



THE LEADING EDGE AUTUMN 2007

for UW leaders at all levels

Defining Moments in Leadership

Few plan for the moment when their leadership is on the line and the fate or fortune of others is dependent on what they do. But those moments happen and, as the examples below show, being prepared for them can make a world of difference for you, your team, and your organization.

THE TYLENOL SCARE: JOHNSON & JOHNSON

On September 29, 1982, several people died of cyanide poisoning after ingesting Extra-Strength Tylenol, one of Johnson & Johnson's premier products. By the next day, Johnson & Johnson stock had lost over \$2 billion in total value.

Despite the fact that investigators determined the cyanide tampering had occurred on the shelves of an isolated Chicago-area store, Johnson & Johnson CEO James Burke recalled all Tylenol products across the country and urged the public to return all purchased capsules. In addition, thousands of Johnson & Johnson employees, many on their own volition, helped remove Tylenol from stores, responded to reporters' questions, and worked to restore confidence in the brand.

Burke's gamble that a short-term loss would be more than restored by long-term gains in credibility paid off. Johnson & Johnson introduced tamper-proof packaging and within a year had recovered four-fifths of its original market.

Johnson & Johnson's employees were able to perform well during a crisis because the well-known company "credo" is used as the basis for annual employee discussions and as the foundation for all decision-making. Its first line asserts, "We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services."

GUIDING PRINCIPLE:

Understanding your organization's direction and values is essential to ensuring that interests and concerns are factored into fast-moving decisions and can help avoid later regrets about being less than clear-minded. Building that understanding into your organization's culture can help all employees be clear-minded and fast-acting as well.

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UNIVERSITY OF WASHINGTON
Professional & Organizational Development

Defining Moments *continued*

THE FIRE IN MANN GULCH: WAGNER DODGE

1949, Mann Gulch, Montana: A fast-moving forest-and-grass fire was closing in on Wagner Dodge and the 15 firefighters under his command.

Dodge knew he had about ninety seconds before the conflagration would overtake him and his crew. Innovating on the spot, he lit a fire of his own that served to clear a small area of all flammable surfaces. Within moments, the front passed, racing up the hill and leaving him unscathed.

Before lighting this escape fire, Dodge motioned to his crew to come inside his circle of fire. Despite Dodge's position as crew chief and the crew's lack of other options, all 15 crew members ignored Dodge and tried to outrun the fire. Only two survived.

Why didn't Dodge's attempts at leadership succeed?

One reason is that Wagner Dodge was a boss of few words, a person who neither expected much information from his people nor gave much in return. Earlier, Dodge had failed to offer his observations on the dangerous ground conditions, and he also hadn't asked anyone else for an assessment. The two survivors claim he didn't look particularly worried.

Obviously there was little time for discussion as the crew was overtaken by panic. But by not encouraging two-way communication at any time before that point, Dodge denied his team the chance to appreciate his knowledge and expertise. Later, when they needed to trust him blindly, they chose to ignore his leadership and perished in the fire.

GUIDING PRINCIPLE:

If you want trust and compliance when the need for them cannot be fully explained, explain yourself early. If you need information on which you must soon act, ask for it soon. Being a person of few words may be fine in a technical position, but it can be a prescription for disaster in a position of leadership.

Adapted from *The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All* by Michael Useem

LEADERSHIP SEMINAR SERIES

Leading Through Crisis

Oct. 30, 2007 | 8:30 a.m.–4 p.m. | HUB 108

We all know that leadership is important in times of crisis. But “crisis” comes in many forms and can have long-lasting effects. What happens to us and those around us after an acute danger has passed? And, perilous situations aside, how do we handle unexpected, disorienting, or traumatic events that affect those in our workplaces?

During difficult times, people often need to believe that someone is in control and is capable of helping them weather the storm.

So what does it take to be a good leader during bad times? This Autumn's Leadership Seminar Series, *Leading Through Crisis*, will explore how we can help keep our workplaces — and our people — together when it feels like things might break down.

This timely and relevant session will help UW leaders understand what it takes to lead during and after a crisis. In the morning, a panel of speakers who have dealt with all manners of difficult events will share their experience and answer your questions. In the afternoon, an expert in critical incident debriefing will facilitate small group discussions where you can share your perspective and apply the day's insights to your own workplace.

Whether you are dealing with an instance of workplace violence or the terminal illness of a staff member, the principles are the same. You need to lay the groundwork now so your people will remain engaged when the world around them is threatening to fall apart.

Leading Through Crisis will be offered October 30, in HUB 108. For information or to register, go to www.washington.edu/admin/hr/pod/catalog/gen/1/V0150.html

“Tough times won't create leaders. They show you what kind of leaders you already have.”

~ Dave Anderson,
author of *No Nonsense Leadership: Real World Strategies to Maximize Personal and Corporate Potential*

What is the Leadership, Community and Values Initiative (LCVI) Really About?

Research has shown that engaged employees exert extra effort to contribute to the success of their organization. Great organizations know this and harness employee engagement to significantly improve business performance.

Seven factors that promote employee engagement are:

- Confidence in leadership
- Local leader effectiveness
- Professional and job skill development opportunities
- Understanding organizational direction and goals
- Tools and information to do the job
- Teamwork
- Recognition

The UW has worked to integrate these seven factors through a number of LCVI-related efforts, including:

- Developing and distributing Vision, Values, and Uniquely Washington statements
- Implementing a career development program for UW employees
- Providing recognition toolkits and recognition training
- Offering Professional Development Days to familiarize employees with available opportunities
- Hosting the UW Community Celebration for more than 6,000 faculty and staff
- Expanding the ADVANCE leadership program for faculty to include additional colleges and schools

Both the President and Provost have contributed greatly to promoting employee engagement and the LCVI. In addition to being directly involved in many of the above efforts, the President and Provost have created video messages and held town meetings, and they have been dedicated to increasing salaries for faculty and staff.

While having institution-wide activities such as those outlined above is important, research shows that individual managers are key in creating a positive workplace.

As a leader, consider trying some of the following to put LCVI into action in your unit:

- Introduce the idea behind LCVI at a team meeting. A member of the LCVI team would be happy to come to your unit to discuss the LCVI effort.
- Support your employees' professional development.
- Recognize and celebrate accomplishments, anniversaries, and other milestones.
- Establish a team within your unit to investigate what changes could be made to enhance the seven factors of engagement.
- Discuss UW's Vision and Values at a team meeting.
- View the President's and Provost's videos at a team meeting and discuss how their messages impact your unit.

Want more ideas and tools? E-mail the LCVI team at lcvi@u.washington.edu, visit the LCVI website at www.washington.edu/president/lcvi/, or attend an upcoming LCVI Manager Briefing (dates, times and locations can be found at www.washington.edu/president/lcvi/events/).

POD COURSE HIGHLIGHTS

Start building trust within your team now, before challenging situations arise. When trust is developed and maintained, your team will be able to weather difficulties and remain strong. Learn how to build trust and develop a more resilient team with two POD courses offered autumn quarter: *The Power of Empathy: Transforming Conversations and Relationships* (11/5) and *Building a Positive Work Culture* (11/6 and 11/8).

In *The Power of Empathy*, instructors Kurt O'Brien and Chuck Pratt provide specific skills to build your emotional intelligence and communication skills by developing a better sense of what empathy is and how to practice it.

In *Building a Positive Work Culture*, WorkLife Specialist Ellen Blizinsky will help you learn how to build, strengthen, and maintain a positive work setting for you and your team members.

Click here for more information about these and other POD classes: <https://www.washington.edu/admin/hr/pod/catalog/gen/Category39.html>.



Sheila Edwards Lange

Beth Warrick, Director of Professional & Organizational Development, recently chatted with Sheila Edwards Lange, Vice President Minority Affairs/Vice Provost Diversity, Office of Minority Affairs. Sheila might have the longest title at the University, but don't let that intimidate you. She's a warm and genuine person who is committed to the University and her role. What follows are excerpts from their conversation.

What's the biggest challenge faced by UW leaders today?

The thing that I find most challenging for me and my colleagues is how do we grow people and how do we build community. The LCVI project in many ways has touched a nerve in terms of what's needed and that is the community and shared values. The question is: How do we do that when we are so decentralized? Even in my organization I have units that are in different buildings, different parts of the university, different parts of the city and even the state. I just don't think as a university we've found a way to create community.

The other challenge that I think is important for us is that the structure of higher education encourages silos rather than collaboration. I think now, more than ever, we really need to be working together. We could learn so much from each other, we could pool our resources if we weren't so siloed, and we could be a lot more creative. [Unfortunately] we have an administrative structure and history that can serve as a barrier to the kind of collaboration that's needed for us to be a really dynamic organization today. You have to let go of a lot of the artificial barriers and fears about someone taking something away from your unit.

What do you think it takes to be a successful leader at the UW?

Being willing to let go of a lot of fears and possessiveness. In many ways, you have to let go of preconceived ideas about your position in relationship to your peers.

How do you do that?

Don't let ego get in the way. Peers and staff are much more willing to work with me because I admit openly that I don't know all the answers. There's no way I could even come up with a good answer without getting them involved. That takes more courage than anything else.

What's one of the most valuable things you've learned from a mentor?

One [mentor] taught me that the sign of a good leader is not about how you are managing things today; it's how you anticipate what might be coming down the pike and get your organization ready for it. Part of that anticipation is you've got to keep up on what's happening in higher education, keeping your ear to the ground. Talking with community people, faculty, staff, students, and listening.

What advice would you give to leaders regarding diversity?

Spend some time really getting to know why it's important. [Ask yourself] what does it really mean to me and why should I care about diversity? Once you can answer that question, then you can begin to look at what people in [similar] positions are doing around the country. I'm trying to position our organization to be a better resource to managers in the area of diversity, but they have to start with their own commitment to diversity.

*The leadership
instinct you are born
with is the backbone.*

*You develop the
funny bone
and the wishbone
that go with it.*

~ Elaine Agather



For **HEIDI LANG**, “helping people who help others” is one of the main attractions of working as a trainer and consultant at the University of Washington.

Throughout her career, Heidi has helped people across the country learn new leadership skills—and has held classes in some interesting places, including a hospital waiting room and a barn in Kansas. Having worked at UW Professional & Organizational Development (POD) for nearly a year, Heidi is pleased with our well-equipped classrooms and with participants’ eagerness to learn.

Effective communication and presentation skills are two of Heidi’s areas of expertise, along with resolving conflict within teams, time management, and retreat facilitation. Workshop design is also favored assignment and was one of Heidi’s first at POD as she fully revised the Strategic Leadership Program (SLP).

Heidi believes that “when a work culture is created intentionally, with trust among the team members, each employee can feel productive, connected, and committed to organizational goals.”

You will find Heidi helping people create that culture—and the success that follows—through SLP, POD quarterly courses, and the University Consulting Alliance.

To read bios on Heidi and other Alliance consultants, or to find out more about customized training and consulting services, please visit www.washington.edu/admin/hr/pod/leaders/orgdev/alliance/index.html.

*It is not enough
to be busy;
so are the ants.
The question is:
What are we
busy about?*

~ Henry David Thoreau

MEDIA CORNER

MOVIES

APOLLO 13

Based on the true story of an ill-fated mission to the moon, this movie shows the trials and tribulations of the crew, mission control, and families after technical troubles nearly cripple a NASA space vehicle.

Apollo 13 not only tells a great story, but it also vividly portrays crisis management in action, including leadership at all levels, decision-making, and teamwork.

THIRTEEN DAYS

Set during the two-week Cuban missile crisis in October of 1962, this film depicts how President John F. Kennedy, Attorney General Robert Kennedy, and others handled an explosive situation. The way debate and disagreement among advisors was encouraged—very likely preventing a nuclear war—provides a valuable lesson in effective leadership.

BOOKS

MANAGING TRANSITIONS: MAKING THE MOST OF CHANGE

by William Bridges

A good reminder that everyone must go through an internal process in order to come to terms with a new situation, this classic text provides leaders with a series of checklists that serve as a road map for managing transitions in the real world. Bridges’ work helps ensure employees come through difficult changes with renewed energy and purpose.

Do you have a favorite book, article, or movie on leadership? Let us know at <https://catalysttools.washington.edu/survey/?sid=26676&owner=kmishra>.



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**Fostering positive change
in individuals and organizations
at the University of Washington.**

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