

My Leadership Tips

Melissa Baumann

- 1) Remaining connected to the people you work with, the people you report to, and perhaps most important connected to the people who report to you because success is shared.
- 2) Having ongoing passion about your work and a genuine belief in the values of the institution. I believe leaders need to commit and bring their passion for the people and the institution every day.
- 3) Caring for those around you and demonstrating genuine engagement in all your interactions.
- 4) Being transparent...say what you mean and mean what you say.
- 5) Letting people see that things are hard, complicated, and that it's okay to make mistakes—admit them quickly, learn, and move ahead.
Or said another way, if you're trying to learn to ride a horse, you're going to fall off—the important thing is to get back on, learn from your mistakes, and try again.
- 6) Knowing that everybody is trying their best and we're all in different places on our journeys.
- 7) Your family and friends are important and it's important to take time to stop and smell the flowers.

PHIL CHICK

The following is a list of *some* of the personal leadership lessons I have learned over the years at various levels in different organizations. It is by no means intended to be comprehensive, but it reflects some of the things I have learned over the years that I attempt to apply in my everyday work here at Xavier.

Leadership Lesson	What it means to me
<p><i>First, be a decent person</i></p>	<p>Act with integrity, honesty and transparency. Be honest, do my best and treat others the way I would like to be treated. Show respect and appreciation for everyone and the gifts and talents each person brings to the organization. And “walk the talk” of the organization’s culture. Communicate often. Keep an open door. Do not be afraid to answer questions of give bad news. Admit failures, learn from them, and commit to doing better the next time.</p> <p>To me, being decent also means showing a certain level of humility. I do this by always trying to share credit for success and assume the responsibility for failure, and I also show this by admitting where I need help or support.</p>
<p><i>“The wisdom of the decision has nothing to do with the power of the position.”</i></p>	<p>All organizations “appoint” people roles that give those people the authority to make decisions. But those appointments do not necessarily guarantee the quality of the decisions that or that the best ideas are being considered before decisions are made.</p> <p>As a leader, I encourage everyone to share their ideas on how we can get better. I try to engage others in critical decision-making processes whenever possible, particularly those with differing views and perspectives. “The Emperor’s New Clothes” is a cute story, but I do not want to be the Emperor. I work to avoid affirmation and seek information that will challenge my biases or tell me something that I don’t already know. I encourage everyone to tell me what they think I need to know, not what they think I want to hear.</p> <p>If I “think” I’m right, I’m probably not, so I always try to bounce things off others. If I “know” I’m right, it is even more important to seek input from others and give them the chance to prove me wrong. The information provided will either affirm my decision or enable me to make a better one.</p> <p>I try to use “participative management” and our communal discernment process to seek the input of others in a formal way when making critical decisions. I also strive to let people know that the only bad idea is the one a person is not willing to share. I encourage others to speak up. I try to listen more and speak less.</p> <p>And, I always remember what a mentor once told me: “Good leaders know when to get out of the way.”</p>

<p><i>Do not let the perfect be the enemy of the good.</i>"</p>	<p>Leadership is NEVER black and white. Leaders must be able to thrive in the "gray areas," and must help others in their organizations do the same. Virtually all decisions a leader makes will be made with either incomplete or imperfect information. I work with others clarify the minimum amount of information that I need to make the decision and then develop appropriate means to gather that information quickly so that a decisions can be made.</p> <p>"The only certainty is uncertainty." (Pliny the Elder)</p>
<p><i>"Strive for excellence, but not perfection."</i> (Janice Walker)</p>	<p>I believe that high expectations lead to high performance. I strive to set high standards and challenging goals for myself and my staff. But I am also realistic about what can be accomplished, especially given our staffing levels and other factors that affect our day-to-day work. So, as a leader, I remain flexible and ready to adapt goals as the situation or institutional priorities change.</p>
<p><i>"Your poor planning in not my problem."</i></p>	<p>Avoid the "Tyranny of the Urgent." I try not to let the "urgent" take precedence over the "important," and I do everything possible to enable the organization to do the same. This seems to be more challenging of late, particularly as a service organization that supports the entire campus. To that end, I communicate when I can deliver, but also realize that well-documented and well-understood processes and procedures would help to mitigate this. This is an area where good management (policies, procedures) support and enhance good leadership.</p> <p>It all goes back to Management 101 – plan, prioritize, focus, execute.</p>
<p><i>"Your job as a leader is not be liked. If you want to be liked, sell ice cream."</i> (Nick Saban)</p>	<p>As a leader I strive to earn respect before worrying about being liked. Resect is earned through hard work, technical knowledge, "walking the talk," and exhibiting honesty, integrity and transparency. Earning respect is up to me; being liked requires action by others. For me to take time to get others to "like me" takes time away from those tasks that will earn respect and may not be what is necessary to fulfill my obligations as a leader. As a leader, I will make tough decisions that people will not like. If they respect me, they may not like the decision, but having earned their respect will give them the confidence to know that I was thoughtful in my decision-making process. These are not mutually exclusive, and don't get me wrong, being liked is nice. But being "respected" is a requirement for a leader; being "liked" is not.</p>

09/08/20

1. Understanding yourself

- Integrity
- Authenticity and self-awareness
- Work ethic and personal accountability
- Curious, learning, growing

2. Communication

- Ability to communicate effectively
- Articulate strategy and vision
- Capable of influence and persuasion, even without always having authority

3. Relationships

- Hiring is one of the most important things a leader does
- Can you get things done with people who don't report to you?
- Invest in others around you – help them succeed

4. Team and Organization

- Team first
- Versatility – ability to be strategic for the organization, and detail-oriented for work in the trenches
- Performance matters

My Leadership Lessons

Jeff Coleman

Embrace The Contrarian

- We have to be careful not to surround ourselves with “Yes” men/women.
- We should seek out and value diverse opinions from our teams, especially on key strategic decisions.
- Former boss: “I don’t need a bunch of bobbleheads”, one person assigned to take the other side

Beware The Golden Child

- We have to be careful not to play favorites
- Having one “go to” person hurts morale and staff development
- Our teams will quickly pick up on this and it will stifle conversation

You Ain’t That Smart or You Isn’t That Smart

- Surround ourselves with people smarter than us.
- Pick our staff carefully, back them fully, and empower them with responsibility and accountability.
- The leaders of Enron thought they were “The Smartest Guys In The Room” – look how that turned out for them.

Who Was That?

- If that is often heard when we leave an area, that’s a problem.
- Get out of our offices!!
- Easy to fall in to a rhythm or habit of not leaving office because we are all so busy
- Hard to be effective leaders if we are invisible
- Campus forums don’t count!

Don’t Take Ourselves Too Seriously – None Of Us Get Out Of This Alive

- Take time to on a regular basis to reflect on our priorities and work/life balance.
- Make sure that our staff have time to do this also.
- Ensure that our teams have some time to have fun as a group and gets to know each other
- “No amount of success at work can compensate for failure at home.” – David McKay

It’s Called “The Golden Rule” For A Reason

- None of the other effective leadership characteristics matter if we don’t follow this one.
- Most leaders get this right on the big things, that’s to be expected. The truly successful leaders understand that it is the little things that truly make the difference.
- Treat everyone like a professional, until they prove you wrong.

Becky Cull

Mission Leadership

As among the last to present, I have the benefit of having listened to each of you present your perspectives on Mission Leadership first, and I've been taking notes. I'm in a different leadership position than most of you; I'm not the leader of a particularly large area. So, I'm not a very public person on campus, or someone who I would think others look to as a campus leader. But, undeniably, as someone sitting around this "table" with all of you, as someone who meets regularly one-on-one with our University President, I have a leadership role and leadership influence on campus. With all of that in mind, the mission leadership ideals I've identified mostly focus on with how I interact with you and others on campus, and how our leadership team interact with each other.

- Integrity. Particularly in my role, others on campus, and especially you in this leadership group have to be able to trust my word and my discretion, so acting and leading with integrity is critical.
- Sincere faith in the mission. Without being a true believer in our mission, I can't be an effective leader for that mission. This means that I need to regularly ground my work in the mission. Even though the University's legal work is always in support of the mission indirectly, it's important to me to find places where the work is directly in support of the mission. Beyond that, having a sincere faith in the importance of our mission means having an obligation to speak up when the route to fulfilling that mission seems off track, or even when the destination seems out of line.
- Mission not me. This showed up in a number of earlier lists, this idea of servant leadership. Being a good leader for mission necessarily means serving the mission rather than my personal goals.
- Effectively supporting my colleagues, having my colleague's backs. There's a saying in Washington DC that even though politicians fight like cats and dogs in public, they're actually "ABCD" – "amicable behind closed doors." Leadership in support of our mission requires the opposite here: there ought to be strong dialogue, debate, and disagreement behind closed doors, but support and collaboration in public.
- Be convincible. Have an open mind – about people, about ideas – and be prepared to be supportive of things that you were originally not for, when you're convinced by others that those things are the right choice.

My Mission Leadership
Joe Feldhaus
October 6, 2020

1. I don't think much about being a leader, but as I thought about it these past few weeks and listened to other colleagues speak I think what we are all saying is that we lead best when we lead toward something. Identifying the "something" is crucial. In our case at Xavier that something is our Mission, which I boil down to: "It's about the students." In the legal arena, the "Mission" is also, at least it should be, a commitment to justice. So in my work, I endeavor to lead toward the Mission, always intending to support it by doing justice. It's the right way to proceed, and it creates buy-in to those who I work with. When folks believe in the honor and worth of what they are doing, they tend to do it better.
2. I don't ask people to work on things that I would not do myself. By that I mean, don't give only the crap jobs to subordinates. Lead by doing some of the mundane work as well as share the most interesting and fulfilling work. Emphasize that all work has value.
3. Always try to understand where your colleague wants to end up, then help them identify the best way to achieve the objective, and help them achieve it any way you can. Leading by focusing on the objective, coupled with the means of obtaining it, helps people grow and furthers buy-in for the outcomes.
4. Challenge colleagues to achieve their potential, give them every opportunity to reach it, and then talk to them about identifying areas where they can do even more.
5. Build people up, don't tear them down. Ignore hierarchy: make it clear that we are all colleagues (companions). Maya Angelou has the famous quote: "people won't always remember what you said or did, but they will always remember how you made them feel." When people feel valued, they tend to act as though they have value to offer.
6. Bonus leadership point: things can get really tough at times, and model and say the words of Winston Churchill: "When you're going through hell, just keep going."

Mike Graham

My Leadership Lessons

- 1) As Reinhold Niebuhr said, Nothing truly worth doing can be accomplished within the course of our own lifetimes; the Graham Theorem to the Niebuhr Axiom is, the more I am busy about things whose outcomes I will never truly see, the better I am spending my time.
- 2) It's critical to hire people who are very good at doing the jobs you're hiring them to do. It's more critical still to hire people who do not only buy into the mission, they embody it. After hiring them, develop them both individually and as a group. And make sure they do likewise within their own parts of the organization.
- 3) The "what" is always important. The "how" is even more important. Therefore (to paraphrase St. Francis), preach the Gospel always and, if you're doing it right, you won't need words.
- 4) All you have ever done, ever learned, ever experienced and more prepares you for the moment in which you now find yourself. Trust that.
- 5) It's not about you. Ever. So get over yourself.

Re: Ten Leadership Lessons
From: Gary Massa

My professional career includes 17 years in the business world and 22 years in higher education. I've had mentors for whom I have tremendous respect and admiration and others not so much. As I teach my kids "we learn how to be and how not to be from those around us". The following represents a summary of the best leadership lessons I've learned from my experience:

❖ **Make Very Clear the Mission**

There should be no question of our purpose. Decisions are made based on priorities that support the Mission. (See Mission Statement)

❖ **Create a Culture of Servant Leadership**

- Servant leaders are unselfish, honest and help create a culture of "Men and Women For Others", toward a mission bigger than the individual.
- Servant leaders demonstrate the faith through actions and "Live and preach the Gospel at all times, when necessary use words". *St. Francis of Assisi*
- Servant leaders recognize, "It's amazing what can be accomplished when no one cares who gets the credit." As attributed to *Ronald Reagan*.
- Servant leaders intentionally define values and ways of proceeding including how we respect and treat each other. (see Code of Respectful Conduct)

❖ **Surround Yourself with Great People**

Nothing is more important than hiring good people. Competency is just the prerequisite. Spend the time up front to find talent who exhibit the following:

- A passion for the Mission
- Track record of achievement
- Personal pride
- Proactive problem solvers
- Team players

❖ **Golden Rule with a Twist**

Yes, treat others the way you would like to be treated, however, make sure you understand how others want to be treated.

i.e. I'm someone who very much appreciates flexibility and freedom to do my job and respects how my superior manages me in that manner. Others may want or crave more direction and feedback and so a leader needs to listen and manage that accordingly.

❖ **Be Optimistic and Hopeful**

I place a high value on positive attitudes. Negativity is a terrible drain on most people and is always non-productive. The need to be realistic and handling difficult situations happens but doing it with hope is ultimately better for all involved.

❖ **Be Confident (not arrogant) and Check Your Ego at the Door**

A critical aspect of leadership is to have the confidence to take responsibility when things go wrong (and they will go wrong). “Having your teams’ back” is always important. Anyone can be effective when things are good. True character shows when things aren’t going so well. Leading with Integrity, calmness, and consistency especially during difficult times is key. Deflecting credit from yourself to your team and making sure those who deserve acknowledgement are recognized is critical as well. Celebrate the wins and accept the losses and move on.

❖ **Insist on Work/Life Balance**

I’m convinced that the culture of flexibility we have provided our Division relative to keeping family a priority and encouraging vacations and time away has helped us achieve stability, lower turnover, and a high level of productivity. Our staff has shown gratitude and appreciation for this culture.

❖ **Inclusive Bottom-up Planning**

Accountability is critical in any accomplishment. What gets measured gets done and therefore planning is very important to make sure everyone understands what is expected. Planning, forecasting, and goal setting should not be top down but bottom-up. Everyone should take part in his/her plan so they buy-in to what they are expected to achieve. As important is being intentional about the role everyone in the Division plays in whatever it is that we hope to accomplish. I love the story of John F. Kennedy while on a tour of NASA asked a janitor what he did at NASA. The janitor responded, “I helped send a man to the moon.” In other words, everyone in your organization should feel like they play an important role.

❖ **Be Authentic – Don’t Take Yourself Too Seriously**

Your staff will appreciate a leader who is honest and comfortable in his/her own skin. Don’t try to be someone you’re not. Be real, be yourself and have fun.

❖ **Make Sure They Take the Monkey With Them**

A mentor once used an example of someone coming into his office with a monkey on his shoulder (which represents a problem). He said it’s important that you not let them leave without taking the monkey with them. In other words, don’t let them make their problems be your problems. His very good lesson was that as a leader, you shouldn’t feel like you have to know everything or think you have to solve all problems. Sure, open your door to discuss problems but encourage conversations about solution options as well.

Favorite references on Leadership:

The Leadership Moment – *Michael Useem*

Reagan on Leadership – *James Strock*

Winning Every Day – *Lou Holtz*

Lessons in Leadership – *Robert J. Kohlhepp*

University Relations Mission

To connect and engage alumni, parents and friends in the spirit of Jesuit Catholic higher education to build and grow the University campus, identity and academic programs.

Raising Funds

Engaging and connecting alumni and friends

Recruiting students

Vision

To be recognized as the National Model of Excellence for University Relations among Jesuit institutions.

Values

M

Make a Difference

We work passionately to fulfill our mission as men and women for others.

A

Attitude and Positive Focus

We focus on success and in creating a better future by envisioning options and owning results. We recognize and celebrate excellence.

G

Go Beyond

We are proactive and take personal responsibility in all we do. We take thoughtful risks, support and encourage all to go the extra mile, and create mutual accountability.

I

Integrity and Pride

We believe in our purpose, ourselves and each other. We applaud and support effort, make corrections as necessary, and continually strive for even better outcomes.

S

Servant Leadership

Our primary responsibility is to serve others. We work together so as not to let others fail. We believe in the All For One.



XAVIER
UNIVERSITY

DID YOU KNOW?

Magis is Latin for "more." Ignatius Loyola and the Jesuits define Magis as continuous quality improvement for the greater glory of God.

CODE OF RESPECTFUL CONDUCT

A formal statement of the divisional values and work ethic of university relations

As a member of Xavier University's division of university relations, I want to work in an environment where I feel respected, challenged and appreciated. Everyone who works in university relations has a responsibility to contribute to the creation of a professional, safe, supportive, comfortable work environment based on honesty, integrity and respect. Such an environment will result in a positive experience personally as well as professionally.

I WILL HELP CREATE THIS ENVIRONMENT BY:

- Daily and deliberately striving for excellence in my job performance.
- Communicating problems and concerns to my supervisor, without fear of retribution, with a goal of resolving them and making our division better. If satisfactory action is not achieved, I will take my concerns to the next person in the chain of command.
- Refraining from harassment or discrimination of any kind, including such action based on gender, race, color, religion, age, national origin, sexual orientation, disability or marital status.
- Making a conscious effort to support the work of my colleagues.

The division vice president and direct reports recognize their responsibility to provide support and set the example to make the spirit of this code a reality.

Aaron Meis
Points of Leadership
Xavier University
September 9, 2020

1. Happy employees make happy customers. Help your employees find joy in their work; help them find something they are passionate about/enjoy doing/a career path in the work they do.
2. Hiring is the most important thing we do. As a leader you should spend a lot of time on hiring and/or be involved in every hire in your organization. If you can't be involved in every hire, you should set clear standards and expectations for hiring and be involved in setting the tone. Hire people with the right attitude and work ethic. Don't worry about talent.
3. There is no room for drama. Just deal with each other in a straightforward manner. We can be respectful of one another and be collegial and at the same time have healthy conflicts.
4. Be attentive to results. You can hold people accountable and not create an environment of fear or embarrassment. Set the tone up front that we will 'look at the numbers' and be clear that the culture is not one of blaming, but of asking questions to get to the best solution.
5. Provide people with hope. Set the tone for optimism. Celebrating victories is a good way to do this in a regular basis.
6. Operate with Courage and Discretion. Don't be afraid to lead people. You are always going to disappoint someone when you make a decision, but in the end people are yearning for leadership – they want to be led.
7. Leadership is teaching. As leaders we should be asking questions and listening more than speaking, providing guidance and direction to help teammates solve problems. Discussing the big picture – explaining 'why' in addition to 'what'.

Leadership Beliefs

Debra Mooney

*Be responsive

follow thru with commitments

90% of life is just showing up Woody Allen

conscientious

* Do the tough thing, prepare – then 'give it up to God'

if uncomfortable, nervous, unexpected

don't let it stop you from doing st, muster the courage and perseverance
to do it with discomfort

* Voice

opinions

gratitude

in public (public speaking)

* Treat others (on the team) uniquely

know each person

super golden rule – treat them the way they want to be treated

Always kind, respectful, with dignity

remember the iceberg

-everyone is experiencing challenges in their home life, we just
don't see it

leaders set the tone



* Be collegial

welcome humor

keep the work-life balance in check (if it is not hell yes, its hell no)

don't forget to do things that are not urgent but important (S Covey)

LEADERSHIP: What I've Learned

Submitted by Janice Walker

This first lesson learned is probably helpful only for a few leaders, but I am one of them:

1. **Strive for excellence but don't chase perfection.**
Chasing perfection is highly inefficient and unfulfilling, and perfection is unattainable. No one is perfect all the time. When you give an honest effort, forgive yourself for your mistakes and shortcomings and move on. Remember Maya Angelou's words: "Do the best you can until you know better. Then when you know better, do better."
2. **No one knows everything about anything and never will. So keep learning.**
Be curious, ask questions, and LISTEN. Even experts do not have all the answers or understand all the perspectives. Having more facts/information about a topic than most people or being "right" most of the time can be seductive – you can act without consultation and too quickly. Be careful not to fall into that trap; you could make a situation worse.
3. **You can work faster with people like you but do better work with people unlike you.**
Most of us would not choose to be in situations with tensions and conflict. In fact, we avoid them if we can. But it is helpful to have team members who see situations differently from you. Folks who do not think, look, or act like you enhance the team's creativity and innovation and inform your thinking and decision-making. Create and utilize diverse teams.
4. **Courage and fear are always choices in difficult situation. It is better to choose courage.**
It is said that courage is fear holding on a minute longer, and that courage is needed to practice any virtue consistently. No tough decision will make everyone happy, but it is important to act with courage for the good of the institution as well as for your peace of mind.
5. **You need the respect of those you lead. Earn it.**
You cannot lead effectively without the trust and confidence of people around you. To gain trust, you must be a person of integrity. Stories about deception and untruths live on well past their usefulness and continue to do harm. Strive to do the right thing even when it's the hardest thing; it's worth it.
6. **Never lose hope when you stumble/fail. Get up and back into the race.**
Few stretches of your leadership journey will be smooth and straight. Expect to encounter hills, curves, bumps and potholes on your path. "Life doesn't get easier or more forgiving, we get stronger and more resilient." Let the past make you better, and stay hopeful: "For I know the plans I have for you, plans to prosper you and not to harm you, plans to give you hope and a future." – Jeremiah 29:1
7. **There is always more to do than you can possibly do. Do what you can.**
I love the Reinhold Niebuhr quote (that Fr. Graham shared): "Nothing that is worth doing can be achieved in a lifetime; therefore we must be saved by hope." Remember why you agreed to serve in your current role; stay focused and committed. Don't worry that you might not get to the Promised Land.
8. **"Thank you" is a valuable and lasting gift. Give it often and freely.**
Each "thank you" also serves as a reminder of something you – the giver – have received.