Effective Leadership Communication in the New American University

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1. Communication is the most important skill for a leader.

2. Communication includes both words and actions. A leader’s actions communicate volumes.

3. Who are we? Why do we do what we do?

   **ASU Charter**: ASU is a comprehensive public research university, measured not by whom we exclude, but rather by whom we include and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.

4. What do we do? Eight Design Aspirations

   - Leverage Our Place
   - Transform Society
   - Value Entrepreneurship
   - Conduct Use-Inspired Research
   - Enable Student Success
   - Fuse Intellectual Disciplines
   - Be Socially Embedded
   - Engage Globally

5. Effective leaders let others know through their words and actions that they are allies and partners in diversity.

6. Effective leaders consistently keep priorities in mind, and they communicate those priorities to others.

7. Effective leaders help others understand the role of the unit in the institution.

8. Effective leaders understand that they serve others, that they facilitate others’ success.

9. Effective leaders use persuasive appeals strategically.

   Logos: an appeal to logic and facts
   Ethos: an appeal to the credibility of the speaker
   Pathos: an appeal to the audience’s emotions
10. Before uttering a word, ask yourself, “What would I think or how would I feel if someone said or did that to me?”

11. Effective leaders generously thank and praise others.

12. Effective leaders frequently recognize others’ achievements.

13. Effective leaders write honest, accurate and fair evaluations of staff.

14. Any negative statement can be recast as a positive statement.

   “Stop showing up late for work.”
   vs.
   “We need you here by 8:00 each morning to greet students.”

15. Effective leaders keep others informed.

   Who needs to know this to be effective in their jobs in The New American University?

16. Effective leaders welcome and encourage feedback.

17. Effective leaders listen with empathy and an open mind.

18. Effective leaders are consultative.

19. Effective leaders engage in Rogerian dialog to solve problems: “How can we solve this problem so that there is a win-win-win outcome?”

20. Effective leaders are willing to say, “I’m sorry. I goofed.”

21. As a leader, your word must be your bond: If you promise something, you will do it.

22. Effective leaders understand that communication is important in relationship building—and they understand how important relationship building is.

23. Effective leaders communicate with humility and respect.