

CDO, a point we return to in our comparison of higher education and corporate CDOs at the end of this book (Dyer, Gregersen, & Christensen, 2011).

An Integrative Leadership Role

Despite the importance of rank to the success of the CDO, this is not a top-down autocratic role, and Figure 2.1 presents a diagram of a flawed perception of the CDO role. By contrast, Figure 2.2 provides a more accurate reflection of the CDO role as nested within an elaborate social network of internal and external campus stakeholders. Anyone who envisions the officer as John Wayne leading a cavalry charge is missing the importance this role places on building consensus and establishing strategic partnerships.

Even when leading a large and well-resourced CDO division, the CDO rarely has the ability to overcome alone the most challenging diversity tasks. He or she needs the help and partnership of others. For example, our research identified no CDO with the authority to hire faculty members without support of the academic department or dean, even when the CDO had the resources to provide a portion or all of the salary necessary to fund the position. Nevertheless, some officers can persuade department chairs to pool

FIGURE 2.1
Flawed Model of the Chief Diversity Officer as a Top-Down Vertical Role

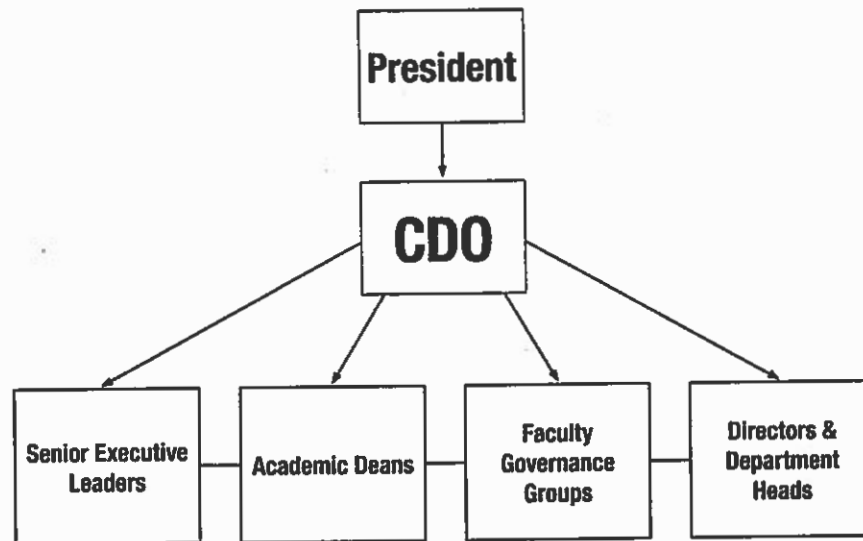
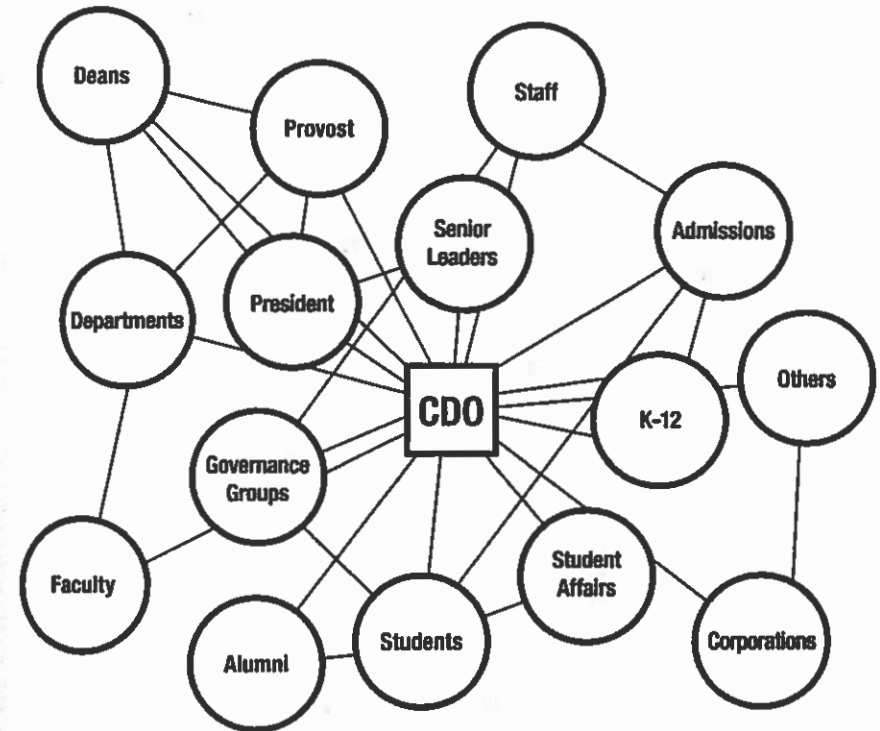


FIGURE 2.2
The Chief Diversity Officer as Part of an Effective, Horizontal Organizational Network



resources and hire a potentially high-caliber diversity candidate by offering these resources as an initial incentive and helping to find talented diversity candidates for the applicant pool.

Although some officers may have several units under their direct authority and control large resources, none enjoy sole responsibility for all academic hiring, curriculum development, and the myriad of other areas related to an institution's diversity agenda. Because most people naturally view the world from a perspective of self-interest, the role of the CDO is difficult. According to Jay Galbraith:

Integrative roles, irrespective of type, rely heavily on the holder's interpersonal skills to build credibility. People in integrative roles usually do not command resources or have the authority that comes from overseeing a