

Underpinnings of How You Serve the College, Dean and Others:

- **Authority** – vested in the position – Defined/assigned positional responsibilities with mechanisms to enforce/ensure (Associate Deans typically have at most “Delegated Authority”)
- **Power** – vested in the person – No formal authority. Rather the capabilities of the individual through networks of relationships, personal knowledge, and personal characteristics to influence/ensure outcomes
- **Trust** – vested in the person – Held by all that you serve as a result of the nature and consistency of your actions. A precious commodity to build and preserve

Utilizing Trust, Power and Authority to Do the “Good Work”:

- **Your Approach** – depends on your dean, your institution (leadership, history, culture, etc.), your friends, your enemies (avoid having them, as they can be for life(!)), AND you!
- **A key “Impediment” – “STUFF”** – It often needs to be done, but sucks up time, space, energy and in some cases, really does not need to be done (or can be done much more quickly and simply....)
- **How to combat “STUFF” and help Your Approach** – Have **Priorities** and have **Plans** for achieving the desired outcomes for the **Priorities**
- **What types of Plans help with advancing Priorities?**

Types of Plans for Advancing Priorities:

A Plan –

- Why is this matter important?
- What is the purpose of the plan, what is the desired outcome, who else benefits, who are your allies, and if needed, have you “prepared the ground in advance”?

A Plan for when you get hit –

- What is the other perspective? Why does it have value? Why is the intended benefit of greater value than the value from the other perspective?
- Are your allies on board?
- Push forward constructively, make the case, and be politely but firmly persistent.

A Plan for when you get knocked down –

- Is it time to wait for a better opportunity/situation?
- Do you need to build a better value case for the decision maker(s) for the benefit? Do you need to develop additional allies?
- Can you maintain your cool and advance constructively?
- If affirmative, then improve your plan, pick yourself up and keeping engaging constructively.

Having the first two types of plan is generally wise.