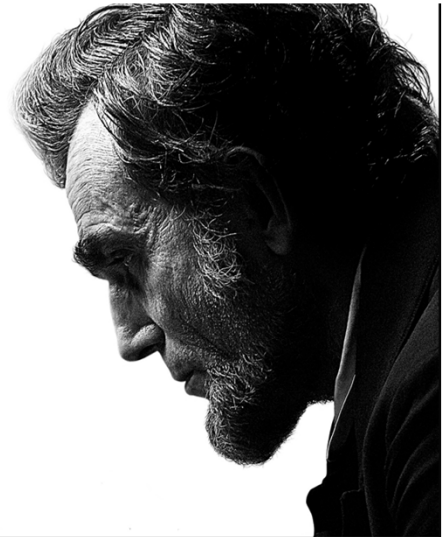


FACILITIES LEADERSHIP: TEAM OF RIVALS?



Jennifer Hayward & Russ Pierson
Lane Community College • Eugene, Oregon

TEAM OF RIVALS

DORIS KEARNS GOODWIN
WINNER OF THE PULITZER PRIZE

OUR OWN

“TEAM OF RIVALS”

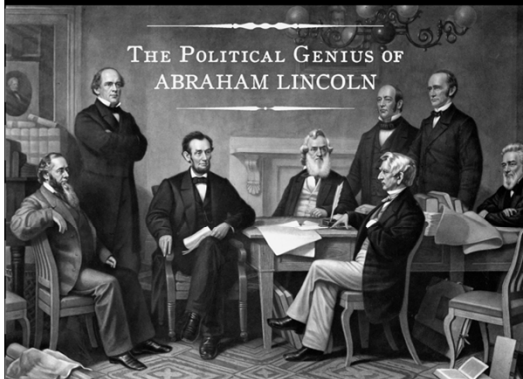


Jennifer Hayward is Director of Facilities Management and Planning at Lane Community College in Eugene, Oregon. Jennifer has also served as Recycling Coordinator, Environmental Specialist, Sustainability Coordinator and Associate Director. She is a Master Recycler, a Sustainable Building Advisor, LEED-AP, and Certified Energy Manager. She has a B.S. in Chemistry from the University

of Oregon. Dr. Russ Pierson is an APPA CEFP, a Certified Sustainable Building Advisor, a GreenFaith Fellow, and a 2013 USGBC Greenbuild Scholar. Russ served as Associate Director of Facilities at Lane prior to becoming Dean at LCC's Florence Center, a satellite campus on the Oregon coast. He holds a DMin from George Fox University in the Portland area.



TEAM OF RIVALS



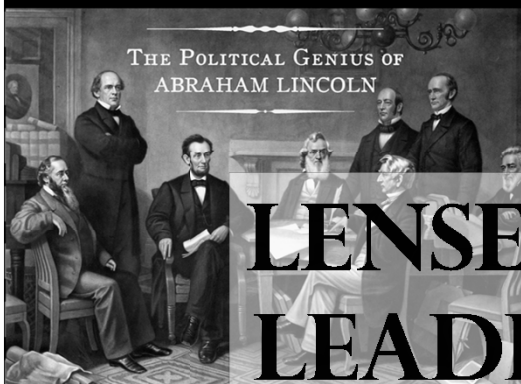
DORIS KEARNS
GOODWIN

WINNER OF THE PULITZER PRIZE

WHO WERE LINCOLN'S RIVALS? WHAT ARE THE LESSONS WE CAN LEARN?



TEAM OF RIVALS



DORIS KEARNS
GOODWIN

WINNER OF THE PULITZER PRIZE

Margaret J. Wheatley

Finding Our Way

Leadership For an Uncertain Time

LENSES INTO LEADERSHIP

By the bestselling author of
Leadership and the New Science



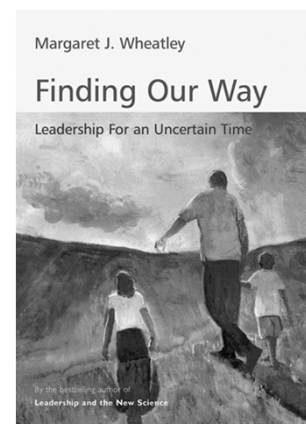
LEARNING OUTCOMES

- We will outline **three key priorities** for the leader who seeks to shape organizational culture.
- We will identify **traits and practices** of high-impact leaders who want to remake their facilities organization.
- We will leave with a **key to engage** employees, create commitment and nurture a sense of empowerment.
- We will outline the **how and the why of securing our seat** at the table in the corridors of power and the essential campus conversations.



THREE KEY PRIORITIES FOR CHANGE LEADERS

- **Identity**
- **Information**
- **Relationships**



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IDENTITY





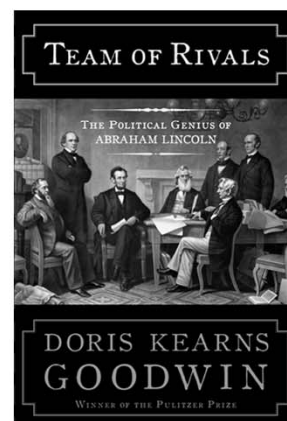
IDENTITY

- “Most organizing efforts don’t begin with a commitment to creating a coherent sense of identity. Yet it is this clarity that frees people to contribute in creative and diverse ways. Clear alignment around principles and purposes allows for maximum autonomy.”



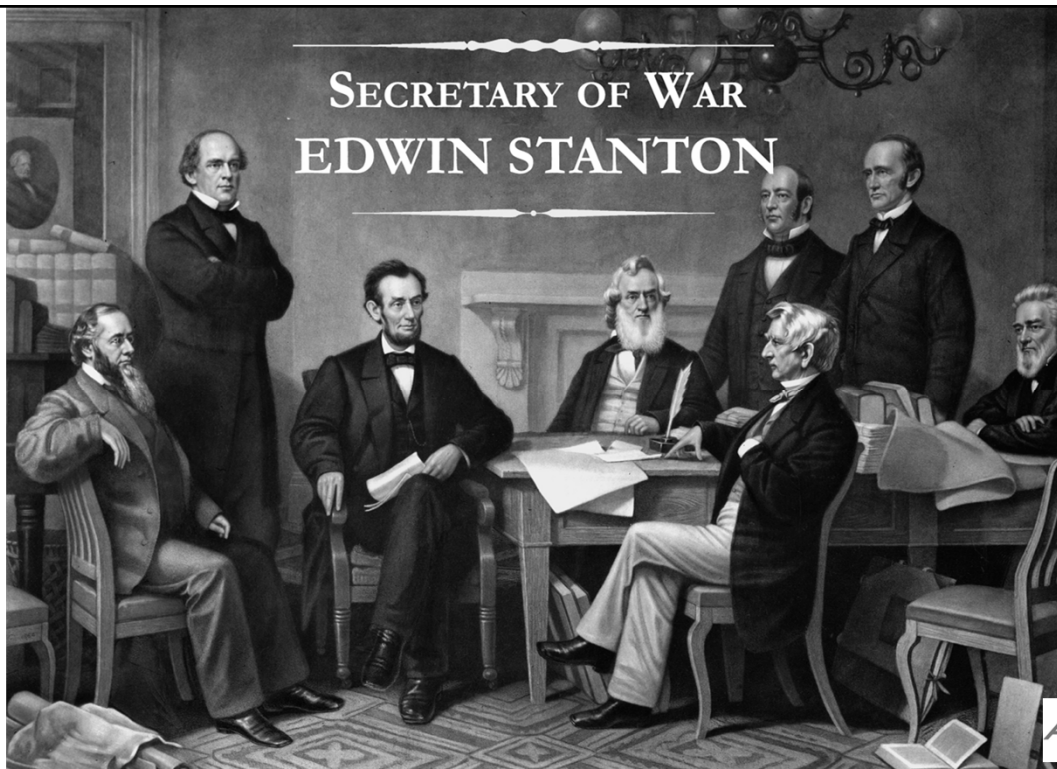
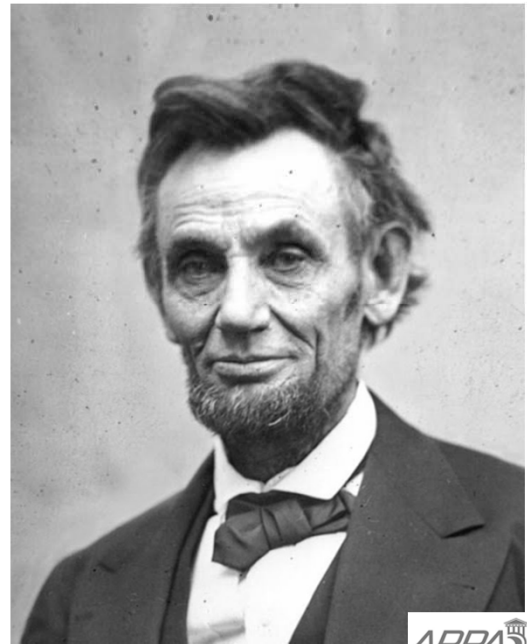
THREE KEY PRIORITIES FOR CHANGE LEADERS

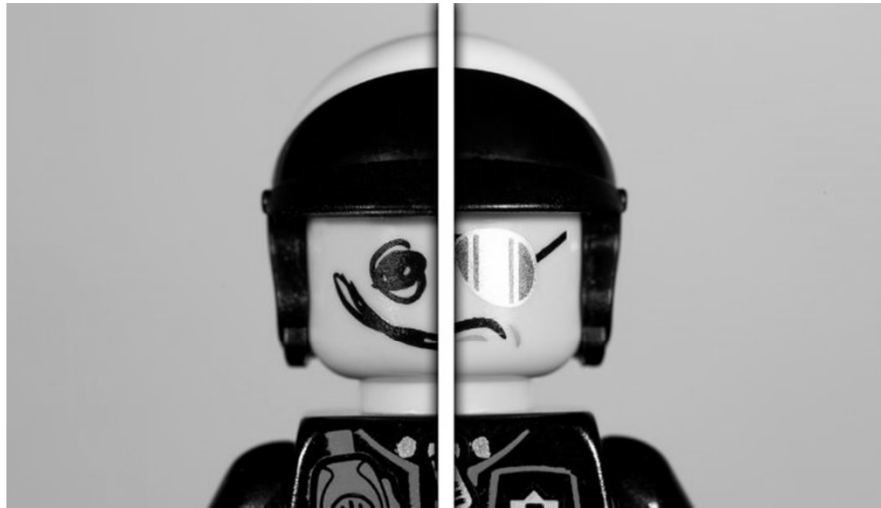
- **Identity**
- **Information**
- **Relationships**



IDENTITY

- “Team of Rivals:” What some took as a sign of weakness was in fact a sign of Lincoln’s great strength. He knew who he was and he knew it was wise—in especially challenging times—to surround himself with people who could question his assumptions. Even more, he knew it was helpful to bring in people whose temperaments differed from his own.





GOOD COP, BAD COP



THREE KEY PRIORITIES FOR CHANGE LEADERS

- Identity
- Information
- Relationships





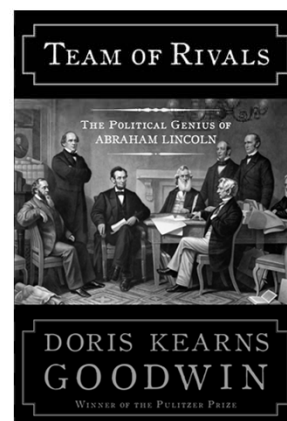
INFORMATION

- “Only when information belongs to everyone can people organize rapidly... People need access to information that no one could predict they would want to know. They themselves didn’t know they needed it until that very moment.”
- “..it is information—unplanned, uncontrolled, abundant, superfluous—that creates the conditions for the emergence of fast, well-integrated, effective responses.”

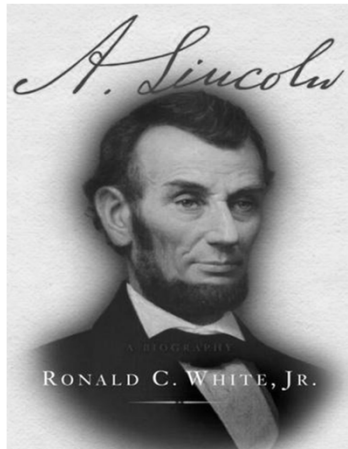


THREE KEY PRIORITIES FOR CHANGE LEADERS

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INFORMATION

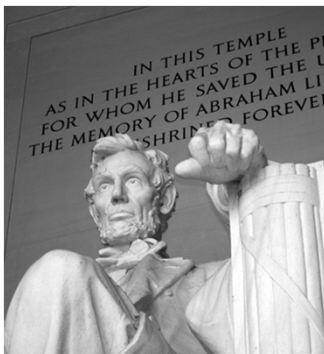


Elected in November, 1860, Abraham Lincoln had only been in office a few months when the Civil War began at Fort Sumter in April, 1861. After reelection in 1864, he would die at the hands of John Wilkes Booth on April 14, 1865—just five days after Robert E. Lee surrendered to Ulysses S. Grant to effectively end the Civil War.

On August 14, 1862, President Lincoln welcomed a committee of five black leaders to the White House. This was historic, but



INFORMATION

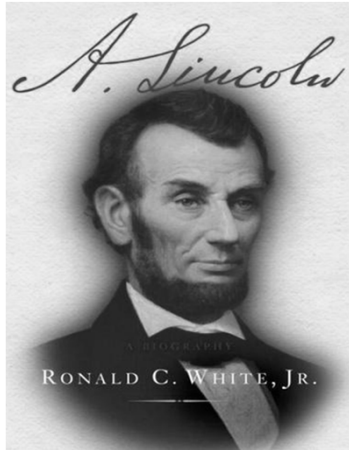


Lincoln encouraged them to consider colonization to South America after the Civil War:

“You and we are different races. We have between us a broader difference than exists between almost any other two races. Whether it is right or wrong I need not discuss ... This physical difference is a great disadvantage to us both, as I think your race suffer very greatly, many of them by living among us, while ours suffer from your presence. It is better for us both, therefore, to be separated.”



INFORMATION



The Emancipation Proclamation was issued just five weeks later, on September 22, 1862.

“... There is no doubt that Lincoln had hit a low point in his public speech about slavery and race just as he was about to reach for the higher ground of emancipation.”

—Ronald C. White, Jr.



THREE KEY PRIORITIES FOR CHANGE LEADERS

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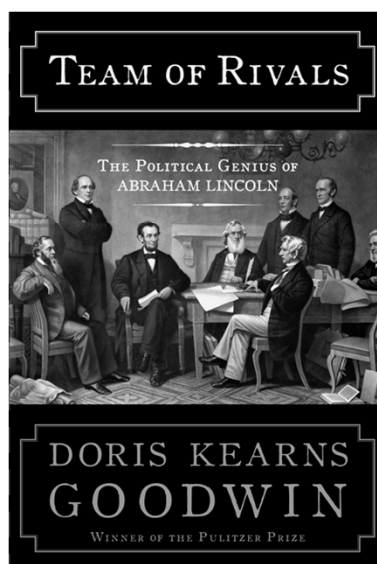


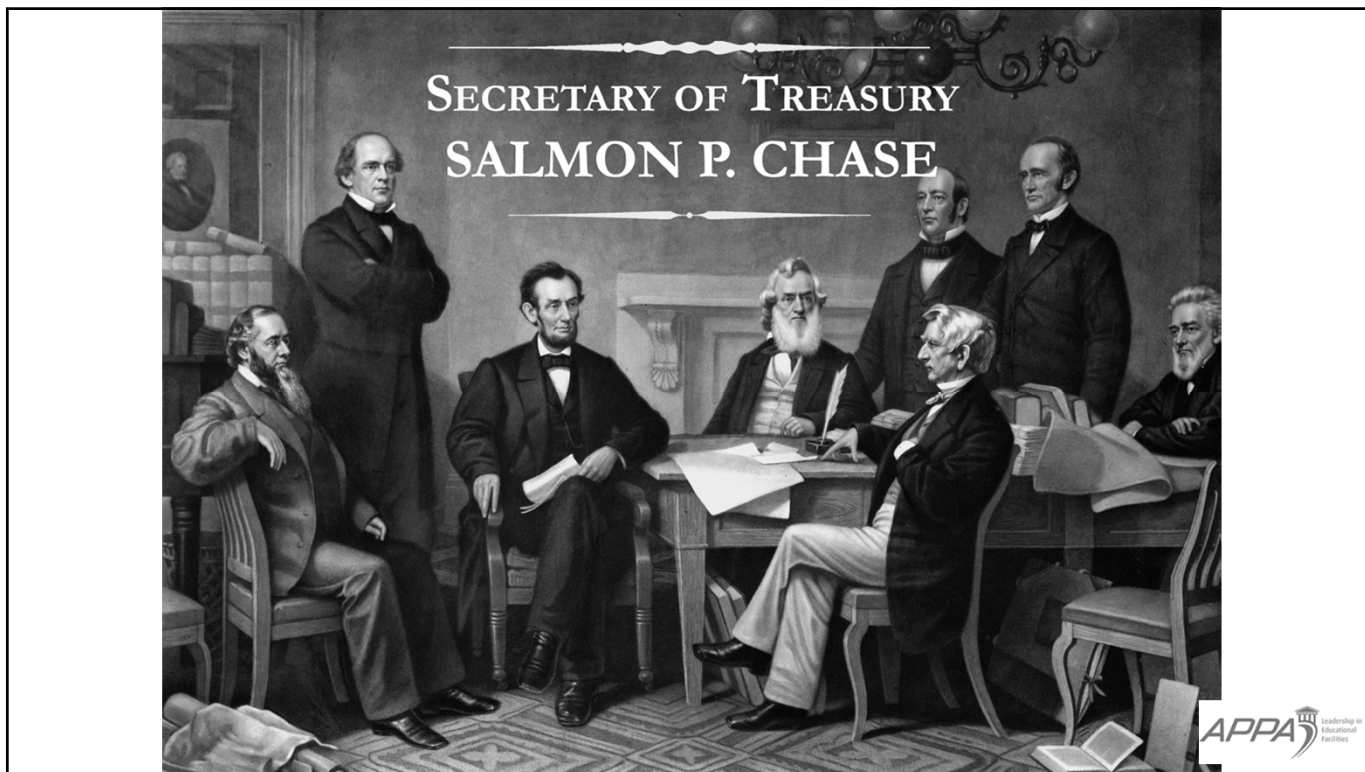
RELATIONSHIPS

- “The more access people have to one another, the more possibilities there are. Without connections, nothing happens.”
- “...people need access to everyone; they need to be free to reach anywhere in the organization to accomplish work...making the unplanned connections that spawn...better-integrated responses.”



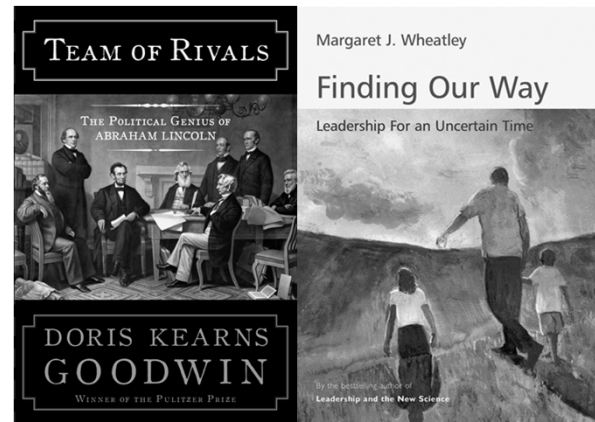
RELATIONSHIPS





TRAITS & PRACTICES OF HIGH-IMPACT CHANGE LEADERS

- Rely on everyone's creativity
- Seek a wide range of perspectives/Listen
- Reclaim time to think



APPA Leadership in Educational Facilities

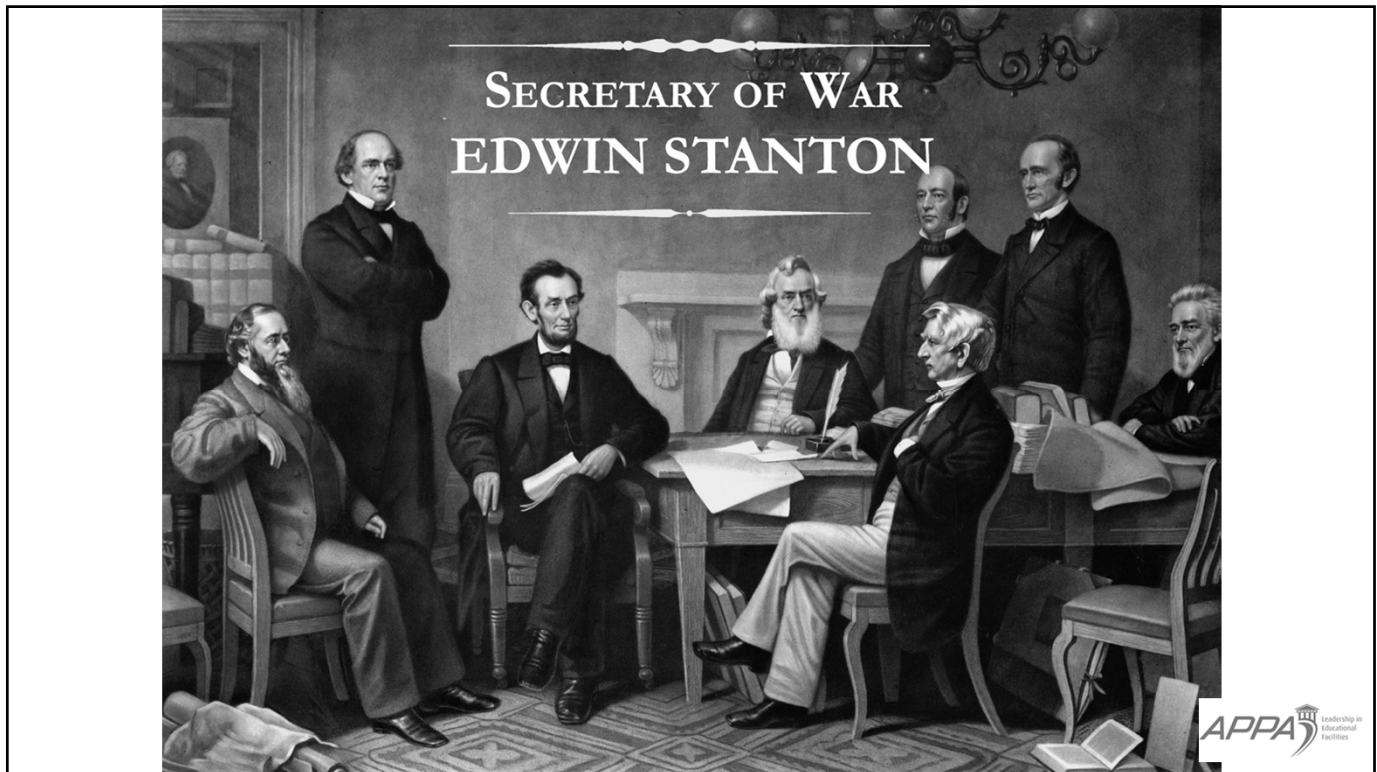
TRAITS & PRACTICES OF HIGH-IMPACT CHANGE LEADERS

- Rely on everyone's creativity

“If we want people's intelligence and support, we must welcome them as co-creators. People only support what they create.”



APPA Leadership in Educational Facilities



TRAITS & PRACTICES OF HIGH-IMPACT CHANGE LEADERS

- **Seek a wide range of perspectives / Listen**

“Life relies on diversity to give it the possibility of adapting to changing conditions. If a system is too homogenous, it becomes vulnerable to environmental shifts.”



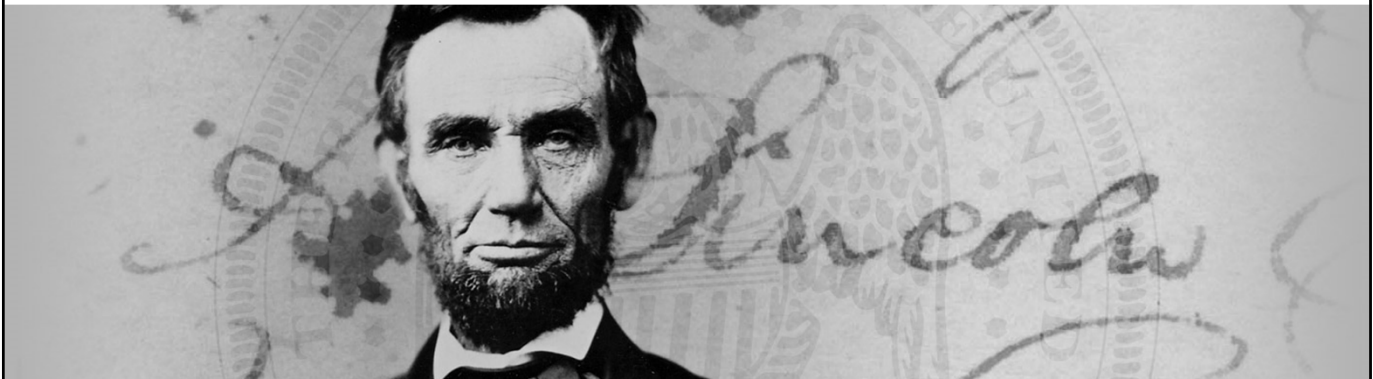
TRAITS & PRACTICES OF HIGH-IMPACT CHANGE LEADERS

• Reclaim time to think

“Taking time to think about those things that might truly change our lives always provides us with other gifts. Determination, energy, courage appear spontaneously when we care deeply about something. We take risks that are unimaginable in any other context.”



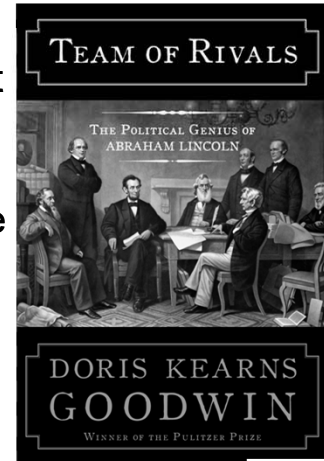
TRAITS & PRACTICES OF HIGH-IMPACT CHANGE LEADERS



TRAITS & PRACTICES OF HIGH-IMPACT CHANGE LEADERS

• Reclaim time to think

Looking back, the thing that's really impressive is that here were these leaders running the Civil War, and (they) still had time to meditate on the day's events and to write these long letters ... at night. These were the days of no television. Leaders weren't worried about cable news or their (smartphones). They weren't multitasking; they had time to reflect. It's a luxury many leaders just don't have today, and that's a real loss.



KEY TO ENGAGE, CREATE COMMITMENT & NURTURE A SENSE OF EMPOWERMENT

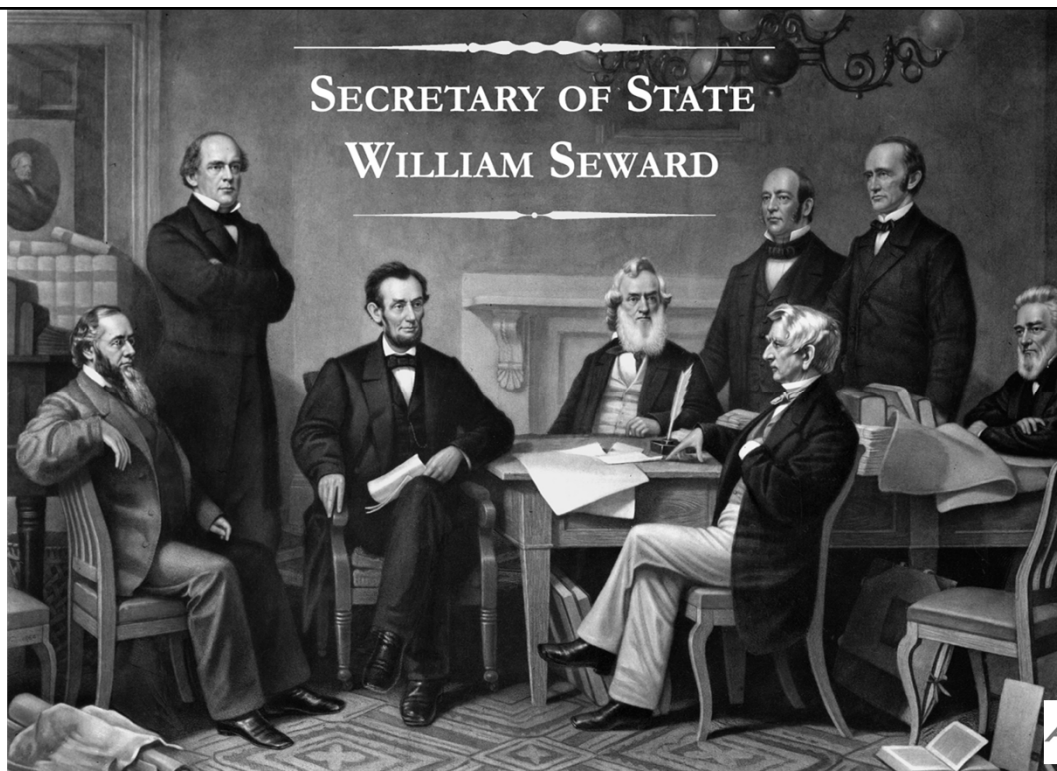
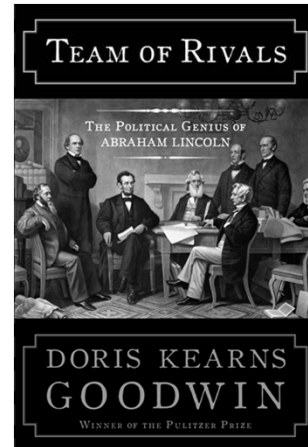
• Participation is not a choice

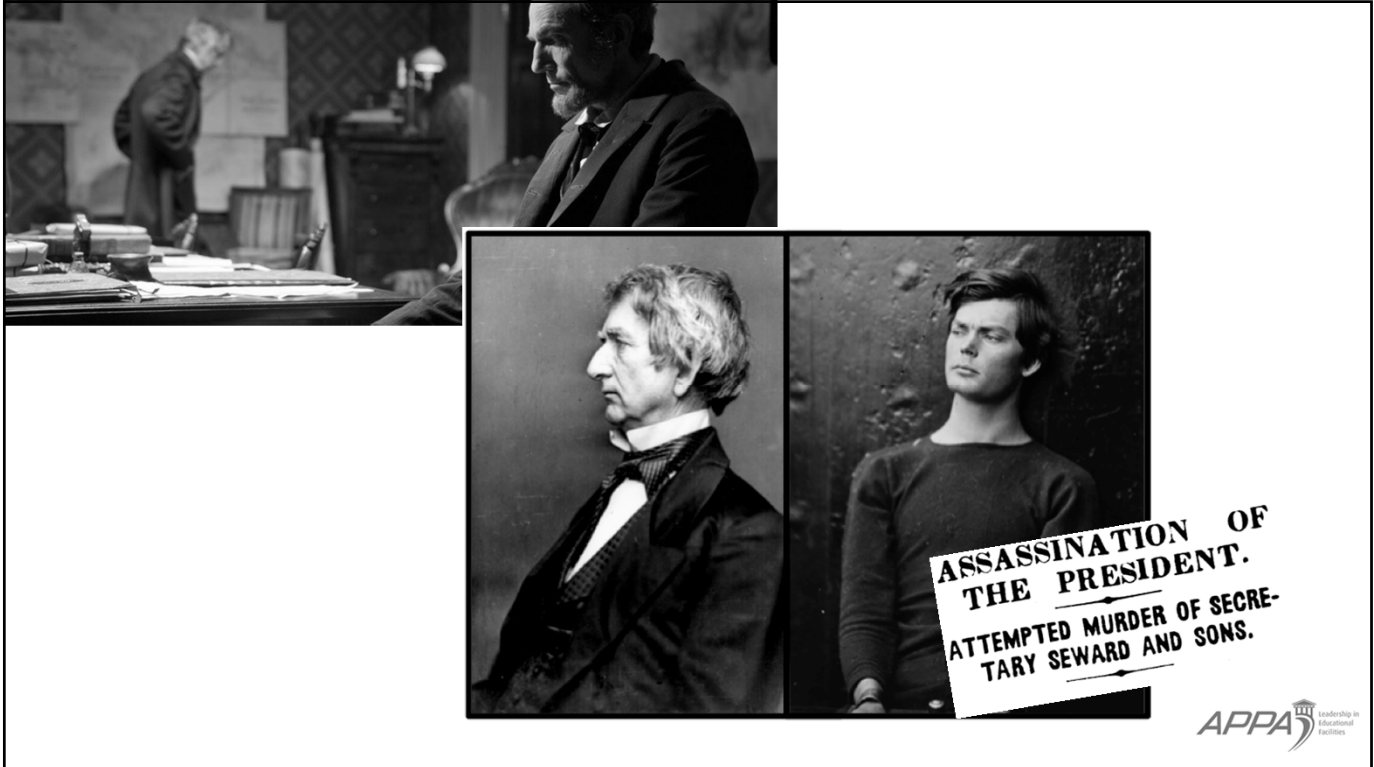
"...enormous struggles with implementation are created every time we deliver changes to the organization rather than figuring out how to involve people in their creation. These struggles are far more draining and prone to failure than what we wrestle with in trying to engage an entire organization. Time and again, we've seen implementation move with dramatic speed among people who have been engaged in the design of those changes."



KEY TO ENGAGE, CREATE COMMITMENT & NURTURE A SENSE OF EMPOWERMENT

- Lessons from Lincoln and his relationship with political rival, William Seward





HOW TO SECURE A SEAT AT THE TABLE

If you're not at the table, you're on the menu.

Michael Enzi

The same rules apply for leading leaders and leading staff:

- Identity
- Information
- Relationships
- Seek a wide range of perspectives/Listen
- Reclaim time to think
- Participate



YOUR TEAM OF RIVALS!



QUESTIONS? COMMENTS?

OUR OWN “TEAM OF RIVALS”



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**THANK
YOU!**

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