

# Promotion: Case #4

Meghan, Daniel, Flora, Damarys, Andrew, Jude, Dyncie

# Main Points of Case

- Program has 4 advisors/counselors, one director.
- We are promoted to Assistant Director. Two other colleagues applied (one has been in the program much longer).
- Counselors now report to us.
- Director tasks us with finding “a more structured, academic approach to counseling.”

# Overview

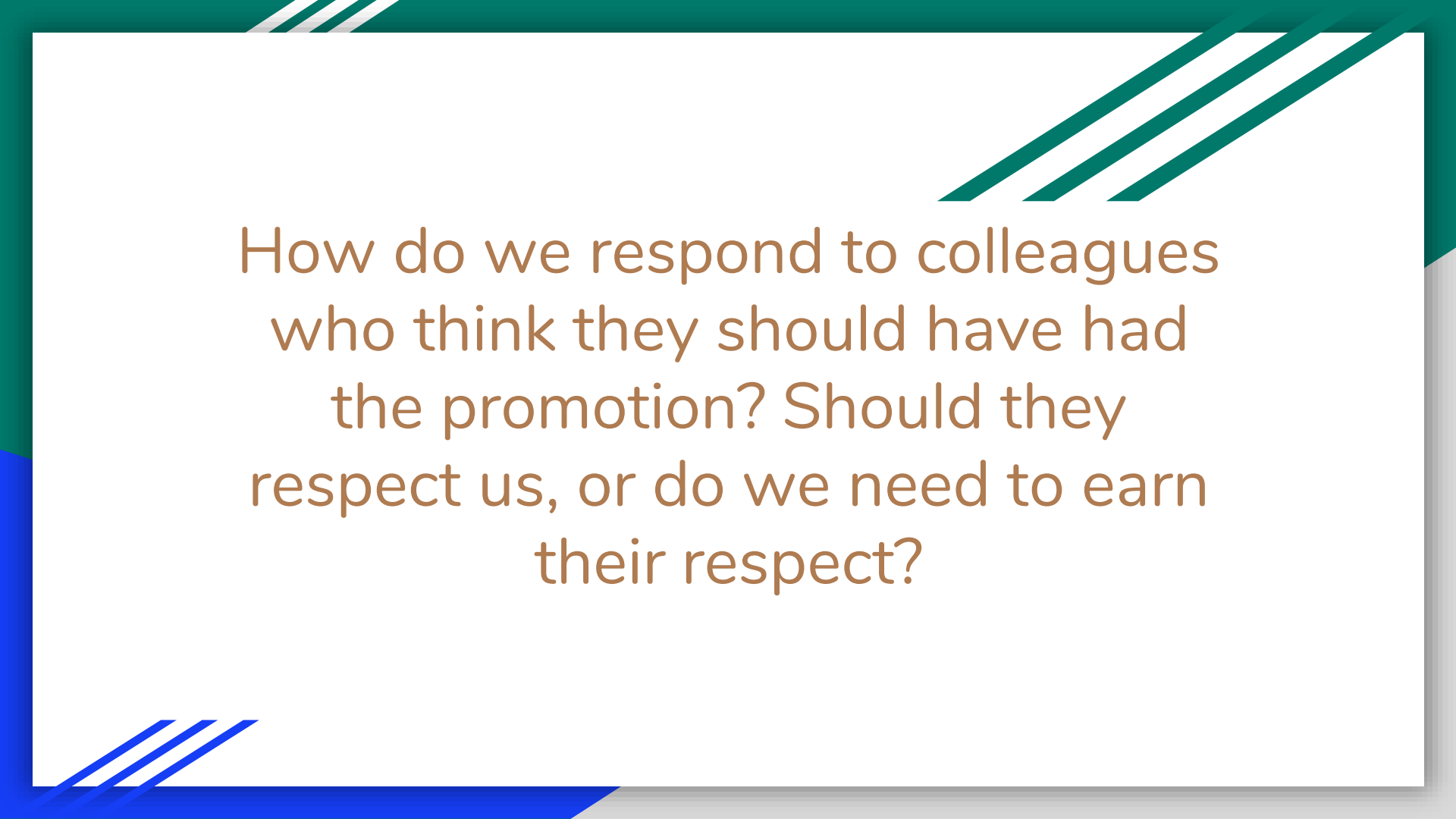
- Communication with director about expectations
- Clearing the air with colleagues
- Gather information and research new approaches such as academic coaching
- Provide clear instructions and roles in the new structure



How do we make the transition  
from colleague to supervisor?

# Communication is key in change

- Discussing your role with your director
  - Roles and responsibilities
  - Chains of command
    - Understanding each others power within the department.
    - Empowering those in those roles
  - New directives and goals (understanding the mission)
- Communicating with colleagues
  - Honest conversations about how they feel about the organization and you
  - Letting them know your role and how you will be serving them
  - Conversations should be individual and then as a collective
  - Allow opportunities for collaboration and expression
  - Incorporate their input
  - Transparency is key, express yourself



How do we respond to colleagues who think they should have had the promotion? Should they respect us, or do we need to earn their respect?

# Do we deserve or need to earn respect?

- Yes, we deserve respect
  - Respect goes both ways
  - You were the director's choice for the new position
  - You bring the skills and expertise to lead the unit
- Yes, earn their respect
  - Be inclusive, engaging, transparent
  - Build relationship/teamwork
  - Value input
  - Keep in mind that we are a student-centered unit



What steps will we take to develop the new, more academic advisement counseling component?



# Steps to take

- Step 1 - Research how other institutions are using academic coaching and their results
- Step 2 - Collect data from our institution and how we could benefit
- Step 3 - Present findings to staff
- Step 4 - Get feedback from staff
- Step 5 - Clarify and revise if necessary
- Step 6 - Implement



# Academic Coaching Outline

# What is Academic Coaching?

- One-on-one process of helping a student identify his or her study strength and needs and assisting them in building general, transferable skills for use throughout their academic career and beyond
- Working individually with students, assessing their strengths and needs, and devising a personalized plan of action

## Steps to Implementing Academic Coaching

- Academic Coaching Intake Form
- Hire New Undergraduate/graduate student to serve as supplemental academic coaches
- Discuss benefits of academic coaching
- Academic Coaching Training

# Reframing Organisational Process

	Structural	Human Resources	Political	Symbolic
Strategic Planning	Strategies to set objectives and coordinate resources	Gatherings to promote participation	Arenas to air conflicts and realign power	Ritual to signal responsibility, produce symbols, negotiate meanings
Decision Making	Rational sequence to produce right decision	Open process to produce commitment	Opportunity to gain or exercise power	Ritual to confirm values and provide opportunities for bonding
Reorganizing	Realign roles and responsibilities to fit tasks and environment	Maintain balance between human needs and formal roles	Redistribute power and form new coalitions	Maintain image of accountability and responsiveness; negotiate new social order
Evaluating	Way to distribute rewards or penalties and control performance	Process for helping individuals grow and improve	Opportunity to exercise power	Occasion to play roles in shared ritual
Approaching Conflict	Maintain organisational goals by having authorities resolve conflict	Develop relationships by having individuals confront conflict	Develop power by bargaining, forcing, or manipulating others to win	Develop shared values and use conflict to negotiate meaning
Goal Setting	Keep organisation headed in right direction	Keep people involved and communication open	Provide opportunity for individuals and groups to make interests known	Develop symbols and shared values
Communication	Transmit facts and information	Exchange information, needs, and feelings	Influence or manipulate others	Tell stories
Meetings	Formal occasions for making decisions	Informal occasions for involvement, sharing feelings	Competitive occasions to win points	Sacred occasions to celebrate and transform the culture
Motivation	Economic incentives	Growth and self-actualisation	Coercion, manipulation, and seduction	Symbols and celebrations

Boleman and Deal (2008).



Scenario -  
The elephant in the room

# Reflection

- Adaptive solution
  - Developing new program
  - Collaboration to make new organization and program work
- Important to make all staff feel like their voices are being heard
- Call meeting to speak with entire staff
  - Address need for change
  - Address everyone's strengths
  - Remind staff that this is for the students
  - Open lines of communication - everyone can contribute
- For difficult co-worker, reinforce that we value them
  - "I value your voice and experience"
  - Let them know we want their input
  - If continued problem, use power mapping



Questions?