Integrating Yourself as a New Program Director
Introduction

- Carolyn Brzoznowski
- Program Director
- Southern Technical College
- Program directors in the room
Rookie Leadership Mistakes

- Bold changes
- Wanting to be liked
- Believe they have all the answers
- Act like a friend instead of a manager
- Letting your staff see you overwhelmed
- Not relatable to your faculty
Bold Changes

- Resist this temptation
- Understand organization and team
- Individual meetings with staff – set scheduled meetings
Address Relationship Shifts

- Lateral shift
- Try starting the conversation with “You know that I value our friendship, but as a manager, I need to make sure that everyone on the team views me as being fair and consistent, so our work relationship is going to change.”
- No outside gathering with staff
- Addressing various personalities
Showing you are overwhelmed

- Emails
- Scheduling
- Hallway issues
- One more meeting

- Find someone to complain to that is not your staff!!
Not About You Anymore

- Change your focus
- Student success is number one now—even the nightmare ones
- Faculty visions of the program
- Your performance is tied to the team performance
Share Victory. Share Defeat
Types of Leaders

- Micromanager
- Always busy
- Uptight
- Absentee
Micromanager

- Excessive supervision
- Frequent updates
- CC’d on every email
  - Every decision needs your approval
  - Want it done your way
Always Busy

- Rushing to meetings
- Door closed all the time
- Eye contact

- Cell phone in your hand
- Not returning emails
- Not remembering things that are important to staff
Uptight

- Makes all the decisions
- All business
- Need to be the boss

- Staff doesn’t not feel like they can approach you
- No humor
"To lead people, walk behind them" - Lao Tzu micromanager

- Gain Self-Awareness
- Lead learners
- Self Reflection - Strengths, weaknesses – be honest

- What does good leadership look like?
- Would you want to work for someone with your leadership style?
Self-Reflection

- Daily to see the big picture
- Demeanor/interactions
- Mindful of what you are good at it and what you still need to learn
- Type A

- Easy to identify your shortcomings - but how do you fix it and do you want to fix it?
- Example - Impatient
Finding What Motivates Your Staff

• Money
• Praise
• Achieving goals
• Promotions
Employee Notes

• Patterns
• Do not judge them
• Get to know their likes
And dislikes
Focus on Teamwork

• Play on strengths and weaknesses

• Let them be heard even when we don’t want to hear the complaints

• Lead with laughter
Teamwork Examples
What does your staff want to do when they grow up?

- Faculty Growth Plans
  - vision, goals, approach, action
  - Take notes on their comments
  - Find their motivation for growth
  - Supporting them without fear of losing them
Trust- Do you follow through?

- Student rosters
- Form bonds
- Faculty trust
- Open-door policy- ever regret this?
Day to Day

- Prioritize (Planning)
- Compliance and preparing for Accreditation
- Class schedules/ term starts (orientation)
- Ordering supplies/Inventory
- Budgeting
- Excessive meetings
Compliance

- Create Task Line
- Figure out what is not complaint
- Don’t bend the rules

“Compliance queen"
Accreditation preparation

- Know the manual
- Don’t let your pride get in the way
- Understand compliance
- Prepare early- even if it years from now
Budget - isn’t it unlimited?

• Your staff will want everything-- Never enough budget

• Current budget - financially efficient- look at ways to save

• Budget system
Red, Yellow, Green light system

• Green- Have to have for the lab and students
• Yellow – needs more approval
• Red- doesn’t mean no- just needs more time
Learn to love the process

• Be comfortable being uncomfortable
• Be flexible
• Be patient
• Enjoy the hard days
Learn from your mistakes

• Take notes
• Don’t beat yourself up for it
• Ask for help
• Do better next time
Questions