureaucracies
  - ✓ Program evaluation and program measurement

