

leadership & communication skills for newcomers to advancement

What I hope you will gain from this presentation:

- **Some tips for being a successful leader**
- **More effective & professional communication skills**
- **Skills that will also help you advance in your career**

Recap:

- 2 things you desire in a leader
- 2 things you dislike in a leader
- 2 communication quirks that bug you in the office

Structure & Mission
Planning & Review
Meetings, Groups & Teams
Communication
Problem Solving
Fiscal Management
Leading Change
Being Positive
Lifelong Learning

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What is your institution's mission?

What is your department's mission?

What is your mission?

Does your vision match the mission?

Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future.
John Kotter (1996, p. 68) Leading Change

The “Managing By Values” process (Blanchard, O’Connor, 1997, p. 39)

- Phase 1: Clarifying our mission & values
- Phase 2: Communicating our mission & values
- Phase 3: Aligning our daily practices with our mission & values

Recommended skim:
Blanchard, O’Connor (1997), *Managing by values*,
San Francisco, CA: Berrett-Koehler Publishers.

What structure exists at your institution?

- On paper? (*STRUCTURE*)
- In reality? (*CULTURE*)

How does the culture of your institution influence your leadership style?

- **Communication lines**
 - Who is invited to meetings?
 - Who do you seek for guidance?

How does the culture of your institution influence your leadership style?

- ***The micromanaged culture!***

Remember... the micromanaged often micromanage.

To avoid being micromanaged:

- Be responsible
- Be proactive
- Be teachable

Successful Fundraising, February 2005

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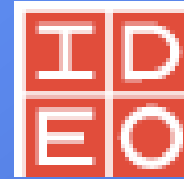
Be open to ideas – from everywhere

Be open to ideas – that have been tried

Be open to ideas – that have failed

**Consider how these new ideas & proposals,
as well as your “standard practices” align
with your mission.**

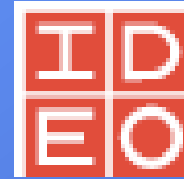
Brainstorm regularly



IDEO: The most influential product-design firm in the country maintains the following rules for brainstorming:

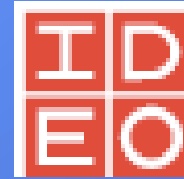
- **Time limit – No more than one-hour long sessions**
- **Defer judgment – Don't dismiss any ideas.**
- **Build on the ideas of others – No “buts,” only “ands.”**

Brainstorm regularly



- Encourage wild ideas – Embrace the most out-of-the box notions because they can be the key to solutions.
- Go for quantity – Aim for as many new ideas as possible.
- Be visual – Use colorful markers to right on large Post-its to place on wall, sketch ideas, etc.

Brainstorm regularly



- Stay focused on topic – Always keep the discussions on target.
- One conversation at a time – No interrupting, no disrespect, no rudeness.

Recommended surf:
www.ideo.com
See “Media” section

Use strategic choice criteria for decisions

- **Quality – Can you do it well?**
- **Centrality – Is it important?**
- **Demand – Is there a need?**
- **Cost-effectiveness – Is it financially viable?**
- **Opportunity costs – What could you be doing with the resources instead?**

Assess projects regularly to:

- **Stay informed**
- **Improve**
- **Maintain accountability**

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Meetings

Believe it or not... They can actually be productive! How? If you...

- **Weigh the costs & benefits of having a meeting**
- **Carefully plan topics for:**
 - **Announcement**
 - **Discussion**
 - **Decision**

Meetings

- **Restrict unscheduled new business**
- **Eliminate lengthy reports**
- **Get whatever can be done in advance, done in advance!**

Groups & Teams

These too can be productive, as can the environment they create.

- **Groups across departments give you and your employees the opportunity to learn from new perspectives and promote the work you do.**

Groups & Teams

- Promoting a team mentality in your department will get the most out of your employees...
- ...and highlight those who need the most direct motivation.

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Communication matters? Who knew?

Strong leaders:

- Listen
- Treat conflict as a necessary evil and something that can be:
 - Resolved
 - Managed
 - Encouraged (!)

Leaders ask whether the end justifies the means and learn how to play the adversarial negotiation game, even if they sometimes choose not to do so.
James R. Davis (2003, p. 97) Learning to Lead

Communication matters? Who knew?

Strong leaders:

- Provide clear, regular reports.
- Can communicate effectively:
 - Verbally
 - Non-verbally
 - In writing
 - In email

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Effectively handling problems:

**First consider the “goal state” –
Where you want to be**

**Then consider the “initial state” –
Where you are starting**

Effectively handling problems:

- Consider what your peers are doing
- Consider what your non-peers are doing

General Mills CTO Randy Darcy

- By observing how a NASCAR pit crew was able to work with blinding speed simply through better organization, General Mills was able to cut the time it took workers to change a production line at a Lodi (Calif.) factory from one Betty Crocker product to another from **4.5 hours to just 12 minutes.**

Gogoi, P. (July 28, 2003) Thinking outside the cereal box, *BusinessWeek*

Effectively handling problems:

- Consider what your peers are doing
- Consider what your non-peers are doing

General Mills CTO Randy Darcy

- By watching the way that Stealth bomber pilots and maintenance crews cooperated, the company was able to improve its own teamwork, **helping to cut cereal production costs by 25%** at a plant in Buffalo.

Gogoi, P. (July 28, 2003) Thinking outside the cereal box, *BusinessWeek*

Effectively handling problems:

- Consider what your peers are doing
- Consider what your non-peers are doing
- Work backwards (Goal-state to Initial-state)
- Simplify
- Make diagrams

Effectively handling problems:

Avoid:

- **Misunderstanding the problem**
- **Assumptions**
- **Inflexibility / Stubbornness**

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Know your budget.

Know the budget that controls your budget.

Understand how to read and interpret every facet of and report on your budget.

Get over any Arithmophobia you may have!

Don't build "fluff" into your budget

Being consistently accurate and up front with budgeting will open doors to you when discretionary spending is available.

Start your budgeting process earlier than you think you should.

Involve everyone in your department in the budget planning process – share responsibilities, create accountability and understanding.

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First things first:

- Change in the educational environment is generally slower than we (or our bosses) desire.
- However, *effective* change doesn't happen overnight, so embrace the process and be patient!

Kotter's Eight-Stage Process

- **Stage 1: Establish a sense of urgency.**
- **Stage 2: Create a guiding coalition.**
- **Stage 3: Develop a vision and a strategy.**
- **Stage 4: Communicate the change vision.**

Kotter's Eight-Stage Process

- **Stage 5: Empower broad-based action.
(Eliminate obstacles to the change vision)**
- **Stage 6: Generate short-term wins.**
- **Stage 7: Consolidate gains and produce more change.**

Kotter's Eight-Stage Process

- **Stage 8: Anchor new approaches in the culture.**

**Recommended READ:
Kotter, J. (1996), *Leading change*. Boston:
Harvard Business School Press**

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Healthy and positive environments matter!

- Keep employees involved
- Share learning opportunities
- Appreciate balance of work & home
- Be honest with employees and embrace the idea of furthering their careers – *even if it means they leave!*
- Hire positive people!

Recommended
"Appreciative Inquiry" 

Recommended skim:
Watkins, J.M. & Mohr, B. (2001), *Appreciative Inquiry*.
San Francisco: Jossey-Bass

Southwest Airlines

- Hire for attitude, train for skill
- Approximately:
 - 133,000 apply to work for Southwest
 - 60,000 receive interviews
 - 6,500 hired
- It is statistically easier to get into Harvard than to get a job at Southwest

Southwest Airlines

Examples of interview questions:

- Tell me about the last time you broke the rules to serve a customer in need. [flexibility; judgment]
- Tell me how you recently used humor to diffuse a tense situation. [fun]

Recommended surf:
www.freiber.gs.com
See "Cool Tools" section

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Keep doing everything you can to learn

- Take classes / Pursue an advanced degree
- Go to conferences
- Volunteer to present at conferences or gain experience writing.
- Volunteer to lead in your university or community
- Just keep learning!

<http://plaza.ufl.edu/dmathias>

www.freiber.gs.com

www.ideo.com

Blanchard, K. & O'Connor, M. (1997), *Managing by values*, San Francisco, CA: Berrett-Koehler Publishers.

Davis, J. (2003, p. 97) *Learning to Lead*

Freiberg, K. & Freiberg, J. (2003) *GUTS! Companies that Blow the Doors off Business-as-usual*, New York: Doubleday

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Watkins, J.M. & Mohr, B. (2001), *Appreciative Inquiry*. San Francisco: Jossey-Bass