Effective Leadership and Staff Management: Session Objectives

• Reflect on your own development as a leader in the field of admissions.

• Identify the most valuable traits of an effective leader in the field.

• Identify the differences between leadership and management.

• Identify the opportunities and challenges unique to the admissions middle manager.

• Identify the skills, talents, and energies that are necessary to manage your team toward success.
Introductions: Candace J. Boeninger

• Associate Vice Provost for Strategic Enrollment Management and Director of Undergraduate Admissions at Ohio University (Athens, OH) since 2011

• Previous Titles:
  • Interim Director (2010)
  • Associate Director for Communication, Technical Operations, and Transfer Admission (2007)
  • Assistant Director for Communication and Technical Operations (2003)
  • Assistant Director for Communication (2002)

• Staff: 63 permanent FTE, 10-15 temporary personnel, 125-150 students
  Budget: $6MM+

• Previous Life…
Introductions: YOU!
Who is a middle manager?
On being the boss…

“Remember when people used to say ‘boss’ when they were describing something really cool? Like, ‘Those shoulder pads are really boss, man!’ ‘Look at that perm, that perm is so boss!’ It’s what made me want to become a boss.

And I looked so good in a perm and shoulder pads... But now, boss is just slang, for jerk in charge.”

--Michael Scott
Boss Extraordinaire
Who is a middle manager?
Who is a middle manager?

THE BIG KAHUNA

MIDDLE MANAGER

- Employee
- Employee

MIDDLE MANAGER

- Employee
- Employee
Who is a middle manager?

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MIDDLE MANAGER

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Who is a middle manager?

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(a.k.a., Middle Manager)
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BIGGEST KAHUNA

THE BIG KAHUNA

ANOTHER BIG KAHUNA

Middle Manager

Employee

Employee

Employee

Middle Manager

Employee

Employee

Employee

Middle Manager

Employee

Employee

Employee

Middle Manager

Employee

Employee

Employee

Reports to a board, taxpayers, voters…
Who is a middle manager?

Reports to a board, taxpayers, voters… (thus, a.k.a., Middle Manager)

THE BIG KAHUNA

BIGGEST KAHUNA

ANOTHER BIG KAHUNA

Middle Manager

Employee

Employee

Middle Manager

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Employee

(a.k.a., Middle Manager)
Who is a middle manager?

Any leader who is asked to serve between two other levels of leadership.
Who is a middle manager?

Any **leader** who is asked to serve between two other levels of leadership
What makes a leader?
Leadership Exercise #1: Think of someone who you would characterize as a leader...

• Describe 3-5 personal characteristics or traits that made him or her a great leader.

• Why do/did people follow him or her?

• Did the leader lead to success?

Image source: Flickr user Fluxmaxart via www.theatlantic.com
Leadership Exercise #2: Think of someone who stumbled or failed at leadership…

• Describe 3-5 personal characteristics or traits that prevented him or her from being a great leader.

• How did the followers exhibit their reluctance to respond?
Qualities of Strong Leadership
## Qualities of Strong Leadership

- Vision
- Focus
- Trust
- Character
Qualities of Strong Leadership

- Vision
- Focus
- Trust
- Character
- Charisma
- Commitment

- Communication
- Confidence
- Competence
- Courage
- Discernment
- Energy

- Equanimity
- Humility
- Humor
- Self-awareness
- Self-discipline
Qualities of Strong Leadership

The Golden Circle

Simon Sinek, https://www.startwithwhy.com/
Qualities of Strong Leadership

The Golden Circle

What?

Simon Sinek, https://www.startwithwhy.com/
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What?

How?

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What?  
How?  
WHY?

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WHAT? HOW? WHY?

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Your Path to Leadership
Reflecting on your own development…

• **Why** do you want to lead?  
• **Who** do you want to lead?  
• **Where** do you want to go?  
• **How** are you going to get there *together*?  
• **What tools** do you need along the way?

Image source: https://www.pinterest.com/pin/348184614910596787/
Your Path to Leadership
Reflecting on your own development…

• What is your **vision**?

• What are your **limits**?

• What are the **risks** of leading?
  – Personal? Professional?

• What are the **benefits** of leading?
  – Personal? Professional

• What are your **obligations** to your team?

*Image source: https://www.pinterest.com/pin/348184614910596787/*
The Triangle of Leadership and Management

The Organization
The Triangle of Leadership and Management

- The Organization
- Unit within Organization
The Triangle of Leadership and Management

The Organization

Unit within Organization

Super You
The Triangle of Leadership and Management

- The Organization
- Unit within Organization
- You
The Triangle of Leadership and Management
The Triangle of Leadership and Management

The Organization

Promoted Super You

NEW PERSPECTIVE

Super You
The Triangle of Leadership and Management

Promoted Super Colleague

Promoted Super You

Unit within Organization

The Organization

NEW PERSPECTIVE

Super You
The Triangle of Leadership and Management

Promoted Super Colleague

Promoted Super You

Super You

NEW PERSPECTIVE

The Organization within Organization within Organization

Unit within Organization

Promoted Super You

Super You
The Triangle of Leadership and Management

- Promoted Super Colleague
- Promoted Super You
- Super You

- The Organization
- Unit within Organization
- NEW PERSPECTIVE
What does it mean to be a manager?
management, *n.*

**Pronunciation:** Brit. /ˈmænɪdʒm(ə)nt/, U.S. /ˈmænɪdʒmənt/

**Forms:** 15– management, 16–17 managment, 16–17 mannahgement, 16–17 menagement, 18– manigement (regional).

**Etymology:** < MANAGE u. + -MENT suffix. Compare slightly earlier MANYMENT n.

In the 17th and 18th centuries the development of meaning was influenced by association with Middle French, French *mesnagement* (French *ménagement*) household economy (1551), measure in one's actions (17th cent.), consideration and constraint toward others (1665): compare French *ménager* (see the etymological note s.v. MANAGE u.).

**1.**

*a.* Organization, supervision, or direction; the application of skill or care in the manipulation, use, treatment, or control (of a thing or person), or in the conduct of something.

In early use sometimes in *pl.*

1598—1996
management, n.

Pronunciation: Brit. /ˈmænɪdʒm(ə)nt/, U.S. /ˈmændʒmənt/

Etymology: < MANAGE U. + -MENT suffix. Compare slightly earlier MANYMENT R.
In the 17th and 18th centuries the development of meaning was influenced by association with Middle French, French mesnagement (French ménagement) household economy (1551), measure in one's actions (17th cent.), consideration and constraint toward others (1665); compare French ménager (see the etymological note s.v. MANAGE U.).

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1598–1996
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td>e.</td>
<td>Brit. regional. The process of manuring; (concr.) manure.</td>
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<tr>
<td>1877–1903</td>
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<tr>
<td>t2.</td>
<td>Cunning, manipulation, trickery; the use of scheming, intrigue, prudence, etc., to achieve something. Obs.</td>
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<tr>
<td>1667–1888</td>
<td></td>
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<tr>
<td>b.</td>
<td>A contrivance, device; a piece of trickery. Obs.</td>
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<tr>
<td>1736–1748</td>
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<tr>
<td>t3.</td>
<td>A negotiation. <strong>to be in a management</strong>: to be engaged in negotiations. Obs.</td>
</tr>
<tr>
<td>1705–a1715</td>
<td></td>
</tr>
</tbody>
</table>
Management Exercise #1: How do you define “management”?

- Describe a manager who really fulfilled the expectations of your definition.
- What did the manager actually DO to manage the team?
What does it mean to be a manager?

Establishing and maintaining order to achieve defined results, given known resources and within known constraints.
Effective Managers…

• Set goals and priorities.

• Connect the work to the **WHY**.

• **Communicate** expectations and information.

• Secure **resources**. Identify, acknowledge, and **minimize constraints**.

• Monitor toward progress; **adjust** when necessary.

• **Celebrate** individual and team success.
Qualities of Strong Management

- Clarity of Vision

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Qualities of Strong Management

- Clarity of Vision
- Accountability
- Collaboration
- Connections
- Consistency
- Credibility
- Delegation
- Engagement
- Fairness
- Flexibility
- Knowledge
- Motivation
- Optimism
- Organization
- Respect
- Versatility
- Vulnerability
What does it mean to be in the **middle**?
Effective MIDDLE managers…
What does it mean to be in the **middle**? Effective MIDDLE managers…

- Manage up and down.
- Flow information in both directions—and *enhance* the information in the transfer.
- Align resources with organizational goals.
- Anticipate needs, advocate and arbitrate.
Management vs. Leadership
Is there a difference?

• What kinds of situations in admissions require **leadership**?

• What kinds of situations in admissions require **management**?

• Are there situations when the roles and responsibilities of leadership and management collide?
How Managers Become Leaders

FROM…
• Specialist
• Analyst
• Tactician
• Bricklayer
• Super Problem Solver
• Valiant Warrior
• Supporting Cast Member

TO…
• Generalist
• Integrator
• Strategist
• Architect
• Agenda Setter
• Reasonable Diplomat
• Lead Role

How Managers Become Leaders

FROM...
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(Growth)

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- Architect
- Agenda Setter
- Reasonable Diplomat
- Lead Role

Michael Watkins: http://hbr.org/2012/06/how-managers-become-leaders/ar/4
Management and Leadership in Admissions
What challenges and opportunities are unique to our field?

• Staffing and budget
• Institutional diversity and academic culture
• Travel
• Simplistic assumptions about admissions work
• Net-tuition-driven enrollment management
• Dealing in dreams…
• ….?
Management and Leadership in Admissions
What challenges and opportunities are unique to our field?

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• Travel
• Simplistic assumptions about admissions work
• Net-tuition-driven enrollment management
• Dealing in dreams…
• ....?
No show...

You are in charge of the traveling recruitment staff. It’s a Friday in October, and everyone is finally back in the office after a few hard weeks on the road. A high school counselor from a top feeder school calls to inform you that Jason, your rep who’s typically a rock star, didn’t show up to a scheduled high school visit earlier this week, and her students told her that Jason’s table was empty at the regional fair the night before. Rumor has it that Jason was at a bar during the fair, she says. Jason is in charge of tomorrow’s campus visit program.

• How do you handle the situation? Can you prevent it from happening again?
Leadership & Management Scenario #2

Gold rush!

You manage recruitment for a small, private liberal arts university in the northeastern United States. Your new VP has just returned from a national enrollment conference, where she learned that there are just oodles of college-bound students in California waiting to be recruited to colleges likes yours. She’s announcing a new California strategy at her executive meeting tomorrow, and your team of recruiters will have a goal of recruiting 25 students from California for the next cycle. (She saw a slide at her conference that indicates this should be possible, she says....) You’ve had exactly 2 applications from CA in the past three years, and your Western region rep quit two weeks ago.

• What do you do?
Leadership & Management Scenario #3

This is your To Do list. Prioritize it…

• Return the angry voicemail that Mrs. Smith left you last night about her son’s deny decision.

• Check with Human Resources about Liz’s maternity leave paperwork—she’s due next week.

• Review the proposal your team submitted last week to participate in an online college fair—the early bird rate expires tomorrow and you’ll need funding approval from your boss.

• Prepare the app growth chart for the meeting your boss has with the dean of the College of Education tomorrow.

• Prepare the budget request for your spring national college—the submission deadline for new funding requests was actually last Friday.

• Approve your staff member’s travel advance request in your business system—she’s leaving tomorrow.
Oopsies!

You manage communication for your office. It’s 5:08 p.m. on a Friday afternoon in February, and you’re in TGIF mode, for sure! Caitlyn, one of your newer comm team members, timidly approaches the threshold of your office and asks if you have a minute…and of course, you do! Through trembles and tears, she tells you that she thinks she just accidentally sent an “Admitted? Here’s what’s next!” electronic message to 3,000 students whose applications were still under review.

• What do you do?
Leadership & Management Scenario #5

Helpless…

Your team is responsible for planning an open house program for admitted students. You’ve delegated tasks to several team members. Alex has only two responsibilities: (1) soliciting coupons and door prizes from local businesses for the welcome packets, and (2) reserving six vans through the motor pool. At the bi-weekly program planning meeting, when it’s Alex’s turn to report on his progress, he says that nobody has returned any of his calls or e-mails, and therefore he doesn’t have an update.

• What do you do?
Leadership & Management Scenario #5

Helpless…

You manage the application processing team for a medium sized regional university. The school has 4 branches that have always managed their own processes, but in preparation for a new enterprise system implementation, your team will now be responsible for apps for those campuses, too. The deal brings one new employee—Jane, a long-time employee from the closest branch who has an affinity for paper-based workflow and a reputation for making mistakes. Because you have no space, Jane will need to share an office with Mario, your #1 right-hand millennial rock star, who takes pride in any technological efficiency he can find and expects others to do the same.

• What do you do?
Effective Leadership and Staff Management for the Admissions Middle Manager

Admissions Middle Management Institute 2017

Candace J. Boeninger
Associate Vice Provost for Strategic Enrollment Management and Director of Undergraduate Admissions

Ohio University
120 Chubb Hall
1 Ohio University Drive
Athens, OH 45701
boeningc@ohio.edu
T: 740.593.4120
F: 740.593.0560