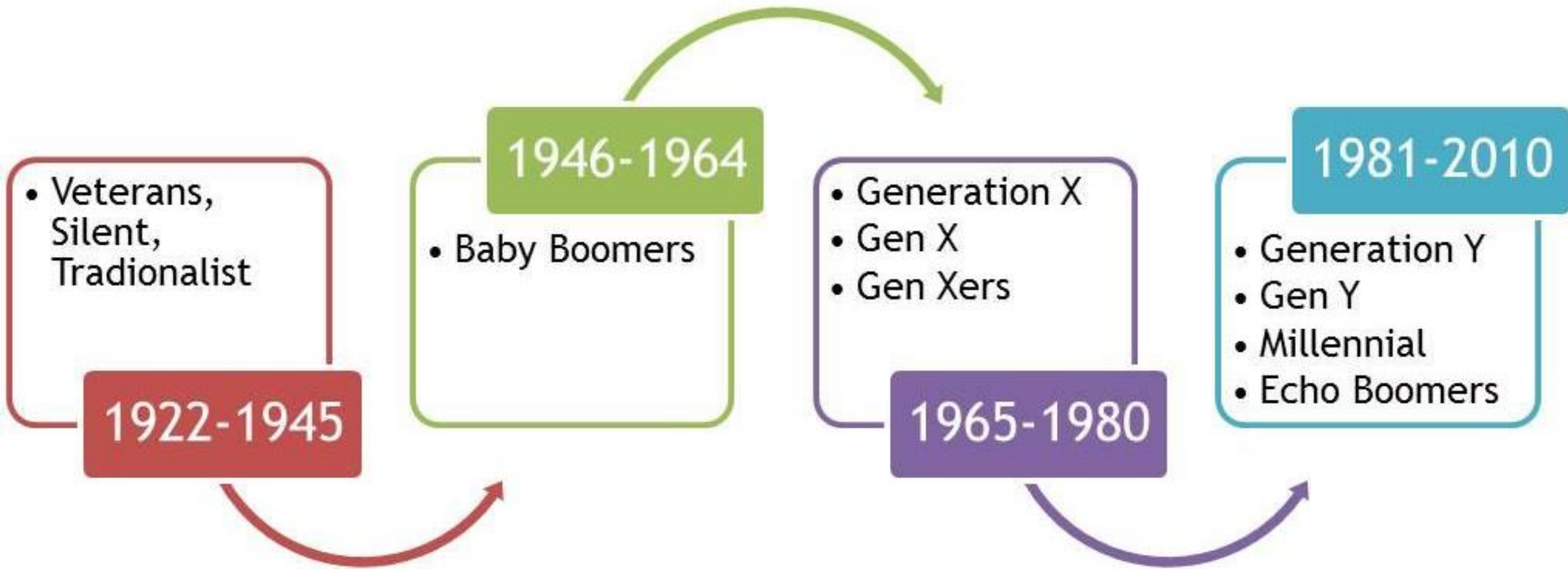


SeLD-729
Effective Departmental Management
Inter-American Division 2019 Leadership
Development Conference (SeLD)

Dr. Ella Smith Simmons
General Vice President
General Conference of Seventh-day Adventists
July 17, 2019

SeLD-729 Effective Departmental Management

Departmental leaders have a pivotal function within the Seventh-day Adventist Church. Upon them rest the weighty responsibility to fulfill roles that guide the organization in its holistic thrust to address needs of human beings in society of all ages, gender and ethnicity. To effectively fulfill their role, they have to carry out both leadership and management functions. This seminar will deal only with the four principal functions of effective departmental management which are: planning, organizing, leading, and controlling/guiding.



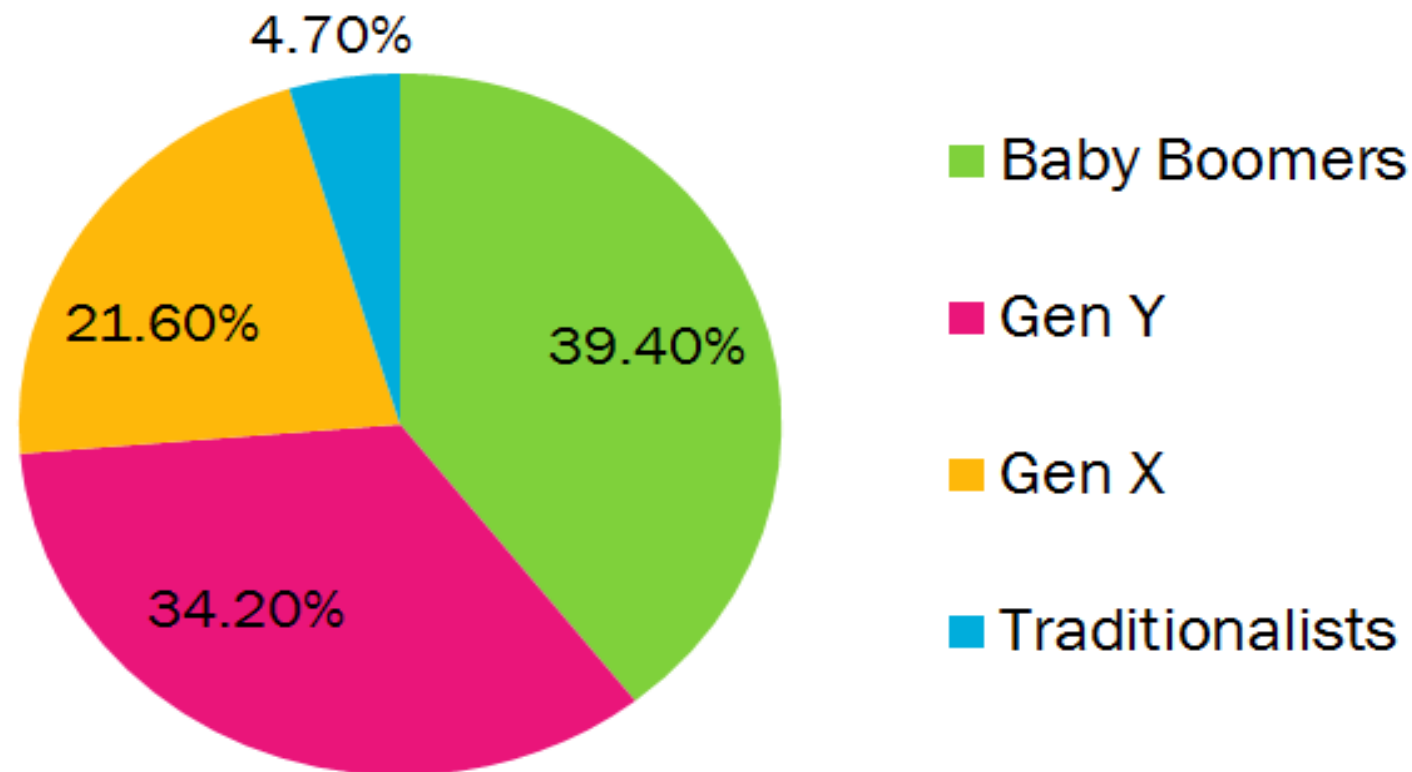
Current Generations

Joe Collins, ECI Webinar – April 16, 2015,
Surviving & Thriving In A Multi-generational Workplace

In less than 5 years Millennials [Gen-Y] will account for nearly half the employees in the world.

(Joe Collins, ECI Webinar – April 16, 2015, Surviving & Thriving In A Multi-generational Workplace)

Workforce Population, from US Bureau of Labor Statistics, 2011

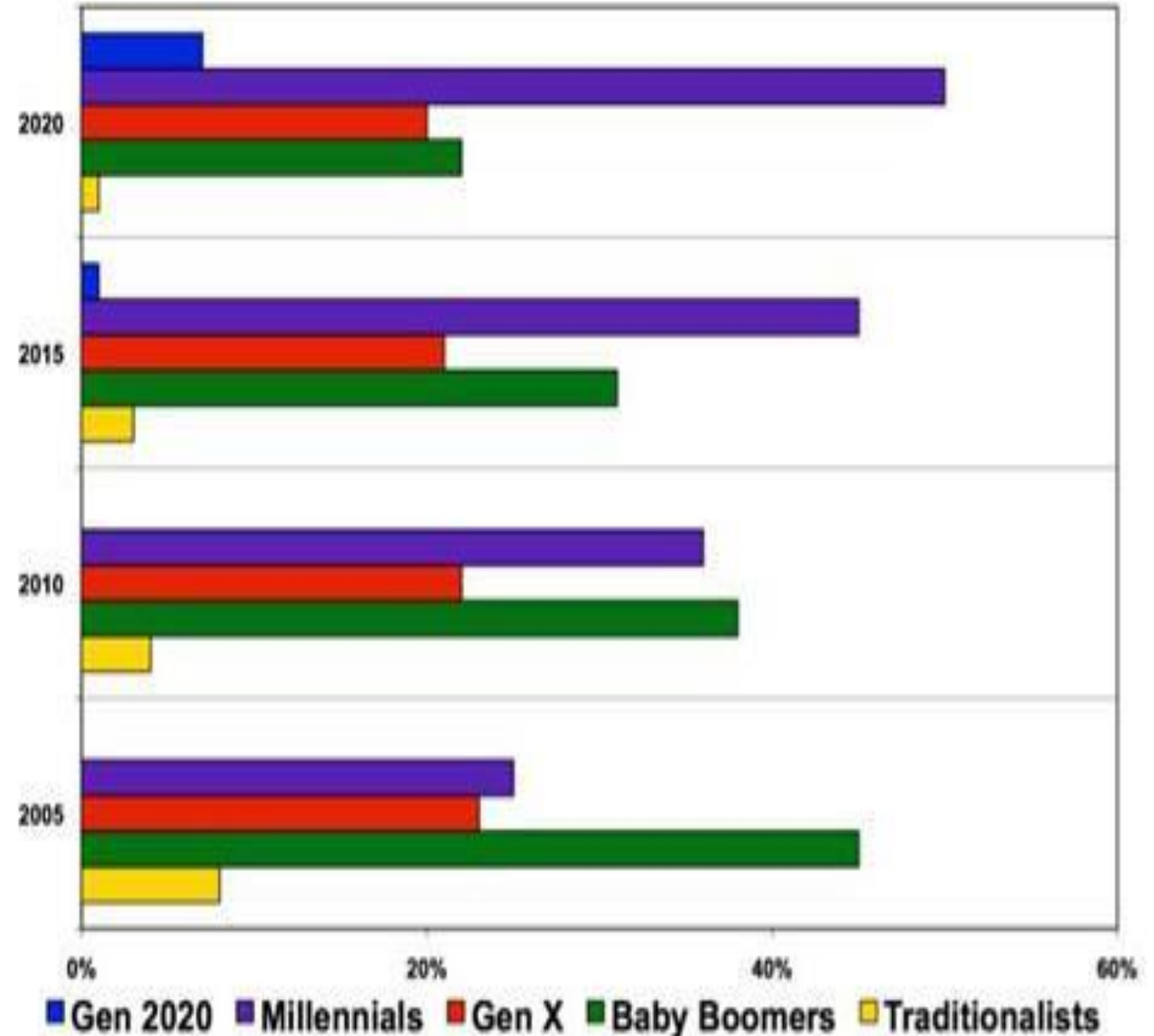


The Future

For the first time in history we will soon have 5 generations in the workplace at one time.

Joe Collins, ECI Webinar – April 16, 2015,
Surviving & Thriving In A Multi-generational
Workplace

Five Generations in the Workplace



Bureau of Labor Statistics Employment Projections

Challenges of a Multi-Generational Workplace

Managers/Supervisors have never had to manage such a wide range of ages/generational groups.

- Adjusting to the change of promotions based on merit vs seniority
- Although generation gaps are as old as history, never has there been such differing attitudes
- Getting employees to see past their biases and learn to work together towards a common goal

IAD's Four Principal Functions of Effective Departmental Management

- *Planning*
- *Organizing*
- *Leading*
- *Controlling/Guiding*



JOB DESCRIPTION

Title: Director		Employee:
Supervisor:		Supervisor Title: Officer/Vice President
Dept:		Wage Range: 95 -112%
Budget:	Category: Elected	Last Review Date: 8/5/15
Job#:	EEOC #:	WC#:

POSITION SUMMARY

The Director serves as advisor and facilitator to all areas of the _____ Department program in the world field. The director coordinates the activities of the _____ Department with the total activities of the Seventh-day Adventist Church.

ESSENTIAL JOB FUNCTIONS

- Advises General Conference administrators concerning the work of the _____ Department.
- Assigns specific duties and responsibilities to the _____ Department personnel.
- Shapes, initiates, and implements _____ Department rules and policies within denominational parameters.
- Provides counsel for world administrators and the supervisor assigned to oversee the activities of the _____ Department on matters dealing with _____.
- Guides in the preparation of technical, informative or operational reports, articles, and papers, and reviews those prepared by other personnel in the _____ Department.
- Coordinates work of _____ Department with that of other departments, services, and administration at the General Conference.
- Guides in the preparation of resource materials and their use by _____ departments and services in the world field.
- Leads out in the development and planning of orientation and training of _____ Department personnel in the world field.
- Evaluates personnel and/or institutions and organizations, and relays information to those concerned.
- Advises _____ department and service leaders in the divisions.
- Guides and coordinates activities of Associate Directors and other personnel engaged in carrying out _____ Department responsibilities in accordance with the purposes, procedures, and policies of the Seventh-day Adventist Church, and the direction of the General Conference Executive Committee.
- Reviews workload, schedules, personnel assignments, itineraries, and status of on-going projects in order to plan further activities.
- Responsible for developing, motivating, and measuring associate/assistant directors.
- Ensures that staff productivity and morale remain high.
- Responsible for resolving conflicts that arise among staff members.
- Ensures _____ Department operates within the assigned annual operating department budget.
- Obtains supervisor's concurrence of any department-initiated contracts (stipend, employment, independent) and fund-raising projects
- Serves on boards and committees as assigned.
- Must be a member in regular standing of the Seventh-day Adventist Church.
- Must maintain a regular and reliable attendance schedule
- Other duties as assigned.

AUTHORITY & ACCOUNTABILITY	<ul style="list-style-type: none"> • Authority as defined by the General Conference Working Policy. • Responsible for directing the administrative activities of the _____ Department in accordance with General Conference policy and objectives. • Responsible to the corporate church body, through President, for administration of church policy in harmony with the beliefs of the Seventh-day Adventist Church. • Director is responsible for recommending selection, transfer, and/or termination of department personnel following approval by the designated supervising Officer and appropriate administrative or human resources committee.
EDUCATION & EXPERIENCE	<ul style="list-style-type: none"> • Master's degree or equivalent in _____ related field required. Doctorate (specify) preferred. • Experience in administration at higher levels of church organization, i.e., director of the _____ department of conferences, unions, divisions, and/or denominational institutions.
KNOWLEDGE SKILLS & ABILITIES	<ul style="list-style-type: none"> • Knowledge of principles, policies, ethics, and beliefs of the General Conference and the Seventh-day Adventist Church. • Knowledge of church structure and organization including committee procedures, etc. Knowledge and skill in appropriate methods of dealing with human behavior in various circumstances. • Advanced command of English language skills including proficiency in verbal and written communication. • Ability in strategic planning, leadership, and organization. • Ability to perform administrative functions; develop long- and short-term plans and programs to effectively evaluate work accomplishments; establish and maintain effective relationships with internal/external personnel. • Must possess advanced ability to effectively present facts and recommendations in oral and written form.
CONTACTS & ORGANIZATIONAL RELATIONSHIPS	<ul style="list-style-type: none"> • Contact with church leaders, outside organizations and lay persons as well as General Conference personnel at all levels. • Must possess advanced interpersonal skills and project a professional Christian image.
PHYSICAL REQUIREMENTS	<ul style="list-style-type: none"> • Must be able to read, speak, and hear. • Must be able to effectively communicate in English both orally and in writing. • Inasmuch as incumbent is an exempt employee it is expected that the individual will work the hours required to complete assignments (i.e. no less than 38 hours per week). • Some standing, walking, bending, kneeling, carrying of light items, etc., required. • Must be able to travel extensively in all parts of the world under varying conditions.
WORKING CONDITIONS	<ul style="list-style-type: none"> • Essential responsibilities are performed in sedentary and a comfortable manner. • Tasks are usually performed under normal office conditions with little or no noticeable discomfort. Work area is well-lighted and ventilated. • Conditions may be difficult on itinerary with irregularity in hours.
BOARDS & COMMITTEES	TBD

The statements found in this job description are general in nature. The information above is not exhaustive and should not be construed as such. The contents of this document may be changed at the discretion of the organization and/or Supervisor at any time.

Difference Between Leadership and Management

Robert Mixon, <https://www.levelfiveassociates.com/the-difference-between-leadership-and-management/>,
December 1, 2015

“Some managers can be great leaders, and conversely, some leaders can be great managers. Occasionally, one can excel in both roles, but this is the exception.”

Leadership sets new strategic direction and leads a team to get there. inspires and rallies the team around common causes, shared values and a culture of excellence to achieve a desired end-state.

- Management is for directing people and resources according to principles and values that have already been established. It is the arrangement of resources in space and time to be both effective and efficient.
- The best managers require leadership skills, a high degree of self-discipline, and a creative streak to fuel continuous improvement.

Characteristics of a Good Manager

1. Collaborative

- The creation of a collaborative environment where everyone feels heard, respected and valued is a key step for new managers.

2. Growth-oriented

- Focus on helping your employees progress – individually and collectively. Get to know your workers.

3. Excellent in communication

- Being a clear communicator is vital for a manager. Set clear expectations for your employees, be transparent about important topics, and establish guidelines for giving and receiving feedback.

4. Impact-driven

- Every worker wants to feel valued.

10 Qualities of An Effective Supervisor Leadership Skills For The Modern Manager

Njeri Karanja, BrighterMonday Kenya, January 12, 2017, <https://www.brightermonday.co.ke/blog/managerial-skills/>

- Emotional intelligence
- Learner
- Approachable
- Political authority
- Good at delegating
- Flexibility
- Gives clear, timely and effective communication regularly
- Treats team members as partners
- Shows no favoritism
- A leader is ethical and trustworthy

10 Characteristic of an Effective Manager

Colorado Christian Univresity. <https://www.ccu.edu/blogs/cags/2017/06/10-characteristics-of-an-effective-manager/>

- Leadership
- Experience
- Communication
- Knowledge
- Organization
- Time Management
- Reliability
- Delegation
- Confidence
- Respect for Employees

Case Study

From the Adventist University of Africa, Dr. Delbert Baker, Vice Chancellor



(Un)intended consequences and AUA

Delbert W. Baker, PhD

Vice Chancellor Report

AUA University Council

Wednesday, April 24, 2019



INTENDED
BENEFITS
&
UNINTENDED
CONSEQUENCES



GOOD INTENTIONS

bad results

A Python Swallows a Six Foot Alligator

- National Geographic reported that a 13-foot Burmese python swallowed a 6-foot alligator in Florida.
- The consequences were lethal, as the alligator split the snake open from the inside out, literally.

CAUTION!



Unintended
Consequences
Ahead



Planning

“The best-laid plans of mice
and men often go astray.”

–Robert Burns

Unintended (or unanticipated) consequences

- There are always unintended consequences to our plans.
- The best intentions can have unexpected side affects.
- Sometimes the side affects are better than we expected.
- But, sometimes, the side affects aren't anything like we expected, they are negative and bad, real bad.

Jesus and Unintended Consequences

- Then Jesus began to tell them that the Son of Man must suffer many terrible things and be rejected by the elders, the leading priests, and the teachers of religious law (1).
- He would be killed, but three days later he would rise from the dead (2).
- As he talked about this openly with his disciples, Peter took him aside and began to reprimand him for saying such things (3).
- Jesus turned around and looked at his disciples, then reprimanded Peter. "Get away from me, Satan!" he said (4).
- "You are seeing things merely from a human point of view, not from God's." (5)

Mark 8:31-33

Law of Unintended Consequences Defined

- ✦ “Unintended consequences” are outcomes that are not the ones intended by a purposeful action.
- ✦ Unintended consequences can be grouped into three types:
 1. A positive, unexpected benefit (usually referred to as luck, serendipity or a windfall).
 2. A negative, unexpected detriment occurring in addition to the desired effect of the policy or action.
 3. A perverse effect contrary to what was originally intended (when an intended solution makes a problem worse).

HOW WE ARRIVE AT WHERE WE DO NOT WANT TO BE:

- ✦ Deception - [*Eve*] - (Gen 3:1-19)
- ✦ Immediate interest, without considering long-term interests - [*Lot pitching tent towards Sodom*] (Gen 13:11)
- ✦ Impatience - [*Abraham, Sarah & Hagar*] - (Gen 16:1-12)
- ✦ Worry / unbelief - (Number 13,14)
- ✦ Secret pleasure - [*David & Bathsheba*] - (2 Sam 11; 12) Presumption - [*David & the ark*] - (1 Chron 13; 15)
- ✦ Error - [*Jeroboam's calves*] - (1 Kings 12:25-33)



MODERN DAY

A perverse effect contrary to what was originally intended (when an intended solution makes a problem worse).



- ✦ Medical Results
- ✦ Political Choices
- ✦ Career Decisions
- ✦ Administrative Initiatives
- ✦ Academic Outcomes

Five Possible Causes of Unintended Consequences

Sociologist Robert K. Merton (1936)

1. **Ignorance.** It is impossible to anticipate everything, thereby leading to an incomplete analysis.
2. **Incorrect analysis** of the problem or following habits that worked in the past but may not apply to the current situation.
3. **Immediate interest**, which may override long-term interests.
4. **Basic values** may require or prohibit certain actions even if the long-term result might be unfavorable. These long-term consequences may eventually cause changes in basic values.
5. **A self-defeating prophecy.** Fear of some consequence drives people to find solutions before the problem occurs, thus the non-occurrence of the problem is not anticipated.

Take-Away

1. Make decisions with an eye for desired benefits and undesired consequences.
3. Make decisions consistent with the best methods and principles you know.
4. Make decisions and plan to live with best and worse case outcome.

AUA Vision and Mission

Mission

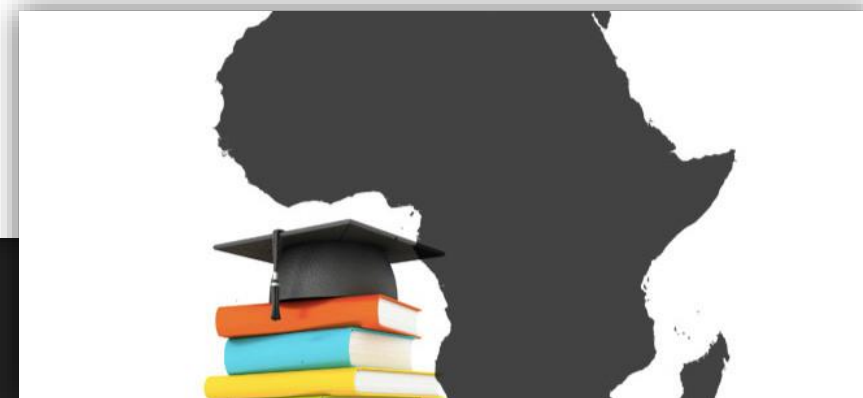
To deliver dynamic postgraduate education in a Christian context, to prepare graduates to provide competent leadership and service based on integrity, respect, and love, to meet the needs of church and society.

Vision

To be one of the best universities, fostering the highest standards of postgraduate education in Africa, advancing knowledge and professional skills in a holistic context.

Core Values

Knowledge. Truth. Service.

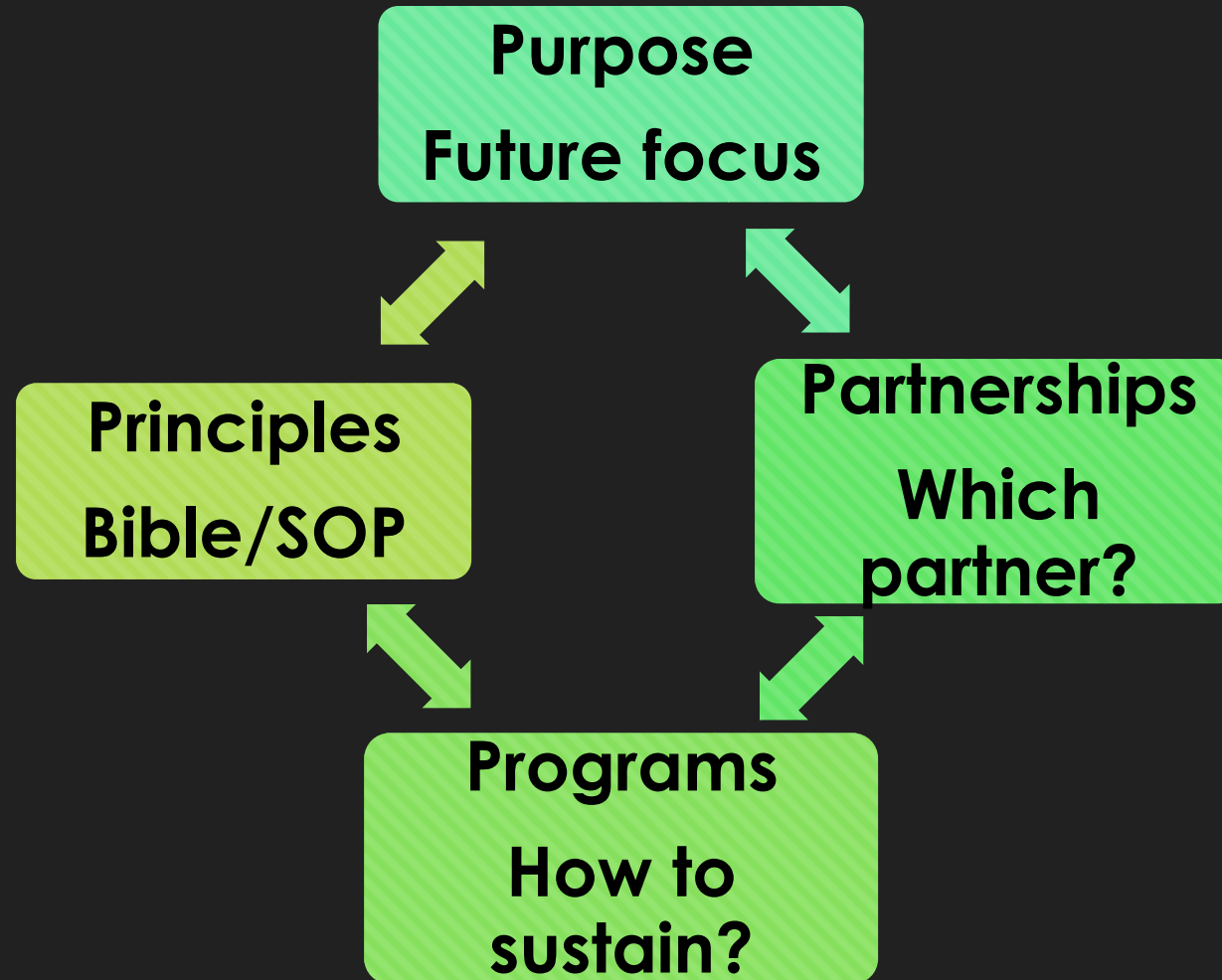


Janusian Thinking

The ability to imagine two opposites or contradictory ideas, concepts, or images existing simultaneously



AUA 2025: Forward Preparation



AUA 2025 Forward Focus

- Build a strong AUA
- Facilitate mission focus
- Be Future Focus
- Network with Friends
- Diversity, Inclusion
- Spiritual Synergy
- Providence

Purpose for
Future Focus
and Proactive
Initiatives

Partnership for
Strategy,
Success of
stakeholder

AUA 2025: Future Focus

Principles to
Guide, Assess
and Motivate
to Progress

Programs to
Build, Enrich
and Incentivize
for Progress

- Internal, External to AUA (UC/GC, etc)
- Divisions, Unions, Conferences, etc.
- Division Education Directors
- Faculty, Staff, Students, Others

- Faith, Family
- Diversity, Inclusion
- Research, Evidence
- Spiritual, Service
- Program Review

- Creative Programs
- Enrollment Plans
- Cohort Promotion
- Extension Site Work
- Program Review



Delbert W. Baker, PhD
Vice Chancellor
Adventist University of Africa
Nairobi, Kenya
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MANAGEMENT FUNDAMENTALS

The Manager's Landscape Eight Steps Any Manager Can Take To Become A Highly-Engaged Leader

Bruce Tulgan, Rainmaker Thinking, 2019

Develop a Manager's Landscape

- Who needs to be managed/guided more closely?
- Who needs a little more space?
- Who is likely to improve? Who is not? Why?
- Who should be developed? Should anyone be fired?
- Who requires special accommodations and rewards?

Check in with yourself once every few months to ask these questions, adjust your Manager's Landscape regularly, and become a better manager for your team.

Eight Steps to Management

Bruce Tulgan. 2019. Management Fundamentals: Eight Steps Any Manager Can Take To Become A Highly-Engaged Leader. Rainmaker Thinking

STEP 1

Get in the Habit of Managing Every Day

Dedicate at least **one hour** of your time each day to managing.

- Have a 10 to 15 minute conversation with each of your people once every two weeks (ideally).
- Keep these one-on-ones meetings brief, routine, and ask really good questions:
 - What do you need from me?
 - What is your plan? What steps will you follow?
 - How long will each step take?

STEP 2

Learn to Talk Like a Performance Coach

- Be specific.
- Talk about work and performance using
 - describing language, rather than naming language
- **Naming:** *You're too slow.*
- **Describing:** It's taking you 60 minutes to finish a task that takes most of your coworkers 30 minutes to finish. Let's figure out how we can get you to complete it in less time.
- **Naming:** *You need to have a better attitude.*
- **Describing:** It's tough for your team members to work with you when you are often raising your voice, scowling, and complaining.

STEP 3

Take It One Person at a Time

Everyone will need a different kind of support from you.

1. **WHO** is this person at work?
2. **WHY** do I need to manage this person?
3. **WHAT** do I need to talk about with this person?
4. **HOW** do I need to talk to this person?
5. **WHEN** should I talk to this person?
6. **WHERE** should I talk to this person?

<div> <div>Sample:</div> <div>The Manager's Landscape</div> </div>	Staff Member Name	WHO is this person at work?	WHY do I need to manage this person?	WHAT do I need to talk about with this person?	HOW do I need to talk to this person?	WHEN should I talk to this person?	WHERE should I talk to this person?
	1. Name						
	2. Name						
	3. Name						
	4. Name						
	5. Name						
	6. Name						
	7 .Name						

STEP 4

Make Accountability a Process, Not a Slogan

Creating accountability follows this basic framework:

- Spell out clear expectations. Define what a good job, bad job, and great job look like.
- Establish next steps or a project plan.
- Tie rewards, and consequences, to the performance expectations you agreed on together.

STEP 5

Tell People What to Do, and How to Do It

- Don't wait until someone has a long track record of failure to start coaching them.
- Begin when they need you from the start.
- **Ask, “What do you need from me?”** Understand the nature of the problem. Figure out if the employee needs guidance, training, or resources in order to improve.
- **Provide standard operating procedures, checklists, or other planning tools.**
- **Don't be afraid of micromanaging when necessary.** Provide more guidance at the beginning and then scale back accordingly.

STEP 6

Track Performance Every Step of the Way

The key to success is having a simple system that can be routinely referenced and edited.

- After stating expectations and guidelines, be as involved in monitoring performance as is necessary for you to correct if needed.
- **Watch employees work. Spot-check actual work.**
- **Ask for an account.**
- **Help employees use self-monitoring tools.**
- **Review work in progress. Ask for early drafts or samples of work.**
- **Ask around a little. Get opinions from coworkers and other managers.**

STEP 7

Solve Small Problems, Before They Turn into Big Ones

- If you are engaged with your direct reports in ongoing, consistent one-on-one dialogues, then you are already doing the hardest part of the work necessary to stay on top of small problems.
- The second step is being confident enough to step in and make sure things are on the right track.
- **Keep track in writing on** agreed-upon expectations and guidelines.
- **Focus on the behavior you want to see.** Remember, use **describing** language, not **naming** language.
- **Follow up and provide support.** Don't allow employees to sink-or-swim. The team's success relies on everyone.

STEP 8

Do More for Some People, and Less for Others Based on Performance

- Don't buy into the myth that fairness means treating everyone the same, regardless of their performance.
- Of course, the key is that you are providing the sufficient guidance, direction, support, and coaching necessary for everyone on your team to succeed.
- Differential rewards really work if you adopt the philosophy of **Control, Timing, and Customization**:
 - **Control**. Put people in control of their own rewards by spelling out exactly what they must do in order to earn them.
 - **Timing**. The closer in proximity the reward is to the performance in question, the more powerful the reward will be.
 - **Customization**. The more you are able to identify **non-financial rewards** that matter to each individual employee, the greater value for their best performance.

Positive Effects of Righteous People/Managers

“When the righteous are in authority, the people rejoice: but when the wicked bear rule, the people mourn.” Proverbs 29:2 KJV

- There is tranquility: 2 Samuel 23.3-4
- There is rejoicing: Prov 29.2
- There is justice: Isa 32.1
- There is peace: Gen 39.3-6
- There is satisfaction: Gen 39.3-6

Spiritual Intelligence

“If there were more praying among us, more exercise of a living faith, and less dependence upon someone else to have an experience for us, we would be far in advance of where we are today in spiritual intelligence. What we need is a deep, individual heart and soul experience.”

White, E. G., Fundamentals of Christian Education, 1977, Page 531

Spiritual Intelligence Is An Absolute

- Spiritual intelligence is what we use to develop our capacity for meaning, vision and values.
- It allows us to dream and to strive.
- It underlies the things we believe in and the role our beliefs and values play in the actions that we take.

12 Principles Underlying Spiritual Intelligence

Danah Zohar, 1997

12 Principles Underlying Spiritual Intelligence

Danah Zohar, 1997

1. Self-awareness: Knowing what I believe in and value, and what deeply motivates me.
2. Spontaneity: Living in and being responsive to the moment.
3. Vision and value-led life: Acting from principles and deep beliefs, and living accordingly.
4. [W]Holism: Seeing larger patterns, relationships, and connections; having a sense of belonging.

12 Principles Underlying Spiritual Intelligence

- 5. Compassion: Having the quality of "feeling-with" and deep empathy for others.
- 6. Celebration of diversity: Valuing other people for their differences, not despite their differences.
- 7. Field independence: Standing against the crowd and having one's own convictions.
- 8. Humility: Having the sense of being a player in a larger drama, of one's true place in the world.

12 Principles Underlying Spiritual Intelligence

- 9. Tendency to ask fundamental "Why?" questions: Needing to understand things and get to the bottom of them.
- 10. Ability to reframe: Standing back from a situation or problem and seeing the bigger picture or wider context.
- 11. Positive use of adversity: Learning and growing from mistakes, setbacks, and suffering.
- 12. Sense of vocation: Feeling called upon to serve, to give something back.

Pressing Toward the Goal

- Spiritual growth is not an option for the Christian.
- It is a requirement.
- It fills a lifetime.

Not that I have already attained, or am already perfected; but I press on, that I may lay hold of that for which Christ Jesus has also laid hold of me. Brethren, I do not count myself to have apprehended; but one thing I do, forgetting those things which are behind and reaching forward to those things which are ahead, I press toward the goal for the prize of the upward call of God in Christ Jesus. Phil 3:12-14

Four Types of Kingdom Power

Jim Harris, Unleash These 4 Types of Kingdom Power in Your Sphere of Influence, ministrytodaymag.com.
2/6/2018



1. *Koah* - Great in Ability

- "But you must remember the Lord your God, for it is He who gives you the ability to get wealth, so that He may establish His covenant which He swore to your fathers, as it is today" (Deut. 8:18).
- *Koah* means capacity
 - ability to be firm; vigor, literally or figuratively
 - ability to produce,
 - fruits, substance and wealth
 - It includes all the gifts you need to excel in your work, and in turn, produce fruits of abundance to share with others.

2. *Exousia* - Great in Authority

- "He went up into the mountain and called to Him those whom He desired, and they came to Him. He ordained twelve to be with Him, and to be sent out to preach, and to have authority to heal sicknesses and to cast out demons" (Mark 3:13-15).
- *Exousia* means possessing authority, the right to act in power.
 - authority in jurisdiction, authority (influence) and of the right (privilege) to walk in the power of rule or government.

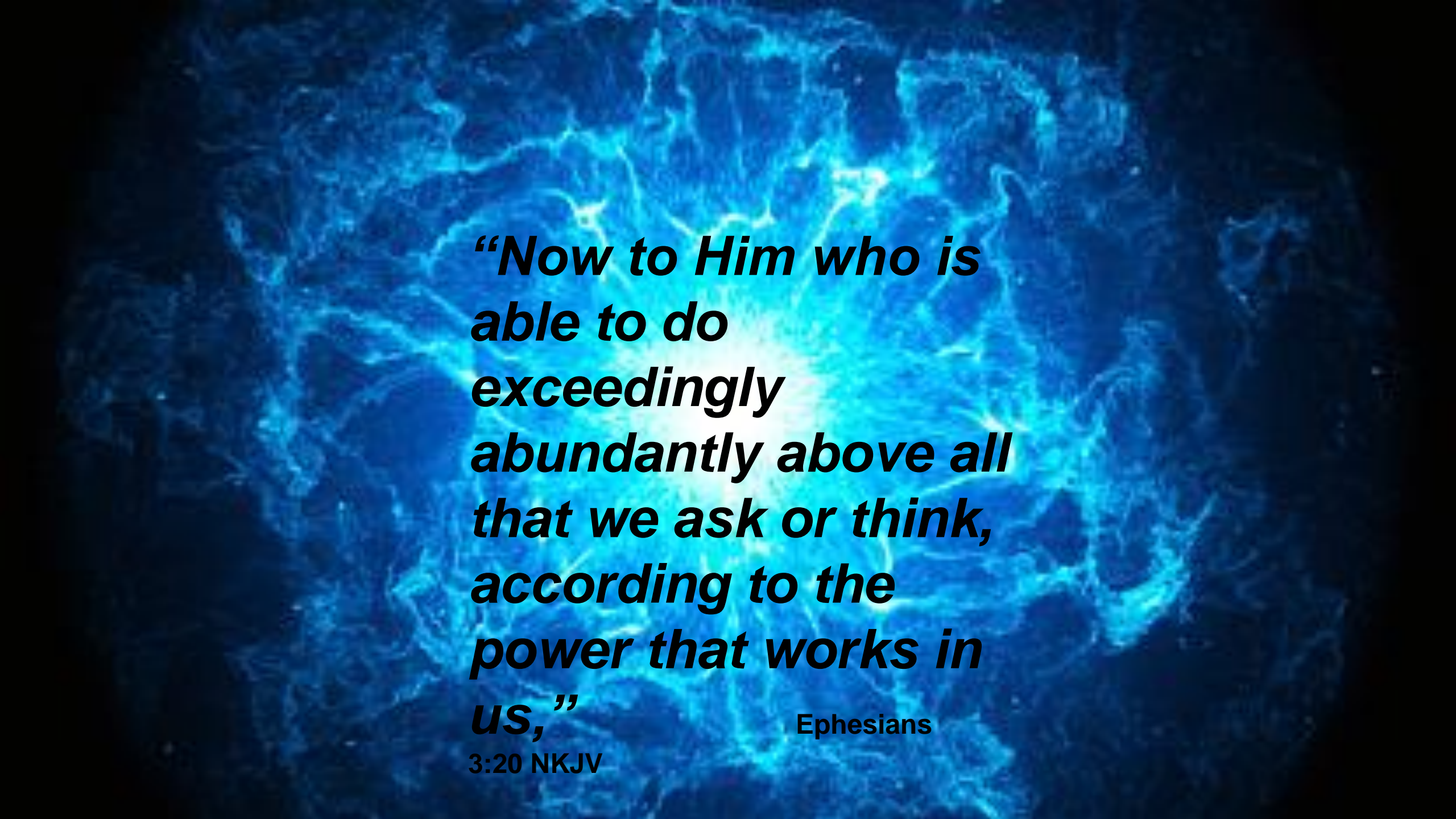
It tells us we walk in the same kingdom authority as Jesus, where He took authority over every situation the Father instructed him.

3. *Dunamis* - Great in Miracles

- "All the believers were of one heart and one soul, and no one said that what he possessed was his own. But to them all things were in common. With great power the apostles testified to the resurrection of the Lord Jesus, and great grace was on them all" (Acts 4:32-33).
- *Dunamis* means with miraculous power, might and great force.
 - by implication, points to a miracle itself; power to perform miracles
 - moral power and excellence of soul
 - power and influence which belong to riches and wealth; resources

4. *Kratos* - Great in Reigning

- "Finally, my brothers, be strong in the Lord and in the power of His might" (Eph. 6:10).
 - "But after you have suffered a little while, the God of all grace, who has called us to His eternal glory through Christ Jesus, will restore, support, strengthen, and establish you. To Him be glory and dominion forever and ever. Amen" (1 Pet. 5:10-11).
 - *Kratos* means effective power in reigning
 - includes vigor, dominion, a work of power dominion
- Jesus has given us keys to the kingdom (Matt. 16:19) to take back dominion over every societal sphere of influence (business, arts and entertainment, media, government, education, family, faith).



***“Now to Him who is
able to do
exceedingly
abundantly above all
that we ask or think,
according to the
power that works in
us,”***

Ephesians

3:20 NKJV