


Table 2.2 Faculty and Staff Characteristics

	Faculty	Staff
<b>Strength</b>	Intellectual athletes	Organizational wizards
<b>Thinking Style</b>	Abstract, analytical, creative	Concrete, practical
<b>Background (training)</b>	Specialized graduate education; usually not trained in leadership, administration, or communication	Educated in a variety of fields; on-the-job training; some specialized training (e.g., management, accounting, information technology)
<b>Seek to understand</b>	Theories, skills, and knowledge of an academic field; cutting edge concepts and possibilities	How to get things done, given the procedures and people involved; who is who; what's going on
<b>Work style</b>	Primarily independent, solitary; works from home some of the time	Team player
<b>Work schedule</b>	Work many hours, not necessarily scheduled	Scheduled work day; frequent interruptions
<b>Orientation to work</b>	Academic work is a central focus of life's meaning and activity	Work usually is a valued occupation; much of life's meaning is derived from outside of work
<b>What they manage</b>	Their own research, publishing, teaching, and career	Implementation processes, people, projects, budgets, departmental/interdepartmental relationships, and own career
<b>Approach to implementation</b>	May see implementation as the "easy part" after their intellectual efforts; may need to learn about procedures and how to mobilize resources	Know how to mobilize resources and follow university procedures; creatively "work" their network of relationships to create results
<b>Network</b>	Academics worldwide in their field, students at the university	Faculty, students, and other staff within the department and university
		
<b>Negative stereotypes (to avoid)</b>	Absent-minded, disorganized, last-minute, prima donna, alpha dog, spread too thin	Bureaucratic (create red tape, make others jump through hoops), nitpicker, rigid and uptight