Women Taking Charge

Navigating Change in Life and Career: Finding the Leader Within You

HERS Denver Summer Institute

June 20 - 21, 2016

Nancy Martin
Archer~Martin Associates
Objectives

- Take control of your own career and life – avoid being “pulled along”
- Become centered by focusing on your values and strengths
- Acquire tools to manage your career and your personal life
- Develop search strategies and tool kit
- Develop the leader in you
- Live the Intentional Life
John Kotter’s 
Our Iceberg is Melting

Management

vs.

Leadership

Utilizing John Kotter, Holger Rathgeber, Peter Mueller, and Spencer Johnson’s
Our Iceberg is Melting: Changing and Succeeding Under Any Conditions (New York: St. Martin’s Press, 2006.)
Management

“makes systems of people and technology work well day after day, week after week, year after year”

© John Kotter, Kotter International (www.kotterinternational.com)
Leadership

“creates the systems that managers manage and changes them in fundamental ways to take advantage of opportunities and to avoid hazards”
Emotional and Social Intelligence

The “E.I.” Five Personal Competences

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skills
APPRECIATIVE INQUIRY
What is Appreciative Inquiry?

- Appreciative Inquiry (AI) is an organizational development tool that focuses on bringing out the best in people and organizations, instead of viewing them as problems that need to be solved.

- “Appreciative Inquiry is the cooperative search for the best in people, their organizations, and the world around them…AI involves the art and practice of asking questions that strengthen a system’s capacity to heighten positive potential” (Cooperrider and Whitney, p. 10).
The Outdated Search Model

- They Advertise – You Apply
- They Screen – You Get Selected (or not)
- They Interview – You Respond
- They Offer – You Accept
The New Search Paradigm

- They advertise – You request information and decide whether or not to proceed
- They screen – You decide whether to submit materials
- They invite you to interview – You decide whether to interview
- They offer you the job – You outline goals for success and negotiate appropriate compensation
### Values, Stories, & Questions

<table>
<thead>
<tr>
<th>Values</th>
<th>Stories</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Be Your Own Detective

- “Fit”
- Is It a Real Search?
- $ 
- Culture and Location
- Research, Research, Research
Equipment Essentials

- CVs
- Bio and/or Executive Summary
- Cover Letters
- Interview Strategies
- Managing Your References
- Negotiations / Transitions
Key Professional Higher Education Leadership Skills
Strategic Planning
Entrepreneurial Experience
Budget and Fiscal Experience
Fundraising
Board Relations & Board Governance
I.T. Savvy
Mission / Vision / Values
Assessment
- Program Development
- Project Management
- Risk Management
- Communication ~ oral and written
Board Strategy
Enrollment/Retention Strategies & Trends
Student Services / Student Success
Shared Governance
Faculty Development (Recruit & Retain)
Accreditation Issues
Diversity
Community Engagement
Framework for CVs
Formats

Choices-

- Academic
- Academic Administrative
- Administrative
Alternative Options to Brand & Market Yourself
Virtual CV/ Marketing Venues
Facebook
and / or
LinkedIn
Imbedded Links
~~
YouTube Videos
Women Taking Charge

The Cover Letter is Everything

HERS Denver Summer Institute
June 20-21, 2016

Nancy Martin
Archer-Martin Associates
The Importance of the Cover Letter

“My reading of cover letters over the years suggests that 50 percent of applicants say, ‘I want to apply and enclosed is my resume.’ Another 40 percent do that and tell you what they think the issues on the campus are. Only 10 percent relate their accomplishments to what you are trying to achieve. Only half of that 10 percent take time to understand your institution and who you are. Now that I am a president, and in the position to hire deans, vice presidents, and other administrators, this is the 5 percent I look for.”

– Martha Gilliland, Chancellor of the University of Missouri at Kansas City (2001)
The 5% Cover Letter
The Transferrable Skills Trick
Women Taking Charge

Interview Secrets and Strategies

HERS Denver Summer Institute
June 20-21, 2016

Nancy Martin
Archer~Martin Associates
Formats

- Airport
- Skype and / or Phone
- Campus
Secrets to Success

- Preparation
- Articulate your Deal Breakers
- Align your VSQs with the Institution’s
- Map out responses (15 Questions)
- Outline your Questions
Secrets to Success cont.

- Preparation
- Balancing it “I” and the “We”
- Balancing the “What if” you were here question/s
Relational Capital Factors (EI)

Build:

- Relationships
- Self – Awareness
- Empathy
- Balance
Values and Stories Questions

Build Narrative to Reinforce Values
Pose the Questions
to
Enhance Relational Capital

“Create the Dialogue”
The Kiss of Death Factors

- Did not Listen or Hear the Question
- Did not “Read” the Question
- Answers too long-winded, off track
Your Questions

“Your Secret Weapons”

Ask and Listen
Personal Issues

- Body Language
- Eye Contact
- Clothing
- Use of iPad
- Cell phone OFF
- No Selfies!
Choosing References

- Who? How many?
- How do they know you?
- How can they showcase your strengths?
- Provide the context of your relationship
The 3 C’s

- Credit checks
- Criminal checks
- Credential checks
Post Interview Checklist

- Send thank-you notes
- Carefully peruse the notes that you took during the visit
- What happens if the position isn’t a good fit?
- What if the position is a good fit?
Negotiations and Transitions
The Women
&
The Money Quiz
Affirm Mutual Understanding of Goals and Expectations
(refer to accompanying checklist)

- Make sure this is the right fit for you
- Focus first on an agreed-upon, written agenda
  - Goals and Objectives
    - How timelines will be modified
  - Performance Review Process
  - Written Transition Plan
  - Tools You May Need to Succeed
    - Staffing; agreed-upon departures
    - Full financial disclosures
    - Budget items: technology, start-up funds, requests for additional money; discretionary money
The Rest of the Package

- The Basics: Salary, insurance, retirement package, vacation and personal days, deferred compensation, etc.
- Relocation/Housing Expenses
- Professional Development Issues: annual dues and conference attendance
- Personal and Family Issues: Spousal job search support, child care, tuition remission, club memberships, etc.
# Negotiation Checklist

<table>
<thead>
<tr>
<th>Item to be Negotiated</th>
<th>My Current Position</th>
<th>New Position</th>
<th>Deal Breaker?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tools for Institutional Success</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clear Goals &amp; Objectives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Development Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Annual Dues &amp; Conference Funding)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Review Process</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Negotiation Checklist (cont.)

<table>
<thead>
<tr>
<th>Item to be Negotiated</th>
<th>My Current Position</th>
<th>New Position</th>
<th>Deal Breaker?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Basics</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Base Salary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Retirement Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Vacations, Personal Days, Flex Time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Deferred Compensation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Negotiation Checklist (cont.)

<table>
<thead>
<tr>
<th>Item to be Negotiated</th>
<th>My Current Position</th>
<th>New Position</th>
<th>Deal Breaker?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Basics (continued)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Bonuses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Length of Contract</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Severance Arrangements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Faculty Status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Electronic Gadgets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Commuting</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Negotiation Checklist (cont.)

<table>
<thead>
<tr>
<th>Item to be Negotiated</th>
<th>My Current Position</th>
<th>New Position</th>
<th>Deal Breaker?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relocation/Housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Relocation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Housing/Transition</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Housing/Permanent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Housing/Stipend</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hidden Costs</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Negotiation Checklist (cont.)

<table>
<thead>
<tr>
<th>Item to be Negotiated</th>
<th>My Current Position</th>
<th>New Position</th>
<th>Deal Breaker?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal and Family Considerations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Spouse/Partner Job Search Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Spouse/Partner Compensation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Club Memberships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Child Care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Tuition Remission</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Successful Transitions

- Must have a formal or informal transition team
- Composition of transition team
- Transition plan components and length
- How to avoid surprises
- How to deal with the inevitable surprises
Logistics

- Who
- What
- Where
- How
Top Ten Transition Tips

1. Meet with new constituents before starting

1. Create your own traditions

1. Create a Transition Visit Plan

1. Create “The Box” of people

2. Create “The Box” of Reports
Top Ten Transition Tips cont.

6. Engage your Search / Transition committee

7. Solidify your Mantra – “The Vision Thing”

8. Listen & Learn

9. Be in the Moment / Be You / Find the Way Together

10. Embrace the Staff Who Make it Happen
Conclusion

- You are the person in charge of managing your career and personal life
- Reflect on and utilize your strengths and your strategies
- Walk in the other person’s shoes to shape a winning outcome—centered, not self-centered
- Have a healthy ego, humility and courage
- Build emotional and social intelligence
- Integrate AI into your life

Career Aspirations & Expeditions: Advancing Your Career in Higher Education Administration ©
Recommended Reading: A Few of Nancy’s Favorites

- Leadership and Self-Deception – Arbinger Institute
- Composing a Life – Mary Catherine Bateson
- Clear Leadership – Gervase Bushe
- Good to Great and the Social Sectors – Jim Collins
- The Road from Coorain; True North; A Woman’s Education – Jill Ker Conway
- Appreciative Inquiry – David L. Cooperrider & Diana Whitney
- Outliers – Malcolm Gladwell
- Working with Emotional Intelligence – Daniel Goleman
- The Thin Book of Appreciative Inquiry – Sue Annis Hammond
- Steve Jobs – Walter Isaacson
- Our Iceberg is Melting – J. Kotter, H. Rathgeber, P. Mueller & S. Johnson
- Encouraging the Heart – James M. Kouzes & Barry Z. Posner
- Career Aspirations & Expeditions – Nancy Archer Martin & Jennifer L. Bloom, Ed.D.
- Tempered Radicals – Debra Meyerson
- Spontaneous Happiness – Andrew Weil, M.D.
- The Art of Possibility – Benjamin Zander & Rosamund Stone Zander