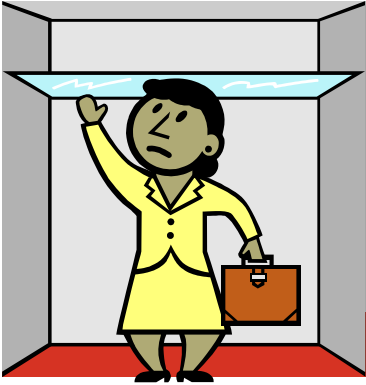


Why Academic Leadership? Jeanne Ferrante, UC San Diego



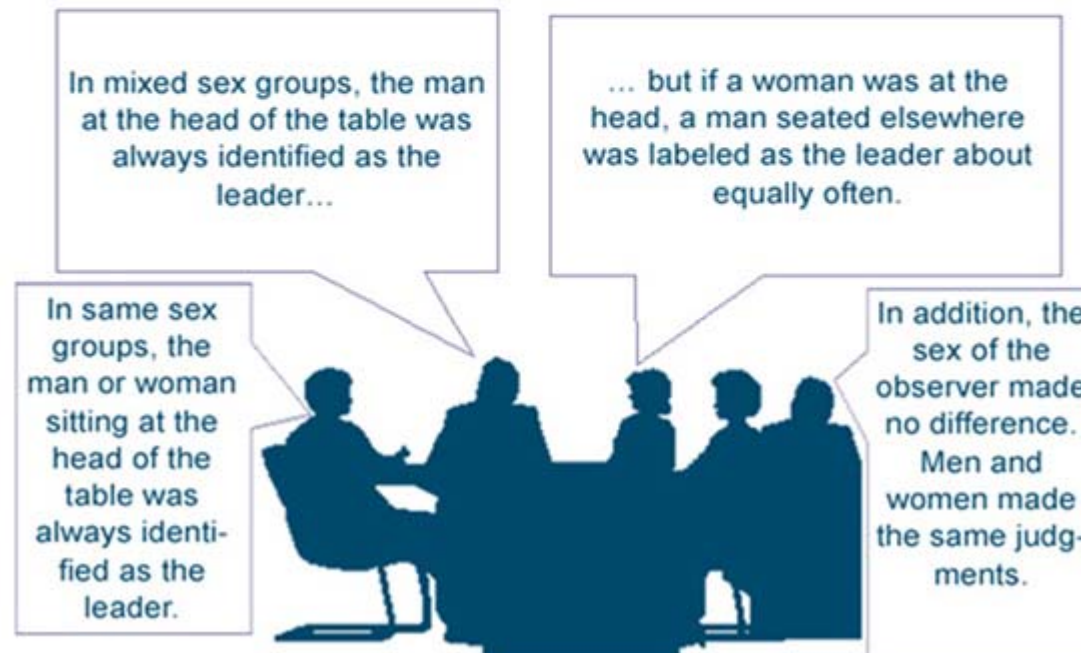


Obstacles to Leadership

- **May not be positive career move**
 - Research, students suffer as service plays a larger role
- **Paths to leadership not clear**
- **Very little academic leadership training**
- **Socialization: Fear, lack of confidence about qualifications, “women don’t ask”**
- **Gender stereotypes in leadership styles**

Experimental Data: Leadership

In the head of table experiment (Porter & Geis, 1981), college students were shown slides displaying 5 people seated around a table and asked to identify the leader.



Virginia Valian,
<http://www.hunter.cuny.edu/gendertutorial/nogt02.htm>



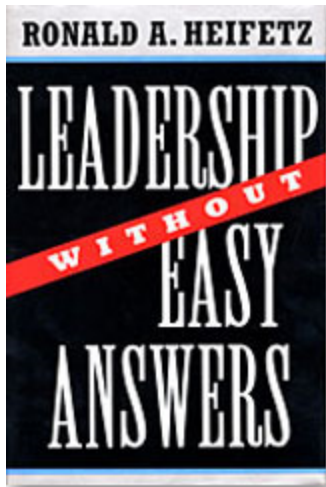
Dangers of Leadership

- **Viewed differently by your peers**
 - “the dark side”
- **Independence of faculty governance makes it hard to get things done**
- **Campus politics can be nasty (both staff and faculty)**
- **Token figurehead?**



Rewards of Leadership

- **Have a LARGER impact**
 - In an area you care about, with more resources
- **Help to make your world a better place**
- **Change can be good**
- **New kinds of learning**
 - **Negotiation, communication, collaboration, grant writing, mentoring, time and project management, finance, people management,...**
 - **Much of these better us as research faculty**



Leadership Without Easy Answers

- **Adaptive Work: not purely technical**
 - Examples: Global Warming, Drug Abuse
- **Bring attention to problems, difficulties**
- **Develop shared vision with the community/team**
- **Overcome resistance**
 - Denial, Decoys, Scapegoats, Reorganize,....
- **Manage conflicts**
 - Hold steady so tension can be managed
- **Take risks and learn from failures**
- **Difference between self and role**
 - When to join the dance, get on the balcony

The Changing Nature of Leadership

- **Challenges becoming more complex**
 - Greater reliance on interdependent work
- **Leadership is changing**
 - From heroic individual to collective activity
- **Top skills**
 - **Flexibility:** collaboration across boundaries
 - **Teamwork:** Building and mending relationships
 - **Innovation:** managing change
- **Preparing for the future**
 - Develop right-brain skills
 - Take on new and broad challenges
 - Find a mentor who practices this style

Andre Martin, Center for Creative Leadership, Research Report, 2006

Paths to Leadership? My own....

- **IBM T.J. Watson Research Center 1979-04 and Never a Manager....**

- **Great mentor: Fran Allen**



- **UCSD Professor, 1994 – present**

- **Department Chair, 1996-99**

- **Developed Industrial Liaison Program**

- **Associate Dean, 2002 – present**

- **Teams In Engineering Service (TIES), part of EPICS**

- **Acting Dean, Fall 2007**

- **And next?**



If You are Interested.....

- **Try it out without making a total change**
 - Once you get tenure, expectation of greater leadership
 - Pick areas you care about, and see how they fit
- **Find a leadership mentor**
- **Pick up the skills you need**
- **Make a difference!**

“If it's a good idea, go ahead and do it. It's much easier to apologize than it is to get permission.”

Grace Murray Hopper, computer pioneer 9