

EXPLORING LEADERSHIP PARADIGMS IN HIGHER EDUCATION

*MANAGING UP, DOWN, AND
EVERYTHING IN-BETWEEN*

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EXPLORING LEADERSHIP PARADIGMS

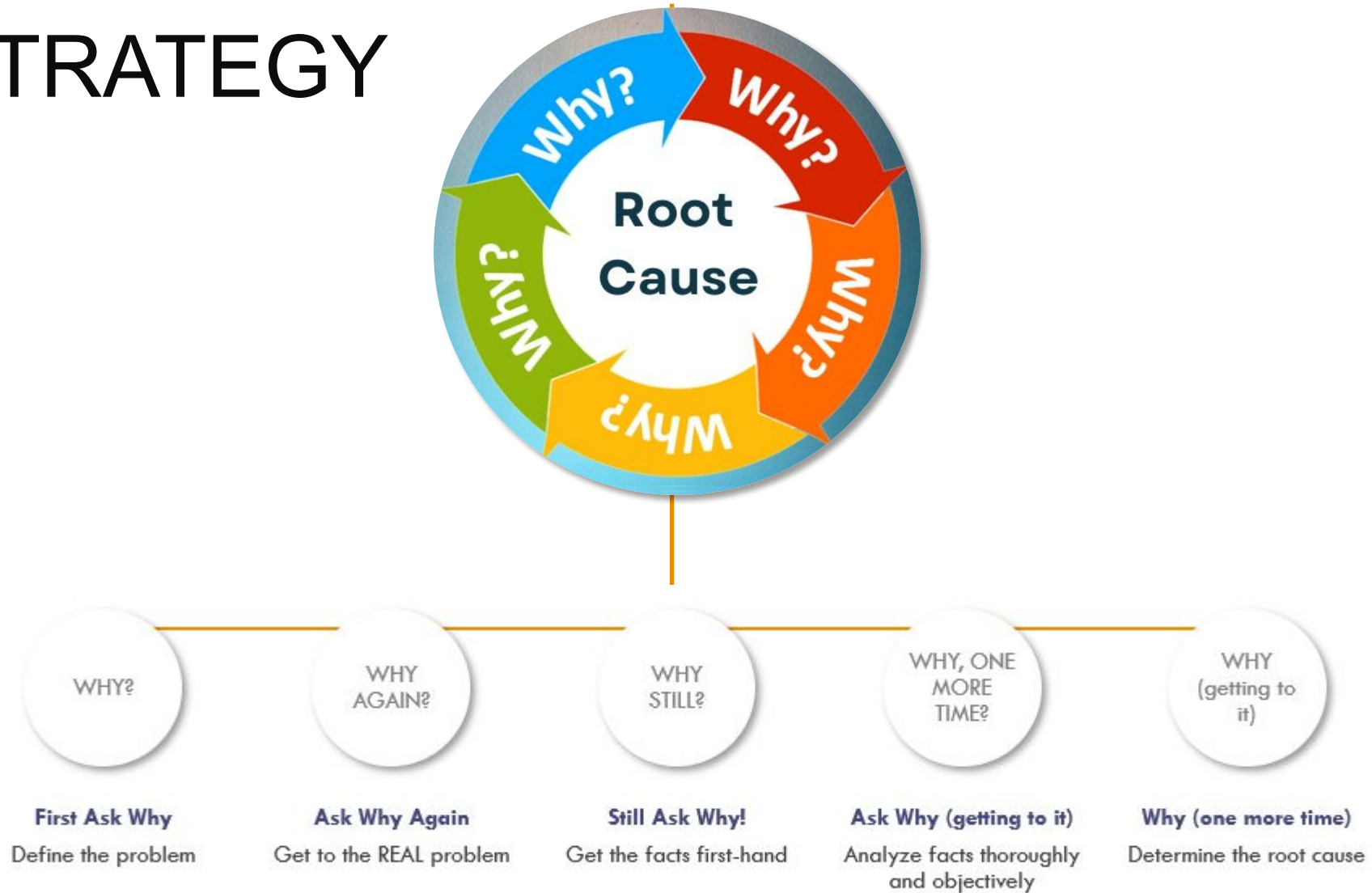
Who are we? What do we do?



- Everything we do is centered around **PEOPLE.**
- Comprehensive Management
- Employee paradigm shifts

MANAGING UP, DOWN,
AND EVERYTHING IN BETWEEN

KEY STRATEGY





**“TIME FOR
PEOPLING!”**

**Identifying,
Cultivating,
Retaining Talent**

Developing a Growth Mindset In Your Workplace

- **Create learning opportunities**
 - Establish programs that enable staff to learn new skills.
 - Consult with staff regarding what they want to learn or know more about.
 - Use in house expertise to cross-train between departments.
 - Use technology (e.g. mobile based) to deliver training and learning resources in accessible, appealing formats.
- **Consider both successes and failures as valuable learning opportunities**
 - Celebrate failures as learning opportunities.
 - Encourage a growth mindset in the workplace by celebrating failures as part of the learning process and treating them as a source of valuable data on what worked (and what didn't).
- **Relate staff performance evaluation to learning and not productivity**
 - Traditional employee performance appraisals might look at levels of output or productivity but, changing this to examine how employees are growing and developing contributes to establishing an organisational growth mindset.
 - We should examine how employees are growing and contributing to the organization's goals, mission and values in addition to their work performance and productivity.
- **Encourage and facilitate open and honest sharing**
 - Leaders with growth mindsets are open to hearing other perspectives, even when they challenge their own.
 - Providing the facilities for all employees to make contributions, share ideas and present criticisms contributes to the development of an organisation's growth mindset.
- **Invest in staff development, training and learning**
 - Companies with growth mindsets know that the full potential of their employees has not yet been realised.
 - Describe how investing in upskilling, reskilling, mentoring, coaching and other forms of staff development plays a huge part in establishing a beneficial growth mindset.

References:

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<https://www.forbes.com/sites/forbesnonprofitcouncil/2023/04/17/developing-a-growth-mindset-culture/?sh=7631d06c5822>

THE ATYPICAL PIPELINE



KEY STRATEGIES

Fostering Flexibility



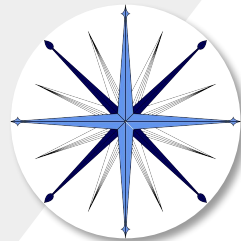
Remote/Hybrid Work, Release Time, Modified Schedules

Networking



[UCOP POLICY for Professional Development](#), Staff Engagement

Support and Guide!



Staff Engagement (manager \square staff), Activities, Appreciation, Strengths/Weaknesses



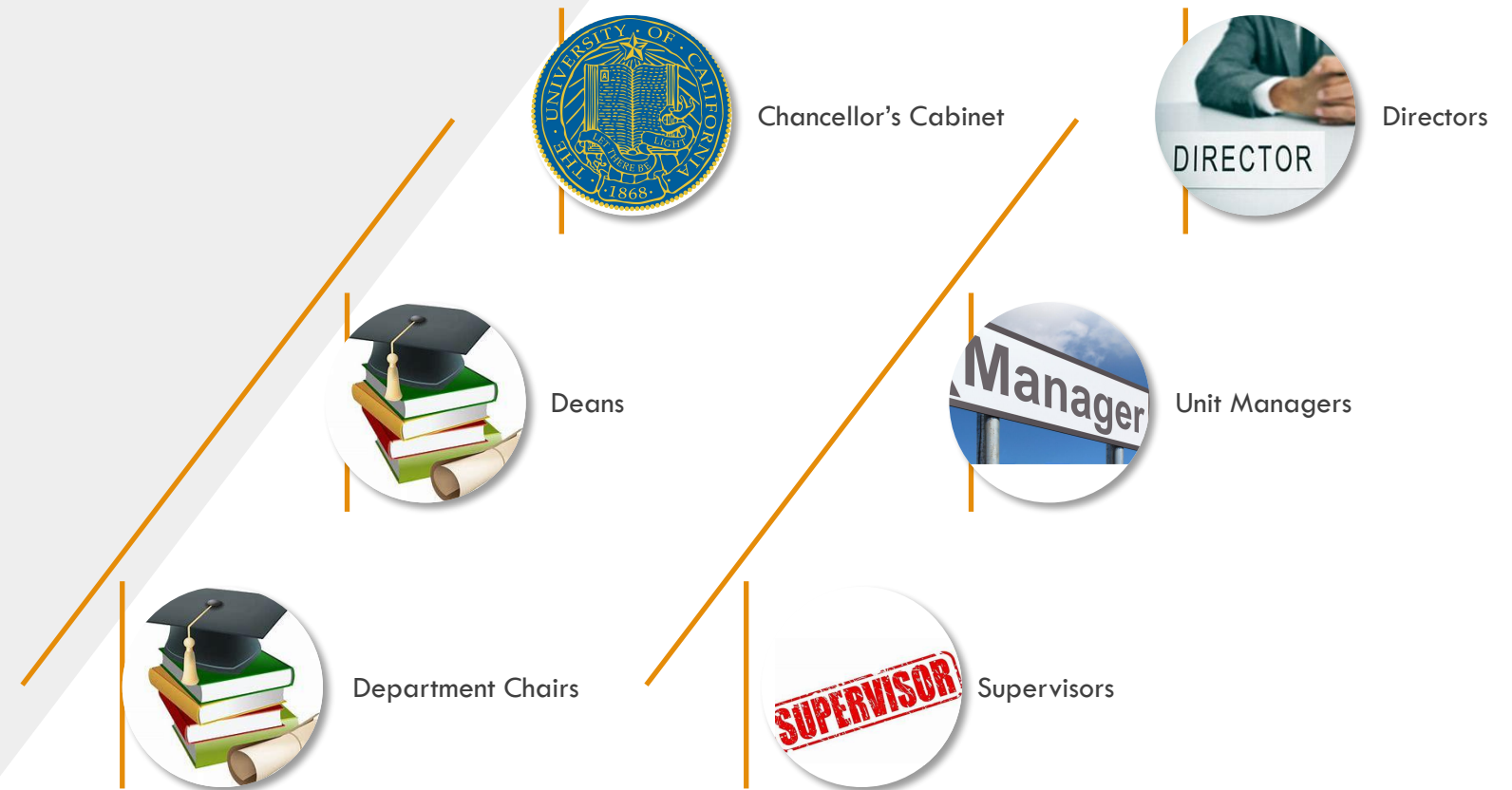
MANAGING UP

What does 'Managing Up' Mean?



Building Relationships

Trust, Respect and Communication



Trust the Universe You Shall...



Goals of Managing Up

- Consider Long Term Goals for your unit/team
- Initiate Creative Solutions
- MAKE not Take your seat at the table
- Get Support
- Give your Team a Voice

Approaches to Managing Up

- Develop and cultivate good working relationships
- Be observant of management, leadership and communication styles
- Self Reflect
- Adapt and communicate to form a productive working relationship
- Do the PEOPLING



SELF-REFLECTION & TRAINING



<https://www.udemy.com/course/coaching-skills-for-engagement-inclusion/>

<https://www.udemy.com/course/change-agility-in-the-workplace-become-a-change-agent/>

<https://www.udemy.com/course/coaching-mentoring-foundations/>

<https://www.udemy.com/course/soft-skills-x/>

Many courses are free of charge!

DID YOU JUST THINK TO YOURSELF,
“YEAH, WHO HAS TIME FOR THAT”?



UCOP TRAININGS – SOME AS SHORT
AS 2 MINUTES!

[HTTPS://LINK.UCOP.EDU/GARTNER](https://link.ucop.edu/gartner)

BACK TO FOUNDATIONS

Trust

- Extend trust
- Examine why you don't trust (if so)
- Develop your own skills
- Set mutual goals and expectations
- Adjust your own paradigms

Communication

- Communicate as much as possible
- Listen to understand, not to reply or defend
- Communicate the WHY behind the WHAT
- Be open to feedback and be willing to act on the feedback received

Examining Paradigms and the WHY

- Utilize the 5 WHYS when solving problems
- What is your current paradigm? How is it impacting results?
- How might shifting your paradigm change your results?

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Haber-Curran, P., & GuramatunhuCooper, N. (2020). Teaching global mindset and intercultural competence through the framework of emotionally intelligent leadership. *Journal of Leadership Education*, 19(2), 86–96.

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Lam, W., Lee, C., Taylor, M. S., & Zhao, H. H. (2018). Does proactive personality matter in leadership transitions?

Effects of proactive personality on new leader identification and responses to new leaders and their change

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