YOU WANT US TO DO WHAT?!

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MIDAIR 2010: Embracing the Promises and Challenges of the New Decade
FIVE MINDS OF A MANAGER; [AND WHY IT IS RELEVANT TO US]

Gosling and Mintzberg
Harvard Business Review
November 2003
Management is confusing and complicated - Institutional Research often is in the same boat
CONTRADICTIONS

- Be global - think local
- Make the numbers - nurture your staff
- Interpret - be accurate
- Change - maintain order
- Meet deadlines - do it right

Focus on what must be accomplished - and how you are thinking - Use ‘mind-sets’. 
Good Managers (IR People)

- Synthesize.

- In the business world, they synthesize: marketing, finance, accounting, and so on

- In IR - what do we synthesize?
  - policy, information technology, educational philosophy, statistics and research methodologies, and so on
The point where reflective thinking meets practical doing

- Start with reflection
- Gosling and Mintzberg describe 5 ways to interpret and deal with the world
MINDSETS

- the reflective mind-set
- the analytic mind-set
- the worldly mind-set
- relationships; the collaborative mind-set
- change; the action mind-set

This is the IR world
Take time to stop and think

- Reflect on your experiences
- Reflection is the space suspended between experience and explanation, where the mind makes connections
- Look in so you can look outside - to perceive a familiar thing in a different way
- Look behind and look ahead
Looking behind / ahead:

- Good managers (IR staff) have respect for history... not just the grand events, but the everyday history of all the little actions that make organizations work.

- Respect the people and community that create history everyday.
Take time to analyze:

- Do deep analysis
- Loosen up the complex phenomena by breaking them into component parts - decomposing
- Good analysis provides a language for organizing.
- Decomposition establishes a division of labor.
Adopt a worldly view:

- Globalization sees the world from a distance assuming a certain homogeneity of behavior. Is that what we do?
- No. IR sees all kinds of worlds.
- Worldly recognizes a plurality of worldviews
- Local consequences are the key indicators of performance.
Be collaborative

- Work is more than bosses and subordinates, it is working with colleagues and partners.
- Some may view people as human resources, or assets to be moved to where they need to be - this is not a collaborative mindset.
Take action

- Change in the context of continuity
- Leadership is a sacred trust earned through the respect of others (is not thrust upon others)
- Harness emotional energy
  - Develop a sensitive awareness
  - Help set and maintain direction
  - Coax everyone along
Weave the five mindsets together

reflective
analytic
worldly
collaborative
change/action

YOU WANT ME TO DO WHAT?!
GET ROOTED IN REALITY

- Ask yourself some questions
What are challenges are in my current position?

- Juggling responsibilities
- Communication
- Crisis mode
- Balancing work and personal life
- And so on
What proportion of time and effort do I allot to various tasks? What do I consider the ideal allotment?
How have previous work experiences impacted my work today?
What strategies do I use to keep learning?
Do I make time to attend professional meetings and build relationships with others?

Do I contribute?
Do I have colleagues that I can call on to share ideas or reflect? Why or why not?
Is this the last question?

Nearly...
How do we (you) learn best?
By reflecting on our own experiences

Share and learn with others
Engage in friendly consulting
Build your own agendas