



Being a Dean in 2021

Gina Grandy

Setting the Context

- Round One: Reflections on Leading
 - In randomly assigned groups you will be *assigned* one of two questions about leading during the COVID crisis
 - Spokesperson from each group will share key points with the larger group
- Round Two: Self Care & Development
 - You choose one of three themes - self care, self development or the lighter side during COVID
 - Spokesperson from each group will share key points with the larger group

Who said this?

The Covid-19 pandemic taught me a great deal about the importance of patience and that I was not as patient as I thought. I also learned that my compassionate side is NOT a sign of weakness or being too soft as a leader. Going forward today, I have a little more patience and embrace my compassionate side, which I believe has made me a better Dean for my School. Out of crisis comes change and I believe I have changed for the better as a leader during this time of turmoil. Although I must admit, I could use a good long nap!



Isabelle Dostaler, Faculty of Business Administration, Memorial University



Nauman Farooqi, Ron Joyce Centre for Business Studies / Faculty of Social Science, Mount Allison University



Stephanie Howes, Melville School of Business School, Kwantlen Polytechnic University



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Who said this?

When crisis hits, some lose effectiveness while some step up. In March 2020, when everything was changing overnight, all eyes were on the Dean, and I am up for those challenges. At the same time, what I learned is the importance of giving space for other leaders to emerge. In particular, one Associate Dean stepped up big time, seemingly working 24X7 to be available for any faculty member with a challenge or concern about flipping from face-to-face to zoom. Whether tech expert or neophyte, this person was a Godsend. At the same time, solid leaders lost confidence and were more passive in their response to challenges.



Jim Dewald, Haskayne School of Business, UofCalgary



Wanda Costen, Smith School of Business, Queen's University



Mike Henry, School of Business & Economics, Thompson Rivers University



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Who said this?

I learned that I am quite good at balancing the needs of students, faculty and staff - while receiving ill advised orders from higher up! (the last piece is a bit of a joke, really... 😊)



Wanda Costen, Smith School of Business, Queen's University



Hugh Grant, Faculty of Business & Economics, University of Winnipeg



Isabelle Dostaler, Faculty of Business Administration, Memorial University



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Round One: Reflections on Leading

- In your assigned teams answer the question assigned (as noted below)
- Elect/ appoint a spokesperson to share key points to larger group

Q1. What did you learn about **your own leadership** during the COVID crisis that you will take forward post COVID? (Teams 1, 2, 3)

Q2. What did you learn **about others** during the crisis that took you by surprise, frustrated you, you wished you knew in advance, etc. that you will take forward to the next crisis? (Teams, 4, 5, 6)



Other Gems Shared by our Colleagues:

I learned... *Trust your department chairs.*

Everyone needs / deserves a COVID pass. When we drop the ball or react unreasonably, we all need to put that behind us and move forward.



Mike Henry, School of Business & Economics, Thompson Rivers University

Pivot, Pivot again and Pivot again ... and not be flustered!



Nauman Farooqi, Ron Joyce Centre for Business Studies / Faculty of Social Science, Mount Allison University

They were great in responding at the ground level to all of the day-to-day challenges involved with shifting to remote learning...

Don't trust your department chairs. Faculty members became very grumpy, even angry. There is a tendency to try to deflect the hostility to someone else, and the Dean becomes an obvious candidate.



Hugh Grant, Faculty of Business & Economics, University of Winnipeg

Sketch Flash

Who said this?

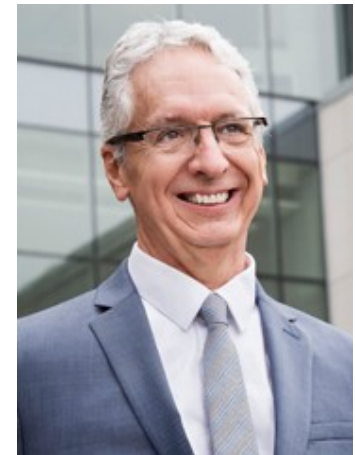
I learned that it is important to leave time aside for Netflix and that drinking wine (and eating chocolate) is OK.



Stephanie Howes, Melville School of Business School, Kwantlen Polytechnic University



Isabelle Dostaler, Faculty of Business Administration, Memorial University



Jim Dewald, Haskayne School of Business, UofCalgary



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Who said this?

In order to survive, I've learned the importance of connecting with my dean colleagues to share the challenges I'm having and invite their input. This approach has helped me realize I'm not the only dean having challenges, and sometimes, the challenges I'm facing aren't as grave as I think they are.



Wanda Costen, Smith School of Business, Queen's University



Mike Henry, School of Business & Economics, Thompson Rivers University



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Round Two. Self Care & Development

- You choose one of three topics and join that group... to answer the question below
- Elect/ appoint a spokesperson to share key points to larger group

Theme 1. What professional development did you complete over the last year and why? OR What professional development did you wish you had or realized you need to better lead through a crisis? (Breakout room 1 & 2)

Theme 2. What tactics, new hobbies, etc. have you taken on during the crisis as part of your self care that helped you survived? (Breakout room 3 & 4)

Theme 3. What is your funniest or most embarrassing moment during the crisis that reminded you just how human you really are? (Breakout room 5 & 6)

Who said this?

I went on Netflix last night and got an error message that I had now watched everything that it had.

What I supposed to do with all of the toilet paper I hoarded?



Mike Henry, School of Business & Economics, Thompson Rivers University



Nauman Farooqi, Ron Joyce Centre for Business Studies / Faculty of Social Science, Mount Allison University



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Sketch Reveal