"Make it So:" The Role of the Assistant/Associate Director

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WHO ARE WE AND WHY ARE WE UP HERE TALKING?
TODD BAUCH,
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ASSOCIATE DIRECTOR OF PROGRAMMING, JMU
How This Topic Came Up?
At the completion of the presentation, attendees, when asked by the presenters, will be able to:

• Identify categories of complimentary skills typical of leadership teams.

• Identify the different roles that an assistant/associate director may play within a department, specifically in relation to the department's director.

• Identify the key points of a healthy relationship between a director and assistant/associate director - what people in each role owe the other.
HOW DO YOU DEFINE AN ASSOCIATE/ASSISTANT DIRECTOR?
Riker and Picard
We Asked Ourselves That?

Is it based on skills?

Is it the complexity of the organizations?

Could it be a transferable skill set?
What You May Have Come Up With

**Director**
- The Outside Person
- The Face of the Organization
- Ideas Person
- The Aligner
- Answers to Above and Below
What You May Have Come Up With

A.D.

• The Inside Person
• The advisor
• The “balloon-popper”, “reality check”
• The Messenger
• Gate Keeper
What Others Around Campus Say

Director

“Outlines the mission and vision, focuses on work process and organizational structure.”

“Does not have to rely on social capital alone to accomplish tasks.”

“Positional Power”

“Bad Cop”

“Good Cop”
What Others Around Campus Say

A.D.

“Supports and refines the mission and vision. Is close enough to student experience and institutional hierarchy to be the intermediary.”

“Relies on politics and social capital to meet the goals and accomplish task that he/she does not have positional power to accomplish.”

“Management of functions to enable leadership to focus on other issues.”

“Good Cop”

“Bad Cop”
What does the Literature say?

It depends on the Director and A.D.!
THE LEADERSHIP TEAM
Director & A.D. Working to Create a Leadership Team

• **Task Complementary** – too much to do
• **Expertise Complementary** – too much to know
• **Cognitive Complementary** – too much to know, learn, remember or figure out
• **Role Complementary** – too much to be
POINTS TOWARD SUCCESS AND FAILURE OF THE LEADERSHIP TEAM
Level of Trust Between Members of the Leadership Team

“Trust – confident reliance on someone when you are in a position of vulnerability”


“It is a balancing act on the threshold of power.”


“Half of all managers don’t trust their leaders.” ~

Unhealthy Rivalries, Defensiveness, Over-control, Rigidity, Misconception

“The individuals on the team are typically stars of their own fields . . . [who] have an excess of overconfidence . . . [and] anxiety about how to deal with each other.”

Riddle, “Senior Leadership Team Coaching”, White Paper
NUTS AND BOLTS – WHAT AN AD OWES THE DIRECTOR
AD Owes the Director . . .

True Respect
Ego In Check
Hard Conversations behind a closed door.
Ability to Execute
Coaching and Coordination of Others in the Organization
Reduce and Filter “The Noise”
The Director Owes the AD . . .

Clear communication of department strategy
  Clear decision rights
A lock on the back door
  Shared spotlight
Seeking Contributions and Opinions
Developing “Director’s” Skills
PANEL DISCUSSION
READING LIST
Learning Outcomes

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For a copy of this presentation

http://www.jmu.edu/recreation/URECTeam/Presentations.html
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