



New Administrator Training

Tuesday, February 25, 2020
Riverside Convention Center

9:00 am	Registration/Check In
9:45 am	Opening Remarks, Introductions
10:00 am	Operations Management and Strategies
11:00 am	Navigating Effectively Within a Complex Organization
12:30	Working Lunch
1:00 pm	Relationship Management & The Rules of Engagement
2:30 pm	Change Management
3:45 pm	Closing Remarks
4:00 pm	Adjournment

New Administrator Training draft talking points

Topic #1: Operations Management and Strategies

- Nothing in an admin job is as exciting or complicated as turning ideas into reality
- Reality and challenges of being a middle manager – thus prone to role conflict and ambiguity
- You are just the leader. Your success is absolutely and fundamentally linked to, and determined by, the people you work with and work for.
- You are always being observed and judged.
- Art of organizational communication
- Managing rumors
- Maintaining confidentiality
- Communicating expectations
- Tone setting
- Prioritizing, taking on projects and saying no
- Delegating and checking in
- Importance of predictability and consistency and being even-keeled
- Reorganizing people is a herculean task
- Know the culture, work with it and slowly work towards improving it
- Budgeting and resource allocation

Topic #2: Navigating Effectively Within a Complex Organization

- Community colleges are political organizations
- Distinction between authority and power
- Many of us don't see ourselves as political actors
- Leading is about influencing and empowering
- Your role as a facilitator, coach and mentor
- Take time to observe the landscape
- Situational awareness and recognizing landmines
- Mindful leadership and being strategic
- How do you wrestle with ambiguity and uncertainty?
- Balancing act – managing expectations that others have of you
- Shared governance – understand it, embrace it, and apply it every day
- Engage others to participate in decision making
- “Role Performing”: Having the willingness and professionalism to perform functional responsibilities associated with the role
- “Anticipatory Thinking”: Having the foresight and mindfulness to anticipate how others will react and be able to respond with tact and logic
- “Calculated Patience”: Having the patience and wisdom to know when to wait, when to act, and when to plant seeds
- Develop a deep desire to master the principles of human relations

Topic #3: Relationship Management & The Rules of Engagement

- Relationship management with different constituents
- Your emotional intelligence—managing self and emotions, and harnessing your interpersonal skills
- Put people at ease vs. being seen as a potential threat
- Some go into administration for power, status, control. Having a service-mindset is best.
- Coalition building quietly, actively and continuously
- Being nice and being competent
- Managing and resolving conflicts
- Assess risks and be skilled at risk management
- The ability and need to compromise
- Be responsive, responsible, accountable, and proactive
- Always be ethical
- When in doubt and work is hard, always be kind and helpful

Topic #4: Change Management

- Administrators are being called on to make really tough decisions and to try to convince people to change
- First and foremost, what are you trying to change? Articulate the why and fully embrace it before you embark on a change initiative
- Fully understand John Kotter's *Eight Steps for Leading Change* model
- Who's on your bandwagon, and who are the resisters?
- Get buy-in (or tacit support) from the start and throughout the change process
- Lead people, but manage the process not vice versa
- Think in terms of systems. Within those systems are people. Never forget that.
- Believe in the people you lead—that reasonable people provided with reasonable information will make reasonable decisions.
- Have a keen predilection for listening to diverse viewpoints, finding common ground on most issues, and seeing the big picture.
- Understand that good relationships, effective teams, and shared responsibilities are the pathways to important accomplishments
- Do I have what it takes to move things forward/lead the change?
- How do you know when you are an effective change agent?
- What do you do when the change/idea you have in mind is not going according to plan?
- Confidence, vision and strength of purpose are hallmarks of effective leadership