<table>
<thead>
<tr>
<th>Twitter ID</th>
<th>Tweet/Status</th>
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</thead>
<tbody>
<tr>
<td>Melissa_Robaina</td>
<td>Q0: Today's topic is &quot;Leading from the Middle&quot; - what does the &quot;middle&quot; mean to you? #chairchat</td>
</tr>
<tr>
<td>Dept_Chair.Inst</td>
<td>A0: at times there are Deans I report to and Faculty I am responsible for. In essence I am in the middle. #chairchat</td>
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<tr>
<td>Dept_Chair.Inst</td>
<td>A0: at times I feel as though I am accountable yet have limited authority. Dc's get stuck there. #chairchat</td>
</tr>
<tr>
<td>Melissa_Robaina</td>
<td>Q00: Many things influence how Department Chairs may effectively &quot;lead from the middle&quot;. What factors impact ur ability to lead? #chairchat</td>
</tr>
<tr>
<td>Dept_Chair.Inst</td>
<td>A0: I lead primarily by example as I cannot &quot;direct faculty&quot;</td>
</tr>
<tr>
<td>ExpertCompany</td>
<td>A00: being in the middle with ill-defined job descriptions gives us the opportunity to &quot;push&quot; our professional responsibilities #chairchat</td>
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<tr>
<td>Dept_Chair.Inst</td>
<td>A0: being in the &quot;Middle&quot; provides a chair tremendous opportunities. #chairchat</td>
</tr>
<tr>
<td>Kathy.Becker_</td>
<td>A00: tough to wear 2 hats --- admin and faculty #chairchat</td>
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<tr>
<td>Dept_Chair.Inst</td>
<td>A00 -lack of professional training #chairchat</td>
</tr>
<tr>
<td>ExpertCompany</td>
<td>A00: inconsistent expectations from administrative staff #chairchat</td>
</tr>
<tr>
<td>Melissa_Robaina</td>
<td>Q1: How do you manage (in) your environment? #chairchat</td>
</tr>
<tr>
<td>Kathy.Becker_</td>
<td>A00: professional guidance a chair receives may depend on past events #chairchat</td>
</tr>
<tr>
<td>Dept_Chair.Inst</td>
<td>A00: a lack of empowerment from the administration. #chairchat</td>
</tr>
<tr>
<td>Dept_Chair.Inst</td>
<td>A00 - inadequate resources allocated to the Department. #chairchat</td>
</tr>
<tr>
<td>Dept_Chair.Inst</td>
<td>A1- in Higher Ed many chairs have learned that formal decision making needs to be framed in the Bureaucracy/ Structural format. #chairchat</td>
</tr>
<tr>
<td>Melissa_Robaina</td>
<td>Q2: What is the difference between managing and leading and how does this apply to the #academic environment? #highered #chairchat</td>
</tr>
<tr>
<td>ExpertCompany</td>
<td>A1: Bolman &amp; Deal: the context for decision making (4 frames) depends on the circumstances  #chairchat</td>
</tr>
<tr>
<td>Dept_Chair.Inst</td>
<td>A1- Top down, a Chair becomes a mediator. #chairchat</td>
</tr>
<tr>
<td>ExpertCompany</td>
<td>Read: Reframing Organizations: Artistry, Choice, and Leadership, by Lee Bolman and Terence Deal  #chairchat</td>
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<tr>
<td>Melissa_Robaina</td>
<td>RT @ExpertCompany: Read: Reframing Organizations: Artistry, Choice, and Leadership, by Lee Bolman and Terence Deal  #chairchat</td>
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<tr>
<td>ExpertCompany</td>
<td>A1: working in an organization of &quot; top down&quot; control rather than consensus - Political Frame #chairchat</td>
</tr>
<tr>
<td>Dept_Chair.Inst</td>
<td>A1- Organized Anarchy Frame -&quot; say yes to the mess&quot;. Confusion abounds this easier to survive in. #chairchat</td>
</tr>
<tr>
<td>ExpertCompany</td>
<td>RT: @Kathy_Becker_: A1 I use collegium/human resources frame - easy to use with fellow professionals. More listen. Less ask #chairchat</td>
</tr>
<tr>
<td>ExpertCompany</td>
<td>Bolman and Deal's &quot;Four Frames&quot; [<a href="http://t.co/UT2cl6e9lE">http://t.co/UT2cl6e9lE</a>] #chairchat</td>
</tr>
<tr>
<td>Dept_Chair.Inst</td>
<td>A2-managing relates to taking care of existing organization #chairchat</td>
</tr>
<tr>
<td>Kathy.Becker_</td>
<td>A2 leading more creative in my view #chairchat</td>
</tr>
<tr>
<td>Dept_Chair.Inst</td>
<td>A2- when there is a reference to things it generally refers to processes or money. #chairchat</td>
</tr>
<tr>
<td>ExpertCompany</td>
<td>A2: also manage people within the context of formal and legal contracts #chairchat</td>
</tr>
</tbody>
</table>
**Q3: Negotiation is a nice concept but how can I apply it at work? How do I negotiate if the other person has more power than me? #chairchat**

- **Kathy_Becker:** A2 manage people within context of process, rules, guideline #chairchat
- **Dept_Chair_Inst:** A2-often leading means others need to participate or follow. Inclusiveness and compromise are important. #chairchat

**Q4: How do I enhance my negotiating power? #conflictmanagement #leadership #chairchat**

- **ExpertCompany:** A3: Read: Getting to Yes by Roger Fisher, William Ury, and Bruce Patton #chairchat
- **Dept_Chair_Inst:** A3: if contract pertains to collective bargaining a dept. operates within its requirements. #chairchat

**Q5: How do I work with my #Dean? thoughts? suggestions? #departmentchair #highered #collaboration #chairchat**

- **Dept_Chair_Inst:** A5- make the Dean "look good". #chairchat
- **Dept_Chair_Inst:** A5- "cover the Deans back". #chairchat
- **Kathy_Becker:** A5: Read: Appreciative Leadership: Get Results with Appreciative Inquiry and Positive Power by Whitney, Trosten-Bloom & Rader #chairchat

**RT @ExpertCompany: A3: Watch this 19 minute TED Talk [http://t.co/oHuRdQKS1M](http://t.co/oHuRdQKS1M) #negotiation #highered #conflictmanagement #highered #chairchat**
RT @Kathy_Becker_ Read #Appreciative #Leadership: Get Results w/ Appreciative_Inquiry & Positive Power ~ Whitney, Trosten & Rader #chairchat

A5: attempt to reconcile outstanding problems with possibilities. #chairchat

Q6: How do I create a sense of fairness among my #faculty? How can I #empower them? #departmentchair #highered #academicleaders #chairchat

@Dept_Chair_Inst What method/process would u recommend to #departmentchairs to reconcile outstanding problems w/ possibilities?

A6: Read: Managing with the Brain in Mind by David Rock (article) #chairchat

A6: never share stories about other faculty. #chairchat

A6: find opportunities allowing faculty to professionally benefit. #chairchat

A6: explore opportunities to recognize faculty for their good work. #chairchat

A6: Flip the Script. Shift from problem focus to future focus #chairchat

A6: provide faculty venues to have a "Voice". #chairchat

A6: Ask more (provocative questions). Tell less #chairchat

Great read --> RT @Kathy_Becker_ : Read: Managing with the Brain in Mind by David Rock http://t.co/ZRxdBhw8of #chairchat

Q7: I am not the president of the college, so how can I make and implement changes? #highered #departmentchairs #academicleaders #chairchat

A7: lasting change takes place when people are passionate about working for a common good. #chairchat

A6: Feedback. Feedback. Feedback. Studies show no feedback = just 2% highly engaged employees #chairchat

RT @ExpertCompany A6 Feedback. Feedback. Feedback. Studies show no feedback = just 2% highly #engagedemployees #highered #chairchat

A7: recognize others for there good work. Practice-listening, observing and participating. #chairchat

A7: provide faculty venues to have a "Voice". #chairchat

A6: With the changes in technology and how we work, Chairs have more opportunity to advance change within their dept than ever #chairchat

A7: With the changes in technology and how we work, Chairs have more opportunity to advance change within their dept than ever #chairchat

A7: encourage others to benefit others. #chairchat

RT @ExpertCompany A7 W/ the changes in tech &amp; how we work Chairs have more opportunity 2 advance change w/in their dept than ever #chairchat

A7 what are your strengths? What do you want for your department? How do you see that you can get there? #chairchat

RT @ExpertCompany A7 W/ the changes in tech &amp; how we work Chairs have more opportunity 2 advance change w/in their dept than ever #chairchat

A7: positive initiatives, no matter how small, create long lasting change. #chairchat

A7- positive initiatives, no matter how small, create long lasting change. #chairchat

A8- be real #chairchat

A8- be real #chairchat

A8- be real #chairchat
**Department Chair Institute (@Dept_Chair_Inst) presents #ChairChat**

**Topic:** Leading From the Middle  -- **Date:** 5/16/2013 at 1pm PT

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**ExpertCompany**  
A7 I once had a president tell me that it is a lonely job. Develop a relationship with the president, the dean.  

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**Melissa_Robaina**  
RT @Kathy_Becker_: A7 what are ur strengths? What do u want for ur #department? How do you see that you can get there?  

**Dept_Chair_Inst**  
A8- recognize others for their good work.  

**Dept_Chair_Inst**  
A8- assist faculty in creating learning environments that will benefit students.  

**Dept_Chair_Inst**  
A 8- be honest.  

**ExpertCompany**  
Q8 "I can only work on the one thing in my control - myself (S.Covey)" 

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**Melissa_Robaina**  
C0: In closing, what do you want to accomplish over the next 6 months at your #institution or #department? (Pt 1 of 2)  

**Melissa_Robaina**  
C00: What 3 things could you do that would have the greatest positive impact on achieving that outcome? (Pt 2 of 2)  

**Dept_Chair_Inst**  
A8- inquire as to faculty needs to improve learning environments for students.  

**ExpertCompany**  
C00: Just met with #highered and heard that they want to improve relationships  

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**Melissa_Robaina**  
TY everyone 4 ur excellent participation in today's chat! We will post the archive of this chat here: [http://t.co/NnwCUtzCsQ](http://t.co/NnwCUtzCsQ)  

**Dept_Chair_Inst**  
Special thanks to Melissa Robaina and Kathy Becker for today's Chair Chat.  

**ExpertCompany**  
COO: Learning leadership is a life-long process  

**Melissa_Robaina**  
Next chat topic "Evaluating & Mentoring #Faculty" is on 6/20 @ 1pmPT. Have a question u want submitted? DM me @Melissa_Robaina  

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**Join us for our next #ChairChat on June 20, 2013 @ 1pmPT - Topic: Evaluating & Mentoring Faculty**

What topics or questions would you most like to explore during an #ChairChat? Your curiosity and questions help to enhance the dialogue and learning for all those involved in the chat. Kindly send all chat questions and/or chat topics to Kathy at Kathy@CompanyofExperts.net. Please be sure to add your Twitter name e.g. @yourtwittername so we can credit you with the questions during the chat.