Books and Online Resources for UGA Department Heads

Experienced department heads and other administrators at UGA recommended the resources on this list as ones that have helped them serve as effective leaders.

Books:

Management -

- The College Administrator’s Survival Guide by C.K. Gunsalus
  
  This book offers tips, insights, and tools for handling complaints, negotiating disagreements, responding to accusations of misconduct, and dealing with difficult personalities. Using real-life scenarios as examples, this book is a useful, easily followed guide to many of the management challenges faced by academic administrators.

- Chairing an Academic Department by Walter H. Gmelch and Val D. Miskin
  
  This book is a practical and highly accessible guide for department chairs. Based upon the authors’ research, it divides the work of department chairs into four basic roles (faculty developer, manager, leader, and scholar) and provides tips on how to prioritize your tasks and perform each role effectively. At only 148 pages long, it packs a lot of value into a small space.

Leadership -

- The Contrarian’s Guide to Leadership by Steven R. Sample
  
  Written by a university president, this book offers “down-to-earth, homespun, and often provocative advice on some complex and thoughtful issues.” Sample “provides many practical, if controversial, tactics for successful leadership, suggesting, among other things, that leaders should sometimes compromise their principles, not read everything that comes across their desks, and always put off decisions.”

- Reframing Academic Leadership by Lee G. Bolman and Joan V. Gallos
  
  While not always as succinct or direct as the reader might wish, this book includes useful ideas on how to improve your academic unit and develop your ideas about leading others in an academic setting.

- 7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen Covey
  
  Principles and strategies for solving personal and professional problems.
• **Authentic Leadership: Courage in Action** by R.W. Terry

  “Author Robert Terry contends that leadership depends on the ability to frame issues correctly as well as an ability to call forth an authentic response to these issues.”

• **Strengths-Based Leadership** by T. Rath

  Often we focus on weaknesses in ourselves and others, which leads to failure, burnout and demotivation. Learn how to identify and optimize strengths in yourself and others.
  
  - Includes a free assessment of your Top 5 strengths.

• **Leadership Challenge** Posner and Kouzes

  This book provides the classic perspective on leadership. The authors teach us the 5 steps: Model the Way; Inspire a Shared Vision; Challenge the Process; Enable Others to Act; and Encourage the Heart.

**Relationships/People -**

• **Crucial Conversations: Tools for Talking When Stakes Are High** by Kerry Patterson

  Tips for ensuring that important and/or challenging conversations have constructive outcomes.

**Personal Development -**

• **Happiness Advantage** by S. Achor

  Research is showing that productivity and quality of work is linked to how we feel. In this amusing book, researcher Shawn Achor gives practical advice about how the science of happiness can be used in practical ways to improve workplace productivity.
  
  - See also Achor’s [TED talk](#)

• **Mindset** by C. Dweck

  One important facet of our resilience and success is our ability to grow and learn. This book details the research of Stanford psychology professor Carol Dweck’s work on how our subconscious beliefs about our ability and capacity to grow and adapt affects our performance and relationships.
• **Leadership and Self-Deception** by Arbinger Institute

  Relationship problems have the potential to derail our work and lives. Improving problem relationships is hard – no question. However, the one thing we can do is improve our understanding of how we contribute to relationship problems. After all, all we ever have control over is our own response.

• **Emotional Intelligence 2.0** by T. Bradberry

  One of the most important qualities of successful leaders (and people) is their level of emotional intelligence. This book contains a free assessment and exercises to evaluate and improve your emotional intelligence.

• **The Biggest Bear** by Lynd Ward (recommended by Dale Monson who says this “requires some explanation”)

  “Johnny Orchard brings home a playful bear cub that soon becomes huge and a nuisance to the neighbors.”

**Websites/Articles:**

**Managing self** -

• [How To Say No](#)
• [Stop Being a People Pleaser](#)
• [Your Complete Guide to Mindfulness](#)

  Mindfulness is key to stress reduction.

• [What to Do When You Don’t Feel Comfortable Being Yourself at Work](#)

  Food for thought for diverse faculty

• [Controlling Your Perfectionism](#)

**Managing others** -

• [Achievement and Quality: Higher Education in the Arts](#)

  A resource document for the unique challenges of managing higher education in the arts.

• [How to Have a Meeting That Isn’t a Complete Waste of Time](#)
• **Managing Management Time: Who's Got the Monkey?**

  “Why is it that managers are typically running out of time while their subordinates are typically running out of work? Here we shall explore the meaning of management time as it relates to the interaction between managers and their bosses, their peers, and their subordinates.”

• **How to Boost Your Team’s Productivity**

• **They Don’t Train Us for This**

  This article in the *Chronicle of Higher Education* provides 13 top tips for administrators

*Managing relationships*

• **How to Change Someone’s Mind, According to Science**

• **Getting to Si, Ja, Oui, Hai, and Da**

  Cultural differences in disagreement

• **The Science Behind Building a Culture of Trust**

*Further Trainings/Courses for Academic Leaders:*

• A course for new department heads at the [National Center for Faculty Development and Diversity](http://www.ncfdd.org) A 4-session, recorded program available to us for the first time this year because of UGA’s institutional membership in NCFDD. The website indicates that participants “discuss various ways to engage the role of chair while continuing to do scholarship and take care of yourself; brainstorm how to build a strategic network; learn how to engage in "difficult conversations" that will inevitably be part of your job; and ultimately, create your own personal, realistic definition for a successful term as department chair.”

• **SuperVision, Supervisory Excellence Program** UGA Human Resources offers this management fundamentals certificate. This interactive program uses a series of classes (that can be taken individually, without pursuing the certificate) and a capstone case study project to support leadership success. It also enhances workplace skills and an improved understanding of UGA operations.

• **High Impact Leadership: Essentials** UGA Human Resources offers this certificate series for those interested in developing their leadership skills. This course includes communication, teamwork, personal leadership style, accountability and relationship building.
• UGA Women’s Leadership Fellows Program  Monthly meetings provide current UGA faculty and administrators with opportunities to develop and hone their leadership skills and to gain a deeper understanding of the current challenges and opportunities at research universities. The issues women face in academic administration are also a focus of the program. Nominations due end of September.

• **SEC Academic Leadership Development Program** Up to four tenured faculty or current faculty administrators at UGA are selected each year to serve as UGA SEC ALDP Fellows. Nominations due in early April.

• **USG Executive Leadership Institute** A comprehensive, 120-hour development program facilitated by leadership experts for USG employees with a current title of Vice President, Chair, Dean, Executive Director (or equivalent) and higher. Applications typically due in September (sometimes with only short notice before the deadline).

• **LEAD21 training** focused on leadership development in land grant universities’ colleges of agricultural, environmental, and human sciences, and USDA/NIFA.