Leading Your Campus Through Conflict and Change

SUNY SAIL INSTITUTE

Empowering Strategic, Academic, and Innovative Leadership

Welcome

- Ph.D. Leadership Studies—Gonzaga
- 15+ years in higher education
- Vice President at Jamestown Community College

Objectives

1. Analyze the concept of change and how it relates to leadership.
2. Evaluate external factors influencing/driving change in higher education.
3. Analyze interpersonal conflict.
4. Review specific skills for managing workplace conflict.

Why Do People Resist Change?

If you don't create change, change will create you.

- Fear of unknown.
- Fear of loss of power.
- Economic loss.
- Conflict of interest.
- Threat to present traditions, standards, values, and norms.

SUNY SAIL INSTITUTE
Empowering Strategic, Academic, and Innovative Leadership

Leadership: The Evolving Landscape

There is a transition occurring from the old paradigm in which leadership resided in a person or a role, to a new one in which leadership is a **collective process** that is spread throughout networks of people.

~Nick Petrie

SUNY SAIL INSTITUTE
Empowering Strategic, Academic, and Innovative Leadership

Leadership: The Evolving Landscape

There are no simple, existing models or programs that will be sufficient to develop the levels of collective leadership required to meet an increasingly **complex future**. Instead, an era of **rapid innovation** will be needed in which organizations experiment with new approaches that combine **diverse ideas** in new ways…

~Nick Petrie

Leadership: The Reality

The old model of leadership held that only those in positions of power could be great leaders…Reality is much more **complex**. Any member of an organization can exert leadership; one does not need a title to demonstrate a **capacity to bring about change.** These contemporary views of leadership highlight the emerging role **creativity** plays in leadership effectiveness.

~Puccio, Mance, & Murdock

# Leadership: In Contrast to Management

The difference between managers and leaders lies in the conceptions they hold...of chaos and order. Managers embrace process, seek stability and control, and instinctively try to resolve problems quickly. Leaders, in contrast, tolerate chaos and lack of structure...Leaders have much more in common with **artists, scientists, and other creative thinkers** than they do with managers.

~Abraham Zaleznik

SUNY SAIL INSTITUTE
*Empowering Strategic, Academic,
and Innovative Leadership*

Leadership: Dealing with Change

- What are some of the factors of change affecting higher education today?

- What is the impact that change has on your institutions?

- If the nature of the challenges we face today are complex and rapidly evolving, what are we doing to establish networks of leadership to creatively embrace and manage the change?

Leadership: Dealing with Change

Projected Change in the Number of U.S. Representatives by State: 2010 to 2020
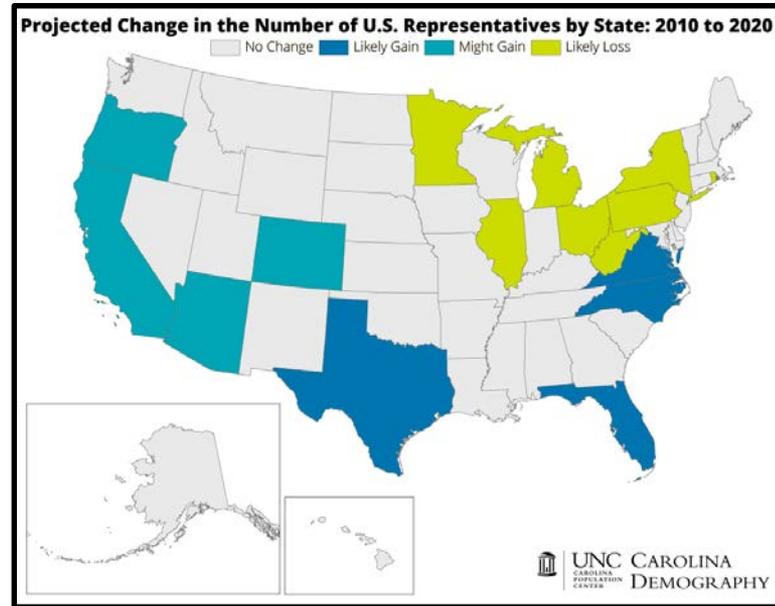
Leadership: To Navigate the Landscape of Change Leaders Must

- Possess the ability to effectively respond to change.

- Demonstrate the ability to proactively drive change.

- In short—to be creative.

~Puccio, Mance, & Murdock

SUNY SAIL INSTITUTE
Empowering Strategic, Academic, and Innovative Leadership

Transformational Leadership

- Style of leadership used to identify needed change.

- Creates a vision to guide through change.

- Mobilizes the entire team toward the accomplishment of the change.

~Bass & Riggio

SUNY SAIL INSTITUTE
Empowering Strategic, Academic,
and Innovative Leadership

Transformational Leaders…

- Connect followers' sense of identity and self to the collective identity of the organization (Inspirational Motivation)

- Serve as a role model to inspire and raise interest in collective tasks (Idealized Influence)

- Challenge followers to take greater ownership of their work (Intellectual Stimulation)

- Understand the strengths and weaknesses of followers and know how to align them with required tasks (Individualized Consideration)

Transformational Leadership and Individualized Consideration

- Actively disengaged workforce—Passive Management by Exception:
  - 40% Actively Disengaged; 57% Not Engaged; 2% Engaged

- Disengaged Workforce—Active Management by Exception:
  - 22% Actively Disengaged; 33% Not Engaged; 45% Engaged

- Engaged Workforce—Strengths-Based Transformational Approach:
  - 1% Actively Disengaged; 38% Not Engaged; 61% Engaged

Leadership: In Summary

- The pace of change is too fast for any one leader to manage.

- The problems are too complex for any one individual leader to resolve.

- Leaders must rely on their own creativity.

- Leaders must be adept at facilitating the creative thinking and diverse ideas of others.

~Puccio, Mance, & Murdock

SUNY SAIL INSTITUTE
Empowering Strategic, Academic, and Innovative Leadership
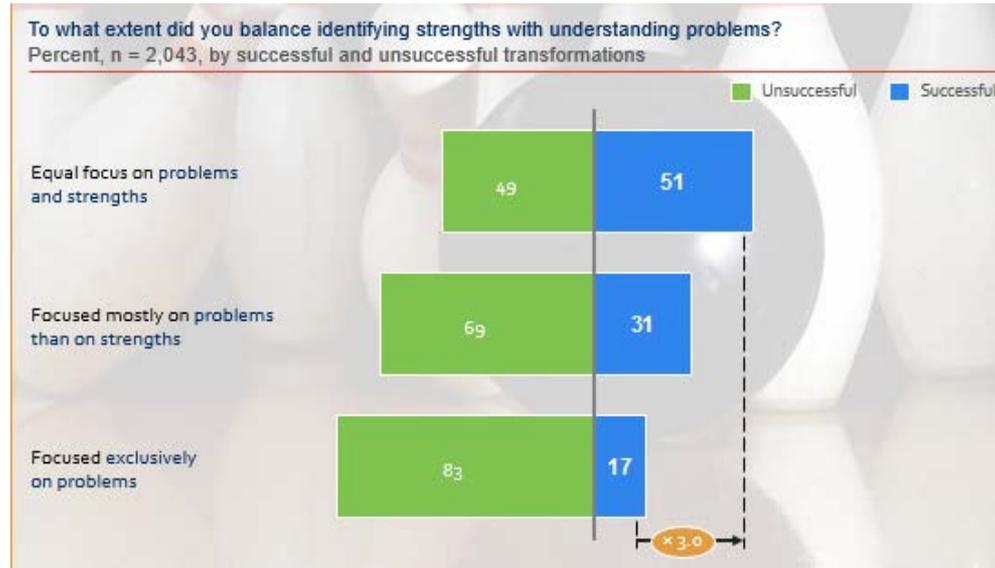
How do Leaders Facilitate Change

- Provide critical support for successful change.

- Communication is the most important tool in facilitating change.

- Employee participation:
  - Focus groups.
  - Establishing personal goals related to change.

- Training—focus on the benefits of change.
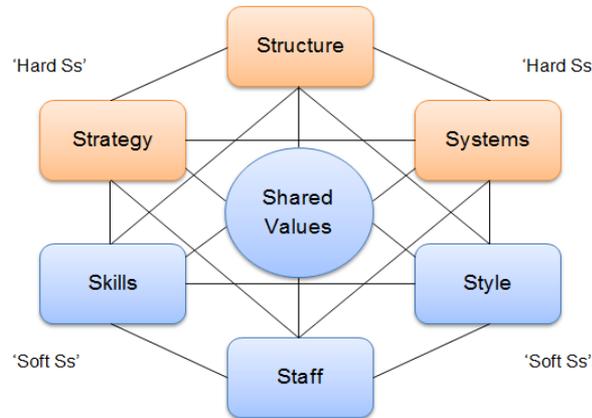
Picasso's Example of Embracing Change

SUNY SAIL INSTITUTE
Empowering Strategic, Academic,
and Innovative Leadership

The X-Factor: It takes both + and – to create real energy

To what extent did you balance identifying strengths with understanding problems?
Percent, n = 2,043, by successful and unsuccessful transformations

Unsuccessful   Successful

Equal focus on problems and strengths — 49 / 51

Focused mostly on problems than on strengths — 69 / 31

Focused exclusively on problems — 83 / 17

× 3.0

# What do we need to do to succeed at leading change?

McKinsey's 7-S Model of Change

- **Strategy:** the plan devised to maintain and build competitive advantage over the competition.
- **Structure:** the way the organization is structured and who reports to whom.
- **Systems:** the daily activities and procedures that staff members engage in to get the job done.
- **Shared Values:** called "superordinate goals" when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.
- **Style:** the style of leadership adopted.
- **Staff:** the employees and their general capabilities.
- **Skills:** the actual skills and competencies of the employees working for the company.
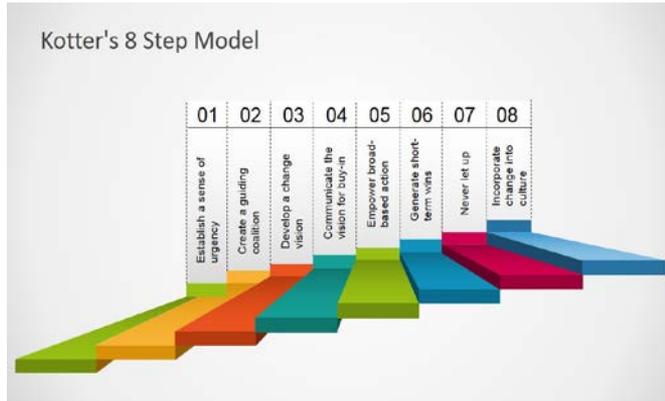
Kubler-Ross Change Model

The Kübler-Ross change curve
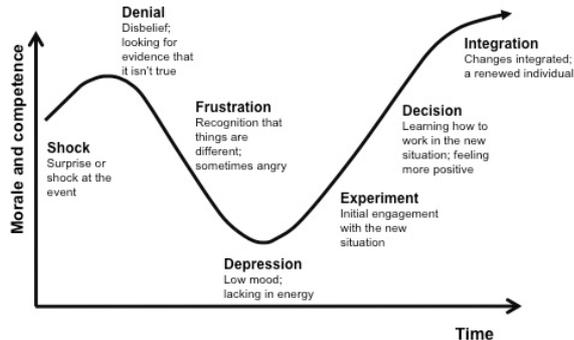
- Emotions connected to behavior
- For every change, someone perceives a loss of something (autonomy, influence, etc.)
- Change is equivalent to a series of small deaths
- People don't fear change, they fear loss

Kotter's 8 Step Model of Change

Kotter's 8 Step Model

01 Establish a sense of urgency
02 Create a guiding coalition
03 Develop a change vision
04 Communicate the vision for buy-in
05 Empower broad-based action
06 Generate short-term wins
07 Never let up
08 Incorporate change into culture

- Incorporate change into the culture
- Consistent level of emphasis on the process, regardless of how long it takes
- Includes the vital steps to be taken BEFORE the process is launched, and AFTER the process is complete for change to be permanent, purposeful, or transformational

Common Elements

- Shared Vision

- Deep focus on continuous communication

- Need for a committed and responsible team

- Data, Data, Data...and Accountability

- "Systems" view of the problem and solution "how does it all work together"

SUNY SAIL INSTITUTE
Empowering Strategic, Academic,
and Innovative Leadership

Change and Conflict

- Uncertainty of change often leads to conflict.
- Conflict is inevitable but it can be a positive force.
- Whenever a person perceives his or her interests are being opposed, personal conflict may occur.

Two Types of Conflict

- Functional Conflict:
  - Conflict that is positive and serves the interests of the organization.
- Dysfunctional Conflict:
  - Conflict that focuses on personalities instead of issues, hinders the achievements of the organization.
- Conflict can be an asset or a liability.

Common Causes of Conflict

- Incompatibility is the most common cause of conflict.
  - Incompatibility as the result of personality differences or value systems.
- Second-most common cause is overlapping or unclear job boundaries.
- Other common causes:
  - Inadequate communication.
  - Limited resources.
  - Unmet expectations.

SUNY SAIL INSTITUTE
Empowering Strategic, Academic, and Innovative Leadership

Five Conflict Strategies

- People tend to handle conflict in a pattern.
  - This pattern becomes a behavioral style.
  - No single conflict strategy is best to use all the time.
- **Competing:**
  - "I win, you lose" (high concern for self).
- **Accommodating:**
  - Neglecting own concerns to satisfy others. Helps immediate situation but does not help in the long run.

SUNY SAIL INSTITUTE
Empowering Strategic, Academic, and Innovative Leadership

Five Conflict Strategies

- **Avoiding:**
  - Passive withdrawal from the conflict.
  - Short-term fix.
- **Collaborating:**
  - Problem-solving approach.
  - Time-consuming and complex.
  - Concern for self and others.
- **Compromising:**
  - Requires give-and-take from both parties.

Thomas-Kilmann Conflict Mode Instrument

Many Thanks!!!