

## Avoiding the Icebergs : Middle Management

Dr. Lonita Cordova  
Dr. Jennifer Zellet



# People

- Navigating the Political Landscape
- Culture eats strategy for breakfast ~ Peter Drucker

How have you defined yourself?

Weighing the pros and cons

Should I stay or should I go?

## Being Coachable

- Would you hire you?
- Have you chosen to be vocal on campus?
- Are you willing and able to change?
- Can you take feedback?

# People

- Navigating the Political Landscape
- Culture eats strategy for breakfast ~ Peter Drucker

How have you defined yourself?

Weighing the pros and cons

Should I stay or should I go?

## Pros and Cons of Home Base

- Alignment of values
- Room for growth
- Mentorship
- Institutional culture
- Vision and leadership

# People

- Navigating the Political Landscape
- Culture eats strategy for breakfast ~ Peter Drucker

How have you defined yourself?

Weighing the pros and cons

Should I stay or should I go?

## Staying or Going

- Do you need to redefine yourself?
- Can you lead your peers?
- Mentorship outside of your institution
- You have permission to leave!
  - Leaving is not betrayal
  - You have a right to pursue your passion



# People

- Navigating the Political Landscape
- Culture eats strategy for breakfast ~ Peter Drucker

How have you defined yourself?

Weighing the pros and cons

Should I stay or should I go?



## Avoiding the Icebergs : Middle Management

Dr. Lonita Cordova  
Dr. Jennifer Zellet



## What to know

- Title 5 and Ed Code
- Contracts
- Participatory Governance
- Budgets
- Policies/Procedures
  - Poll activity

Policy

Document,  
Document,  
Document

## Policy is your friend

- Pause to research information when responding to email/conflict
  - Review Ed Code/AP's and BP's/Title 5

## What to know

- Title 5 and Ed Code
- Contracts
- Participatory Governance
- Budgets
- Policies/Procedures
  - Poll activity

Policy

Document,  
Document,  
Document

## Follow up communication

- Summarize conversations in an email
- Be careful what you put into email
- Facts not Feelings
- Wait 24-48 hours to respond to emotionally charged topics
  - phone a friend
  - trusted critical eye

## What to know

- Title 5 and Ed Code
- Contracts
- Participatory Governance
- Budgets
- Policies/Procedures
  - Poll activity

Policy

Document,  
Document,  
Document

## Avoiding the Icebergs : Middle Management

Dr. Lonita Cordova  
Dr. Jennifer Zellet





## Organizational Culture

- Political demographics in the local area
- Region of California (north, south, central valley, and the Bay area)
- People oriented, but be process focused

If I go

If I stay

## Research the Institution

- Visit and walk the campus
- **Use your network** to talk to people working there
- Research the leadership/BoT
- Bargaining groups
- Student Centered Climate
- Equity work

# Organizational Culture

- Political demographics in the local area
- Region of California (north, south, central valley, and the Bay area)
- People oriented, but be process focused

If I go

If I stay

## Career Growth

- Upward mobility
- Mentorship
- Be okay with not getting the job
- MODEL LIFELONG LEARNING!
  - What are next steps for improvement
  - Challenge yourself by involvement

# Organizational Culture

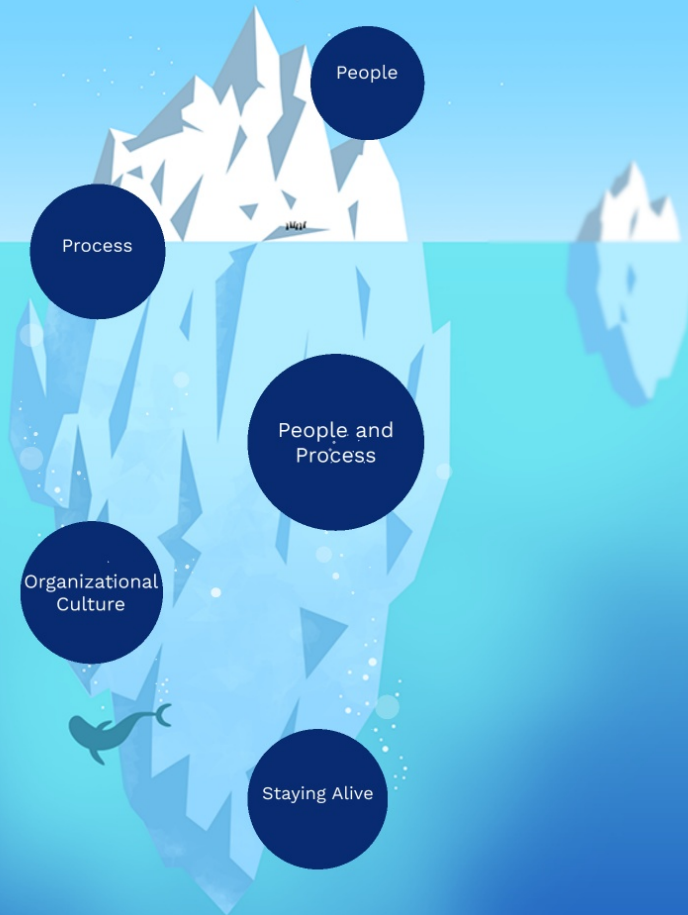
- Political demographics in the local area
- Region of California (north, south, central valley, and the Bay area)
- People oriented, but be process focused

If I go

If I stay

## Avoiding the Icebergs : Middle Management

Dr. Lonita Cordova  
Dr. Jennifer Zellet





## • Healthy Organization

- Shared beliefs
- Established leaders
- Strong internal community
- Strategic partnerships

Politics  
and Power

Transformational  
Leadership



## Do you play chess or checkers?

It's a complex game...always  
know the pieces on the board  
and their capacity.

The people in charge may not be  
the people in power...know the  
difference between the two, and  
manage accordingly.

Always think moves ahead, and  
always know the end game.

## • Healthy Organization

- Shared beliefs
- Established leaders
- Strong internal community
- Strategic partnerships

Politics  
and Power

Transformational  
Leadership



## Shared Vision

What are the values your institution espouses?

If we interviewed 5 people on your campus, would they be able to identify a common vision and the values that underpin it?

What will you do **today** to take the first step to clarifying a vision and establishing a shared understanding on your campus?

## • Healthy Organization

- Shared beliefs
- Established leaders
- Strong internal community
- Strategic partnerships

Politics  
and Power

Transformational  
Leadership



## Avoiding the Icebergs : Middle Management

Dr. Lonita Cordova  
Dr. Jennifer Zellet



An underwater scene with a blue gradient background. A large, dark blue circle is centered on the page. To the left of the circle, a shark is swimming upwards. Below the circle, several white fish are swimming. The overall theme is survival in a competitive environment.

## Strategies for Survival

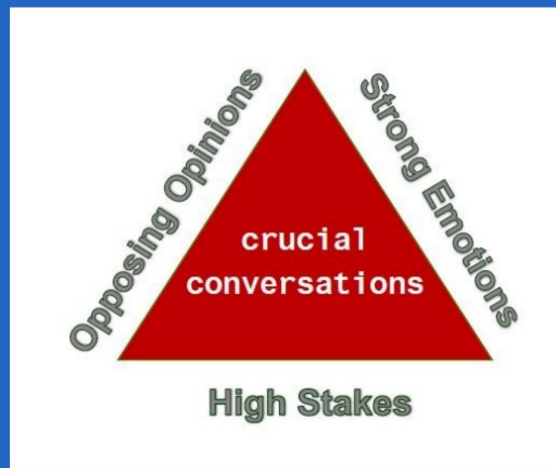
- Work/Life Balance
- Clarity of Responsibilities
- Know the difference between a "skirmish" and a "battle"
  - You can't die on every hill
- Learn the art of managing **Crucial Conversations**

Talking  
when the  
stakes are  
high



Communicate when it matters most!

Managing the three elements:





An underwater scene with a blue gradient background. A large, dark blue circle is centered on the page. To the left of the circle, a shark is swimming upwards. Below the circle, several white fish are swimming. The overall theme is survival in a competitive environment.

## Strategies for Survival

- Work/Life Balance
- Clarity of Responsibilities
- Know the difference between a "skirmish" and a "battle"
  - You can't die on every hill
- Learn the art of managing **Crucial Conversations**

Talking  
when the  
stakes are  
high

## Avoiding the Icebergs : Middle Management

Dr. Lonita Cordova  
Dr. Jennifer Zellet

