Leading Initiatives & Building Programs

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Thanks to past speakers for contributions to slides!

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Session Structure

Short introduction

Leading new *initiatives* (with exercise)

Leading new *programs/projects* (with exercise)

Negotiating for resources

Dealing with failure

Leading New Initiatives

Leading New Initiatives

Initiatives are non-permanent activities that may, but don't have to, become institutionalized

- Center for Computing and Society, Campus-wide alliance of bioinformatics researchers, pilot program for peer teaching evaluations, college ombudsperson
- Meetup/employee resource group, interview process, university outreach initiation, create IRB

Why would you want to lead one?

- To get something done you believe in

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Key Elements

Your passion for it
- Won't work well if you do it because others want it, you have to care about it

Clear Statement of Objective
- Get feedback and buy-in from others

Determine & Obtain needed Resources
- Time, financial, staff, space & a supporter/champion

Run with it (don't delay!), make incremental progress, iterate

Understand when it's time to move to next stage

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Initiatives Exercise

Get in pairs

Discuss/brainstorm about initiatives you would like to lead

    Select one initiative each

    Identity resources needed for it and who might be your supporter/champion

Share back with group

Building New Programs/Projects

Building New Programs/Projects

Programs/projects are semi-permanent and embedded in the organizational structure

- Both political and technical components
- Requires leadership – one or more committed advocates who are willing to do the work
- The results may take much longer than you think they should

Why would you want to build one?

- Still to get something done you believe in!

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Programs: Key Elements

Have a convincing rationale for change – preferably with data

Build consensus within your department/unit, solicit champions/supporters

Know the approval process at your institution

Insinuate yourself into key committees

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Building Consensus Exercise

Choose a scenario

- Let's start an honors program!
- Let's start a new degree program in digital forensics!
- Let's incubate a new product from your research!

Choose a Role

- The proposer
- The only antagonistic
- The apathetic
- Nothing but negative
- A supporter (at most one per group)

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Consensus Building Debriefing

What worked?

What tips do you need?

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Negotiating

Negotiating

Involves at least two parties

  One with resources and priorities

  One in need of resources and filling a need

Reach a middle ground

  Win-win for both parties

Negotiating

Identify your needs
  Sketch a plan, milestones, metrics
  Identify high and low priority elements
Identify potential resources
  Research locally and globally
Frame your ask
  Goals and priorities of entity with resources
  Provide justification
  Manage expectations

(Likely skip) Negotiating Scenario

You want to establish a center of excellence

   Negotiate to get space and personnel

What changes would you make?

Resources

Babcock, L. & Laschever, S. *Women Don't Ask*.

Fisher, R. and Ury, W. *Getting to Yes*.

Rock, D. *Quiet Leadership*.