ACCCA Admin 101: The Effective Manager

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Gregory Smith, Vice Chancellor of Human Resources

San Diego Community College District

Overview

- Our goals for this session
  - Understand the key skills and behaviors of strategic leaders and successful managers
  - Contextualize effective leadership within cultural awareness; diversity, equity, inclusion, and antiracism; and managing change
  - Present a strategic approach to managing and supervising direct reports
  - Discuss the opportunities and challenges ahead

Agenda

- Know Your Why
- Strategic Leadership
- A Manager's Responsibilities
- DEI-focused Hiring
- Build Relationships
- Delegate to Develop
- Coach for Growth
- Discussion

Know Your Why

- Breakout Discussion #1: Why do you want to be a manager?

Strategic Leadership

- Define the mission
- See the future
- Communicate the vision
- Share values
- Get buy-in
- Engage resistance
- Eliminate obstacles
- Take calculated risks
- Learn and grow

The Effective Manager

- Get Results
- Hire and retain productive employees

- Yes, it's that simple
- No, it's not easy

A Manager's Responsibilities

- Organize the division of labor
- Define successful performance
- Determine the essential KSAs and behaviors
- Build relationships
- Give feedback
- Ask for more
- Delegate duties
- Coach staff
- Develop a culture of shared accountability

Hiring Great Performers

- Define successful performance today and five+ years from now
- Determine the behaviors needed for successful performance
- Distinguish between what you are willing to teach and what must already be known
- Develop your hiring criteria
- Use behavioral interview questions
  - Past performance is the best predictor of future performance
  - Be direct and specific about what you want
  - Hire for attitude

DEI-Focused Hiring

- <u>Diversity</u>: The psychological, physical, cognitive, social, and economic differences that occur among individuals and groups
- <u>Equity</u>: Justice, impartiality, and fairness in outcomes
- <u>Inclusion</u>: Authentic and empowered participation and a true sense of belonging

- Breakout Session #2: Why does/should DEI matter in hiring decisions the California Community Colleges?
  - Is there a business case?
  - Is there a moral or ethical imperative?
  - Can our institutions perform adequately without it?

DEI-Focused Hiring

1. Reframe job descriptions, performance expectations, KSAs, and desired qualifications within the context of a diverse environment, prioritizing equity, and a culture of inclusion
2. Revise employment marketing and application requirements to communicate a DEI culture
3. Assess all technical KSAs through application in a diverse environment with positive contributions to equity through meaningful inclusion
4. Require candidates to demonstrate an understanding of the lived experiences of diverse communities

Build Relationships

- The concept of a "team" is the aggregation of relationships
- Relationships develop through repeated interactions
- Managers spend a lot of time interacting in power imbalances
- The way we communicate is often the dominant factor in the quality of our relationships
- Give direct reports specific opportunities to talk about what's important to them
- Listen actively
- Give feedback often and ask for more

Build Relationships

- Managing a diverse team demands humility
  - Ask, don't assume
  - State your intent first
  - Explain the context
  - Understand, don't judge
  - Empathize, and remain objective
  - Know the outcomes, look for the disparities
  - Proactively invite people in

Build Relationships

- Breakout Session #3: Share your experiences with leading diverse groups
  - Mistakes you've learned from?
  - Successes you've participated in?
  - Lessons learned you can share?

Delegate to Develop

- Growth happens through experiences
- Delegating duties is a powerful management tool
  - Communicates trust
  - Demonstrates belief
  - Teaches new skills
  - Promotes shared accountability
  - Frees managers to work on more impactful tasks

Successful Delegation

- Define the desired outcome clearly
- Refrain from overprescribing process
- Set timelines
- Assign communication
- Reframe mistakes and errors as learning moments
- Give too much feedback (and there's no such thing)
- Reflect and debrief
- Keep track of who you are and <u>are not</u> delegating to, are their patterns that indicate a bias?

Coaching for Growth

- Coaching is every manager's obligation
- Prepare your successor now
- Don't fall for the classic dilemma
  - What if I coach this person *and they leave*?
  - What if you don't *and they stay*?
- Coaching is a commitment on both sides
- You provide guidance, they take action

Coaching for Growth

- Delegating *is not* coaching; coaching facilitates delegating
- Process:
  1. Working together, set a desired outcome and timeline to achieve it
  2. Collaborate on resources to help achieve the outcome on time
  3. Plan out the activities, the update is the assignment
  4. Execute the plan
- Coaching is about feedback and learning, failure is expected
- Your network is one of the most valuable resources you can share

Discussion

- Questions
- Observations
- Reflections
- Feedback
- Next steps