Leading Initiatives & Building Programs

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Thanks to past speakers for contributions to slides!
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
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
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!
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
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)
Consensus Building Debriefing

What worked?
What tips do you need?
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?
Dealing with Failure
Resources

Babcock, L. & Laschever, S. *Women Don’t Ask.*
Rock, D. *Quiet Leadership.*