The CAO as Cultural Architect: Opportunities in Leadership

Council for Independent Colleges
Workshop for CAO’s in Their Third or Fourth Year of Service
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Consider Organizational Culture

Culture: The way we do things around here.
Quick Cultural Assessment:

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

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?

**The Value of Mission and Vision** in Culture Building Leadership
Two Categories of the CAO’s Work

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

Technical Roles

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

Ambassador

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

Detective

What unsolved mystery needs investigating at your institution?
Actor

What role have you played when it was really necessary?

Psychiatrist

Who have you talked off the ledge recently?

Poet

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

Seeking all to perform in perfect harmony!

Motivator

Carrot or Stick?

Agent
(Negotiator)

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

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

Jurist

What rulings need to be made by “the judge”?

Potter
What aspect of your culture needs to be shaped?

What symbolic roles do you fill in the building of your organization’s culture?

Building Culture Through Blended Leadership
Blended Leadership

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


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

More good things happening than bad things happening!

Presentation Resources and Further Reading