

Campus-Wide Listening Session Topic: “How is UofL developing future leaders?”

What we heard:

What are the qualities of a good leader?

- A good leader...
 - is confident, transformational, inspiring, and motivating with a strong sense of accountability to those they lead and share space with.
 - recognizes the contributions of all members of their team, providing advice and support to those who need it.
 - empowers others and leads by example, modeling the behaviors that they wish to see in others
 - is transparent in their leadership process and decision making.
 - should be willing to take advice from others, have humility and be teachable.
 - fosters the values of the organization, such as the Cardinal Principals and Noble Purpose lifting others up in their units/departments/communities.
 - fosters a sense of safety where people can be open to change, not stuck in what they are comfortable with, and can take risks to grow without worrying about failure or judgement.
 - needs to be accountable to the work of the organization willing to care enough to have high expectations and foster that accountability in others.

How is leadership developed? What steps have you taken on your journey as a leader?

- It is important to have leaders who provide opportunities and offer support for those willing to take that “risk”
- By giving, in the form of service/volunteering on committees, you get, in the form of confidence and support.
- Serving on committees (such as CODRE, COSW, ERG’s, and search committees) have been a way that many spoke about as an opportunity in the university to network and develop leadership skills.
- Getting involved with the Employee Success Center (ESC) Mentoring program has been a successful way to learn leadership skills.
- Be a “gap-filler”. If you see a gap in your area that would benefit the university, you can step up and offer ways that YOU can fill those gaps.
- Networking with those above you who can advise/mentor you to give you a start. Be a good follower, watching and learning from other people who do it well.

- We are a walking billboard when we come to work. People see us. They see if you're a hard worker, if you're reliable, accountable, trustworthy, genuine, etc. and that can lead to others considering you for leadership positions whether in a job or with a committee.
- Leadership skills are developed by practice.
- Being aware of our limits and practice self-observation, self-reflection.
- Taking the opportunity and being a mentor.

What obstacles/opportunities do women/people of color have at the university?

- A major obstacle for women in leadership roles is balancing work with care responsibilities. In the past two years, balancing work and family has become much more challenging with NTI, closures of daycares, etc. We've had a large number of women leave the workforce during the "Great Resignation."
- Representation on search committees can ASSIST with raising points about how and why it is important to have diversity in the applicant pool. Unfortunately, individual units may not have a diverse group on search committees.
- The use of diversity recruiting resources is very important. Decision makers need to say they will not move forward on a search if there isn't a diverse pool of candidates in the final selection pool.
- Internalized oppression and unconscious bias.
- Blind eye, systemic racism must be recognized and create movement to dismantle it.

Fears we have in leading

- Change can be risky and scary. You don't want to fail. There is the fear of the unknown getting out of your comfort zone is uncomfortable, but necessary to grow and advance.
- Imposter syndrome is a REAL thing that leads us to believe we are not worthy of advancing to higher levels.
- Don't let your current title be a barrier to your leadership path. Leadership can be shown at every level, if you have ideas to improve the university step up and share them, small steps can lead to bigger things. Lead from where you are.
- We can't fix what we can't face.
- You may never see yourself seriously as leader.

What we should be doing

- The university should be focusing on being a great place to work, if we do that, we will do better work of the university.

What leadership opportunities have you attended/do you know about?

Links to opportunities that were shared

- [Cardinal Leadership Institute](#)
- The **Organizational Leadership & Learning** department has a new "track" on Diversity, Inclusion, Community Engagement and Equity (Same group that leads the Cardinal Leadership Institute)
- [Employee Resource Groups](#) that are creating community and support for faculty and staff
 - [Asian, Asian American, and Pacific Islander Faculty & Staff Association](#)
 - [Black Faculty/Staff Association \(BFSA\)](#)
 - [Hispanic Latino Faculty and Staff Association \(HLFSA\)](#)
 - [LGBTQ+ Faculty and Staff Association](#)
 - Parenting Network
 - [UofL Women's Network](#)
 - [Young and Emerging Professionals](#)
- UofL [Women's History Month calendar](#) has opportunities for leadership training
- [Coaching Circles](#)
- [Mentoring for Success](#)
- I lead a Board of Directors for Organization Development Network of Chicago at which we are experimenting with Peer coaching to foster DE&I and Solo Entrepreneurship for more info and forming student membership opportunities. Email [Deborah Murphy](#)
- [Staff Fellowships](#)
- [Femme Forward](#), Leadership Series that shares the stories of women and femme-identified leaders. The next speaker for Femme Forward is Gail Dupey.
- *Think Again* by Adam Grant was a really good book about change in the workplace.