Cultivating Caring Leadership: Practices for Campus Leadership Development

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CUPA-HR Webinar

Presenters



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Agenda

- Setting the Context
- Defining Caring Leadership
- Why Caring Leadership Matters
- Barriers to Caring Leadership
- Cultivating Caring Leadership



Poll Question

My institution is taking proactive steps to sustain talented leaders

- Strongly Agree
- Somewhat Agree
- Somewhat Disagree
- Strongly Disagree

Setting the Context

- Spent past 5 years studying the higher ed workplace

- Illustrated the need for organizational change that prioritizes faculty and staff wellbeing

Model of Organizational Care



Where Are the Leaders?

- Model is premised on all members of the organization playing a role
- Yet the roles differ; leaders have a special responsibility in this work
- Change planning and execution is people management; it is hard

10 Actions of Caring Leadership

1. Compassion
2. Self-Awareness
3. Listening
4. Intellectual Humility
5. Vulnerability

10 Actions of Caring Leadership

6. Trust-Building
7. Critical Hope
8. Responsibility-Taking
9. Equity-Mindedness
10. Organizational Thinking

Why Caring Leadership Matters

- Employees who feel their leaders care about them is critical to retention
- Change is necessary but also costly to people; leaders must be adept at human side of change
- Trust deficit between senior leaders and employees remains a challenge

Strain on Leaders

- Supervisors among “hardest hit by turnover crisis”
  - 7 in 10 work more than full-time hours
  - Nearly double the percentage say working weekends is normal
- Struggle with filling vacancies and maintaining morale

Paltry Investment

- Industry spends upwards of $40B a year on leadership development
- Too few internal leadership development options
- Often geared towards those already in positional leadership

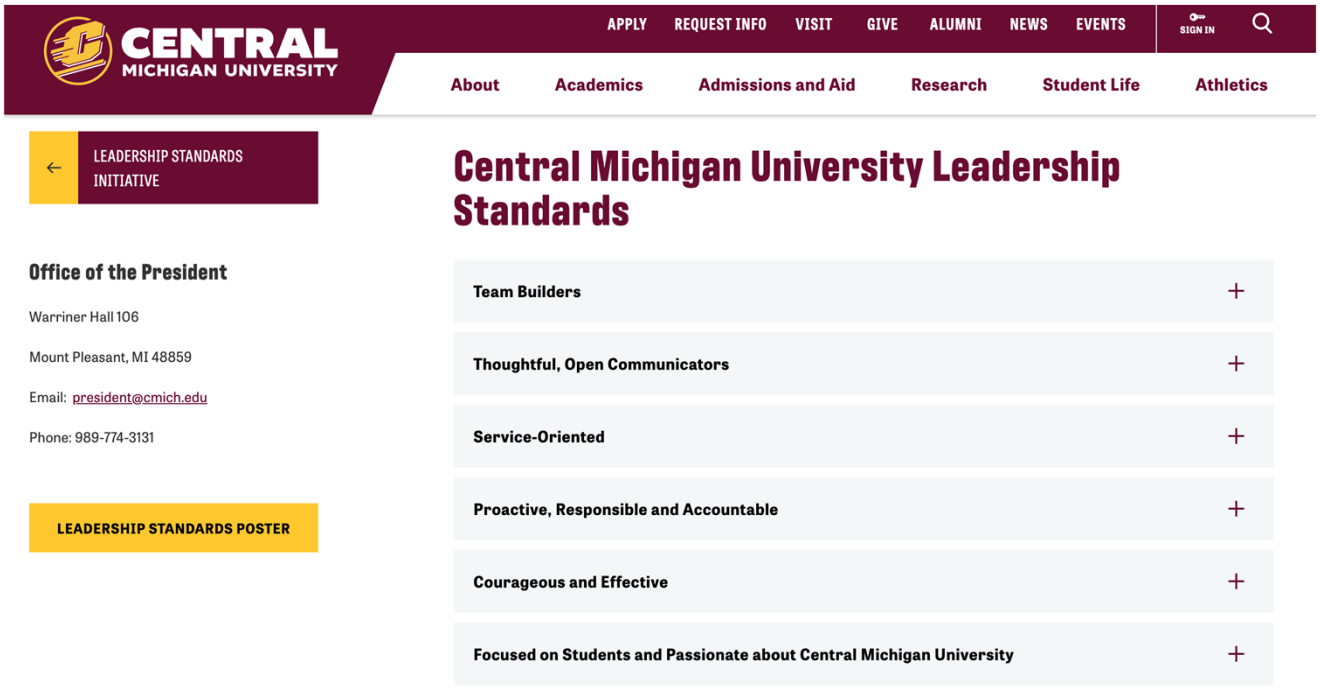
Burn and Churn

- Little regard for leaders' workload or mental health
- Turnover is frequent, destabilizing the institution
- Turnover risk higher for those tasked with becoming "toxin handlers"

Support the Ecosystem

- Clear leadership standards across the institution
- People and process management built into job descriptions
- Monitor and adjust workloads of leaders
- Robust internal development
- Opportunities for renewal

Example: Central Michigan



Poll Question

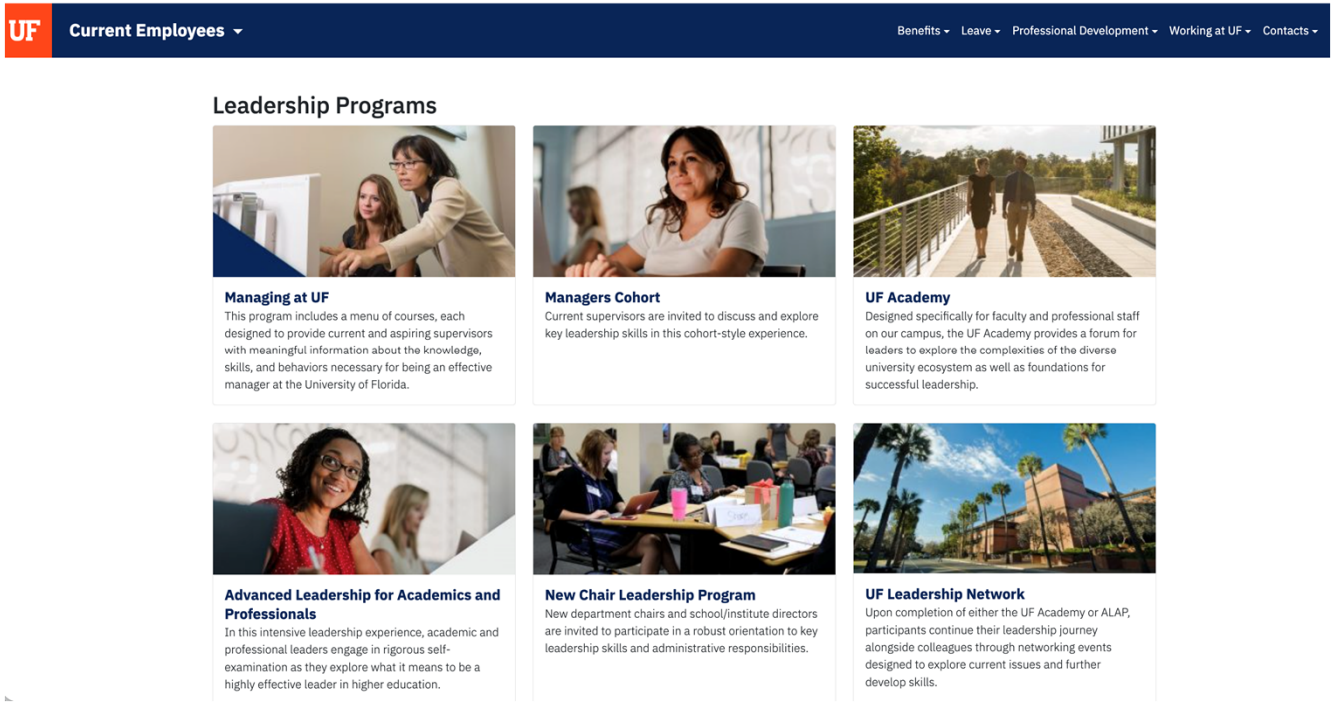
Has your institution adequately invested in leadership development?

- Yes
- To Some Extent
- No

Ingredients for Leadership Development

- Start with a needs assessment
- Don’t rely on volunteers or altruism
- Reduce barriers to participation
- Don’t tie all programs to specific titles
- Go beyond the one-and-done
- Think outside the classroom

Example: University of Florida



Takeaways

- ✓ Pace of change and employee expectations call for caring leadership
- ✓ Caring leadership is comprised of skills that combine inner work and action
- ✓ Caring leadership must be proactively cultivated and sustained

Calls to Action

- ✓ Conduct an audit or needs assessment of leadership development programming
- ✓ Consider programming on human dimensions of change management
- ✓ Review opportunities to better recognize and reward outstanding leaders

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Have a Question?



Submit questions to our presenter using the Chat.

Thank You

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