

ASCCC Faculty Empowerment
and Leadership Academy



2nd Cohort Convening

Spring 2023 Meeting
February 24, 2023



Convening Overview

- Welcome and Goals for this Convening!
- Cohort Check-ins, accomplishments, and kudos
- Review of FELA Program Mission and Expected Outcomes
- Reminder FELA Program Requirements
- Discussion on Leadership Styles and Challenges (real world examples)
- Time for Mentors and Mentees to check-in (if needed)

Cohort Check-in, Kudos, and Accomplishments

FELA 22-23 Mentors

Mayra E.
Cruz

Stephanie
Curry

Angela
Echeverri

Jason
Hough

Donald
Moore

Cindy
Stephens

FELA 22-23 Mentees

- Liliana Balasi
- Emily Banh
- Leticia Barajas
- Davena Burns-Peters
- Stephanie Clark
- Taneisha Hellon
- Pablo Martin
- Daisy Oliver
- Olivia Quintanilla
- Alicia Robles Lopez
- Andrew Soler

Goals for this Convening

Goals:

1. Quick Review and Reminder of FELA Mission, Outcomes, Requirements
2. Discussion about Leadership Styles and Challenges
3. Share some additional leadership exploration tools
4. Mentor/Mentee check-ins if needed.

FELA Mission

- **TO CONNECT**: Providing one-on-one mentoring to diverse faculty for personal and professional development with mentors who are campus leaders and/or administrators.
- **TO EMPOWER**: Creating safe and brave spaces for courageous conversations to investigate equity, diversity, and inclusion; to share personal and collective experiences on race, privilege, and oppression; and to embolden new faculty leaders to advocate for transformative change on their campuses.
- **TO GUIDE**: Providing networking opportunities and sharing guidance for navigating the systems of higher education. The focus of the mentoring will be to address the specific goals of the mentee

Program Requirements and Important Dates



- **At least one ASCCC Plenary** (virtual or in person) through voting on resolutions
- **FELA Cohort Convenings** (virtual zoom meetings)
 - December 19, 2022 (10am-12pm) - Introduction cohort convening
 - February 24, 2023 (10am-12pm) – Focus on leadership styles, emergence, challenges, and self-assessment tools
 - May 19, 2023 (1 hour) 10am-11am – Near completion wrap-up convening
- **Meet monthly with the mentor** (in person, phone, or virtual) - duration determined by the mentor in coordination with mentee approximately one half-hour or more per meeting check-in
- Pick a minimum of **3 other observation experiences** (on next slide)



Observation Experiences

- **“Pick a minimum of 3 other observation experiences”**
 - Attend an Area meeting for networking
 - Attend a local board of trustee meeting or other local governance meeting
 - Attend virtually one [ASCCC Executive Meeting](#)
 - Attend at least one other ASCCC-sponsored event (webinar/ regional/ standing committee meetings, etc.)
 - Others?

NOTE: You will be asked to provide a brief summary reflection of your activities and observations, and articulate the framework of inclusion, diversity, equity, anti-racism, and accessibility (IDEAA) in your professional development and leadership by the end of May 2023.

Leadership

- Leadership is a two-way process.
- Leaders influence followers, and followers need someone to follow.
- These are complex roles and either they exist together, or not at all.
- Leadership is fundamentally a communication process and relationships

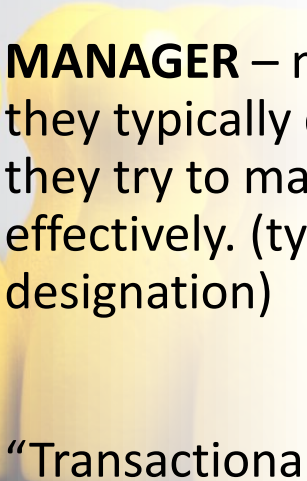
LEADER



FOLLOWER

Leader vs. Manager

- **LEADER** – exercises interpersonal influence, and implies change from a status-quo
- **MANAGER** – maintains the “status-quo” they typically don’t try to make changes they try to manage what they are given effectively. (typically, a formal designation)
- “Transactional” vs “Transformational”





Leadership Perspectives

- These few (of many) perspectives are not connected, but represent a sample of the different range of research that has focused on leadership

Some Leadership Perspectives

- Traits Perspective
- Styles Perspective
- Situational (Contingency) Perspective
- Functional Perspective
- Servant/Ethical Leadership Perspective

Traits Leadership Perspectives

- **Traits Perspective**
 - *“Leaders are born and not made”*



Styles Leadership Perspectives

- **Styles Perspective**
 - *Autocratic style* – Highly directive
 - *Democratic style* – encourages participation among group members
 - *Laissez-faire style* – “avoidance or absence of leadership” a do-nothing approach to leadership

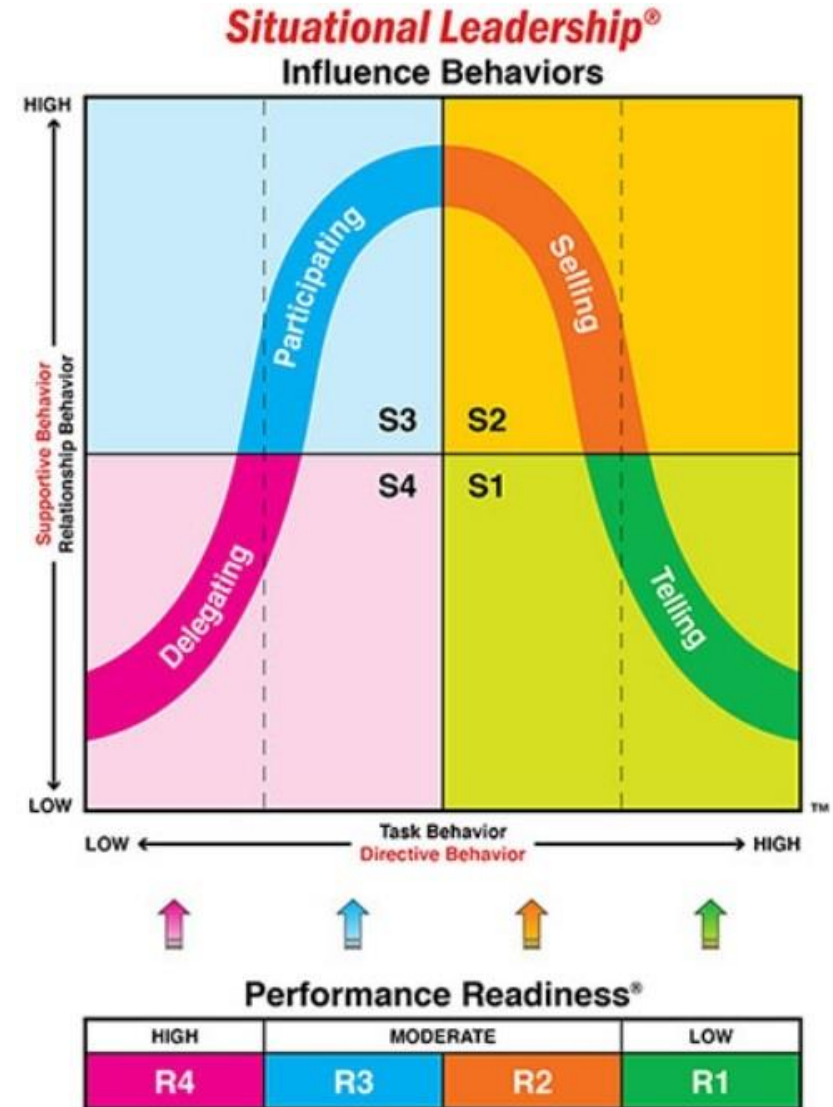
Situational/ Contingency Leadership Perspectives

Situational (Contingency) Perspective

- Matching styles with Circumstances
- Hersey and Blanchard model
 - telling/directing, selling/coaching, participating/supporting, delegating
 - “Readiness”
 - Selecting the right leadership style, depends on the maturity level of the person or people or their performance readiness.
- ***Effectiveness – matching the appropriate style to the group environment***

Telling	Selling	Participating	Delegating
Individuals lack the specific skills required for the job in hand and they are willing to work at the task. They are novice but enthusiastic.	Individuals are more able to do the task; however, they are demotivated for this job or task. Unwilling to do the task.	Individuals are experienced and able to do the task but lack the confidence or the willingness to take on responsibility.	Individuals are experienced at the task, and comfortable with their own ability to do it well. They are able and willing to not only do the task, but to take responsibility for the task.

High	Moderate		Low
Very capable and confident	Capable but unwilling	Unable but confident	Unable and insecure
Individuals are experienced at the task, and comfortable with their own ability to do it well. They are able and willing to not only do the task, but to take responsibility for the task.	Individuals are experienced and able to do the task but lack the confidence or the willingness to take on responsibility.	Individuals are more able to do the task; however, they are demotivated for this job or task. Unwilling to do the task.	Individuals lack the specific skills required for the job in hand and they are willing to work at the task. They are novice but enthusiastic.



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Functional Leadership Perspectives

Functional Perspective

- “leader as a completer” viewpoint
- Or “vital functions” viewpoint
 - Procedural responsibilities
 - Task responsibilities
 - Social responsibilities



Servant/ Ethical Leadership Perspectives

- **Servant Leadership Perspective**
 - “to serve others” and ethics “a moral leader”
 - Caring for others
 - Honest, respectful and fair toward followers
 - Provides choices when possible and helping the group reach their goals in ETHICAL ways



Culture and Leadership

- Status and influence accorded leaders varies widely among different cultures
- In cross-cultural research some **universal** attributes include trustworthiness, honesty, foresight, motivating, encouraging, etc.
- Some **culturally specific** attributes include individualistic or collectivistic, status conscious, comfort with risk taking, etc.
- Others?
- What about pushback and challenges?



Leadership Self Assessment

Self Assessment tools to consider - Each have various ways they identify leadership styles and should be considered as exploratory not definitive. Each of these have their own Pros and Cons. Meant for conversation and self exploration.

- [The Leadership Compass](#)
- [Your Leadership Legacy](#)
- [USC Leadership Styles](#)
- [Blake and Mouton Managerial Grid Leadership Self Assessment](#)



Discussions, Questions, and Connections





Time to Connect!

- If desired: You can be placed in breakout rooms by Mentor/Mentee(s) assignments.
- This is YOUR time to connect if needed.
- During any point during your academy experience, if you have questions reach out to me, I'm here to support.
chowerton@yccd.edu or to info@asccc.org