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
Symbolic Roles
Ambassador

What borders do you need to cross to maximize your role?
What unsolved mystery needs investigating at your institution?
Actor

What role have you played when it was really necessary?
Who have you talked off the ledge recently?
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
Blended Leadership

• Symbolic Allocator of Resources (Budget)
• Healing Jurist (Conflict Resolution)
• Poetic Disseminator of Information (Communication)
• Gatekeeping Potter (Faculty Selection and 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