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# NAVIGATING THE LEADERSHIP JOURNEY

FOR FUTURE LEADERS, NEW LEADERS, AND LEADERS WHO ARE NEW AGAIN

Eric Branscome, *Music Department Head*



# CAREER TRAJECTORY

- Elementary music teacher ⇒
- Adjunct ⇒
- Full time Faculty ⇒
- Full-time faculty + Admin reassign time ⇒
- Full time department head at prior institution ⇒
- Full time department head at TAMUC





# QUESTIONS, QUESTIONS, QUESTIONS

How do I know if I should even try?

*How do I know if I'm ready to move into a leadership position?*

**Who should I talk to?**

What should I expect along the way?

*Will I get in over my head?*

What books should I read?  
(are there books about this?)

What happens if I don't like it?  
Am I stuck?

Should I take some classes?  
Wait... are there classes?  
... IS THERE A TEST?!?



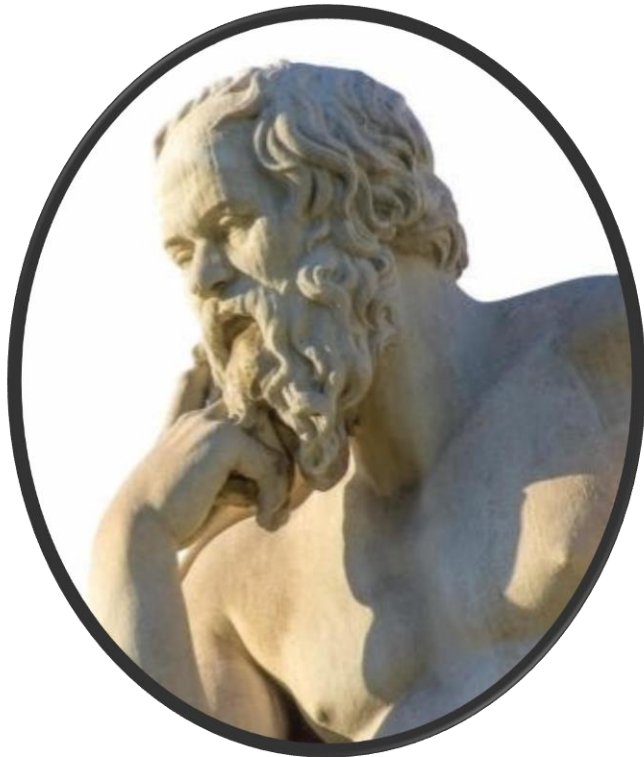
# IN RESPONSE TO THESE QUESTIONS

## Discussion Topics

- Leadership readiness and potential
- Leadership strategy basics
- Common pitfalls and how to avoid them
- Leadership resources
- Your next steps



# LEADERSHIP READINESS AND POTENTIAL: HOW DO YOU KNOW WHEN YOU'RE READY OR IF YOU'LL BE A GOOD FIT?




Know Thyself.  
Socrates



Becoming president doesn't change who you are. It reveals who you are.  
Michelle Obama

# LEADERSHIP READINESS & POTENTIAL

## *HOW TO KNOW IF/WHEN YOU'RE READY*

- Chinese Food
-  attack strategies
- Honest self-assessment
- Speak truth
- Read, read, read



# WHAT DOES IT TAKE TO BE AN EFFECTIVE LEADER? *THROUGH THE LENS OF CAREER ADVISING RESEARCH*

## ■ Skills

- Multitasking
- Finances
- Spreadsheets
- Finding 3-dimensional solutions to 2-dimensional problems

$$\text{Leadership} = \frac{(\text{whackamole} + \text{Tetris})}{\sqrt{\text{Time}}}$$



# WHAT DOES IT TAKE TO BE AN EFFECTIVE LEADER? *THROUGH THE LENS OF CAREER ADVISING RESEARCH*

## ■ Skills + Knowledge

- The Day-one expert
  - Policies
  - Procedures
  - Budgets
  - Compliance
  - Timelines
  - Culture of your area
  - Institutional Memory
- Know it or know where to find it until you learn it



# WHAT DOES IT TAKE TO BE AN EFFECTIVE LEADER? THROUGH THE LENS OF CAREER ADVISING RESEARCH

## ■ Skills + Knowledge + Personality / traits / bents

- Organized (maybe a little OCD)
- Thick-skinned
- Task-oriented
- Independently motivated
- Ability to see the forest and the trees

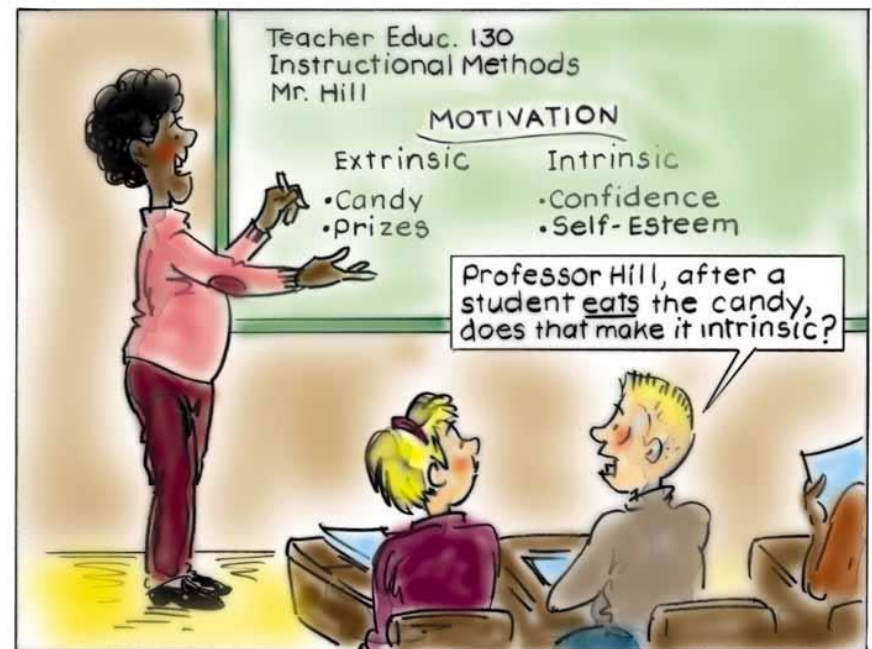
<b>INTJ</b> THE ARCHITECT IMAGINATIVE STRATEGIC PLANNERS	<b>INTP</b> THE LOGICIAN INNOVATIVE CURIOUS LOGICAL	<b>ENTJ</b> THE COMMANDER BOLD IMAGINATIVE STRONG-WILLED	<b>ENTP</b> THE DEBATER SMART CURIOUS INTELLECTUAL
<b>INFJ</b> THE ADVOCATE QUIET MYSTICAL IDEALIST	<b>INFP</b> THE MEDIATOR POETIC KIND ALTRUISTIC	<b>ENFJ</b> THE PROTAGONIST CHARISMATIC INSPIRING NATURAL LEADERS	<b>ENFP</b> THE CAMPAIGNER ENTHUSIASTIC CREATIVE SOCIAL
<b>ISTJ</b> THE LOGISTICIAN PRACTICAL FACT-MINDED RELIABLE	<b>ISFJ</b> THE DEFENDER PROTECTIVE WARM CARING	<b>ESTJ</b> THE EXECUTIVE ORGANIZED PUNCTUAL LEADER	<b>ESFJ</b> THE CONSUL CARING SOCIAL POPULAR
<b>ISTP</b> THE VIRTUOSO BOLD PRACTICAL EXPERIMENTAL	<b>ISFP</b> THE ADVENTURER ARTISTIC CHARMING EXPLORERS	<b>ESTP</b> THE ENTREPRENEUR SMART ENERGETIC PERCEPTIVE	<b>ESFP</b> THE ENTERTAINER SPONTANEOUS ENERGETIC ENTHUSIASTIC

# WHAT DOES IT TAKE TO BE AN EFFECTIVE LEADER? THROUGH THE LENS OF CAREER ADVISING RESEARCH

- Skills + Knowledge + Personality / traits / bents + Values systems

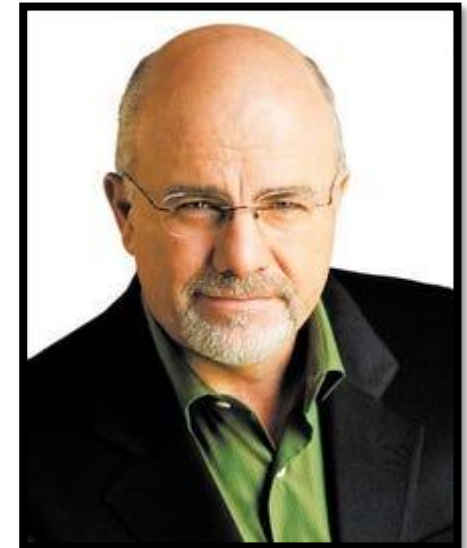
Values = how you feel rewarded or motivated

- Helping other people succeed
- Solving complex problems
- Improving systems
- Planning ⇒ Process ⇒ Product



# LEADERSHIP STRATEGY BASICS

- The Peter Principle
- Shut up and lead
- Take time to get organized | Take time to stay organized
- Corporate leadership  $\neq$  Higher Ed. Leadership
- Agenda
- Know your limits
- Be true to you



# COMMON LEADERSHIP PITFALLS

- Letting your 'isms' get the better of you
- Self doubt
- The Leadership Vacuum
- The Savior Complex
- Jerking the steering wheel
- Poor communication
- Identity crisis
- Making people happy
- Letting it all get you down



# LEADERSHIP RESOURCES

- *The Essential Department Chair* by Jeffrey C Buller
- *The Essential Academic Dean or Provost* by Jeffrey C Buller
- *Fish! A Proven Way to Boost Morale and Improve Results* by Lundin, Paul and Christensen
- *Good to Great and Great by Choice* by Jim Collins
- *The New One Minute Manager* by Ken Blanchard
- *The Bullet Journal Method* by Ryder Carroll
- Numerous books by James Kouzes and Barry Posner
- Numerous books by John C. Maxwell (The \_\_\_\_ [number] \_\_\_\_\_ [adjective] Laws of \_\_\_\_\_ [noun])
- *It Worked for Me in Life and Leadership* by Colin Powell
- ... for starters ....

## YOUR NEXT STEPS

- Serve
- Learn
- Practice
- “Fail”
- Grow
- Remember where you started
- Try some Chinese food





Thanks for coming!