



## 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
- Curated Articles
- Annotated Bibliographies
- Case Studies
- 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
  - ✓ Becoming an authority figure
  - ✓ Role transition: preparing for a new position
  - ✓ Leadership essentials
2. Ethical Leadership
  - ✓ Self-reflection: strengths, weaknesses
  - ✓ Ethical challenges of leadership
  - ✓ Evaluating situations & issues
  - ✓ Principled decision-making
  - ✓ Values clarification and articulation
  - ✓ Managing time and resources
  - ✓ Setting personal and professional boundaries
  - ✓ Identifying and avoiding cognitive biases and errors
  - ✓ Knowing when it's time to go
3. Strategic Leadership
  - ✓ Recruiting to build a unit
  - ✓ Making data-informed decisions
  - ✓ Creating, sustaining a culture of excellence
  - ✓ Change management
  - ✓ The research university of the future
  - ✓ Combining departments
  - ✓ Lessons from corporate world
  - ✓ Succession planning
  - ✓ Setting goals
  - ✓ Understanding and influencing organizational culture
  - ✓ Taking over a troubled unit
  - ✓ Dealing with external complaints
4. Influential Leadership
  - ✓ Communicating effectively: content, media, information sharing, timing
  - ✓ Managing "up" and delegating down
  - ✓ Motivating others
  - ✓ Performance management; evaluation, mentoring, and coaching
  - ✓ Influencing, with and without positional authority; listening; asking questions
  - ✓ Negotiation skills and facility
  - ✓ Holding effective meetings
  - ✓ Complaint handling
  - ✓ Dealing with incivility and bullying
  - ✓ Understanding and influencing organizational culture
  - ✓ Collaborating, networking, collegiality
  - ✓ Conflict management and disputes
  - ✓ Understanding and managing teams; dealing with dysfunctional groups
  - ✓ Effective use of committees
  - ✓ Knowing when to escalate
  - ✓ Dealing with difficult people; handling hard conversations; delivering bad news
  - ✓ Strong personal scripts: importance, use
  - ✓ Clarity of intent and its effects
5. Adaptive Leadership
  - ✓ Change management
  - ✓ Enhancing cross cultural comfort
  - ✓ Dealing with generational shifts
  - ✓ Culture and diversity
  - ✓ Developing emotional intelligence
  - ✓ Organizational agility and thriving within complex bureaucracies
  - ✓ Dealing with a disruptive predecessor

