Resisting Corporatization and Improving Well-Being through Collaborative Leadership

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Corporatization undercuts our work by imposing market-driven hierarchies and bottom-line thinking that routinize teaching and learning. To resist these trends, we need to think strategically about how we can strengthen our collaborative networks to take collective action. Such strategic thinking can help us position our work in the engaged university, an emerging international model that is rooted in the land-grant mission.

How can we make _time_ to work on what we care about?

Reflect: How do you spend your time? Are you spending it on things you care about? Draw two columns:

1. Your roles or identities at work: Think broadly about what you are called upon to do and how you spend your time doing it.
2. Things you are passionate about in your work: What really interests you intrinsically? What motivates you? How many hours do you devote to it each day?

Collaborate: Pair up and share your notes. Do you have passions that are not being addressed? Do you have roles/identities that could or should be changed? Do your collaborators have related needs and aspirations? How could you work with them to realize your aspirations?

Action: What is one choice you can make as you leave this workshop today to focus your energy and to contribute to your own well-being?

How can we develop collaborative networks to expand our impact and achieve our personal goals?

Leadership is central to the process of reflection and taking strategic action.

Reflect: Take 5 minutes to map your networks. Whom do you collaborate with? Do you mostly collaborate with like-minded coworkers? Sketch out several of these operational networks. Do you also collaborate with people from across the university and in the community? What challenges do you face in developing these expansive networks? How do these two types of networks help you learn and achieve your goals?

Collaborate: Pair up and share your network maps. How can you strengthen and expand your collaborative networks? What holds you back from using them to advance your career and expand your impact? What is the strategic lesson you want to share with the rest of the group and with others in this workshop? What actions can you take to make more strategic use of your leadership networks?

Action: We will conclude by considering strategic action points for developing our leadership networks.

" The most common way people give up their power is by thinking they don't have any."
Alice Walker
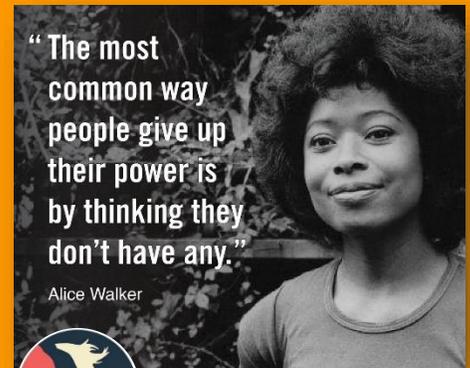
Twitter to mobilize Women's March on Washington, 2018

Leadership begins and ends in collaborative reflections. We need to begin by challenging the view that leadership is about authority and power is about control. P_ower comes from working with others, not over them_. **Leadership is about coalition building**, and its ends include helping groups reflect on the power of their networks to reach across and beyond institutional hierarchies.

Following up to Build Your Networks to Achieve Your Goals and Improve Your Wellbeing

These resources will help you follow up to reflect on your time commitments and do a gap analyses to assess where you can expand your collaborations to advance your career.

The first step to becoming the leader you aspire to be is to think of yourself as a leader—in your daily life.

We don't learn from experience. We learn from reflecting on experience.
John Dewey

1. Reflect: Make time to reflect upon what you want to achieve— each day, each week, each semester. You have to make time to use your time strategically to achieve your personal and professional goals.

2. Collaborate: Be mindful of leadership. Look past those in formal leadership roles to consider how things get done and who does them. The real leaders may not be the person holding forth in meetings; they may be the ones who listen and follow up to talk with people to move the process along. Be that person.

3. Take action: Exercise your leadership by making a time management plan, follow up to create a project plan, and be mindful of the need to make time for self-reflection in your learning, as in your teaching.

How can you build your leadership to advance your career?

What is your job, what do you do, and what do you want to do? Take some time to map out the alignment of your job, your daily work, and the position you want to reach. Mind the gap:
- What are your assigned duties?
- What do you actually do each day?
- What do people do in the job you aspire to have?
- What do you need to learn to do to advance to the position you want to have?

Who can help you learn how to achieve your goals? Follow up on the previous gap analysis to do a collaborative network map to assess how you can expand your networks to advance your career.
- With whom do you work at UA? Map out the individuals and types of people with whom you work—in your research, your teaching, etc.
- With whom do you interact with outside UA? List mentors, scholars from other universities, community collaborators, and people you learn from outside work who help you with personal and professional growth.
- With whom will you be working in the next phase of your career?

Where are the gaps in your collaborations, and how can you expand your networks to achieve your goals? Overlay the map of your experiences on the map of your collaborative networks to do a second order gap analysis of where you need to expand your collaborations.

How can you use your collaborative networks to get mentoring on how to fill the gaps in your experience? We all need mentoring. Peer mentoring is a vital part of collaborative learning networks. These readings from Science can help you with networking strategies even though they are aimed at folks in STEM fields

How can you find resources to help you with this ongoing process? The National Center for Faculty Development and Diversity website offers professional development resources that are free to all UA students, staff and faculty.

How can I learn more about leadership development? This resource page is a work in progress for a related workshop on leadership development at the Conference on College Composition and Communication.

This handout is available on line with live links: https://tmiller.faculty.arizona.edu/node/3