

Political View of Leadership in Higher Education:

Change Efforts fail because of their inability to master the political complexities of academic leadership.

Anyone who reads the Chronicle of Higher Education will typically find universities depicted as intensely political places populated by political amateurs who keep making a mess of things because their interests are so parochial and their political skills so limited.

Academic politics are so vicious because the stakes are so small.

Why do faculty, academic administrators, and librarians play the political game so poorly? Because they rarely want to learn to play it better. Politics are distasteful, irrational.

Positive Political Skills are imperative to possess by any working professional as these skills help people to assess and steer the work place effectively, build strong collaborative relations with people and handle power equations intelligently. No Organization is devoid of dynamics, human behavior naturally gives rise to people dynamics and if not handled properly can create stressful dealings and situations.

Organizations are inherently political entities.

3 sources of conflict that are built into organizational life

-Diversity of perspectives

-interdependency

-Scarce Resources

Many believe that power corrupts—and it can but powerlessness corrupts just as much

No work place is devoid of office politics, however, it is important to distinguish 'work place culture' and work place politics. Both are not the same.

Work culture or office culture is about living the intrinsic organizational values through actions and behavior at work place. These behaviors are desirable or even prescribed at work place and reflect the DNA of the organization.

[Work place politics](#) is the 'way of working' and that may or may not be accepted by the organization. This style of working may be the usual way the work place functions but if you dig deeper into it, you will notice that such 'ways' are not advocated. They are best tolerated and accepted. They do not define the organization.

I often hear professionals talk about '[games people play](#)' at work place and how the office politics is disturbing their career path, job satisfaction, work place engagements and their own motivation to work in the organization.

Try the ten simple techniques to deal with politics in work place without you playing the game.

1. Invest time to understand the accepted working styles in the organization
2. Analyze if the 'ways of working' stems from any leadership team representative or it is across the organization
3. Think deeper to uncover the 'real problem' ; does it interfere with your values
4. Build your credibility
5. Focus on your work and earn respect for your high quality output
6. Invest in nurturing working relationship with colleagues and superiors
7. Identify a *confidante* in the organization with whom you can discuss your challenges, preferably, someone who is senior to you in the organization
8. Be transparent and fair in your dealings with colleagues and seniors
9. Communicate effectively and with integrity within and outside the organization

Macro level campuses divide into broad groups

Administrators

Students

Faculty

Staff

Alumni

External constituents

Which can be subdivided many more times...

Power is the capacity to influence and to make things happen

Authority is a kind of power based on position; we gain power from having information, expertise, control of resources, personal skills, relationships, and allies, capacity to reward

DISTRIBUTIVE JUSTICE

socially just allocation of goods in a society

The concept includes the available quantities of goods, the process by which goods are to be distributed, and the resulting allocation of the goods to the members of the society.

Arrangement where goods or services are apportioned by an authority (a government agency, for example) on the basis of a commonly accepted standard, such as the number of hours worked by an individual.

EFFECTIVE CHANGE AGENDAS ATTEND TO THE FOLLOWING:

1. Pacing

2. Strategic priorities
3. Constituent needs
4. Institutional limitations
5. Appreciate the value of diversity

HOW DO YOU MAKE CHANGE STICK?

Mobilize enough power to move your initiatives forward

MAPPING THE POLITICAL TERRAIN

1. Players? Groups or individuals most likely to care and influence the outcomes of particular process or decision
2. Interests? Who is likely to be for or against the change?
3. Assess political power; likelihood that a given player will use that power. What is the power of each player's web of influence

Dénouement

comprises events between the falling action and the actual ending scene of the drama or narrative and thus serves as the conclusion of the story.

the unraveling or untying of the complexities of a [plot](#).

Negotiation is needed whenever 2 or more parties with some interests in common and others in conflict need to reach agreement. The fundamental delimma in negotiations is creating value vs claiming value

Fisher and Ury propose principled bargaining "getting to yes"

1. Separate people from problem
2. Focus on interests and not position
3. invent options for mutual gain instead of locking on the 1st altnative that comes to mind
4. Insist on objective criteria

Bargaining is essential to decision making