Contents

SEC'	TION I—Working with Faculty in Academia	1
Intr	oduction	3
	My Background and Perspective	
	About This Book	6
1	I Hear You	9
	The Eight Challenges	
	Putting On Your Shoes	
	Where Do You Stand?	
	Summary—I Hear You	20
2	Faculty and Staff: Getting Acquainted	21
	The Species Test	22
	Early One Monday Morning	
	Faculty and Staff Characteristics	
	A Faculty Portrait	
	Your Work with Faculty	
	Where Do You Stand?	
	Summary—Faculty and Staff: Getting Acquainted	36
SEC'	TION II—Ways to Think about Staff-Faculty	
	Interactions	37
3	A Systems Perspective	39
	A Personal Problem	
	A Broader View	43
	Understanding Systems and Systems Thinking	45
	Looking through the Systems Lens	52
	We Have a Choice	
	Where Do You Stand?	
	Summary—A Systems Perspective	56
4	Staff-Faculty Partnerships	57
	Systems Thinking and Power	58
	Difficult-to-Talk-About Relationships	
	Do I Work <i>For</i> Faculty or <i>With</i> Faculty?	
	Different Views of the Organization	
	W/l D - V Ct 12	67
	Where Do You Stand?	

Contents

5	Adopt a Growth Mindset
	The Power of Mindset
	What Is Your Mindset?
	Value Strong Relationships with Faculty
	View Faculty as Colleagues
	Hold the Big Picture
	Balance Commitment with Healthy Detachment
	Focus on What Is Working
	Adopt an Experimenter's Mindset
	How to Develop a Growth Mindset 82
	Faculty Mindset
	Summary—Adopt a Growth Mindset 87
SECT	TION III—Working with Faculty: Practices
SEC	and Suggestions
6	Communicating with Faculty: Basic Skills
	Active Listening 92
	Questioning
	I-Messages
	Directing Others
	Giving Feedback 104
	Summary—Communicating with Faculty:
	Basic Skills
7	How To Establish a Partnership with Faculty
	How do I convince faculty I can be of help?
	How do I get (and hold) faculty's attention?
	How do I address faculty?118
	How can I get faculty to respond?
	Summary—How To Establish a Partnership
	with Faculty
8	How To Say No and Deliver Bad News
	Establishing Healthy Boundaries
	Delivering Bad News
	Summary—How to Say No and Deliver Bad News

9	Continuing the Partnership with Faculty	137
	How can I orient faculty to university policies	
	and procedures?	137
	How can I identify and work with a faculty member's resistance?	.141
	How can I have more productive one-on-one	
	meetings with faculty?	
	Is there anything I shouldn't say?	
	How can I engender respect?	
	What should I do next? How do I follow up?	153
	Summary—Continuing the Partnership with Faculty	155
10	Become Organizationally Savvy and Build Your Resources	
	Inform Yourself	
	Identify Stakeholders	
	Assemble or Create Resources	
	Get Organized with Your Computer	
	Develop a Network of People	
	Do as Much Behind-the-Scenes Work as Possible	
	Conclusion	
	Summary—Become Organizationally Savvy	
	and Build Your Resources	176
SECT	TION IV—Dealing with Individual Faculty Members	
	and Their Stresses	
11	Faculty Stress Reactions and What You can Do	
	The Toughest Part of the Job	
	The Faculty Stress Cycle	
	Faculty Stressors	
	Faculty Perceptions	
	Faculty Stress Reactions	
	Consequences	
	An Ah-Ha! Moment	
	What You Can Do	
	Conclusion	194
	Summary—Faculty Stress Reactions and What You Can Do	195

Contents

12	Strategies for Working Skillfully with Difficult Faculty	197
	Who Is Difficult for You?	198
	Characteristics of Faculty Who Are Difficult	199
	Faculty Who Are Self-Centered	202
	Faculty Who Are Aggressive	205
	Faculty Who Are Manipulative	208
	Faculty Who Are Unresponsive	210
	Conclusion	215
	Summary—Strategies for Working Skillfully with Difficult Faculty	216
SEC	TION V—Take Care of Yourself and Your Career	217
13	Be Resilient and Recover from Being Criticized,	
	Beaten Up, or Worn Down	219
	How Resilient Are You?	221
	Warning Signs	223
	Know Your Stress Cycle	224
	Stand Up for Yourself	229
	Know Your Rights	232
	How to Recover from Being Criticized, Beaten Up, or Worn Down	233
	Become More Resilient	
	Conclusion	237
	Summary—Be Resilient and Recover from Being Criticized, Beaten Up, or Worn Down	239
14	A Career That Works for You	241
	The Ingredients of Satisfaction	
	Job or Career	
	Adopt a Career Mindset	246
	Define a Career Path	
	How You Can Further Your Career	251
	Amplify What Brings Heart and Meaning to Your Work	253
	Conclusion	
	Summary—A Career That Works for You	256
Refe	rences	257
Con	tact Information	261