

SERVE • LEARN • LEAD

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

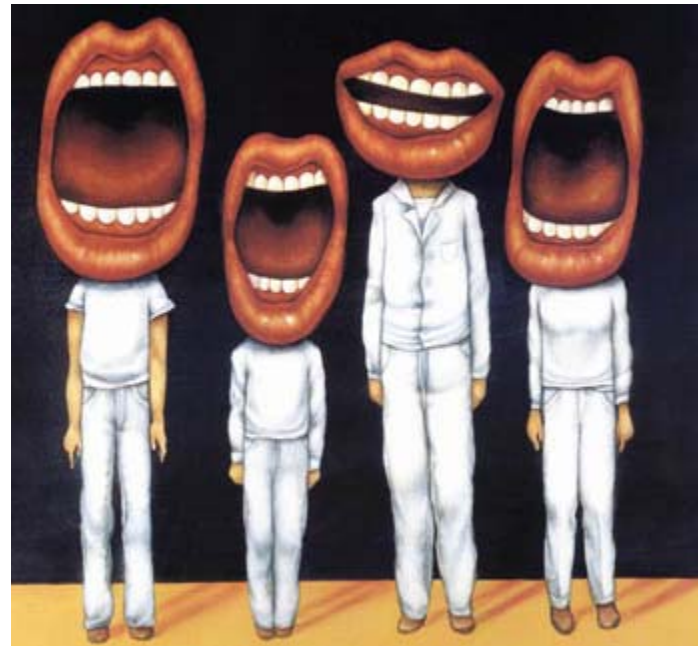
Todd Bauch,
Portland State University
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Friday, April 15, 2011



NIRSA Annual Conference & Exposition
April 13-16, 2011 • New Orleans, Louisiana





WHO ARE WE AND WHY ARE WE UP HERE TALKING?





**TODD BAUCH,
ASSOCIATE DIRECTOR OF OPERATIONS, PSU**





**STEVE BOBBITT,
ASSOCIATE DIRECTOR OF PROGRAMMING, JMU**



How This Topic Came Up?



Learning Outcomes

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”

~ Hurley, “The Decision to Trust”, 2006.

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

~ Levinson, “Between CEO and COO”, 1993.

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

Hurley, “The Decision to Trust”, 2006.



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



- J. Ham, “Five Messages Leaders Must Manage”, Harvard Business Review, May 2006.
- S. Miles & M. Watkins, “The Leadership Team – Complementary Strengths or Conflicting Agendas”, Harvard Business Review, April 2007.
- N. Bennett & S. Miles, “Second in Command”, Harvard Business Review, May 2006.
- R. Hurley, “The Decision to Trust”, Harvard Business Review, September 2006.
- D. Riddle, “Senior Leadership Team Coaching”, Center for Creative Leadership White Paper. Internet.
- “From Second in Command to Chief Executive: How Big a Leap”, Bridgespan Group White Paper. Internet.



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For a copy of this presentation

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