



**Northern Illinois
University**

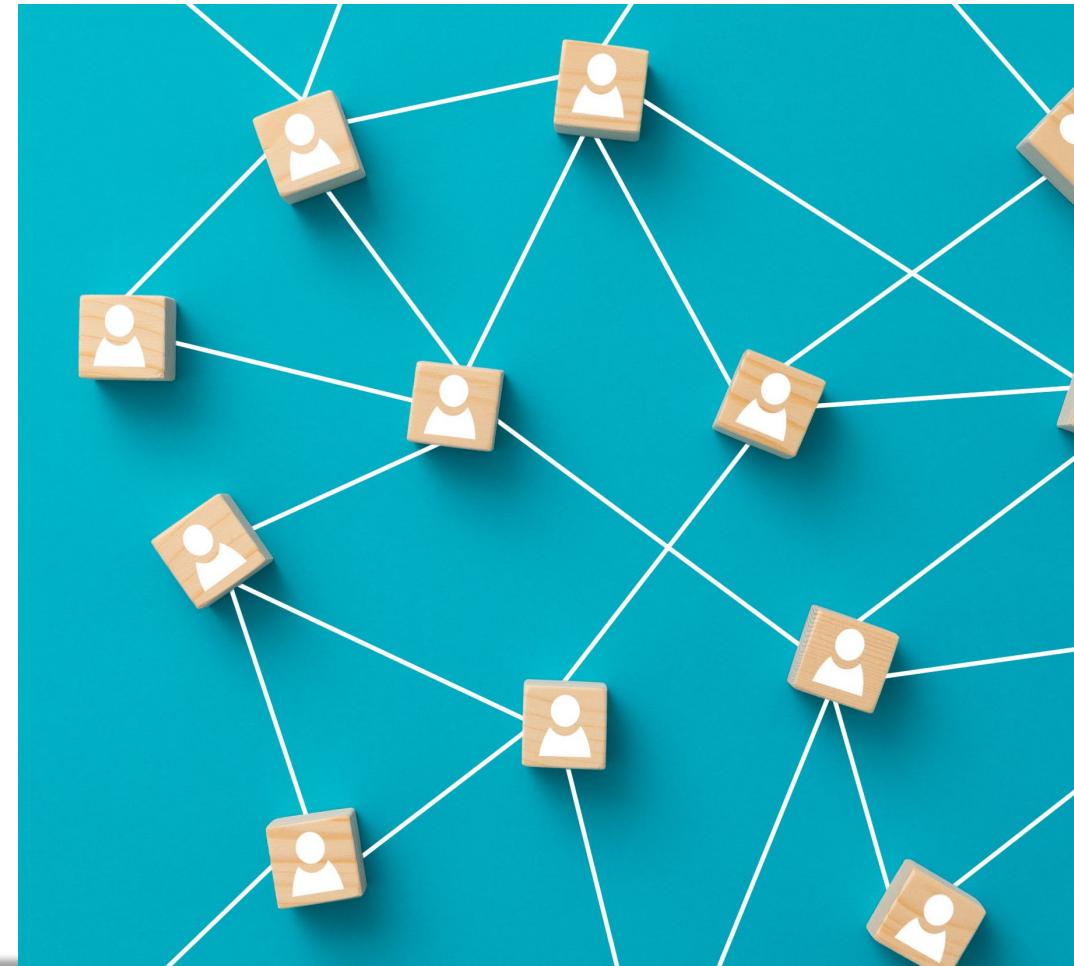
Building Capacity for Shared Leadership

Monthly Leadership Meeting
January 24, 2023

The Case for Shared Leadership



- Consistently emerging as an effective leadership approach in a rapidly changing environment
- A key factor for organizations to develop a stronger capacity to learn, adapt, and innovate in a complex environment
- Shared leadership builds institutional memory and creates co-ownership over aspirational goals and strategies that could otherwise vanish with executive turnover
- Units benefit when leadership skills are developed at all levels
- Recommendations are stronger and more realistic when multiple points of view are considered
- Strengthens relationships between units



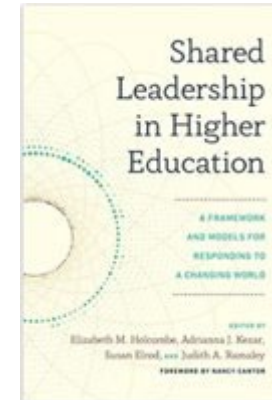
Defining Shared Leadership



Common characteristics

(Holcombe & Kezar, 2017)

- Leadership is not based on position or authority
 - Provides more leadership opportunities for people across campus
- Team members' roles are interchangeable
- Capitalizes on multiple perspectives and expertise for problem solving, innovation, and change
- Emphasizes collaboration and interactions across the university



Shared Leadership & Shared Governance



- Leadership is not based on position held at university
 - Shared governance: elected leaders representing constituencies
 - Shared leadership: members selected by expertise
- Cross-university collaboration
 - Shared governance: ongoing
 - Shared leadership: project-based
- Diverse perspectives contribute to problem-solving and innovation
 - Shared governance: advocacy
 - Shared leadership: advisement



Presidential Charge to the Task Force



- Recommend **strategies to support an environment of employee growth and development** that includes building capacity for shared leadership
- Ensure that the **right mechanisms, infrastructure, processes, managerial support and guidance** are in place to do so at NIU.
- Identify **expertise and professional development opportunities** that align with skill-building around consensus-building, creating shared vision and goals, generating feedback, navigating difficult conversations, and self-awareness

Building Capacity for Shared Leadership at NIU – Anticipated Outcomes



- Model shared leadership as we explore opportunities for NIU to build capacity
- Identify barriers and opportunities for shared leadership
- Suggest practices that will advance our goal of enhancing organizational capacity for shared leadership at NIU
- Recommend next steps for implementation

Shared Leadership Task Force



- Cross-functional group established in April 2022
- Diverse team with appropriate expertise – diverse by role, background, and experience
 - Rena Cotsones, Chief Engagement Officer and Vice President, OERD (co-chair)
 - Amanda Durik, Chair, Department of Psychology
 - Molly Holmes, Director of the Gender and Sexuality Resource Center
 - Michaela Holtz, Office of the President Staff Fellow (committee management)
 - Christine Lagattolla, Assistant Director of Outdoor Adventure
 - Mayra Lagunas, Assistant Vice President of Enrollment Services and Director of Undergraduate Admissions
 - Bryan Lutes, Administrative Assistant, University Advancement and NIU Foundation
 - Holly Nicholson, Assistant Director, Web Strategy and Support (co-chair)
 - Tawanda Paul, Senior Research Associate, Accreditation, Assessment and Evaluation
 - Irene Sanderson, Director of ERP Application
 - Tom Viel, Director, Physical Plant
 - Elina Wlaznik, Assistant Director, Campus Activities Board

Building Capacity for Shared Leadership at NIU – Conversations



Key conversations

- Six essentials for creating culture of shared leadership
 - Establish framework
 - Commit time and resources
 - Enhance community/connectedness
 - Encourage innovation
 - Accountability and transparency
 - Motivation and incentives
- Culture and mindset shift required to create this environment – create environment for success at the individual, unit and institutional level

Recommendations – Individual Level



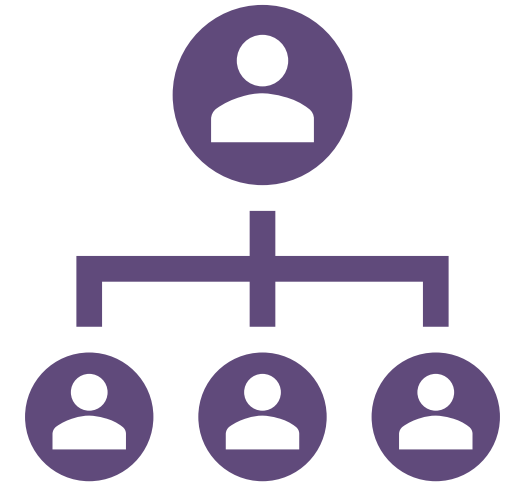
- Embrace being a Huskie and seek opportunities to engage with NIU at many levels
- Take advantage of opportunities for professional development
- Ensure individual alignment with unit and university mission, vision and values



Recommendations – Unit Level



- Facilitate individualized employee development and engagement plans
 - Ensure understanding of unit and employee goals
 - Provide professional development for current role and aspirational roles
 - Timely and meaningful evaluation to determine progress and plan next steps
 - Document and celebrate employee interaction with/contributions to institutional mission and culture



Recommendations – Unit Level



- Ensure professional development for managers/supervisors, prioritizing the following:
 - Leadership development
 - Effective evaluation and constructive feedback
 - Goal setting
 - Communications
 - Consensus building
 - Mentoring
 - HR administrative processes



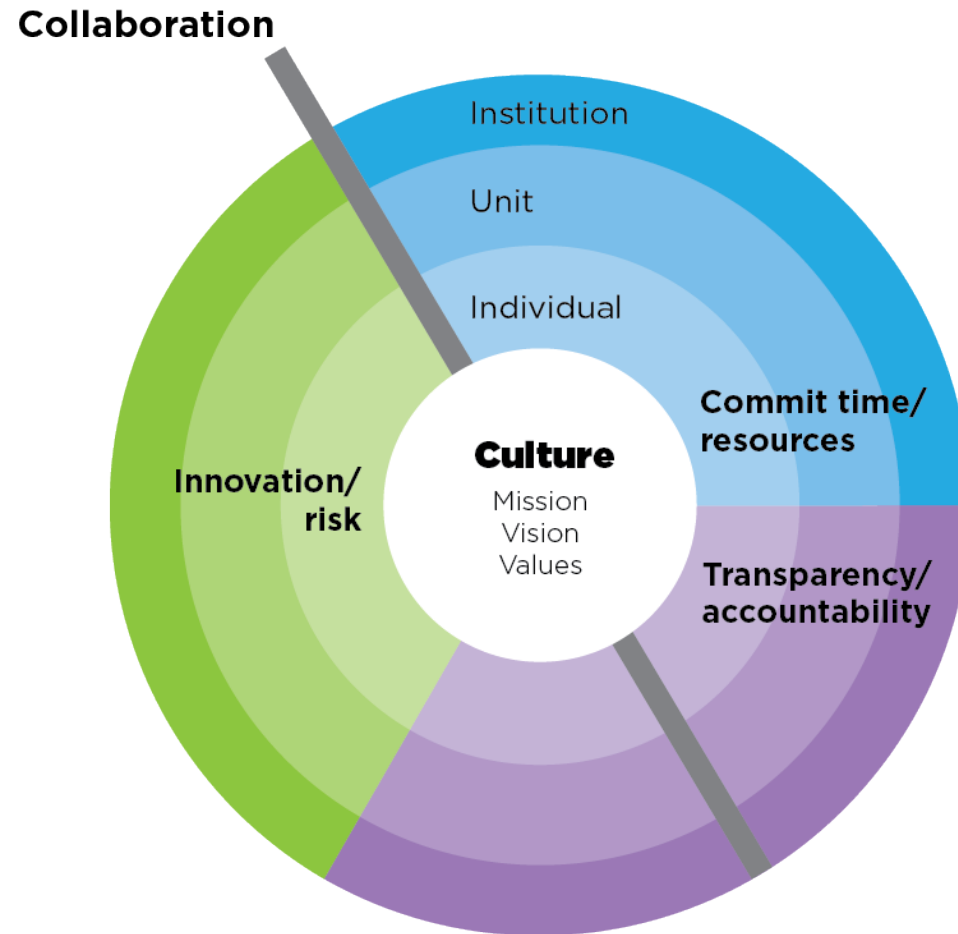
Recommendations – Institutional Level



- Create and adopt an NIU-specific shared leadership model
- Utilize short-term, single focus action teams made up of employees at all levels to craft solutions and approaches to university challenges
- Commit to financial/HR support for professional development that will help facilitate shared leadership
- Focus on institutional culture to bring institutional values to life



Model for Shared Leadership at NIU



Next Steps



Phase I - complete by July 1, 2023

- Determine the plan for operationalization of the recommendations in the final report
- Strengthen the model with NIU's specific guiding principles for shared leadership
- Seek feedback from campus about how to embody shared leadership in NIU culture
- Create a system of accountability at all levels

Next Steps



- Increase opportunities and support for professional development at all levels
- Expand employee onboarding
- Continue to expand the repository of templates and other resources



Indicators of Success



- Increased employee satisfaction and retention
- Visible tangible improvements
- Documented and celebrated innovation





Thank you!

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