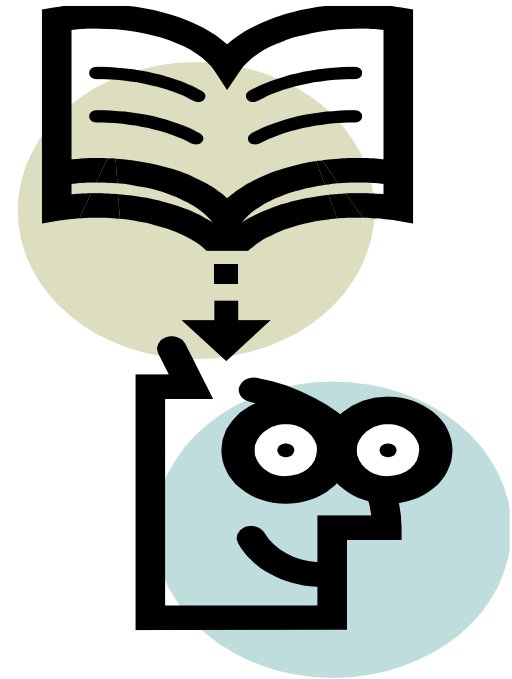


How to Deal with your Department Chair?



A Story

- An “innocent” note to my Dean from a faculty member
- How do we look?
- Don’t go around your Chair – especially if you need your Chair as an ally in the future.



Pressure Points (for your Chair)

- The rules are changing
- The rules are *ALWAYS* changing!
- Support for higher education has eroded
- The meaning of tenure?
- Expectations of everyone have changed
- The Chair is not “the boss”



The all-important dimension of time

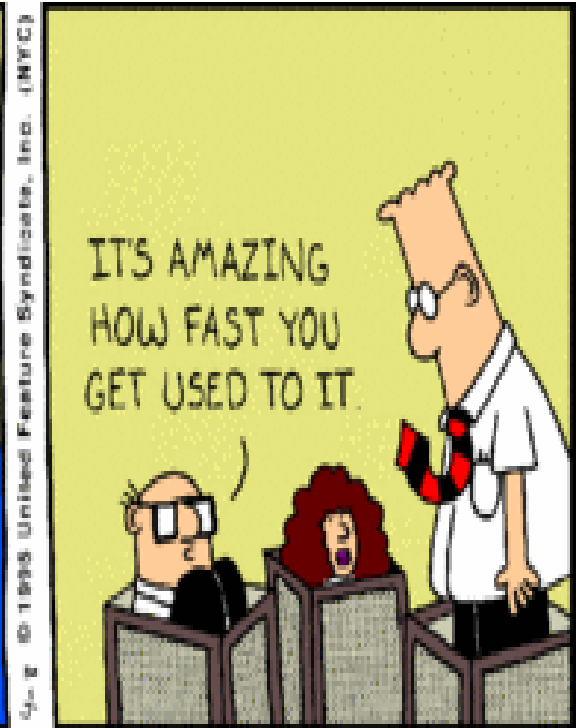
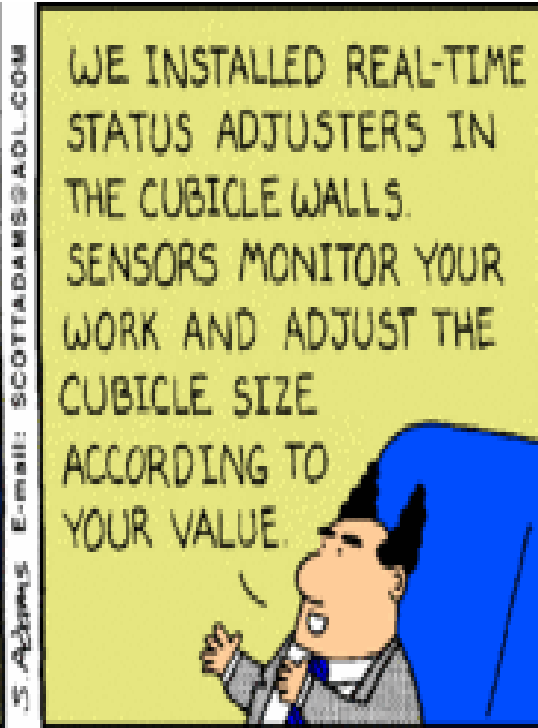
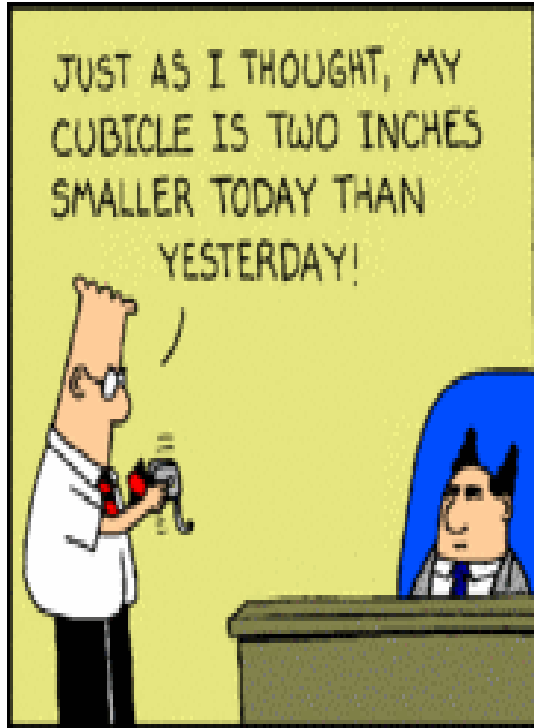
- Are YOU in this for the “long haul” – what is your time horizon?
- Is your Chair in this for the long haul as well?
- Is time your friend, your enemy, or merely a critical consideration?



Topics for Today

- Space
- Promotion
 - Should I talk about job interviewing elsewhere?
- Funding
- Budgets
- Challenging conversations
- What else do you want to discuss?
 - How often to meet

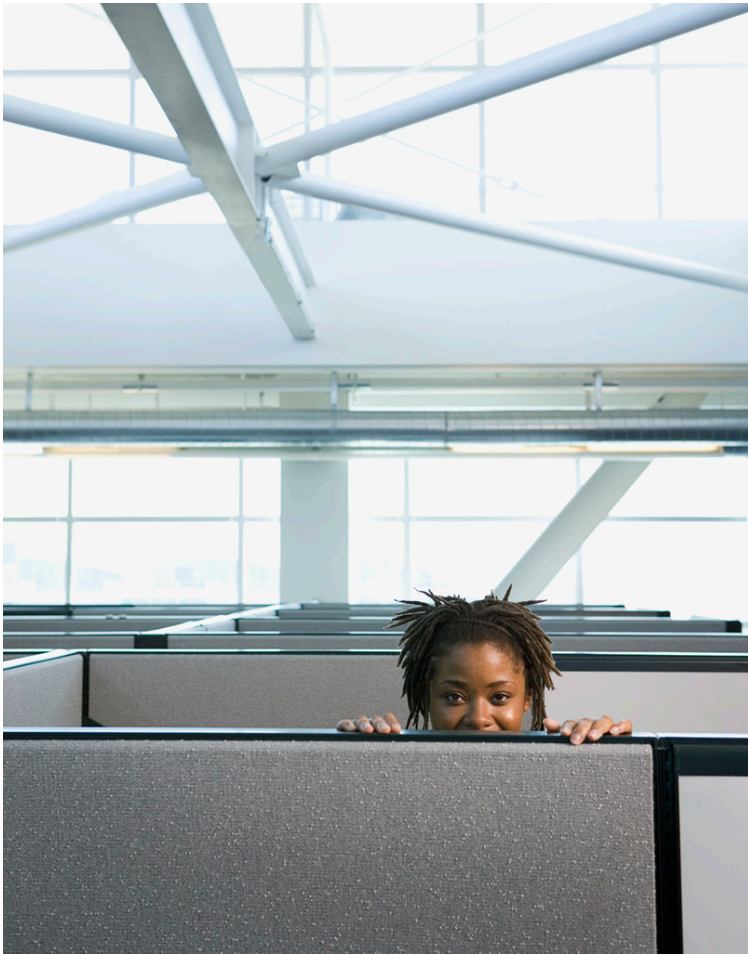
The Big Squeeze: Space at UW



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So you want out of your cubicle



- ARE THERE RULES?
- Are there constraints you can identify?
- Equity is often in the eye of the beholder
- Discuss with colleagues before you discuss with your chair – remember the big picture

So you want a promotion



- KNOW THE RULES!
- THINK AHEAD OF TIME AND “BACKWARDS”
- Where do you stack up with respect to appropriate colleagues?
- Listen to unwritten, nuanced, and nonverbal messages
- Be prepared to hold up your end (package preparation)
- Your success vs. departmental track record

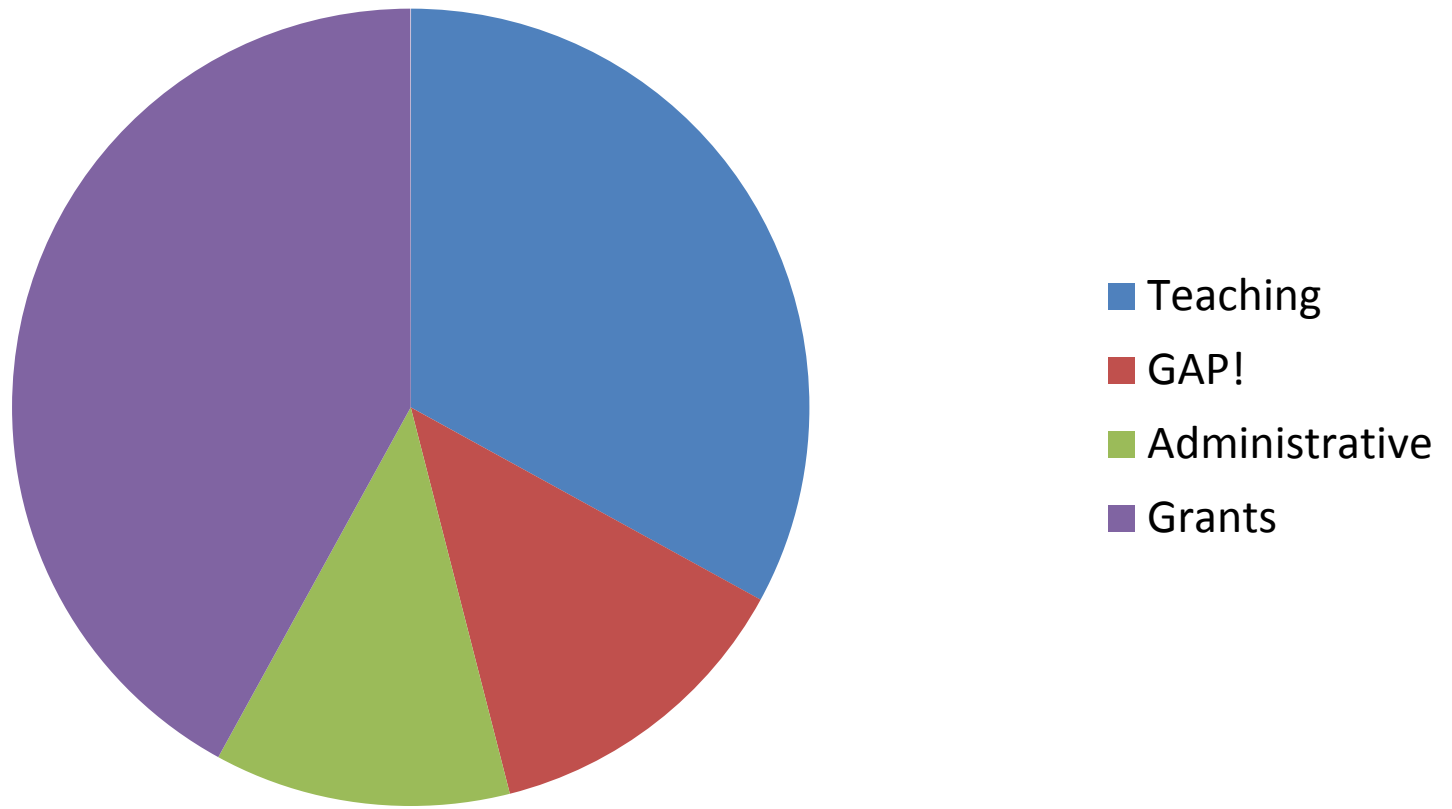
Suppose You are Interviewing



- Do you talk with your Chair?
- It depends!
- Here's a real story
- Did you seek the job?
 - If so, why?
- Do you want a counter-offer from your current department or the UW?
- How would you like to be treated in a similar situation?

Are you “fully funded”?

Your Funding



How's your funding?

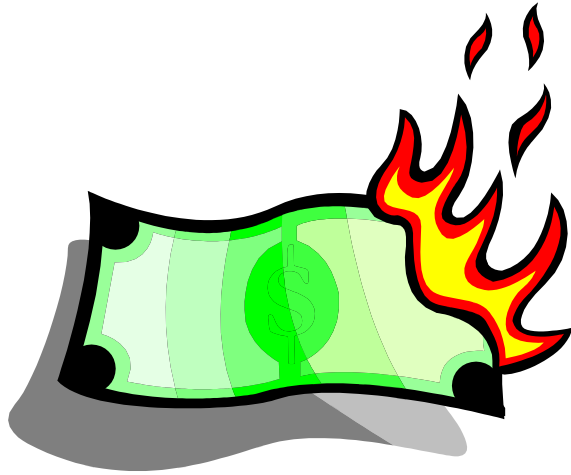
- No one other than you wants more for you to have long-term stable funding than your Chair!
- **View this as a shared responsibility with you having the lion's share**
- Try to get ahead of the game – last minute situations promote poor decision-making and really bad feelings



Pulling Budget Estimates “Out of a Hat”



Watch your fiscal burn rate!



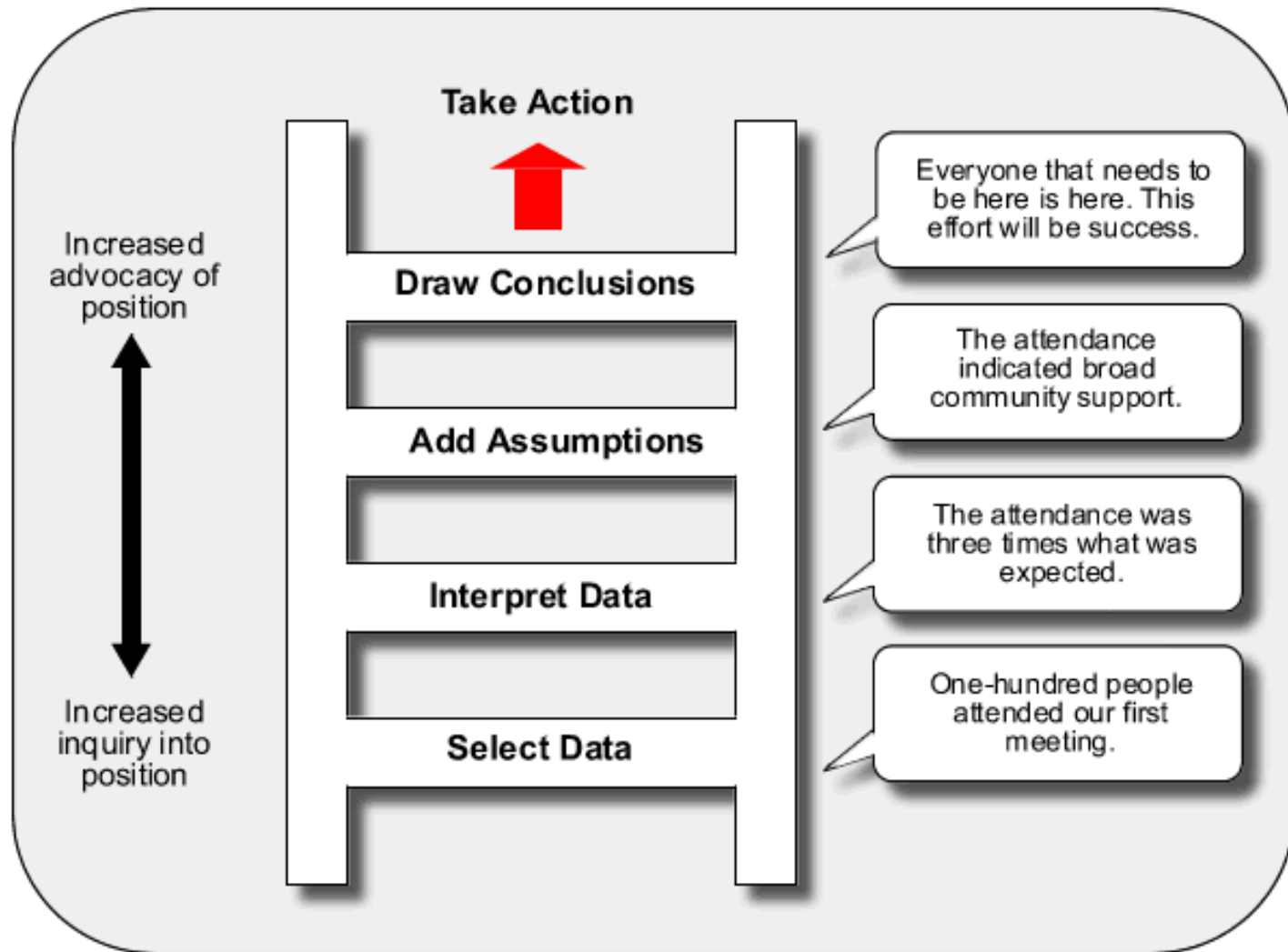
- For your projects, YOU are responsible
- Monitor closely and document all decisions
- Work with your administrative staff on problems before you bring these to the chair
- **KNOW THE RULES!**

Will This be a Difficult Conversation?



- What is really at the core of any disagreement or difficult conversation?
 - “The Three Conversations”
- The Truth Assumption
 - What am I “right” about?
 - I am right that ...
 - You are NOT right
 - Difficult conversations are rarely about who is “right”
- Do not let the hard part of a conversation wait til the end of the meeting!

Peter Senge's Ladder of Inquiry



Summary

- Be prepared: know the rules
- Think ahead of time and think about time
- In difficult situations, go early and often to chat
- Document, as appropriate
- For the vast majority of discussions, your chair is your ally – and you have the same goals – think “win-win” where possible



Some resources

- **Fifth Discipline Fieldbook.** Senge, Peter, et al.
- <http://www.partnershipsforolderadults.org/resources/resource.aspx?resourceGUID=9a570653-413c-4ad4-8294-425d23f04a09§ionGUID=753922c9-ded1-4921-82cc-b087db71bc8c>
- **Difficult Conversations : How to Discuss What Matters Most.** [Stone, Douglas](#); [Patton, Bruce](#); [Heen, Sheila](#)
- **Getting to Yes: Negotiating Agreement Without Giving in.** [Roger Fisher](#); [William Ury](#)
- **Getting Past No: Negotiating With Difficult People.** [William Ury](#)