

Managing Large Organizations

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Mark J. Miceli, Ed.D.
Assistant Dean
Boston College

Alex Hirs
UGBC Vice President
Boston College

Questions to Ponder

- How do you personally manage conflict?
- What do you feel impedes your organization for achieving it's goals?
- Can you think of an instance where conflict hindered your organization from achieving it's goals?

Agenda

- Questions to ponder
 - Group discussion
- UGBC Overview
 - Structure
 - Resources for management
 - General tips
- Conflict negotiation and management
- Case study exercise
- Discussion of case study

MANAGING



Structure of

- **Cabinet-** 75 members
 - Headed by the President and Vice President, voted in through an external election
- **Senate-** 20 members, 5 from each class
 - Semi-Autonomous
 - Headed by a President and Vice President, chosen with internal elections
- **Judiciary-** 3 members
 - Composed of a Chief Justice and two associate Justices, chosen by the UGBC President and Senate President
- **AHANA Leadership Council (ALC)-** 35 members
 - Semi-Autonomous
 - Headed by a President and Vice President, chosen with internal elections
- **GLBTQ Leadership Council (GLC)-** 15 members
 - Semi-Autonomous
 - Headed by a President and Vice President, chosen with internal elections
- **Mentoring Leadership Program (MLP)-** 35 members
 - Headed by 2 Cabinet Members



UGBC
Cabinet

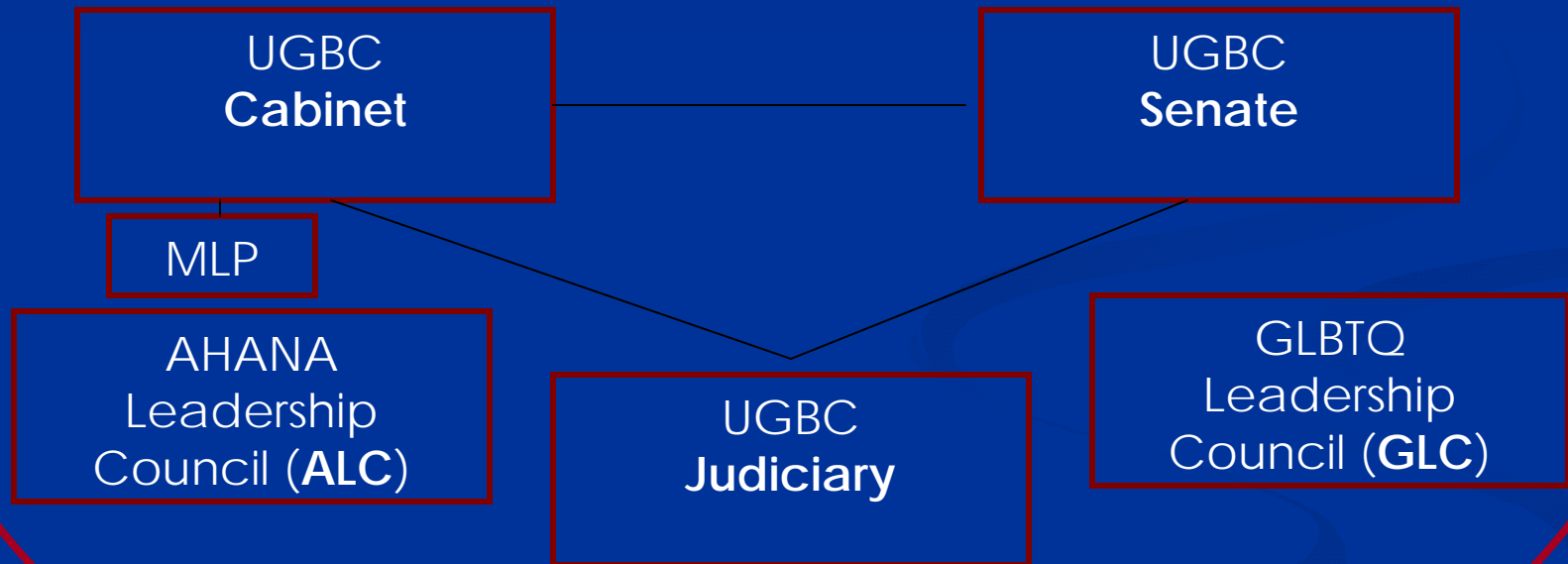
UGBC
Senate

MLP

AHANA
Leadership
Council (**ALC**)

UGBC
Judiciary

GLBTQ
Leadership
Council (**GLC**)





Cabinet

Executive

Student
Life

Social &
Cultural
Issues

University
Affairs

Campus
Entertainment

Communications

Why this structure?

- The 6 departments of the Cabinet each have a clear mission statement.
 - Executive- *Works for the completion of many items listed on the Dea-Hirs platform.*
 - Communication- *Publicizes the many events that UGBC puts on throughout the course of the year as well as publicizes the policy and initiative-based work that UGBC completes*
 - Campus Entertainment- *Provides fun, exciting, new and engaging entertainment for students.*

Why this structure? (con't)

- Student Life- *Addresses everyday issues and concerns of students at Boston College.*
- Social and Cultural Issues- *Challenges students outside of the classroom and focuses on issues that transcend Boston College.*
- University Affairs- *Focuses on student issues that pertain to the upper Administration at Boston College and their relationship with students.*

Why this structure? (con't)

- Senate- Legislative and money-allocating body
- ALC- Focuses on issues of diversity and provides resources for members of the AHANA community
- GLC- A main resource and support system for BC's GLBTQ community
- MLP- Freshman sector of UGBC

How is leadership determined?

- The President and Vice President are elected through a campus-wide external election
 - This year 44% of the student body voted
- Each candidate pair has their own campaign team, complete with Campaign Manager, Marketing Manager and 30+ volunteers

Al-Alex Ticket: “Vote for Commitment”



Al-Alex.com

Appointing the Cabinet

- First step in constructing the Cabinet is appointing the Senior Cabinet, which consists of the Chief of Staff and the five department heads
- Each department is headed by an Executive Director (ED) and an Associate Director (AD)
- After the Senior Cabinet is chosen, the various department heads appoint their respective directors

Applying to UGBC

- Students apply to be in the Cabinet through an electronic application and a follow-up interview
- Received nearly 180 applications for 75 positions
- After decisions are made, the Senate confirms the Cabinet

Constructing UGBC



Training the Cabinet

- Management training for Senior Cabinet
- Spring training to educate internal UGBC resources
- Fall training to focus on different offices on campus and team building



Resources for Management

- Bi-weekly Cabinet meetings
- Weekly department meetings
- Listserves
- [My Files](#)
- [Room Requests](#)
- Publicity Requests
- [UGBC Website](#)

General Tips

- Make agendas!
- Delegate effectively
 - Split departments, allocate goals
- Maintain constant communication
 - Emails, meetings, phone calls
- Engage your entire organization by keeping meetings interesting
 - Bring in speakers, have discussions, let members share ideas and news from outside the organization
- Lead by example
- Be a mentor
- Have fun

Difficult Conversations

- The difficult conversation
 - To have or
 - Not to have
- Read between the lines- context
- Understanding the conversation
 - 3 conversation model
 - What happened?
 - Feelings
 - Identity

3 conversations

- “what happened” Assumptions
 - Truth
 - Intention
 - Blame
- The feelings conversation
 - Understanding your feelings
 - Talking about feelings
 - Managing feelings

3 conversations (cont.)

■ Identity Conversation

- Look inward
 - Self esteem
 - Self image
 - Who I am in the world

■ Tips

- Keep your balance
- Complexity of intentions
- Consider the other point of view

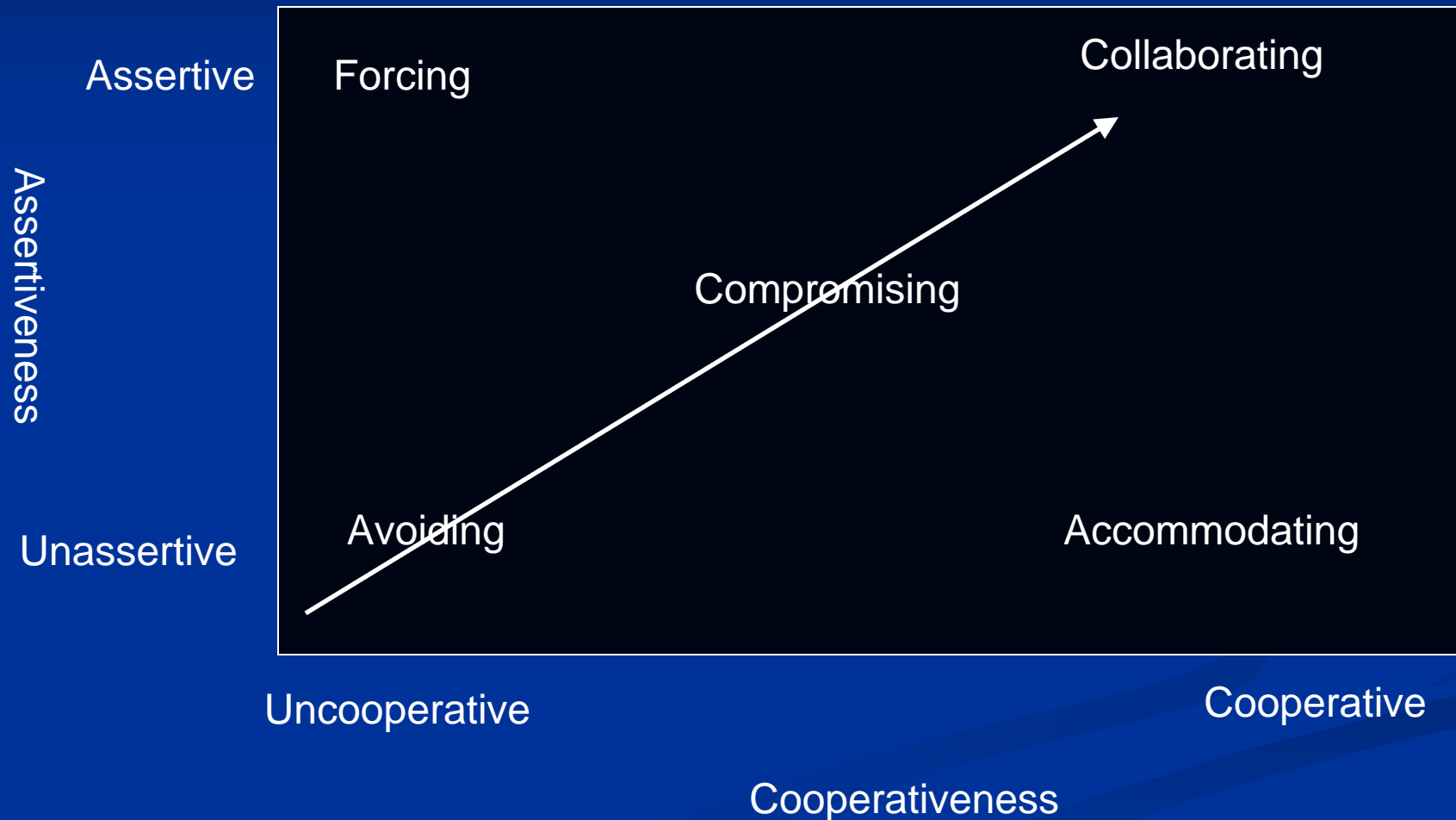
How to Have the Conversation

- Walk through the conversations
- Check your purpose
- Start with the third conversation
- Explore their story... and yours
- Problem solving

Conflict Negotiation

- Work towards collaboration not compromise
- 5 conflict management approaches
 - Forcing
 - Avoiding
 - Compromising
 - Accommodating
 - collaboration

Conflict Response Alternatives



Negotiation Strategies

- Distributive
- Integrative

Negotiation Strategies	Distributive	Integrative
Conflict Management Strategies	Compromising Forcing Accommodating avoiding	Collaboration

6 Step Process

- Establish superordinate goals
- Separate the people from the problem
- Focus on interests, not positions
- Invent options for mutual gains
- Use objective criteria
- Define success in terms of gains, not losses

Case Study

The UGBC is planning a major concert just a few weeks after the beginning of the fall semester. The Campus Entertainment Department is responsible for the overall production of the concert from booking the acts to staffing the event. Critical to the concert's success is a comprehensive marketing and communication plan. The UGBC has a dedicated department for developing and executing marketing plans. The directors of each department meet to discuss the details and work out some logistics. During the conversation the CE director believes that based on this conversation everything will be completed. However, the Communication department director is waiting for the formal request for publicity before starting any of the discussed strategies. At this point the concert is only a few weeks away, and none of the publicity has been done. You are the president of the organization.

- What would you do to solve the problem immediately?
- What would you do to ensure the situation does not happen again?
- What could you do to help the two directors work better together in the future?
- What impact might personality have on the situation?

Questions?

■ References:

- Katzenbach, J. R. (Ed.). (1998). *The working of teams*. Cambridge, MA: Harvard Business School Publishing
- Stone, D., Patton, B., & Kleen, S. (1999). *Difficult Conversations* (xv-xxi ed., Vols. 3-20). New York: Penguin Books.

■ Contact info:

- Mark: micelimb@bc.edu
- Alex: hirs@bc.edu
- UGBC: www.ugbc.org
- BC Student Programs: www.bc.edu/spo