

Leading a Successful Advising Team: Embracing the Challenges and Joys of Being the Boss

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Learning Outcomes

Participants will:

- Understand how incorporation of the NACADA core values into daily operations can foster team morale. (Conceptual)
- Consider how harmony can be maintained by encouraging advisor participation in the development of unit mission, goals, and values. (Relational)
- Learn to implement continual professional development and community building activities as tools to build high performance levels and morale. (Relational)
- Explore strategies for motivating, empowering, and inspiring their team. (Relational)
- Consider the opportunities and challenges associated with developing leaders. (Informational)
- Identify how to capitalize on a particular team member's strengths to enhance the advising environment. (Conceptual)
- Understand the need for administrator self-care and development. (Relational)



CORE VALUES

Tells us: **professional values & responsibilities**



WHO'S ON YOUR TEAM?

WHO SHOULD BE ON YOUR TEAM?

Collaborations

Spheres of Influence and Impact

Coalition of the Willing

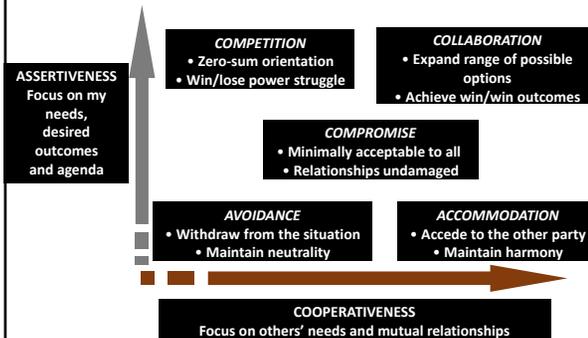


WHAT IS HARMONY?

CONFLICT MANAGEMENT



THOMAS-KILMANN CONFLICT MODES



CONFLICT MANAGEMENT

- What is Your Conflict Style?
- Causes of Conflict?
- Content vs. Relational Conflict

NORMALIZING HARMONIOUS PRACTICES: THE 4 Es

- 1-E: Express
- 2-E: Expectations
- 3-E: Engage
- 4-E: Empower

1-E: EXPRESS

- Honest and Ongoing Communication
- Words and Actions
- Timely Feedback
- Performance Evaluations
- Individual and Team Meetings
- Active Listening

2-E: EXPECTATIONS

- Institutional Mission and Priorities
- Team and Individual Goals
- Alignment, When Possible
- Clear Articulation
- Transparency
- Well-Informed and Ambitious

3-E: ENGAGE

- Teaching and Learning
- Good Questions
- Issue Identification
- Respect Difference
- Performance Over Personality
- Negotiation and Compromise

4-E: EMPOWER

- Know Your Team
- Strengths, Interests, Motivations, Weaknesses, and Idiosyncrasies
- Autonomy and Direction
- Responsibility and Ownership
- Reward and Recognition
- For Your Own Sake

But just in case.....

STRATEGIES FOR THE INHARMONIOUS SIDE OF LEADERSHIP

Professional Development and Community Building

Your Creative Examples

What Worked and What Did Not?

The Measure of Leaders is the Success of Their Team

So, what are your leadership goals?

THE LEADER: WHAT ABOUT YOU?

- Are you a respected leader? And how do you know?
- Your **self awareness** is an essential element for the development of your team. It is important that you share your goals, journey/experiences, and challenges (as/when appropriate) with your team.
- Your **[continuous]** development as a leader is a necessary condition for leadership development within your team.



THE LEADER: INSPIRE A SHARED VISION

- Realistic optimism and ambitious goals
- Credibility and respect
- Common values, interests, and objectives
- Confidence and trust
- Ownership and engagement



THE LEADER: URGENT v. IMPORTANT?

- Decline in resources?
- Institutional or Division-level priorities shift?
- Windows of opportunity (for expansion or shrinkage) open and close?
- Administrative (Executive-level) leadership changes?
- **Others?**



YOUR TEAM

- Who's on your team?
- Who's your constituency?
- What's your playing field?
- Opportunities for expansion?



YOUR TEAM: WHO'S ON YOUR TEAM?

- Presenters
- Writers
- Thinkers/Strategists
- Data and assessment
- Event planners
- Collaborators
- Tech gurus
- Leaders
- **Others?**

YOUR TEAM: GET TO KNOW

- As **individuals**, and as individuals each person has different needs/wants/goals, etc.; thus, it is important that you (as the leader) try to remain patient and flexible
- Strengths, potential (areas of) challenges/weaknesses, interests, and motivation
- Listen (actively), Ask (clarifying questions), Write (paraphrase/reframe), and Remember

YOUR TEAM: OPPORTUNITIES TO OBSERVE AND LEARN

- Performance evaluations
- Staff meetings
- Individual meetings
- Committees/Taskforces
- Hallways and doorways
- Ask about their goals/future plans
- **Others?**

USING EXPERTISE TO **DEVELOP, LEVERAGE AND EMPOWER A SUCCESSFUL ADVISING TEAM**

YOUR TEAM: DEVELOPING EXPERTISE

- Connect individuals on your team with leadership opportunities and (other) people
- Provide opportunities for project and initiative oversight
- When appropriate, assign or encourage members of your team to take on "significant" responsibilities and committees
- Promote and support opportunities for attendance at conferences and coursework, as well as active participation with organizations
- Dialogue and solutions



YOUR TEAM: LEVERAGING EXPERTISE

- Leadership and increased involvement
- Institutional knowledge and emerging/promising practices
- Timely feedback in preparation for meetings
- Written contributions (e.g., reports)
- Ideas for upcoming initiatives



YOUR TEAM: STRATEGIC EMPOWERMENT

- Nature and extent
- Decision-making
- Information, context, and deadlines
- Goals and possible outcomes
- Follow-up
- Reporting lines and organizational structure
- Advancing within the role/profession



FINAL THOUGHTS ON LEADING A SUCCESSFUL ADVISING TEAM

- Recognition
- Challenges
- Caveats and Reminders



Self-Care for the Boss!

- Dedicated time for planning and strategic development – Close your door?
- Professional development for management and supervision – campus resources
- Mentors/confidants
- Peers on campus or other campuses
- Delegating to others
- Work/Life Balance
- Other?

Questions?

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