Professional Responsibility

Sponsored by SPU Staff Council

March 25, 2003

Janet Ward
Assistant Vice President & Dean for Enrollment Management

jward@spu.edu

Seattle Pacific University
Your Aptitude Opens the Door

Ethical Decision-Making
Campus Politics
Conflict
Change

Your Attitude Lets You Soar
Four Phases of Attitude

Recommitment
Ethical Decision Making Begins with You

*Actions Expresses Your Values*

- Value of People
- Commitment To People
- Influence over People
- Standard for People
- Integrity With People

**Principles**
Ethical and Legal Issues

**Get all the facts**

1. All the facts may not be available
2. There may be disagreement about the facts
3. You may have to make a decision based on the facts at hand
4. Understand your organization’s process for handling petitions & appeals
5. Follow your institution’s procedures – to the letter.
Ethical and Legal Issues

Decision-Making Principles

1. Prevent harm
2. Do good
3. Respect personal dignity
4. Be fair -- treat everyone with equal concern & respect
5. Promote the common good
6. Encourage Virtue
Campus Climate & Politics

What does the word “politics” mean to you? Why?

How does it make you feel?
Campus Politics

“Politics has been called the art of getting things done. They are not basically good or bad; they are neutral, to do with as you will.”

-- Geoffrey Bellman, 1992

- Know your principles
- Acknowledge the reality of politics
- Know that you are part of the political process
- When you want something done, know that it will be considered politically as well as objectively
- Be clear about what you will and will not do in the politics of your organization.
A Positive Political Climate

- Deal with people face-to-face
- Find shared goals
- Take the larger and longer view
- Be open to new ideas
- Explore alternatives
- Use openness to undermine secretive, back-room politics
- Increase your tolerance for ambiguity
- Remember understanding does not mean agreement

-- Geoffrey Bellman, 1992

Know where your supervisor stands on a position.

While you may disagree in private, you should publicly support your supervisor’s or organization’s position.
Create your own political network

Identify the people and build your network or sphere of influence

Establish relationships based on helping others achieve their goals

Cultivate relationships before you want something from them.
Essential Skills for the Workplace

• Clear definition of roles, responsibilities & performance expectations
  – Staff feel competent and gain mastery
  – Orientation and on-going training opportunities

• Empathetic listening

• Create “win – win” solutions

• Consensus Building

• Conflict resolution
Managing Conflict

1. Do it privately, not publicly
2. Do it as soon as possible
3. Speak to one issue at a time
4. Deal only with actions the person can change
5. Avoid sarcasm
6. Don’t apologize for the confrontational meeting
Why is change management important?

Change in leadership will change your priorities
Problems change requiring new strategies
New staff or staff in new roles will require heightened communication so the right hand knows what the left is doing; time to build up “trust” bank account.
New technologies on the horizon may change current policies, processes and/or staff requirements.

To be a leader you must preserve all through your life the attitude of being receptive to new ideas.  
-- William A. Hewitt
Change Management - The TWO SIDES of Organizational Change

The HARD side is about management.

Processes
Measurement
Tools
Structures
Procedures

The SOFT side is about people.

Commitment
Attitude
Creativity
Overcoming Resistance to Change
Self-leadership
Creating a Climate for Change

First, the “change agent” must be trusted

– Willing to make personal changes first before asking others to change
– Understands history of the organization and why something currently exists

Solicits support of other influencers

– Develops a process that will assist change
– Shows how change will benefit others

Gives people ownership of the change

In the end, it is important to remember that we cannot become what we need to be by remaining what we are. --- Max DePree
Professional Development

*The greatest thing in this world is not so much where we are, but which direction we are moving.*

--Oliver Wendell Holmes
DEVELOPMENT

Set short & long term goals; make choices & set priorities

**Learn to say “no”** – avoid attempting *too* much

Take control of your schedule and plan time to

.........

Decide what requires “A” work (vital), what needs some attention and what to discard

Tackle the challenging
Tyranny of the Urgent

- Vs -

Effective Time Management

Priority, Values, Proactive Planning

Where do you spend most of your time?
DEVELOPMENT

Invest in people … including yourself

Take time for exercise and nutrition

Decisions based on values, rather than feelings

Learn to handle stress – know your signs

Talk out your worries with a friend

Laugh more -- Celebrate the simple joys
Your Attitude Lets You Soar

Focus on what’s important -- Vision Centered
Build strong working relationships with key influencers
Continually develop your skills & encourage others to do the same

Decisions based on principles of integrity
Communicate successes to the community -- Share the Story

Personal commitment – remain energized & open to change
Resources


• John C. Maxwell, *Developing the Leader Within You*, published by Thomas Nelson, Inc. 1993


• Max DePree, *Leadership is an Art*, Dell Publishing, 1989

• Noel M. Tichy and Mary Anne Devanna, *The Transformational Leader*, John Wiley & Sons, 1990