How does your leadership style mesh with the culture of your organization?

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Agenda

Review 3 Leadership Styles

Understand Culture

Reflection on the intersection of personal leadership style and your organization
3 Key Leadership Types

Transformational

Inclusive

Distributive


Transformational Leadership

• Contrast to transactional
• Inspiring and potential to accomplish great feats across the university
• Leaders are often charismatic, with a sense of mission, ability to simply articulate vision

Inclusive Leadership

• Holds social justice as foundational
• Values input of all stakeholders
• Works to secure voices of traditionally excluded communities

Distributive Leadership

• Leaders can be found at any level
• Leverages strengths of those closest to the work
• May be inspired by transformational leaders

How Effective *is* Leadership

Kaiser (2008) meta analysis: most leadership researched confused how leaders are perceived with how teams perform

What traits are “leader-like”? 

Leaders provide Vision, Direction and Inspiration.
~Warren Bennis
Elements of Institutional Culture

- beliefs, values and assumptions of the founders;
- learning experiences of the group members as their organization evolves; and
- new beliefs, values, and assumptions brought in by new leadership

Elements of Institutional Culture

- Group norms
- Espoused values
- Implicit rules
- Climate
- Artifacts, symbols
- Rituals

Three Levels of Culture

Artifacts, symbols
- Visible, feelable structures and processes
- Observed behavior

Espoused beliefs, values
- Goals, values, aspirations
- Rationalizations

Basic Underlying Assumptions
- Unconscious, taken for granted beliefs and values

Institutional Culture impacts on Group Formation
(and how do we perpetuate?)

Stage 1: Assumptions about authority

Stage 2: Norms around intimacy

Stage 3: Group work and function familiarity

Stage 4: Maturity

Transformational

Inclusive

Distributive

Values

Customs

Attitudes

Beliefs
Breakouts: Decide a Spokesperson and Scribe

Explore with colleagues how institutional culture can support or conflict with personal leadership styles and philosophies. In that vein, how can we make our campuses more inclusive?
“What fits your busy schedule better, exercising one hour a day or being dead 24 hours a day?”
Questions?
Thank you for spending your time with me.

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After the DEI Panel:
Reflection/Journal. Consider how to leverage your personal leadership to create culturally engaging campus environments