

# 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 2017 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

## 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?

# 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.

# 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!
  - Don't waste your time dwelling on the fact that went wrong
  - Spend your time figuring out how it can be solved
- Prevent problems from arising
  - With every thing you do, always ask “what are the possible consequences/outcomes of this”

# 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 21<sup>st</sup> Century Managers

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

Edward O. Wilson

# New Challenges for 21<sup>st</sup> 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

# Diversity



# 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

- 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
- Challenges we all face
- 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!

# 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

# You Might Also Like:

- *Management Styles: What's Best When?*  
(Was on Thursday, but session PPT will be posted)
- *Strategic Planning for Student Media*  
(Was also yesterday, but seek out Greg Weston)
- *Station Manager Roundtable – today at 2 p.m.*
- *Topics in Radio Management – today at 3 p.m.*



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Thank You!

Questions?