



**MAGUIRE
ASSOCIATES**

*Advancing
Higher Education
Through Insight
and Innovation*

“Simplify, Simplify.”
Henry David Thoreau

**The Challenge of Presidential
Leadership: *A Chronicle* Forum**

June 12, 2006

Correlations with Job Satisfaction

- Presidents with the highest level of job satisfaction tend to:
 - Spend more time with their families,
 - Spend more time “just relaxing,”
 - Socialize more often with friends,
 - Volunteer for community service,
 - Listen to music and read at home,
 - Exercise, and
 - Laugh.

Correlations with Job Satisfaction

- Presidents with the highest level of job satisfaction tend more often to see their challenges as related to big picture issues such as:
 - Generative thinking,
 - Institutional mission,
 - Vision,
 - Campus morale, and
 - Strategic planning.

Correlations with Job Satisfaction

- Less satisfied presidents worry more about tactical issues such as:
 - Balanced budgets,
 - Retention, and
 - Meeting enrollment targets.

Correlations with Job Satisfaction

- Presidents with the highest level of job satisfaction have a more integrated view of what outcomes define success. For the most satisfied presidents, strategic planning, balanced budgets, and campus morale much more highly intercorrelate in evaluating outcomes for success.

Keys to Success

1. Build the best team possible and mentor members of that team as potential presidents.
 - Trusting and delegating allows time for an integrated life of friendship, collegueship, and intellectual growth.
 - This approach will increase job satisfaction for all.

Keys to Success

2. “Get the right people on the bus.” If you *make it possible* for the next president to come from within, you will see the benefits of hiring the right people to be developed.

Keys to Success

3. Apply, and modify, the “Kissinger Theorem.”
 - Mentor staff whom you most rely upon to the point where you can delegate beyond the Kissinger Theorem. This practice exceeds the standard, “If this is the very best you can do, I’ll now read it.” It sends the message, “I’m sure this is the very best you can do, so let’s send it.”
 - Use time freed up by delegation to most trusted staff for generative thinking and “getting a life.”

Characteristics of the Most Successful CEO's and College Presidents

■ Grace Under Pressure

- Ernest Shackleton: “Optimism is true moral courage.”
- John McCain: *Why Courage Matters*
- Rudyard Kipling: “If you can keep your head when all about you are losing theirs and blaming it on you” – then you may have what it takes to be a college president!
- Jim Collins: “The Stockdale Principle”

Characteristics of the Most Successful CEO's and College Presidents

■ Decision-Making Speed

- Anxiety is the worst sin. Need the confidence to make decisions, even when ambiguity exists.
- A decision avoided is a decision. Waiting often results in only one option – usually not the best one!

*Inc. Magazine, "Successful
CEO Survey"
Management by Baseball, Angus*

Characteristics of the Most Successful CEO's and College Presidents

■ Awareness

- Ability to read people and situations
- “My job is to keep the people who hate me away from those who haven't yet made up their minds.”
Casey Stengel

*Inc. Magazine, “Successful
CEO Survey”
Management by Baseball, Angus*

Characteristics of the Most Successful CEO's and College Presidents

- Ability to Express Support and Encouragement
 - “A manager wins games in December; he tries not to lose them in July.” Angus
 - Get the right people on the bus and orchestrate from there.
 - Grace under pressure, courage, and optimism coupled with unrelenting realism tie the characteristics of a successful president together.

*Inc. Magazine, “Successful
CEO Survey”
Management by Baseball, Angus*

Characteristics of the Most Successful CEO's and College Presidents

■ Ability to Think Strategically

- Avoid “binary thinking.”
 - Define continuums and think in terms of probabilities.
- Recognizes that a less important application of the scientific method is to science.
 - Use the scientific method discipline of the mind as a tool for seeking convergence.
 - Reduce incivility and stress on campus by forging data driven decision-making and consensus.



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