Beyond Management: Leadership for Comprehensive Internationalization

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Beyond Management: Leadership for Comprehensive Internationalization

Current Topics Workshop: May 26, 2014
NAFSA: Association of International Educators

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San Diego, California
Presenters

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<th>Time</th>
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<tr>
<td>9:00 – 9:15 am</td>
<td>Welcome and Introduction (Jesse)</td>
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<tr>
<td>9:15 am – 12:00 pm</td>
<td>Comprehensive Internationalization (John)</td>
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<td>• Introduction to Basics for Action</td>
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<td>• Elements and Approaches to Action</td>
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<td>• How to Get Started?</td>
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<td>• Case Study</td>
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<td>10:15 – 10:30 am</td>
<td>Break</td>
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<td>12:00 – 1:00 pm</td>
<td>Lunch</td>
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<td>1:00 pm – 2:15 pm</td>
<td>Understanding the Role of an SIO &amp; SIO Checklist (Elaine)</td>
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<td>Leadership/Management Continuum (Nell)</td>
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<td>2:15 - 3:00 pm</td>
<td>Personal Strengths: Clues to Talents and Performance (Elaine)</td>
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<td>3:00 – 3:20 pm</td>
<td>Break</td>
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<td>3:20 – 4:10 pm</td>
<td>Leadership Challenges (Jesse)</td>
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<td>4:10 – 4:30 pm</td>
<td>Dealing with Setbacks (Nell)</td>
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<td>4:30 – 5:00 pm</td>
<td>Wrap Up and Takeaways (All)</td>
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Learning Objectives

After this workshop you will be able to:

• Outline all areas of responsibility that generally accrue to senior international officers, and describe major objectives for each area of effort.

• Understand the role of SIO as change agent, because internationalization implies change.

• Describe changes needed in your own leadership context.
After this workshop you will be able to:

• Describe and operationalize the difference between leadership and management and begin to manage relationships throughout the organization to achieve greater campus internationalization.

• Articulate your own personal strengths as an SIO and as a leader.

What do you hope to take away from this day?
Attendee Demographics

How many years have you worked in international education?

- 0 - 5 Years: 30%
- 5 - 10 Years: 20%
- 10 - 15 Years: 7%
- 15 - 20 Years: 17%
- 20+ Years: 26%
Attendee Demographics

Time in Current Position

- < 1 Year: 10%
- 1 - 2 Years: 30%
- 3 - 5 Years: 37%
- > 5 Years: 23%
Attendee Demographics

What areas are you responsible for at your institution/organization?

- Study abroad: 17
- International student/scholar services: 25
- International center (facility): 9
- Undergraduate International admissions: 15
- Graduate International admissions: 6
- ESL: 8
- Institutional partnership agreements: 22
- Tracking faculty engagement abroad: 4
- Other: 13

- Other: 43.3%
- Tracking faculty engagement abroad: 23.3%
- Tracking faculty engagement abroad: 13.3%
- Institutional partnership agreements: 73.3%
- ESL: 26.7%
- Graduate International admissions: 20.0%
- Undergraduate International admissions: 50.0%
- International center (facility): 30.0%
- International student/scholar services: 83.3%
- Study abroad: 56.7%
Comprehensive Internationalization
Senior International Officers & Leadership
Roles and Responsibilities

• Check off every area that you manage in some way
• Group the things you checked into several major roles
• Jot down your #1 objective for each role
• Share with your neighbor what you noticed
• What do your observations say about leading comprehensive internationalization?
Senior International Officers & Leadership

• What is an SIO and what do they do?
• How do they lead?
• What is leadership versus management?
• Determining leadership styles?
• Identifying stakeholders?
• Essential characteristics of global leaders?
Managers & Leaders

Managers:
• Responsible for money
• Responsible for people
• Responsible for results
• Often set unit policy for these things

Leaders:
• Set high-level policy & direction (strategy)
• Work with other high-level people
• Add value to the organization
• Work mainly through others

Work mainly within system
Promote stability
Focused on time and budget

Future-oriented
Promote change
Focused on relevance and meaning
“Leadership” is really a continuum...

<table>
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<th>Managers</th>
<th>Leaders</th>
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<tr>
<td>- Maintain essential functions</td>
<td>- Make policy</td>
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<tr>
<td>- Assure production</td>
<td>- Strategic direction</td>
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<tr>
<td>- Valued for competence and technical skill</td>
<td>- Add value</td>
</tr>
<tr>
<td>- Accept plans and targets</td>
<td>- Focus on people</td>
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<tr>
<td>- Focused on the here and now</td>
<td>- Create meaning for the organization</td>
</tr>
<tr>
<td>- “Doing the things right”</td>
<td>- Valued for vision and trust</td>
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<tr>
<td></td>
<td>- Concerned with change</td>
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<tr>
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<td>- Focused on the future</td>
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<td>- “Doing the right thing”</td>
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“I don’t tell people what to do. I explain to them what needs to be accomplished. Their own energy and creativity takes care of the rest.”

General George Patton
Identifying Your Stakeholders

**Stakeholder**: Any group or individual with the power to help, hinder or otherwise influence your work

- Who are the different groups?
- What power and influence do they have?
- What do they need or want from us?
- What can they contribute to our efforts?
- What more do we need to know about them?
**Stakeholder:** Any group or individual with the power to help, hinder or otherwise influence your work

- **Core Actors:** Their involvement is key
- **Supporters:** Who do not control your job
- **Uncommitted:** Who could become with others or opponents
- **Bystanders:** Groups which tolerate your work, but who will expect concessions and benefits from it
- **Opponents:** Groups which will act to block your activities
Strengths Inventory
Personal Leadership Strengths

- Moving from focus on organizational culture/context and role to skills and personal strengths
- Resource: Delphi study on critical skills and knowledge
- Observations from pre-survey
- Gallup organization’s work on strength-based leadership
Strengths-Based Leadership

• Based on work of the Gallup organization (Clifton, Rath, Conchie, etc.), interviewing 40,000 people over 20 years

• Named 34 “talents” which are seen as innate

• You can identify your own top 5 of these and learn more at: http://www.strengthsfinder.com

• These talents cluster into 4 domains: Executing, Influencing, Relationship-building, and Strategic Thinking
**Principles**

- Awareness/self-knowledge is key
- Don’t try to emulate others: there is no one skill set for leadership
- Sharpen and play to your strengths
- Don’t try to fix weaknesses, but hire and network to compensate for them
- Help others leverage their strengths
- Builds self-confidence, authenticity, and credibility
Articulating Your Strengths

• On your own, read over the handout and choose 1 domain and a couple of talents that feel like they fit you when you think of activities you enjoy and feel good at.

• Then, follow the instructions on the “Talents and Performance” handout to practice leveraging these to meet a real challenge or goal you are facing in leading comprehensive internationalization.

• Share your thoughts with your neighbor.
What does your style contribute to a team?
What would you most lack if a team was made up of all your type?
Is there a domain type you find challenging to work with?
What do others need to know about you so that you can work together most effectively?
Report back
Leadership Challenges for the Senior International Officer
What are some of your greatest challenges as SIOs?
Leadership Challenges for the SIO

Based on your survey feedback:

• Lack of Funding/Resources
• Lack of Institutional Support
• Lack of Buy-In
• Managing Growth
• Dealing with institutional leadership transition (Chancellors/Presidents, Provosts, or those that you report to)
Leadership Challenges for the SIO

Small Group Discussion

In groups of 4-5, discuss these and other possible challenges of a Senior International Officer.
Challenge # 1:

Leading without controlling and leading others beyond your position, “The Influence Challenge”.
Leadership Challenges for the SIO

• No one owns International Education, rather, you facilitate, support, enhance, and strengthen it.

• Your role is to serve as a bridge.

• Your role is to contribute and advise, but not to “steer the ship” on every initiative.
Challenge #2:

Relationship Building, Networking, and Cultivation
Small Group Discussion:

In groups of 4-5, discuss how you become a “VALUE-ADDED” international education administrator?
Leadership Challenges for the SIO

There are many ways to form these relationships:

• Joint or interdisciplinary initiatives
• Grant proposals development
• Leading study abroad programs
• Asking colleagues to serve on your committees
• Serving on campus committees
• Having regular meetings and updates with your campus and community constituencies
• Including the campus community in visits of incoming delegations and on your travels abroad
• Advocate for & provide faculty and staff travel grants
Leadership Challenges for the SIO

Recognition:

- International Education Awards for Faculty and Staff
- University Service Awards
- Recognition Luncheons for faculty
- Articles about them in your office newsletter and also in campus newsletters
Leadership Challenges for the SIO

Challenge #3

Creative Entrepreneurship
Leadership Challenges for the SIO

- Need to identify resources: grants, ESL programs and other innovative programs that generate funds.
- The more creative you are in this category, the more you can impact internationalization on your campus.
Leadership Challenges for the SIO

Challenge #4

In this role.......You have numerous “bosses”
Leadership Challenges for the SIO

- **Provost** (often “real” boss or direct reporting line)
- President (or CEO)
- Deans (other major academic stakeholders)
- Other Vice Presidents (Business Affairs, Student Affairs)
- Donors
- Community Leaders
Leadership Challenges for the SIO

Challenge #5

Developing and Empowering a Strong Team
Leadership Challenges for the SIO

• Catch your team “doing things right”
• Let them know how each role contributes to the big picture
• Grow competencies
• Develop skill sets
• Support professional development
• Provide honest critical feedback regularly and performance review annually
Leadership Challenges for the SIO

Challenge #6

Learning to dance between the “micro” and the “macro” as well as between the “managing” and the “leading” areas of your work.
Being Ready for Setbacks
Setbacks aren’t Mistakes

- Failure is a much larger event than a mistake.
- Failures usually involve substantial loss of some sort: reputation, self-esteem, money, power.
- Failure is much more disruptive than a mistake.
- It often closes off options.

Source: Dr. Riall Nolan
Why Do People Fail?

- Poor interpersonal skills
- Not paying attention to surroundings
- Bad decision-making
- Bad strategy
- Difficult learning
- Wrong place, wrong time
Recovering from Mistakes

What can you do about it?

• Step One: Look objectively at the facts. What happened?
• Step Two: How did your feelings drive your actions?
• Step Three: Why did things happen as they did?
• Step Four: What lessons can you learn here?
• Step Five: What version of events will be helpful?

*If it’s right for you, go through these steps with a counselor.

Source: Dr. Riall Nolan
Listing the Takeaways for the Day
What will You Take Away?

Jot down the main things that you got from participating in this workshop today that were new or helpful to you in your work:

- Concepts, definitions, understanding, ah-has?
- Intrapersonal reflection, growth, confidence?
- Strategies, tools, contacts, resources, action items?

Share at least one takeaway with the whole group
The Next Step: What will you do when you get home?
What’s Next?

Given…

• the challenges you have identified,
• your role in influencing change,
• your personal relationships and strengths, and
• what you’re taking away today…

Jot down one thing you are committed to doing when you get home to further your organization’s comprehensive internationalization!
Contact us

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PowerPoints will be posted tomorrow at:
www.cwil.saintmarys.edu/global-education