



**Survivor:**  
**The University Series**

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# SESSION OVERVIEW

- Introduction
- Perspective (How much to care)
- Priorities (Doing the right things )
- Delegation (Done by the right people)
- Efficiency (Maximize return on your time)
- Optics (Manage them)
- Stress Reduction (Be healthy+have a life)
- Conclusion

# INTRODUCTION

Lily Tomlin:

“The trouble with the rat race is that even if you win you’re still a rat”.

- Universities need to get absolutely everything out of you they can .
- You need to set boundaries if you're going to have a life outside work.
- Some sacrifice is necessary if you're going to make a difference.

# Some Basic Assumptions

1. You want a career and reputation to be proud of because your work is a key to your self respect.
2. You recognize this comes through important contributions to your organization.
3. You are prepared to work hard and make sacrifices to a point.

4. Your job is to generate results, not to simply put in time.

5. You are not the only capable person on your team and this doesn't threaten you.

6. You are prepared to recognize the contributions of others.

7. You will play fair with others and yourself.

8. You are capable of and committed to having a life outside work.

9. You see the value in enjoying each day and are prepared to make the effort to do so.

# **PERSPECTIVE**

**(Caring: how much and about what)**

George Carlin :

“We’ve learned how to make a living but not a life.”



# Your Organization Wants You!



- And it wants you 24 hours a day , seven days a week , 52 weeks a year.
- Unless of course it's lead by enlightened management .

# How Much Should You Care?

- No matter how important your job is , it's probably not life and death.
- Police , firefighters, soldiers , nurses , brain surgeons and psychiatrists – their work is often life and death.
- Ours jobs as educators are not.

- You can't do more than your best.
- Don't internalize work stresses to the point where you equate them to health and family priorities.
- They don't equate.
- Certainly you have to be prepared to work long and hard at times when the situation requires.
- Just don't let it become habit forming.

# When Working – Enjoy It!

- You will spend an awful lot of time at work over the course of your career!
- WHY NOT ENJOY IT?
- Do your best to enjoy what you can at work as today is the only day you have.
- Don't take the negative things to heart, particularly those over which you have no control

# Enjoy People

- If what you are doing is hard to enjoy then try to focus on the people.
- People are usually the best AND the worst things about any job.
- Focus on those that are the best part of your work and enjoy what they bring to your day.

# PRIORITIES

## (Doing the Right Things)

William James :

“The art of being wise is the art of knowing what to overlook.”

# Priorities Questions

- What are your top 5 work priorities ?
- Think about your schedule for the past week .
- Were these priorities reflected in how you spent your time?

# Identifying Priorities

- Normally priorities should reflect core community expectations of your unit.
- They should also reflect what can “bite” you first and hardest.
- They will often be influenced by where they come from in the organization .
- Often your priorities will also relate to factors like cost and risk .



- Your priorities and those of your institution may shift.
- People are **ALWAYS** a top priority as they are usually pre-requisites to achievement of other top priorities.

# Translating Priorities into Behavior

How do you spend your work time?

- Phone calls , meetings and interviews?
- Designing or implementing new plans, policies or procedures?
- Solving problems?
- Leading or coordinating people?

High Impact Easy or Pleasant	High Impact Moderately Easy or Pleasant	High Impact High Difficulty Or Unpleasant
Medium Impact Easy or Pleasant	Medium Impact Moderately Easy or Pleasant	Medium Impact High Difficulty Or Unpleasant
Low Impact Easy or Pleasant	Low Impact Moderately Easy or Pleasant	Low Impact High Difficulty Or Unpleasant

# **DELEGATION**

## **(Getting things done by the right people)**

Dirty Harry:

“A man’s got to know his limitations.”  
(women too)

# Delegation Questions

- Are you doing things that someone else in your team could do as well or better?
- Making decisions or doing things your subordinates can do as well or better:
  - Wastes your time and increases your work
  - Limits organizational results
  - Squanders chances for improved staff growth, empowerment , satisfaction and commitment .

- Guard the time of staff as jealously as your own by making sure they are only doing things which advance priorities .
- People are willing and even happy to accept increased responsibility when they feel part of the team .
- If we're all in the same boat , then we all sink wherever the leak appears.

# **EFFICIENCY** **(Maximizing return on your time)**

Woody Allen:

“80% of life is showing up.”

# Originality

Woody Guthrie:

“Plagiarism is basic to all culture. He steals from me but I steal from everybody.”



- Most of us are paid for results, not for the originality of our ideas.
- So you don't have to reinvent the wheel.
- Have a network that can show you easy and efficient ways to do things and give credit to those who helped.

# Assume You'll Forget

- Write things down.
- Always keep a small note book or pad with you.
- Know where things are.
- Always put things in the same place.
- Keep similar things together.

# Hand off to someone better equipped ( ie. delegate)

- They'll do it better and faster.
- Be sure to provide direction on your expectations and ensure the necessary tools, information and time are available.
- Subordinates are not the only people you can “punt” to so when appropriate “delegate” upward.

# Reading materials

- Don't read everything !
- If you can , have someone else read some things for you, highlighting what you need to read.
- Only read what has a direct impact on your ability to meet important objectives.
- Read on the subway or on the treadmill (NOT when driving the car).

# Phone Calls

- Don't accept calls as they come in unless this meets YOUR objectives.
- Don't speak to everyone who wants to speak with you.
- Have they spoken to someone else who might answer their question?
- If not, have the call referred immediately.

# Drop Ins

- Don't see people when it's convenient for THEM (unless it's someone senior).
- See them when it's convenient to you (or not at all if the meeting doesn't advance your objectives).
- As with callers, find out who they've spoken to and ask for a written summary of issues.

# Getting it Perfect

Keith Alnwick:

“The perfect is  
the enemy of the good enough”

- There is far more for you and your team to do than you can ever do.
- You have to know when to get things absolutely perfect and when to settle for good enough.
- Be a perfectionist when it counts , you don't have time to be that way on everything.



# Getting Focused

Rudyard Kipling:

“ I keep six honest serving men , they taught me all I knew . Their names are what and why and when and how and where and who?”

# Keeping Your Focus

- Don't move back and forth between tasks frequently.
- Get into something and do it .
- Then you don't have to invest time remembering what you were trying to do.
- There is warm-up time in most tasks. So do it once, get the job done and move on.

# Staying Fresh

- Keep your edge don't be on edge.
- Get out of the office for at least a half hour or more each day , ideally for exercise.
- Get off campus for a half day or day every few weeks or month.

# Have the Tools You Need

- For many tasks you need specific tools , information or direction to get the job done.
- Decide early on what you need to get the job done and get these things first.
- Choose your tools carefully. What looks like a life preserver could be a millstone (cell)

# When to Do Things

- All things being equal, do it now (otherwise you might forget).
- But do things when convenient for YOU.
- Most of us have periods when we work best. Find yours and use it for tough or important tasks.

# When It Doesn't Have to be Done Now

- Things with large or immediate impacts you likely want to do quickly.
- But practice “just in time” management.
- Don't do now what can be put off until later
- Something may happen and you may not have to do it at all. Anyone have an example?

# E-Mails

- Delete all the e-mails you can without reading them.
- Print e-mails that require follow-up action and put them in your “to do” pile.
- Don’t e-mail in anger.
- Read things carefully before responding (no snickers from the Ryerson crowd)

# Meetings

- Don't meet with everyone who wants to meet with you.
- If you have to have a meeting make it short so the agenda is “driven”.
- When possible arrange to leave after the items relevant to you are completed.
- Bring reading material but don't be obvious .



# Mistakes

- Your goal isn't to avoid mistakes.
- Your goal is to avoid repeating them.
- Pretending that you or your team don't make mistakes wastes time and energy.
- When you make a mistake : admit it ; apologize ; correct the impact when possible; and ensure it doesn't recur.

# Conflict Strategies

- Conflict can be the most time-consuming thing in your job (and the most unpleasant).
- Don't insist on getting a final decision that's closest to your original position.
- You want a decision or solution that VISIBLY meets legitimate stakeholders more than half way.

- Think twice before acting in anger .
- Be honest and consistent , this is not only virtuous but also makes it easier for you to remember what you said or did.
- Due process can be a tool and a shield.

- If you want others to make common cause with you, you must make common cause with them.
- In conflict , appeal to the other person's self interest , not their better instincts.
- They may not have better instincts but they certainly have self interest.

# OPTICS (Manage them)

Billy Crystal (Nando):

“It’s better to look mah’velous than to be mah’velous.”

Keith Alnwick:

“Don’t judge a book by its cover but assume others do.”

# Expectations Shape Perceptions

- How you manage the expectations of you and your team will shape perceptions.
- You want expectations high enough so that you are challenged and deliver real value to the organization.
- But you don't want expectations that are unachievable or that require a superhuman effort to deliver.

# Showing the Flag

- Part of many jobs is showing the flag.
- But you don't need to show the flag so much that you break your arm.
- Usually showing the flag is not your TOP priority.
- But when you do show the flag make sure you are visible (otherwise why bother?)

# Being a Team Player

- You have to be a team player if you want others to help you with YOUR major objectives.
- But know when to draw the line.
- It's one thing to be a team player. It's another thing to be exploited.



# D'Allessandro's 5 reputational qualities:

1. Earning the organization money.
2. Telling the truth.
3. Being discreet.
4. Keeping your promises.
5. Making people want to work for you.

# Being You

- Concerning yourself about optics doesn't mean you have to be a phony.
- But it does mean you should highlight your good points and achievements and downplay your weaknesses or failures.
- Of course to be of maximum value to your organization you have to be yourself.

# STRESS REDUCERS

- Unless you're luckier than most of us in the Post-secondary environment , there are going to be a lot of things that stress the hell out of you.
- You need strategies to help cope with the stress and anchor your life in healthy and constructive ways.

# Sub-Optimal Strategies

- Alcohol , tobacco , and drugs ALONE cannot handle your stress.
- In fact , they could ultimately ADD to the stress you experience.
- (This is why many organizations have employee assistance programs.)

# Physical Strategies

- Although it sounds trite , stress management really begins with physical well being.
- Because nothing adds to your stress like letting your health go to hell in a basket .
- You need to manage exercise, diet, and rest.
- And make sure you book and keep medical appointments.

# Social Strategies

- The fact is , the saying “All work and no play make Jack (or Jane) a dull boy (or girl)” is the absolute truth.
- When you’re stressed, phone a friend , go for a walk , or listen to some music.

- If you have family , remember that time spent with your family (especially aged parents or young children) is not only nourishing but hard to object to.
- If you don't have family nearby then make sure you create down time with friends as a crucial break from work life .

# FINAL WORDS

- If due process isn't possible an explanation is always in order.
- Whenever possible appeal to people's self interest.
- In conflict situations , be sure of the ground you're standing on.



- Most people will only learn from direct experience so don't be frustrated when they don't listen to you.
- Self awareness is a powerful tool so work to know your strengths, weaknesses and motives.
- Try to understand those of others as well

- Know *HOW* to win and how to lose (ie. Do both gracefully and as a team)
- Know *WHEN* to lose (being right is not always enough).
- Respect yourself and others.
- You're only as good as your last at bat.
- FDR was right. We have nothing to fear but fear itself.

# CONCLUSION

**(Whew, I thought he'd never stop)**

- You have to strive to see the big picture and the institutional priorities for you and your team.
- Set out to have a career to be proud of but make sure to have a life along the way.
- Accept what you can't change and work to change what you can't accept.



THANK YOU