Leadership without Authority
Succeeding Anyway at Research Development

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I don't care if my PowerPoint presentation has 320 slides. You are staying until it's over.
What are we talking about?

Leadership without Authority…

What is it?

Why should you care about it?

Particularly relevant for academic institutions
Authority

University Organization Chart

Board of Trustees

- Matthew Juntunen
  Board Secretary

- Alyson Reminger
  Associate Director

- Marcella Miah
  Governance / Nominations

Deans

- Eva Brahan
  Senior Dean, Science

- Laurie Kuntzinger
  Dean / Provost

- Kay Gagnon
  Dean, Graduate Studies

- Julienne Cherry
  Dean, Undergraduate Studies

- Elmer Calera
  Dean, School of Business

Teachers

- Luiz Wrobel
  Vice President, Facilities

- Cintia Youngren
  Vice President, Research

- Althea Kaelin
  Associate Vice President

Students

- Lorrie Smerud
  Vice President for Undergraduate Engagement

- Sonja Verber
  Vice President for Legal Affairs

Support Staff

- Melissa Paluce
  Athletics Director

- Hugh Bayfield
  Vice President for Student Affairs
What Leadership *with* Authority Looks Like

- Ambition
- Judgment
- Leadership
- Audacity
- Agility
- Infrastructure
- Strategy
- Terror
- Branding
- Divine Providence
What are we talking about?

Leadership without Authority
from Developing Leaders – British Army Guide

618. General. Leading without command authority can be difficult, not because there is some different form of leadership required, but because those trying to achieve it will have to practise leadership particularly well. These are not different skills but the leader will not be able to fall back on their command position or rank if things do not go to plan. If you lead well, you will not need your rank.
You need people to WANT to work with you to achieve your goal.
Formal vs. Informal Power
Why work with you?

But why would people work/engage/follow you if you have no actual authority?

You have to ask them
You have to have a mission
You have to have …

CREDIBILITY
Why work with you?

cred·i·bil·i·ty
/ˌkredəˈbilədē/

noun

the quality of being trusted and believed in.
"the government's loss of credibility"
synonyms: trustworthiness, reliability, dependability, integrity; More

- the quality of being convincing or believable.
  "the book's anecdotes have scant regard for credibility"
synonyms: plausibility, believability, tenability, probability, feasibility, likelihood, credence; More

- another term for street credibility.
5 Elements of Credibility

Sound Judgment
Presence
Integrity
Competence
Emotional Intelligence

SPICE
Consider the impact of your decisions on others

Ask others for input into your decisions—especially if your decision will affect them

Avoid hasty decisions on important matters

Constantly scan your environment to be aware of trends
Presence

**Gravitas**—includes confidence, decisiveness

Concise, persuasive communication

**Appearance**—a filter of how others view us
“Clothes make the man. Naked people have little or no influence on society.”

Mark Twain
Better to remain silent and be thought a fool than to speak out and remove all doubt.

Abraham Lincoln
http://InspirationalQuotes.Gallery
Tell the truth

Explain why you have made a decision or changed your mind

Admit your mistakes

Give credit to others
SPI Competence E

Obtain credentials

Practice / Ask for feedback

Ask smart questions in meetings

Read

Request high-visibility projects

Serve on teams with influential people
SPIC Emotional Intelligence

Listen

Express interest in and concern for others

Seek to understand other people’s point of view

Express appreciation in private and in public

Express optimism
What’s This Got to Do with Research Development?

SO LEADERSHIP WITHOUT AUTHORITY IS ABOUT

- ENGAGEMENT
- CREDIBILITY
- COOPERATION
The Virtuous LWA Cycle

1. UA Research Development Council
2. UA Defense and Security Research Institute
3. UA Space Object Behavioral Sciences Initiative

Establish Credibility
Build (and nurture!) Alliances
Establish the Public Good
Build Your Team
Deliver!

Continuous, systematic professional activities

< Insert your plan for world domination here >
Agenda Archetypes

**Planner**
- Believes they can ascertain most of the issues, problems, and variables they will face
- Thinks they can predict likely outcomes and consequences
- Puts trust in methodical analysis

**Improviser**
- Believes that orgs are too chaotic to be controlled by planning
- The future is unpredictable, so no need to prepare for every contingency

**Tinkerer**
- Has specific goals
- Approaches change cautiously
- Aims for small, incremental improvements
- Works within status quo

**Traditionalist**
- Tinkerers and Planners: careful and conservative
- Modest goals, straight-forward strategies
- Prefer making small changes, follow precedent, adhere to process

**Adjuster**
- Also conservative, tinkers in terms of goals
- Style is improvisational, does not like plans

**Overhauler**
- Sights are on the big picture, aim toward sweeping change
- Fundamental transformation, restructuring, rebuilding

**Developer**
- Push the envelope
- Committed to transformation, but best achieved through careful methodical planning

**Revolutionary**
- Tear up the envelope
- Seek change—NOW
- Believes the health of the system depends on rapid move away from current system
- Willing to take on risk because they are agile and responsive

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Research Development Council

Prime Mover: Grow Research

- SVPR was unconvinced of RD’s value
- Evident that faculty needed—and wanted—support to do more

Why a Research Development Council?

- No campus culture of RD yet developed at UA
- A council representing major colleges would spread an RD culture
- Set the stage for a future SVPR—and future RD Director—to build on the base we created

The Creation Process

1. We had street cred and networks
2. Met with targeted, strategic players, including key faculty, Dept Heads, Deans
3. Brought key players from across campus together for this public good (w/o support or endorsement from higher authority)

Key Outcomes

- Establishment of a UA RD Council that incorporated 8 different key UA colleges
- Began sharing information on current approaches, and new best practices for internal program development
- Were able to hand RDC over to new leadership who embraced the philosophy of RD
Leading Teams

Establishing “psychological safety” for teams

Google showed that this is the most critical factor for success of teams

All team members speak, contribute
Defense and Security Research Institute

Prime Mover: Grow Research

- Smaller than expected defense research portfolio
- Range of faculty interested in diversifying
- No focused institutional support for pursuing DoD activities—relationships were one-off

Why Defense Research at UA?

- Aerospace and defense is a major industry in Arizona
- University is co-located with several major defense installations
- Congressional delegation features 5 members of congress on Armed Services Committees

The Creation Process

1. We had street cred and networks
2. Met with targeted, strategic players, including Deans, SVPs, Provost, President
3. Established a Faculty Advisory Council comprised of all faculty interested in Defense work (30-40 strong)

Key Outcomes

- Inclusion of Defense and Security into UA’s strategic plan
- Space Object Behavioral Sciences Initiative
- Hypersonics
- Quantum computing & communications
Partnering with Federal Relations

Advantages

- Often have freedom to engage the entire campus, to build strong networks and relationships, and should know how
- Federal Relations functions nearly define “leadership without authority”, so getting things done without formal mandate comes naturally
- Often have different chains of command, so can offer some cover
CREATING Research Opportunities:

UA’s Space Object Behavioral Sciences Initiative

Prime Mover: Cluster Hire

- Announced in Fall ‘14: 35-40 new faculty in 5-7 clusters
- Alignment w/strategic goals, synergy with extant programs
- What will we be able to do, that we can’t do now?
- In 5 years, UA will look like…

Key Outcomes

1. Hired world-renowned SSA expert from AFRL
2. Hired 5 new faculty for FY16 (the cluster)
3. SOB Ontology Workshop in March ’16
5. 11 Departments in 6 Colleges now engaged
6. Master’s of Engineering in SSA, Fall 2017

Net New Research Projects

- 2 invited DARPA seedlings (@ $500k)
- $1M invited IARPA proposal
- $3M proposal to assume operations of AFRL Telescope network
- Asteroid orbit determination project for NASA
- AFRL Direct-to-Phase-2 SBIR on Space Object catalog development

Why SSA at UA?

1. Deep Space Missions—Phoenix Lander, HiRISE, OSIRIS-REx
2. UA runs / operates over 20 astronomical telescopes
3. UA’s Spacewatch and Catalina Sky Survey programs have now discovered over 50% of all known Near Earth Objects
4. Engineering expertise in orbital mechanics, deep learning
5. UA runs NSF’s $100M CyVerse project, which has engineered and delivered extensible, modular, and secure cyberinfrastructure for the international plant and life sciences communities

After a year of bi-weekly lunches for ~15, Space Situational Awareness was 1 of 6 clusters!

There’s a THERE there!
Questions?

RESPECT MY AUTHORITAH!