



Empowering Relationships: Building Bridges of Resilience

2021 Academy of Process Educators Conference
June 25, 2021



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Facilitators

Empowering Relationships: Building Bridges of Resilience

Context



Improved higher education relationships



Transformational learning, institutional growth, and strategic development



Empowered, resilient and agile institutions

Empowering Relationships: Building Bridges of Resilience

Context



Mitigating conflicts



Ineffective organizational communication, shared governance, and succession



Unanticipated environmental issues



Your Charge

Create solutions that
empower relationships
and build resilient
bridges to the future.

Your Charge

Create solutions that empower relationships and build resilient bridges to the future.

Session Outcomes

1. Identify issues that create dysfunction at the organizational level
2. Develop solutions to real-life issues
3. Create a set of principles or practices for fostering powerful relationships between faculty/staff and administrators.

Workshop Logistics for Scenarios

1. Team Process/Roles: captain, recorder, spokesperson, timekeeper, etc.
2. Total Time – 13 Min (2-8-3)
3. Breakout Room - Read Scenarios (2)
4. Breakout Room - Critical Thinking Questions (8)
5. Breakout Room- Recorder post 3 insights and practice on forum
6. Return to Session- Report Out: Top 3 insights per scenario and 1 principle/practice for empowerment toolkit (3)

Organizational Communication

Organizational Communication

Organizational Communication is a skill and process that is essential to the effective operation, growth, and development of all organizations. Whether formal or informal, it sends messages about issues, impacts productivity, makes a difference in collaborative efforts, and determines how well individuals, groups, and institutions relate to each other in meaningful ways. Organizational Communication at its best is multi-directional and authentic.

--- K Hall & J Horton, 2021

Warm-Up Scenario Question

How does your institution's vertical or horizontal organizational communication patterns make you feel and why?

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Read Scenario

In analyzing the scenario, what are the communication principles that are evident? Why are they important?

Organizational Communication CTQs

- Did the persons handle the situation effectively? Why/why not? What would you have done differently?
- What three things must be done to improve the communication culture between faculty and administration?
- Identify 1 principle or best practice for organizational communication.

Reporting Out

Shared Governance

Shared governance is a process for informed collaboration with administration, faculty, staff, and students on issues where their knowledge and expertise are essential. They are accorded some decision-making authority, with clear accountability, in the process of teamwork and problem-solving. Broad and continuous communication, evidence of mutual respect, equity and inclusion are at the core of this participative process.

- --- K Hall & J Horton, 2021

Warm-Up Scenario Question

How does your institution's organizational communication pattern affect shared governance?

Shared Governance

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Read Scenario

In analyzing the scenario, what essential shared governance principles or practices are evident? Why are they important?

Shared Governance CTQs

- Did the persons handle the situation effectively? Why/why not? What would you have done differently?
- What three things must be done to improve shared governance between faculty and administration?
- Identify 1 principle or best practice for shared governance.

Reporting Out

Succession Planning

Succession Planning

Succession planning is a tool to ensure that an organization has strong, diverse, and sustainable leadership as vacancies occur. It defines the technical competence (expertise), leadership skills, and understanding of campus culture needed to impact the long-term viability of the college. The Plan provides a clear pathway for diversity and inclusion, where women and people of color are encouraged to seek greater responsibility. Integral to the success of the institution, the Plan must be linked to human resources development strategies to recruit, support and maintain high quality personnel.

- --- K Hall & J Horton, 2021

Warm-Up Scenario Question

How does an institution's ineffective organizational communication in shared governance impact or influence succession planning?

Workshop Logistics for Scenarios

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Read Scenario

In analyzing the scenario, what essential succession principles or practices are evident? Why are they important?

Succession Planning CTQs

- Did the research team handle the situation effectively? Why/why not? What would you have done differently?
- What three things must be done to improve organizational succession planning?
- Identify 1 principle or best practice for succession planning.

Reporting Out

Questions & Answers (5-10)

Based on scenario outcomes:

- What common patterns are evident?
- What are the underlying principles for successful empowered relationships ?

Best Practices or Principles

Organizational Communication

View Horizontal Communication as position of strength rather than weakness.

Shared Governance

Best ideas evolve from a diversity of perspectives and an inclusive environment.

Succession Planning (SP)

Start now. SP is organic and considers holistic needs of the institution based on its values and future direction.

Session Wrap-Up

- Challenge to Empower Others
- Session Assessment (online 5 min)
- Thank you

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Thank You!

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