INSTITUTIONAL DYNAMICS

Admin 101
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TODAY’S GOALS

- To identify factors that contribute to institutional dynamics
- To consider ways to acknowledge and influence those factors
- To recognize challenges to this process
- To keep focus on what counts
CAPTAIN BARBOSSA: “...the code is more what you'd call ‘guidelines’ than actual rules. Welcome aboard the Black Pearl, Miss Turner.”

PIRATES OF THE CARIBBEAN: THE CURSE OF THE BLACK PEARL
INSTITUTIONAL DYNAMICS

- All organizations are different

- All community college districts are different – with significant similarities
POSITIVE INSTITUTIONAL DYNAMICS

- Mission, Vision, Goals
- Board – Administration – Faculty – Staff

Negative Institutional Dynamics
INSTITUTIONAL DYNAMICS – not Statics

- Campus culture
- Ghosts
- Communication & Respect
- Climate
- Context
Dynamic = Change

- Even if you are on the right track you have to keep moving or you’ll get run over – Will Rogers
- All progress involves risk; you can’t steal second base and keep your foot on first. – Frederick Wilcox
Some Big Mistakes

- Misread the culture
- Ignore the ghosts
- Fail to build relationships
- Make precipitous decisions
- Exhibit an hierarchical style
- Impose a vision
NO BIG DECISIONS

When we first got married, we made a pact: In our life together, it was decided that I would make all the “big” decisions, and my wife would make all the “little” decisions. The strange thing is that in fifty years, there hasn’t been one “big” decision.
ALL YOU EVER NEEDED TO KNOW...

You can learn in the theatre.
- *Persona*
- *Audience*
- *Motivation*
- *Improvisation – go with it*
COMMUNICATION DYNAMICS

- Sender/Receiver
- Language
- Context
- Interdependence
- \( OS = f(TS + CS) \)
Your Trust & Savings Account

- Collaboration requires trust, which requires communication
- Non-communication can lead to distrust
- Trust is a precious and fragile commodity deposited in single transactions
- Be aware of your trust account; you will need to make withdrawals from time to time
BUILDING RELATIONSHIPS

- It starts with the leader – at whatever level
  - As teacher/mentor
  - As listener
  - As organizer
  - As politician
  - As a person
Theory X - Average person is inherently immature, lazy, irresponsible, resistant to change, self-centered, indifferent to organizational needs

Managerial response is to apply controls

“Whoever rides a tiger cannot dismount.”

Chinese proverb
ANOTHER OPTION

- Theory Y – Average person is potentially mature, capable of developing and fulfilling responsibilities, able to demonstrate self-control
- Managerial response is geared to the person’s current level with the goal of development, with progressively less external control
- The key is to trust appropriately
Organizational success is planned, long-term, with a systems approach, and learning principles.

Greater demand on managers to analyze and predict human behavior (including their own), know their people, and communicate well.
PERSONALITIES

- Know what you have to work with
  - Board
  - Faculty
  - Staff
  - Community

- Who/what are the problems?
  - Real
  - Perceived
CLIMATE

- Expectations
- Processes
- Teams
- Celebrations
ONE NOTION OF CLIMATE

“Instead of Hawaiian Shirt Day or Bring Your Goldfish To Work Day, let’s try something really crazy like Mind-Boggling Success Day or Incredible Superhuman Productivity Day!”
Differing Views of Processes

“Long range planning isn’t my style. I’m a fly-by-the-seat-of-your-pants kind of guy.”
VARIED NOTIONS OF EXPECTATIONS

“If at first you don’t succeed, shift the blame, change the rules, redirect the focus of your critics, spin the media, redefine success, and there won’t be any need to try, try again!”
AND DIFFERENT DEFINITIONS OF TEAMS

“There is no I in TEAM. But there is an M and an E and that spells ME!”
TWO CORE REALITIES

- Perception-generating beings
- Sense-making beings
- *We see what we believe. We tend to see and hear things that fit our previous stories and miss things that don’t fit.*
- Frame of reference
- ERSI – Essentially Real Self Image
**INTERPERSONAL MUSH**

- Two parts to organizational communication
  - Conscious/rational dialogue
  - Subconscious/inner dialogue

- “Truth” resides in both but is frequently influenced by the subconscious dialogue – which cannot readily be dealt with in the normal operation of business
HOW RATHER THAN WHAT

- An organization is not just its tasks and goals; it has tasks and goals
- An organization is not just its people; people come and go
- An organization resides in its processes of organizing – the repetitious patterns of how people relate to each other, gather and interpret information, and make decisions
- The process is the key; the value is in the dialogue
THE TIPPING POINT

MALCOLM GLADWELL

- Little changes can have big effects
- Law of the Few – says that a critical factor is the nature of the messenger
- Stickiness Factor – says there are specific, small ways to make a message memorable
- Power of context – says behavior is a function of social context
- Understand the elements of the context, address them, and alter the context
"Your bad attitude was starting to affect the others. That's much better."
YOU AFFECT PEOPLE’S BEHAVIOR

- Leaders’ beliefs about people, teams, organizations come true
- Appreciative thinking – rather than focusing on the gap between the actual and the ideal, focus on what you want to see
- We get more of what we pay attention to
- Rather than “fixing” a problem, appreciate what is and envision what can be through dialogue
People Respond to Mutual Interest

- $OS = f(TS + CS)$
- Willingness to collaborate is not enough
- People must understand the direction to pull and accept its value
- Relevance – What’s in it for me? What is our mutual interest?
WHAT’S A LEADER TO DO?

- Keep personal expectations in alignment
- Homework
- Communicate
- Delegation and accountability
- Personal integrity [trust]
- Motivate
PERSONAL EXPECTATIONS IN ALIGNMENT

- Are you sure you want this? [Be careful what you asked for...]
- Journalism’s mantra - Where, What, When, How, Who?
CASUALTIES OF MISALIGNMENT

“Either lead, follow, or get out of the way. But never try to do all three at the same time!”
HOMEWORK

- Read, meet, and greet
- And read more, meet more, greet more
COMMUNICATE

- Technology
- Person to person
- Meet, greet and eat
- Remember – OS = f(TS + CS)
DELEGATION AND ACCOUNTABILITY

- Workload
- Time to think
- Decisions vs. input
- Good guess vs. second guess
- Respect and appreciation
PERSONAL INTEGRITY

- Do what you say & say what you do
- Trust & Savings account
- No personal issues with staff
- No lying or “bending” the law
- Don’t make someone else take your heat
- Take someone else’s heat when it serves the institution
Motivate

- Affirm and reward
- Share the sugar
- Promote culture and rituals
- Awards and recognition
- Personal involvement
It’s the Will, Not the Skill
FURTHER READING