

## Why study in-house employee leadership development programs?

### Identify and utilize best practices to:

- **APPLY** this mindset: Failure is Not an Option (Gene Kranz, Apollo 13) {Note: In-House leadership of all employees for success} (Read “Out of The Box”)
- **AVOID** Status Quo: “an existing state of affairs”
- **STRIVE** for Success: “a favorable/desired outcome”
- **ACHIEVE** Significance: “to have influence/effect” (1)
- Understand “How to Survive the Next Fad in Academic Leadership” (2)
- Increase the applied research to improve organizational outcomes, e.g., best-practices, team approach, etc.
- To help us know who we are as an organization to be in a perpetual mode of continuous improvement internally first, then externally (Read Pane Below)

(1) VanWagoner, R., Bowman, L., & Spraggs, L. (2005). Editor's Choice: The Significant Community College. *Community College Review*, 33(1), 38-50.  
 (2) <http://www.facultyfocus.com/articles/academic-leadership/how-to-survive-the-next-fad-in-academic-leadership/>; November 11, 2009, Jeffrey Buller, Ph.D., in Academic Leadership.

## Two French Soldiers: A Construct To Live By

During World War II, two French soldiers became hopelessly lost in a forest in Germany. The two soldiers wandered for hours, with no water or food and without any ammunition to protect themselves. Just before they were to give up all hope of rescue, they saw in the distance a glimmer of light. Proceeding in the direction of the faint ray of hope, they began to see a clearing in the distance and hope returned.

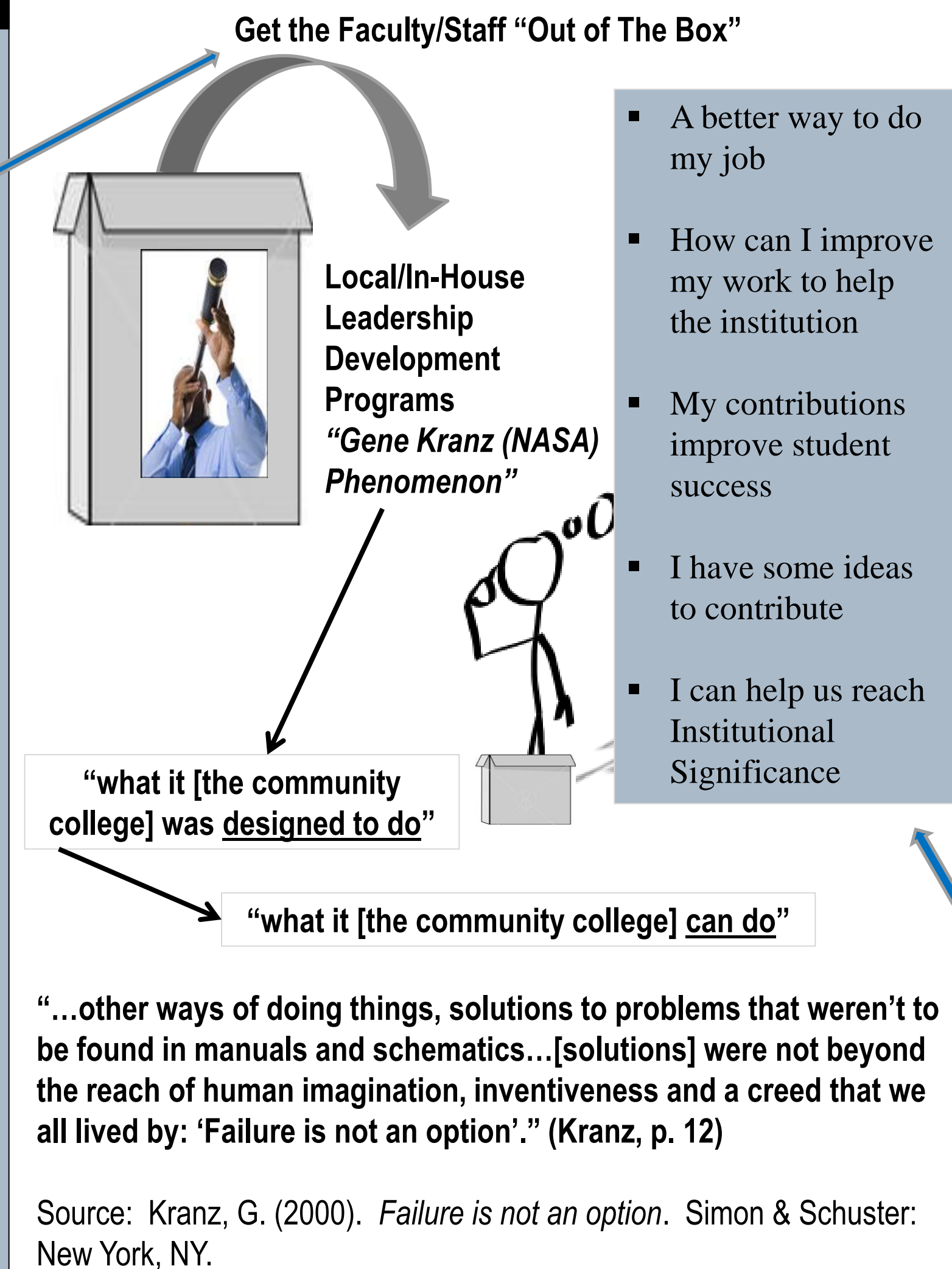
Standing in the clearing was a lone American soldier, a four-star general. Due to severe dehydration, lack of rest, and hours of hopelessness, these two French soldiers proceeded to the general with as much haste as they could muster. Upon reaching the American Army Officer, one of the French soldiers blurted out to the general, “Do you know where we are?”

The general, shocked that these haggard French soldiers did not show proper Military decorum by not addressing him as sir while offering a proper salute, replied: “Do you know who I am?”

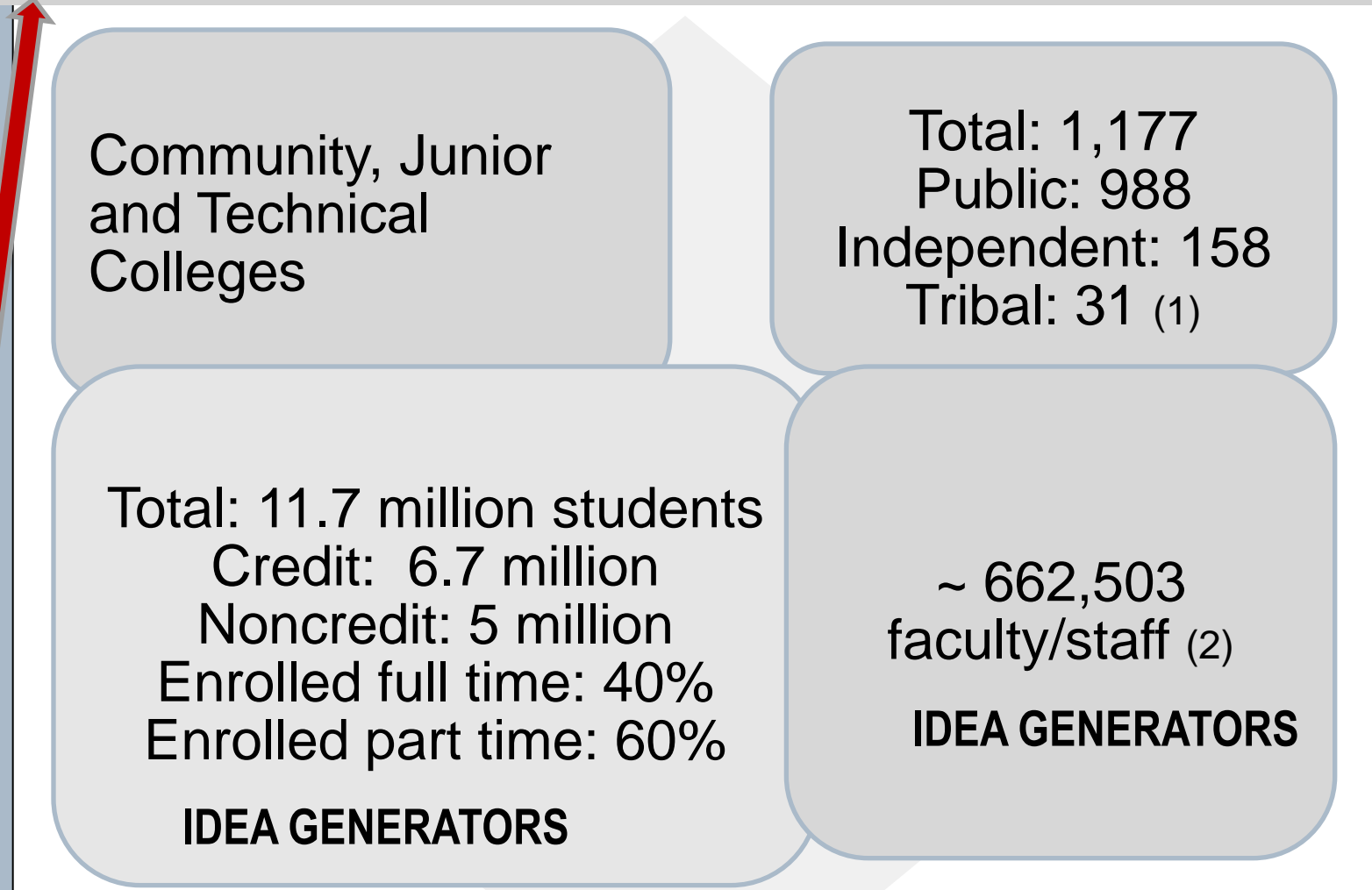
The two French soldiers looked at each other in puzzlement. Then one of them said to the other, “I think we are in very bad trouble. We are lost and don't know where we are and the general doesn't know who he is!”

In-House Employee Leadership Development = Improved Self-Awareness for achieving institutional significance by understanding who we are. ....

## The “Hypothesis” of In-House Employee Leadership Programs



## Who Are We?



Sources: (1) American Association of Community Colleges; (2) Snyder, T., Dillow, S., & Hoffman, C. (2009). Digest of educational statistics 2008 (NCES 2009-020). National Center for Education Statistics, Institute of Education Sciences, U.S. Department of Education. Washington, DC.

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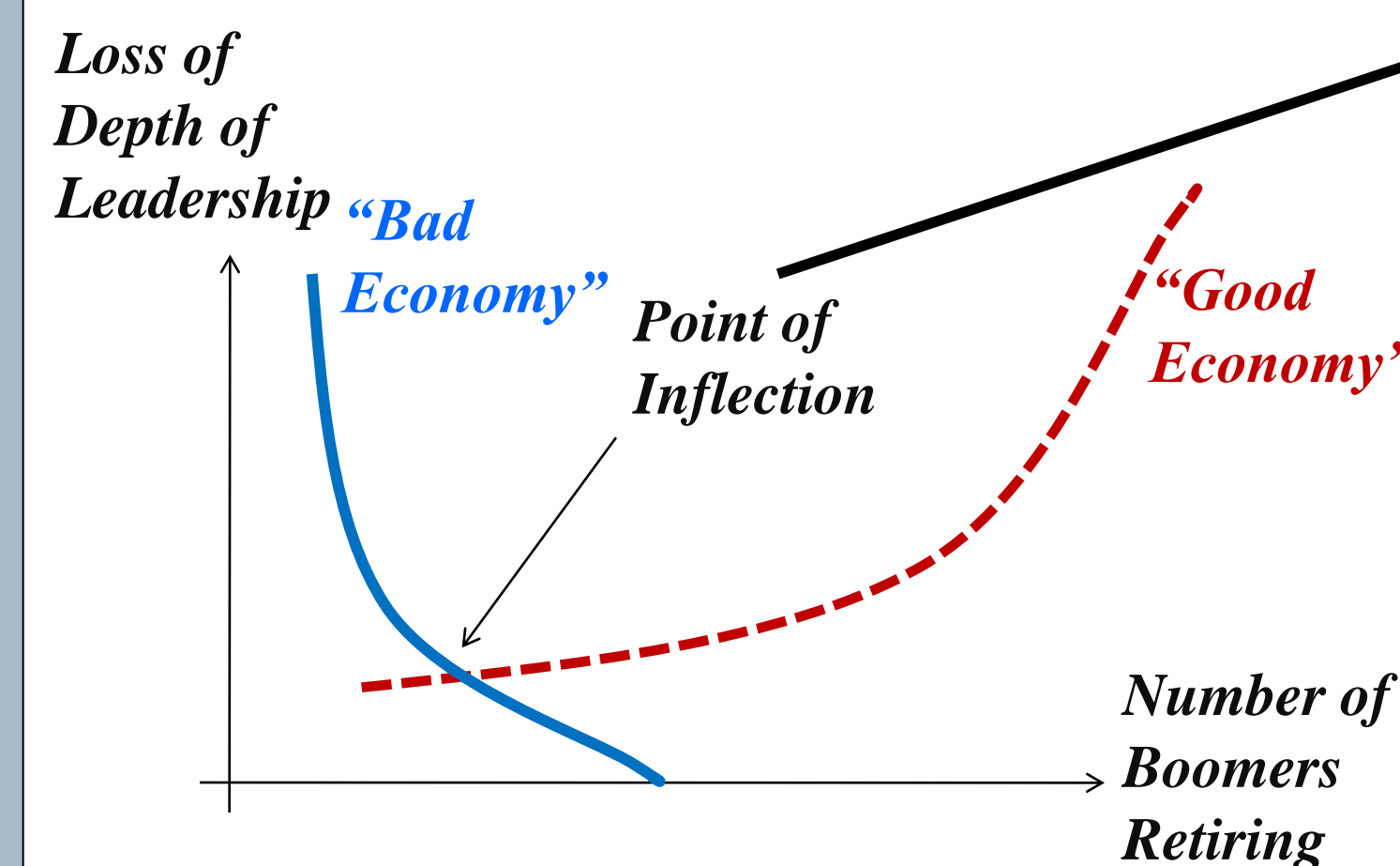
### To understand that:

- 78 Million boomers are within retirement age, 1 turning 50 every 7.5 seconds (1) (See Figure 1)
- ACCA, Commission Meetings, Monday, Nov. 23, 2009, Commission on Administration... “...presidents will discuss vital components of successful college planning, including ... leadership succession” (p. 8, 2009 Program Guide)
- 272 of 389 (~70%) community college presidents stated the need to expand in-house leadership development programs (2)
- Employee leadership development is all-inclusive, not only top level positions
- “Unless today's CIOs [educational leaders] take the time now to invest in tomorrow's leaders, what looms ahead is a potential leadership void that threatens the value proposition of IT [education], the legacy of the profession and the very health of business [education] and the overall economy.” (3)
- Leaders are made, not born (4)
- In today's fluid organizations, leadership occurs at all levels
- Having a charismatic personality is not a prerequisite for leadership
- There is not one identifiable right way to lead an organization or group
- Some leaders and scholars believe it is important to make a distinction between the process of management and leadership
  - Leadership is a discipline that is reachable

Conclusion: Get your employees “out of the box”...

- (1) Murcar, J., Love, T., & Vickers, M. (2009). *Baby boomers on campus: What works*. Paper presented at the 89th Annual American Association of Community Colleges Convention, April 4-7, 2009, Phoenix, Arizona. Retrieved June 8, 2009, from <http://www.aacc.nche.edu/newsevents/Events/convention2/Pages/presentations.aspx>.
- (2) Hull, J., & Keim, M. (2007). Nature and status of community college leadership development programs. *Community College Journal of Research and Practice*, 31(9), 689-702.
- (3) Fitzgerald, M. (2008). Finding tomorrow's leaders today. *CIO: Business Technology Leadership*, 21(15), 35-45.
- (4) Source: Komives, S., Lucas, N., & McMahon, T. (2007). *Exploring leadership for college students who want to make a difference*. Jossey-Bass: San Francisco, CA. (pp. 38-39)

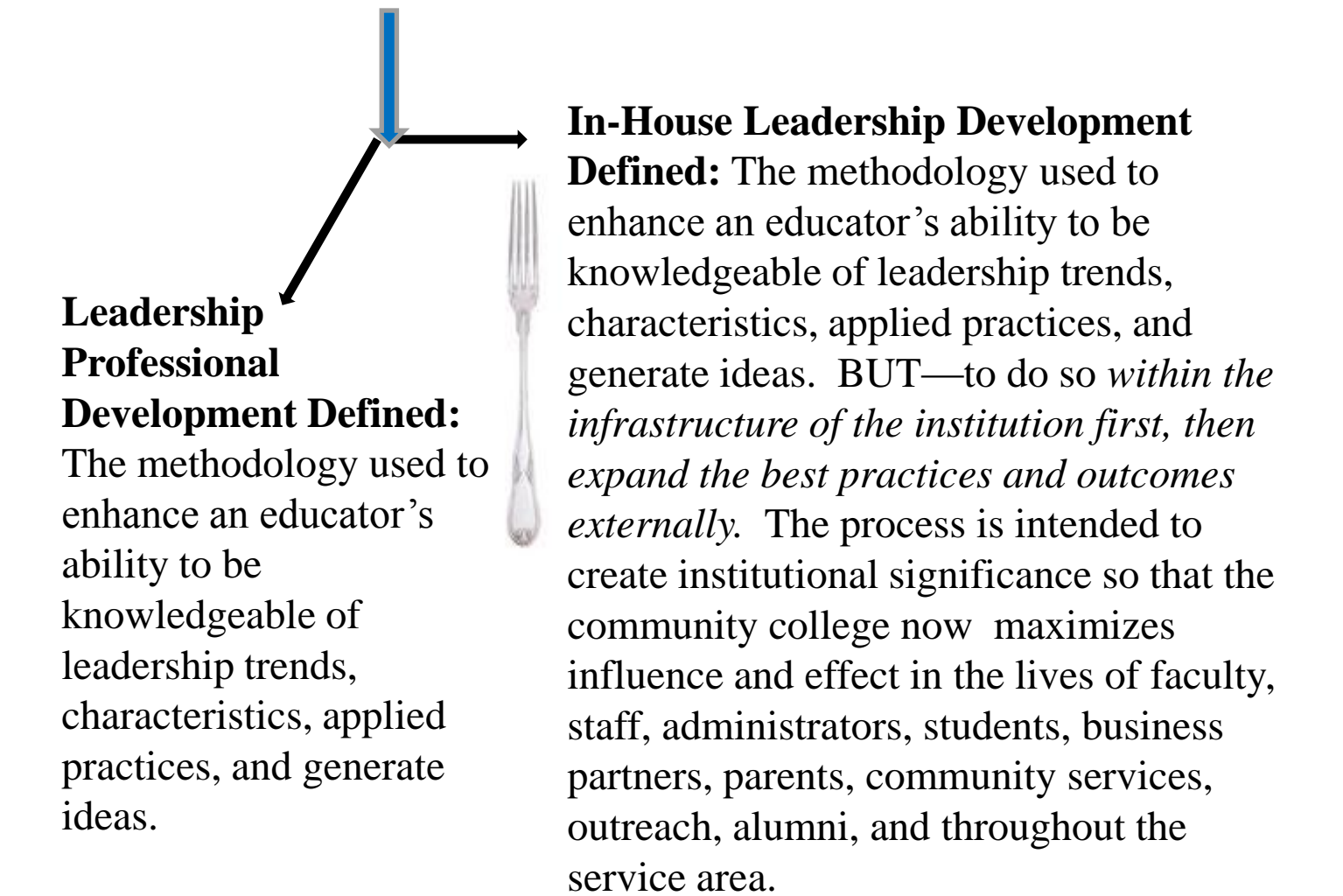
Figure 1: Baby-Boomer Retirements in Good/Bad Economy



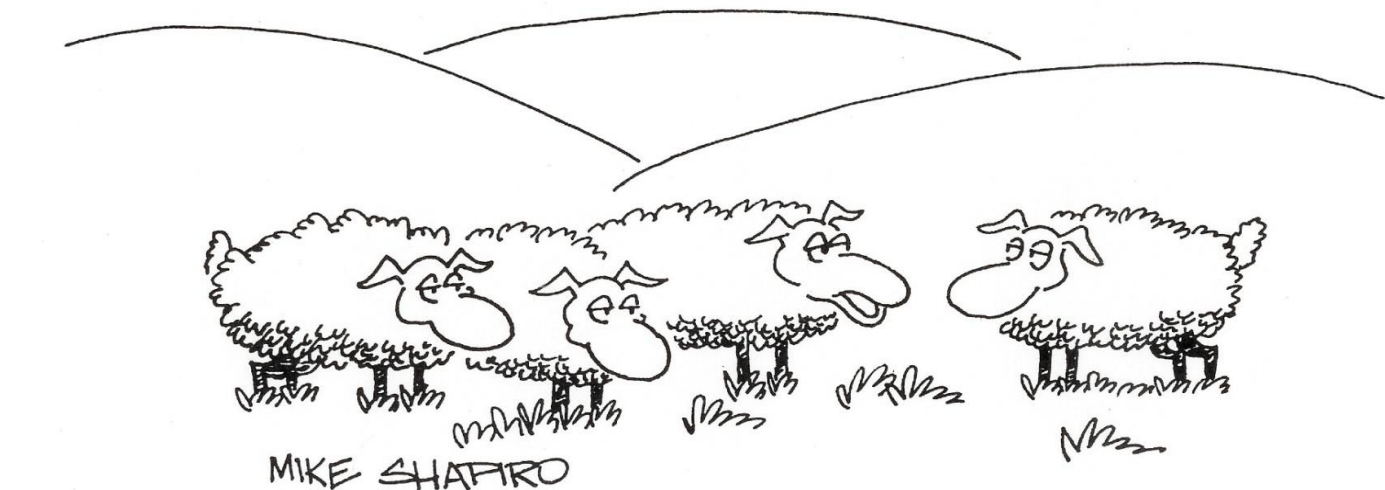
## The Leadership “Fork In The Road”

Yogi Berra said: “If you come to a fork in the road, take it.”

So it is with In-House Employee Leadership Development. There are two forks in the road: Professional Development and In-House Leadership Development. Which is best and what is the intent of each? A combined effort maximizes institutional significance.



## In-House Leadership Development: How Institutions Can Empower Employees to “Think Like a Leader & Be Proactive”



“Don't feel bad. None of us have leadership qualities.”

## Point of Inflection: The Crux of Local Employee Leadership Development in the Community College System

Assuming that the economic situation improves in the near-term, according to the literature there is an anticipated leadership succession shortfall, e.g., the depth of skills and leadership acumen will experience a negative outcome at the Point of Inflection. In other words, a sudden loss of those with the most experience will suddenly leave community colleges in record numbers creating a vacuum in the holistic linchpin of leadership and leaders available to move and/or maintain community colleges at a level of significance. In-house leadership development directly addresses this “event” in both the short-and-long term, preparing leaders at all levels throughout the institution. The collateral benefit of such a program is that while these future leaders are being prepared, new and innovative ideas/solutions are of greater likelihood than without such programs.