

Leading ASU into the Future



Over the last 15 years, ASU has relentlessly aimed to transform itself and redefine higher education.

Sustaining this momentum while guiding the institution through constant change, ambiguity and uncertainty is the work of leaders who think like designers.

Anchored by the institution's charter, leaders at ASU design systems, processes, and new initiatives within their spheres of influence, keeping the university on a trajectory of innovation as it evolves into the future.



Goals

A leadership development system that produces leaders at every level who can advance ASU into the future.

Expand thinking on leadership and leaders

Align with and sustain ASU's vision and mission

Build strong networks across the institution

Strengthen and support our culture

Develop a leadership pipeline

Leadership Guide

Defining Leadership at ASU

The Leadership Guide identifies nine dimensions that define leadership at ASU with questions that are intended to inspire, provoke thinking, conversations and action. It is for those in formal leadership roles as well as those who lead in many ways without titles or positions. It is for those who want to measure their success by the culture and capacity they build in their units and people they lead. It is for leaders who want to build an enterprise that is innovative, adaptive, agile and ready for change well beyond their own tenures.



1. Think expansively, think differently

Imagine how things could be. Anticipate what the future may bring and translate into action.



2. Support ongoing adaptation

Identify adaptations that will sustain the institution over the long term. Develop prototypes and experiments and make adjustments regularly.



3. Be innovators and institution builders

Advance innovative ideas and build institutional structures, practices and proactive routines that will help sustain the institution over time.



4. Nurture a culture that values inclusion and innovation

Create and support a culture where creativity flourishes and diverse groups of individuals thrive.



5. Champion collaboration

Advance ideas by leveraging the knowledge assets of the institution and by addressing barriers that discourage interdisciplinary and cross-functional collaboration, both between and within units.



6. Develop a pipeline of leaders

Identify talent early and invest in the next generation of leaders for the institution. Actively engage as a mentor or coach for leaders in the pipeline.



7. Lead with courage

Take risks, advance bold ideas, challenge the status-quo and established conventions while bringing people along.



8. Execute with influence

Find ways to mobilize resources and inspire people to execute through their strengths independent of authority level.



9. Engage with empathy

Recognize the needs and perspectives of users before designing solutions. Attend to the needs of people on teams to create productive work environments.



Leadership Development Programs

Mastering Leadership

What: An annual 9-month program that challenges leaders to grow individually and gain the organizational knowledge and skills to lead at ASU while building strong relationships with peers.

Who: Leaders are nominated or may apply to this highly selective program each fall. Ideal candidates are mid-career, have at least five years of experience supervising others, are ready to lead ASU into the future, and have the endorsement of their unit leadership.

Advanced Leadership Initiative

What: A 6-month leadership program dedicated to advancing the capabilities of proven faculty and staff leaders and preparing them for long-term leadership roles at ASU.

Who: Nominees may include associate deans, school and center directors, and senior staff leaders who are ready to take their leadership to the next level (participants are nominated by their dean or executive administration).

Supervisor Development Program

What: A 6-day program for new and current ASU supervisors aimed at developing an effective team, managing optimal performance, and maintaining a positive work culture.

Who: Open to all full-time ASU faculty and staff who directly supervise others. Individuals can apply online to one of three programs offered each year.

Launching Leaders Program

What: An 8-month leadership program designed to develop and support ASU faculty who hold newly appointed administrative roles.

Who: All ASU faculty who are promoted or appointed to new chair, director and associate dean for academic program positions at the university (participants are identified by the provost's office—nominations not necessary).

Leadership Academy (peerLA)

What: A 12-month program for emerging faculty and staff focused on developing leadership skills, advancing impactful projects, and building a diverse network of leaders.

Who: Nominees include assistant, associate and full professors and staff who are considered high potential for leadership roles (participants are nominated by their dean).

The programs above represent a network of pan-university leadership offerings. Each program runs independently, but is anchored by the nine dimensions of the ASU leadership guide.

ASU Career EDGE

Engage | Develop | Grow | Empower

ASU Career EDGE offers leadership development opportunities outside of the five network programs. EDGE is an online training tool for use university-wide, enabling learning and training opportunities to be easily accessed for all staff and faculty, regardless of participation in one of the network programs.