

# The CAO as Cultural Architect: Opportunities in Leadership

Council for Independent Colleges

*Workshop for CAO's in Their Third or Fourth Year of Service*

Tampa Bay, FL

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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?



***Mission and Vision***

in Culture Building Leadership

What do Colleagues expect from you as a leader?



# Two Categories of the CAO's Work

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



# Technical Roles



# Technical Roles

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





# Ambassador



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

# Detective



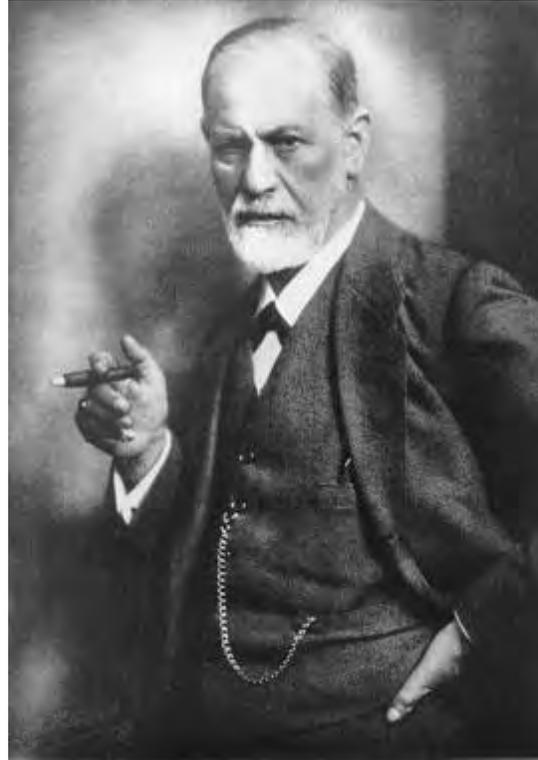
*What unsolved mystery needs investigating at your institution?*

# 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



# Potter



*What aspect of your culture needs to be shaped?*



# Building Culture Through Blended Leadership



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!**



# Presentation Resources and Further Reading

- Bolman, L. G., & Deal, T. E. (2014). *How great leaders think: The art of reframing*. Jossey-Bass, A Wiley Brand.
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