

Leading vs. Managing

Insights Into Personnel Management

Part II

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“Uneasy lies the head that wears the
crown ”

Shakespeare

Why the topic of leadership?

- Changes to the structure of admission leadership over the past 25 years
- Challenges of the current and future admission landscape
- Benefits of strong leadership and mentoring

Learning Objectives

- To provide a pragmatic toolkit of resources for enrollment leaders to employ
- Help participants recognize that strong leadership can greatly enhance enrollment success
- Help participants consider various practices of leadership
- Help participants understand the generational characteristics of staff members and how to leverage that knowledge
- Help participants understand the value of mentoring and training staff along with educating and partnering with other members of the school community

Leading vs. Managing

- What's the difference?
- Finding the correct balance?
- Which is more important?

The Leadership Challenge

James Kouzes and Barry Posner

Five Practices of Exemplary Leadership

- Model the Way – building trust
- Inspire a Shared Vision – collaborative
- Challenge the Process – question
- Enable Others to Act – empower
- Encourage the Heart – cheerleader

Know Who You're Leading Generational Differences

Challenge your Assumptions

- Do you expect the same work style from all your staff?
- Should they be like you?
- When were they born?

Simply Put

	Baby Boomers 1946 – 1964	Generation X 1965 – 1980	Millennials -- a.k.a. Generation Y 1980 – 2000		
	1950s	1960s	1970s	1980s	1990's
TECHNOLOGY	Confidence in tasks	Technically competent	Tech savvy		
WORK ETHIC & VALUES	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Work structure & direction Skeptical	What's next Multitasking Tenacity Tolerant Goal-oriented		
INTERACTIVE STYLE	Team player	Free agents	Entrepreneurial		
COMMUNICATIONS	In person	Direct immediate	Email, voicemail		
FEEDBACK & REWARDS	Don't appreciate it Money Title recognition	How am I doing? Freedom is best reward	Whenever I want it, at the push of a button Meaningful work		
WORK & LIFESTYLE	No balance, work to live	Life work balance	Balance lifestyle & work, with more focus on lifestyle		

Source Adapted From: FDU Magazine Online

Who are you leading?

- What do they need?
- How do you motivate the individual?
- How do you inspire differences?

Training + Mentoring Your Staff

- Create (Team) Culture
- Provide education
- Share information
- Engage, engage, engage
- Be clear
- Be Accessible
- Advocate and Celebrate Strengths
- Be yourself and recognize the humanity of others

A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.

Lao Tzu

Leadership Case Studies