

I'm In Charge, Now What?!

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What This Session Is & Isn't:

- Is: A quick primer on management and leadership basics
- Is: Material you can use back on your own campus
- Isn't: Detailed in any one subject area, it's a primer after all.

Fortunately, NSEMC 2018 features some great sessions that drill down into the basics we'll cover now.

Congratulations, you've been elected as a station leader!

- You're feeling proud!
- You're excited!!
- You've gotten the position you dreamed of!!!
- You've got great ideas!!!!
- And you're probably a little scared and a bit uncertain on how to best manage your job

Some Reassurance

- *“You know more than you think you know”* – Dr. Benjamin Spock
- *“Always make new mistakes”* – Ester Dyson

Getting Started

- First, celebrate a little!
- Next, learn your role:
 - Is there a job description for your position?
 - Don't be afraid to ask questions!
 - What are the general expectations for you job?
 - Job descriptions for other positions
 - What's your policy?

Getting Started

Take stock and evaluate...

- The state of your department
- What needs to be revised or fixed
- Are there unresolved problems from last term?
- What needs to be accomplished
- What organizational structure will best fit your management style and the department's goals
- What kinds of assistants will you need to succeed
 - If you don't need them, don't take them!

Setting Goals

Why set goals?

- Goals give you and your team shared direction
- Goals help you avoid chaos
- Goals help you stay on task
- Goals help communicate what your station/department wishes to accomplish
- Goals help motivate others
- Goals let you evaluate progress

Setting Goals

How do you set goals?

- Review what you learned when you evaluated your department/station
- Brainstorm with fellow managers, those you supervise, and your supervisor
- Create a list of what you want to work on and accomplish
- Get feedback on your list
- Prioritize the list and create your goals
- Aim high, but be realistic

Turning Goals Into Action

It is easier to accomplish your goals if you create an action plan.

It's a cliché, but it's true – *No one plans to fail, they fail to plan.*

Turning Goals Into Action

Know the Difference Between:

- A Goal
- An Objective
- A Strategy
- A tactic

Turning Goals Into Action

Know the Difference Between:

- **A Goal** - aspirational, and vague. Goals are “whats” not “hows”. Goal: *Win World War II*
- **An Objective** - Outcome-based, specific, and measurable. Objective: *Force Germany to Surrender within 5 years*
- **A Strategy** - General approaches and plans for accomplishing objectives. Example: *Isolate German army and populace from raw materials by establishing southern and western fronts while Russia attacks from the East.*
- **A Tactic** - Specific activities used to accomplish a task that helps fulfill a strategy/objective/goal. Examples: D-Day, Invasion of Italy, Operation Tidal Wave.

Turning Goals Into Action

Developing an Action Plan:

- PLAN AHEAD!
- Define the task - what is to be done?
- How will it be accomplished?
- Who is responsible for completing the task?
- What is the deadline?
- How will you know when the plan is accomplished?
- Do you need to measure your results? If so, how?

Running Effective Meetings



Running Effective Meetings

- A written agenda is a **must**
- First, is this meeting necessary?
- Define the purpose of the meeting
- Did we mention a written agenda is a **must**?
- Start on time
- Encourage group discussion to get all points of view; it leads to better decisions
- Keep discussion relevant to the agenda
- Move the meeting along at a reasonable pace
- End on time

Managing Conflict

Let's settle this
like adults.



Conflict Is Inevitable

- Conflict isn't a bad thing, but avoiding conflict is
- Conflict is not a sign of failure
- Conflict can be scary
- Conflict is good because it...
 - Helps identify problems
 - Raises questions
 - Spurs new thinking and new perspectives
 - Creates better solutions
 - Can build better relationships
- Conflict can be resolved

Managing Conflict

- Acknowledge that the conflict exists
- Encourage constructive conversations
- Remember – people don't need to get their way as much as they need to be heard and understood
- Determine the nature of the conflict
- Focus on solving the problem(s) that caused the conflict, not on who is at fault
- Avoid personal attacks
- Let questions be asked; listen carefully to the answers
- Agree upon solutions and follow through
- Sometimes it takes more than one try to resolve a conflict

Managing Conflict

Stop panicking and/or blaming!

- Don't waste your time dwelling on the fact that something went wrong
- Don't waste energy building a case against someone, especially pointing out their flaws.
- Spend your time figuring out how it can be solved

When possible, prevent problems from arising:

- With every thing you do, always ask “what are the possible consequences/outcomes of this”
- Consider “how will this be perceived?”



When Things Go Astray

- Resist the temptation to “Should” all over everyone
- “You should have done this”
- “You should have done that”

“I” Messages

- To modify behavior, try practicing “I” messages
- “I “ messages allow you to be assertive without putting the other person on the defensive because you put it in terms of yourself.
- Developed by child Psychologists

Constructing an “I” Message

- *Describe how you feel about the behavior*
 - “I feel really anxious when I have to post on the website late..”
- *Describe the behavior*
 - “Because I didn’t get the information that I need in time..”
- *Give a concrete description of the effect of the behavior on you*
 - “I think it makes me (or the station) look unorganized and unprofessional”
- *State the desired behavior*
 - “I need you to get information to me earlier”

Even in Personal Relationships

- *I find it irritating*
(how you feel)
- *When our plans get cancelled at the last minute.*
(description of offending behavior)
- *It's usually too late to make other plans...*
(concrete effect on you)
- *...and I really would like you to let me know in advance when you think our plans are not going to work out.*
(the behavior you would prefer)

New Challenges for 21st Century Managers

*“We have Stone Age emotions,
Medieval institutions, and godlike
technology.”*

Edward O. Wilson

New Challenges for 21st Century Managers

- You can't read the body language and voice intent of an email, text, Facebook post/chat, etc.
- The problem of instant communication
- What about those phones during meetings?
- Social Media Policies

Organizational DIVERSITY

“We are of different races not for strife, but to work together for the general good.”

George-Étienne Cartier

“The smartest person in the room is the room. It’s all of us together.”

Joe Andrew

Diversity

Why does it matter?

- Different people bring different things to the table
- Studies have shown that diverse groups are more productive, creative, and happy
- It's what Woody Guthrie saw coming

How to improve diversity within your organization


- Recruit pretty much everyone
- Make everyone feel comfortable expressing ideas
- Don't let anyone close down conversations
- Remember the basic tenets of managing conflict
- Don't be afraid to make mistakes. And keep the food coming!

We all face similar challenges when it comes to making our student media outlet diverse in all aspects.

Is this you?




Then Delegate!!



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Why Delegate?

- You can't do it all
- It's a balancing act
- Delegation is an essential management tool
- More gets accomplished
- It allows your team to become more involved and committed to you and the station
- It develops leadership skills in others
- Helps you avoid burnout

Time Management Tips

- Delegate!
- Learn to say no!
- Take the time to plan
- Prioritize
- “To do lists” aren’t silly
- Set Deadlines and stick to them
 - Keep a calendar so you don’t forget them
- If it doesn’t need to be done, don’t do it
- You’re a TEAM. Work together!

Time Management Tips



Other Tips

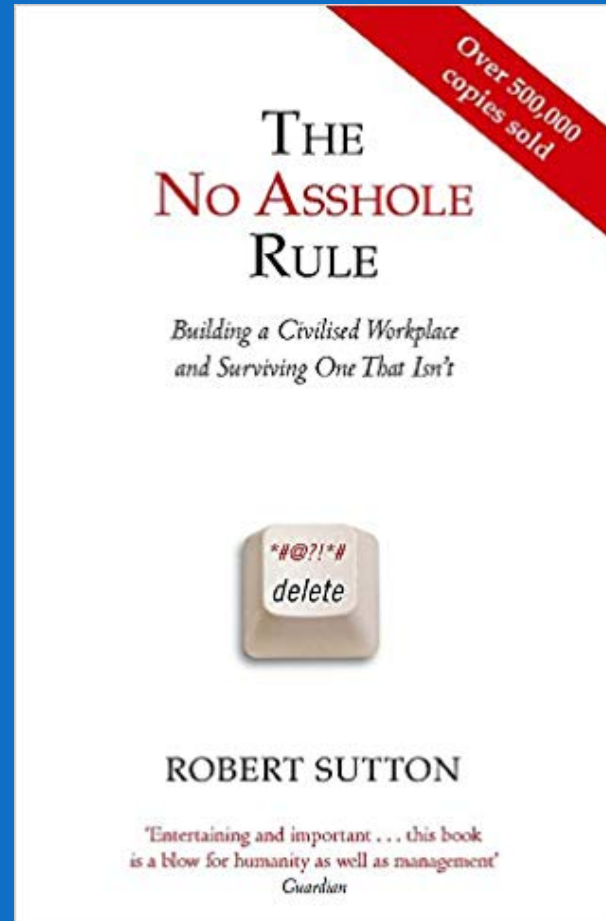
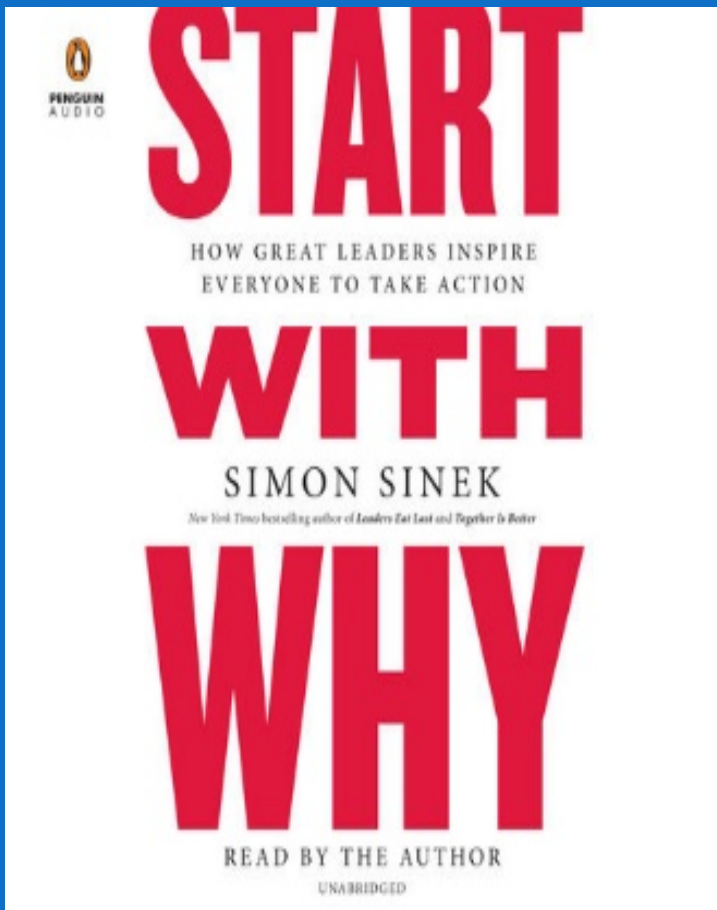
- Provide regular feedback and periodic evaluation. It's worth your time!
- Don't hire your friends or your roommate*
If you do, set clear expectations
- Build relationships with campus administrators and faculty
- Plan some down time
- Utilize resources

**Alicia has a different perspective*

If You Hire A Friend...Be Professionals First, Friends Second

- If you are a student running a student organization, it's inevitable – you're going to be in charge of your friends!
- Establish a level of professionalism among friends
- Find the balance that works for your organization's culture. You want to be respected, but you still want people to feel comfortable coming to you for help/advice/friendship
- Be casual, yet professional when the time calls

Suggested Reading



You Might Also Like:

- *Strategic Planning for Student Media* – **today** at 11 a.m.
- *Station Manager Roundtable* – **today** at 11 a.m.
- *Managing College Radio on a Large Scale* – **Friday** at 9 a.m.
- *Managing Your Mental Health and Your Staff* – **Friday** at 1:30 p.m.
- *Management Styles: What's Best When?* – **Friday** at 3:30 p.m.



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Thank You!

Questions?