

# The CAO as Cultural Architect: Opportunities in Leadership

Council for Independent Colleges  
*Workshop for CAO's in Their Third or Fourth Year of Service*  
Dallas, Texas  
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## Consider Organizational Culture



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Culture: The way we do things around here.

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**Quick Cultural Assessment:**

On Own.

- Success - How is success defined?
- Values – Important in words and actions?
- Norms – What are unstated yet established expectations?
- Celebrations, Heroes/Heroines?
- Song?




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Is there alignment between you and others in your institution in regards to:

- Definitions of Success?
- Common values of what is important?
- Expectations of you as a leader?




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**The Value of Mission and Vision**

in Culture Building Leadership

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### Two Categories of the CAO's Work

- Technical Roles
- Symbolic Roles
  - Emotion/Attitude/Feeling
  - Make the Most Impact



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### Technical Roles



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### Technical Roles

- Budget Development
- Conflict Resolution
- Communication
- Planning
- Professional Development



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## Symbolic Roles

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## Ambassador



*What borders do you need to cross to maximize your role?*

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## Detective



*What unsolved mystery needs investigating at your institution?*

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Actor



*What role have you played when it was really necessary?*

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Psychiatrist



*Who have you talked off the ledge recently?*

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Poet



*It's not always what you say, but how you say it.*

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### Maestro



*Seeking all to perform in perfect harmony!*

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### Motivator



*Carrot or Stick?*

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### Agent (Negotiator)



*What do you need to obtain for your folks, that only you can obtain?*

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Event Planner



*What can or should be celebrated that is not being celebrated?*

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Jurist



*What rulings need to be made by "the judge"?*

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Potter



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## Blended Leadership

- Symbolic Allocator of Resources (Budget)
- Healing Jurist ( Conflict Resolution)
- Poetic Disseminator of Information (Communication)
- Gatekeeping Potter (Faculty Development)
- Visionary Planner (Daily Administration)



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Fullan, M. (2001) *Leading in a culture of change*.

(Enthusiasm and Energy and Hope)  
 +  
 (Moral Purpose and Knowledge)  
 +  
 Commitment =

**More good things happening than bad things happening!**  
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## Presentation Resources and Further Reading

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