

# BOARD RELATIONS

## Role-Making Leadership

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Leadership



# The Need Role-Making Leadership

Impacts on Higher Ed



“The only sustainable competitive advantage comes from out-innovating the competition.”

—James Morse  
Royal Navy

# Impacts on Universities are Impacts on Governance



## Technology

Pedagogy Change

Delivery Change

Global Competition



## Faculty

Attraction

Retention

Shared Governance



## Physical Campus

Aesthetics

Upkeep

Faculty & Student  
Needs



## Students

Attraction

Retention

Completion  
Employment



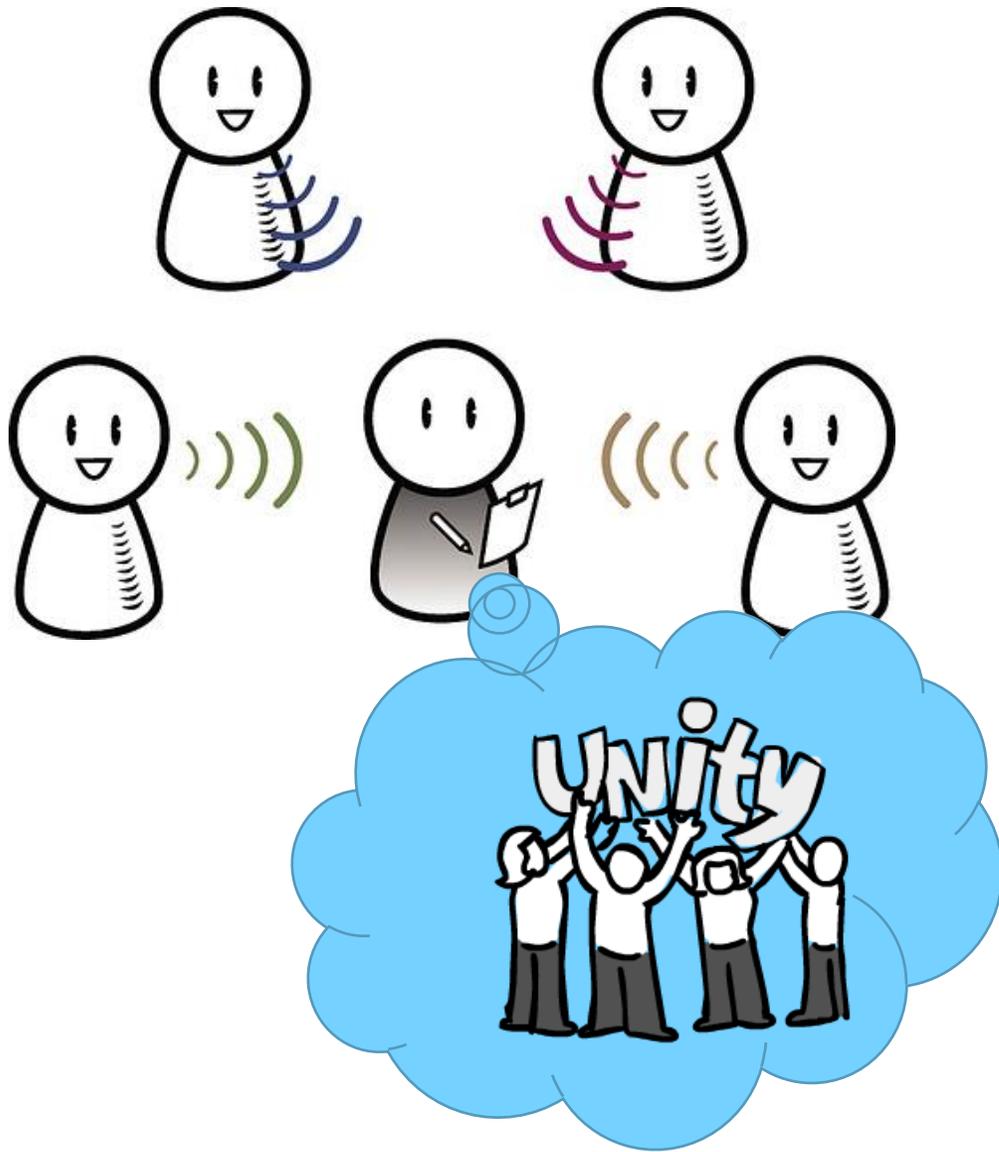
## Finances

State Reductions

Grant Reductions

Increased  
Fundraising

Bolden et al. (2008), Duke (2002), Jones et al. (2014), Scott et al. (2009)



Complexity Requires A  
Leadership Shift with Boards

**Unify Varying Perspectives**

**Contextual Decision-making**

**Responsiveness to Changing  
Organizational Needs**

**Building Academic Capacity**

Grashow (2009), Knapp (2010), Leithwood (2008), Scott (2009), Senge (2006), Sergiovanni (1992),



# The Shift Role-Making Leadership

Contextual Learning

The need for a new approach.

How did you learn to lead and from who?

## **Role-Taking**

- Adherence to replication of tradition
- Fixed frameworks
- Leader-centric decision-making

## **Role-Making**

- Adaptive & Contextual
- Flexible Frameworks
- Distributed/Shared Decision-making

Crow (2010), Scott & Fullan (2009)



# Key Actions

## Role-Making Leadership

Learning

# FOUR CHARACTERISTICS OF ROLE-MAKING LEADERSHIP

**1**

Facilitate a Role-Making Environment

Edmondson

**2**

Utilize Role-Making Leadership Frameworks

Knapp  
Scott & Fullan

**3**

Prioritize Adaptive Change (2<sup>nd</sup> & 3<sup>rd</sup> Order Change)

Bartunek & Moch  
Fiol  
Grashow, Linsky & Heifetz

**4**

Sensitivity to Dissonance

Grashow  
Synder & Acker-Hocevar



# A Focus Role-Making Leadership

Creating Role-making  
Environments

**The unification of solutions to complex problems requires...**





2:55



# Psychological Safety

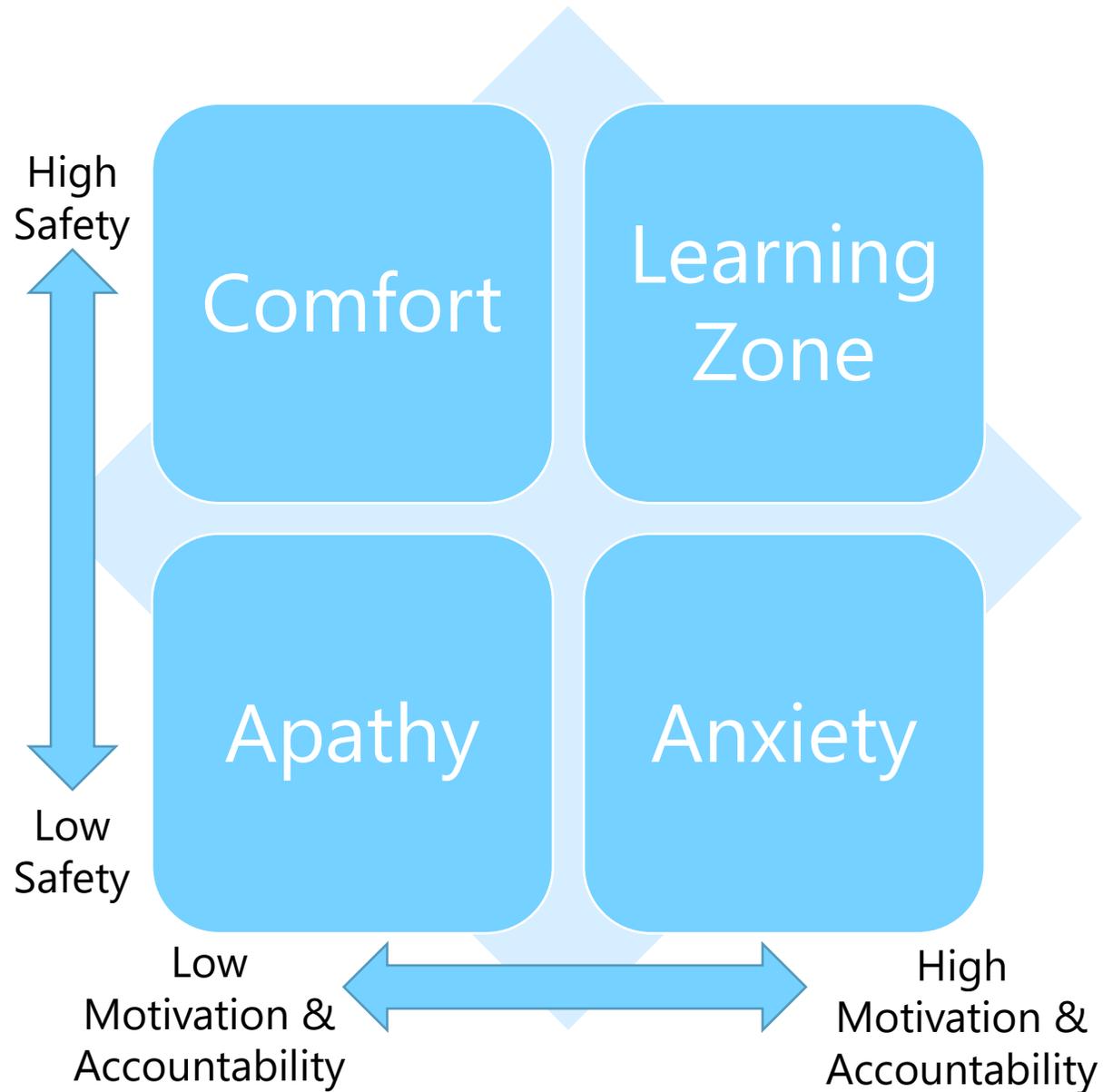
Amy Edmondson (1999)

**Psychological safety means that constructively speaking out is met with consideration and appreciation rather than the risk of personal or professional consequences.**

# Psychological Safety

Amy Edmondson (1999)

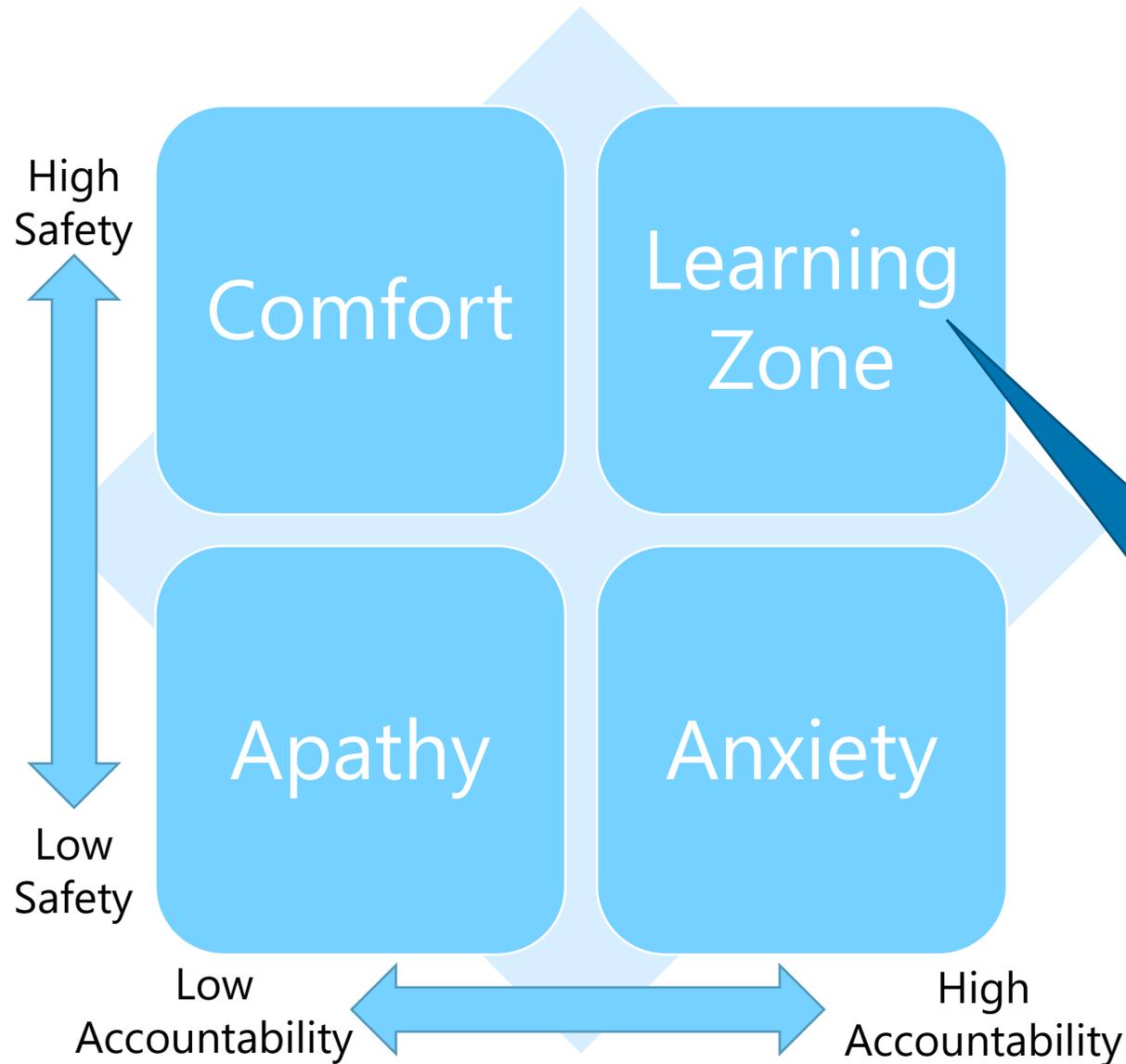
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# Psychological Safety

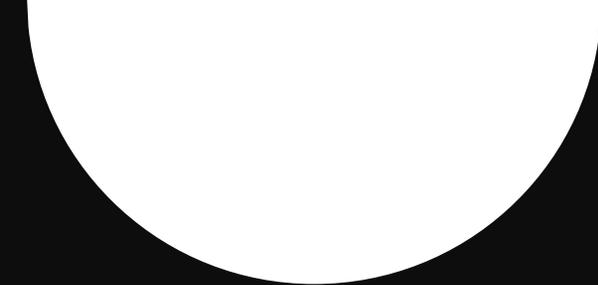
Amy Edmondson (1999)

Psychological safety means that constructively speaking out is met with consideration and appreciation rather than the risk of personal or professional consequences.



## Leadership Expectations

- A. Frame as an interdependent learning problem.
- B. Acknowledge personal fallibility
- C. Model curiosity



How can you create a role-making environment for yourself and your board beginning with Psychological Safety ?

# Summary

**The unification of solutions to complex problems requires a Psychologically Safe environment.**



## Leadership Expectations

- A. Frame as an interdependent learning problem.
- B. Acknowledge personal fallibility
- C. Model curiosity



**KEEP LEADING  
THROUGH  
LEARNING!**

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