

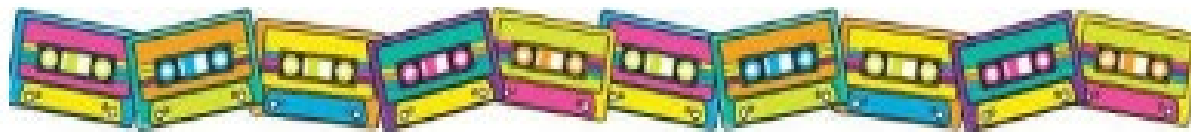
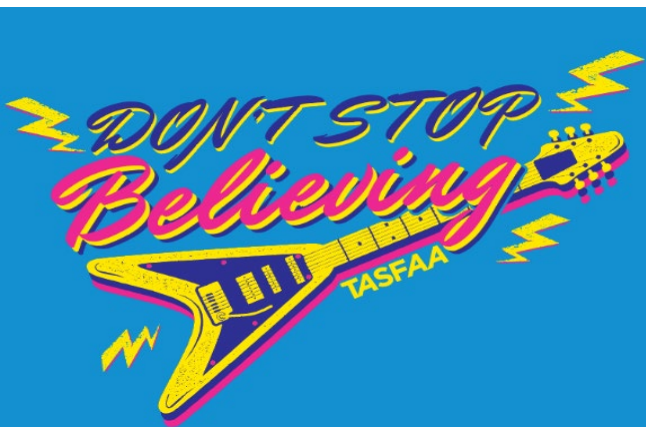


# Politics, Ethics and Leadership

Brent Tener,  
Vanderbilt University

# Agenda

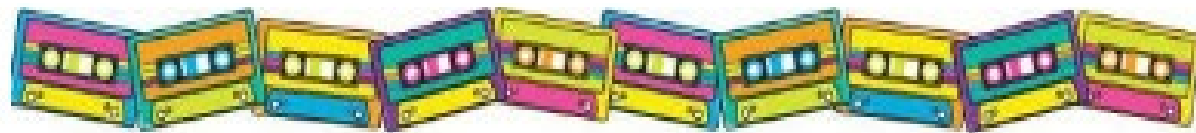
- Ethics and leadership
  - Dignity and respectfulness
  - Serving others
  - Justice
  - Community Building
  - Honesty
- What are politics and why you should care
  - Increasing your political effectiveness
  - On-campus relationships
  - Flying at 30,000 feet
  - Politics: The Advanced Course



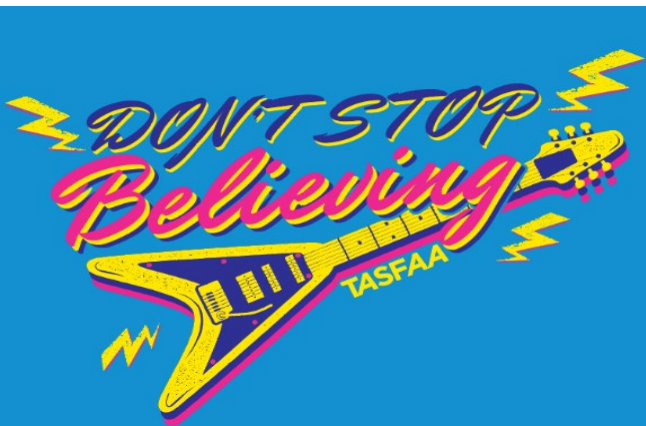
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# Ethics and Leadership



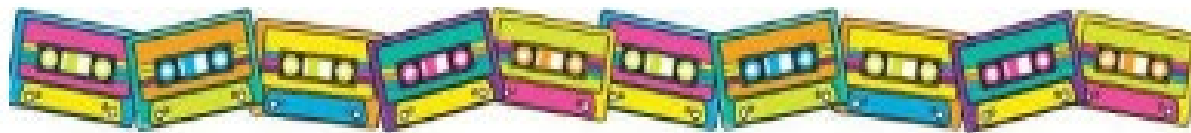
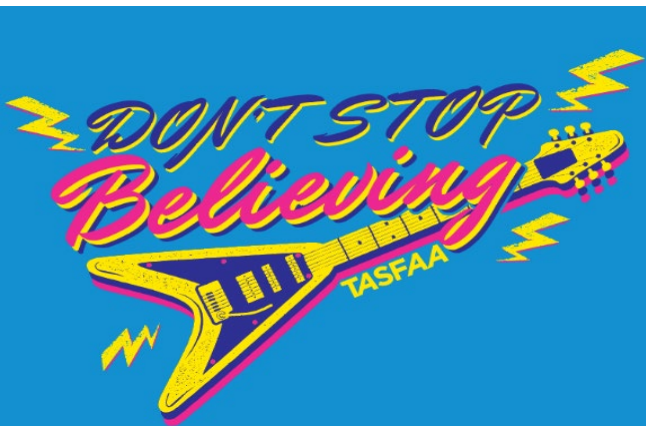
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# Ethics and Leadership

- Ethics serve as guidelines for analyzing “what is good or bad” in specific scenarios.
- Correlation between ethics and leadership – is all about the leader’s character and the leader’s role.



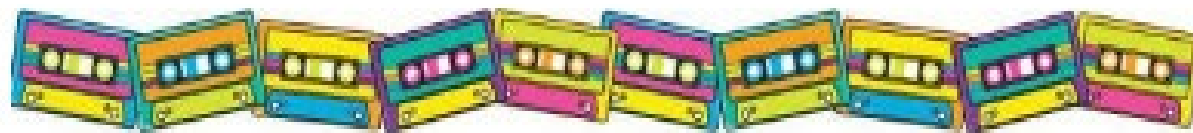
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# Ethics are essential to leadership

**Dignity and respectfulness** – leaders do not use individuals to achieve personal goals. This involves listening, showing compassion, hearing and recognizing opposing viewpoints.

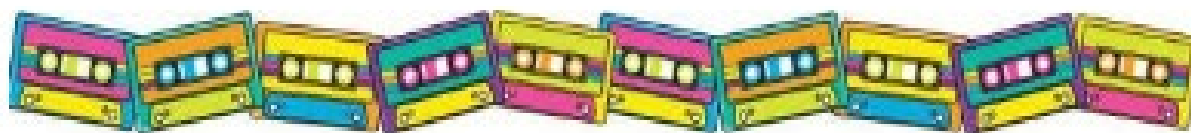


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# Ethics are essential to leadership

- **Serving others** – an ethical leader places other's interest ahead of his or her interests. Being humane is vital.
- **Justice** – being fair and just. An ethical leader must treat all individuals fairly. Personal biases should not be at play. When some action requires different treatment – it should be seen as fair, clear and built on morality.



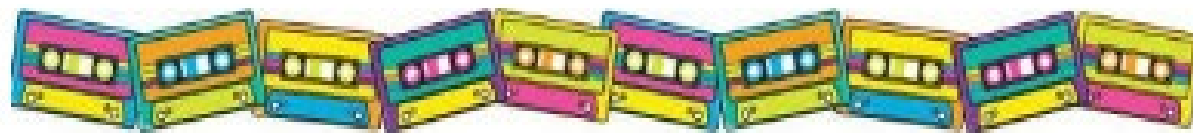
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# Ethics are essential to leadership

**Community Building** – an ethical leader develops community. Recognizing personal purpose – an ethical leader considers others as well in achieving goals. Demonstrating consideration to the community interests and not overlooking other’s intentions – is important in developing and maintaining community goals.

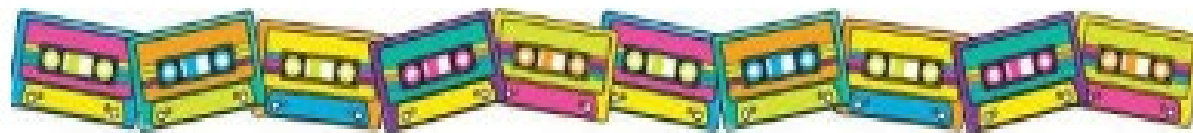


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# Ethics are essential to leadership

**Honesty** – an ethical leader is loyal and honest. Honesty is essential in being effective in leadership. Being reliant and dependable are traits in honesty for leaders. Being respectful of others is vital. Presenting the facts – regardless of the circumstance – shows honesty and does not misrepresent any fact.



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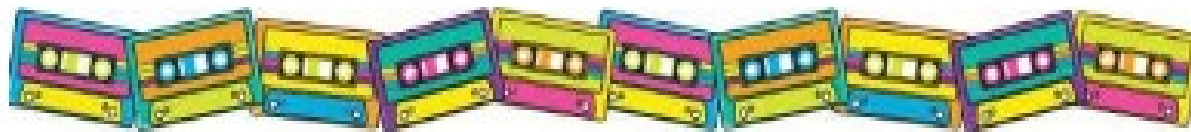
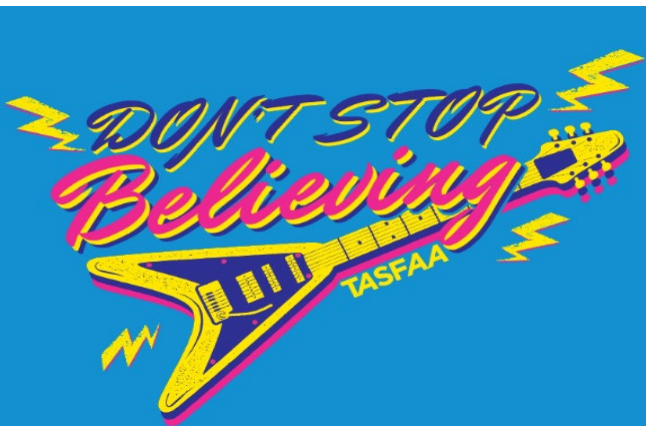






# Ethics are essential to leadership

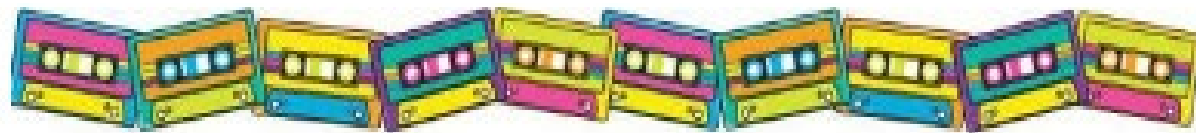
Ethical leadership is all about values – and is impossible without the recognition and awareness of personal values.



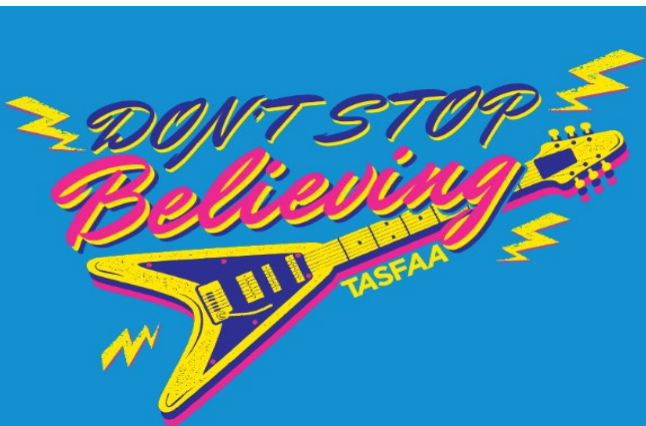
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# Politics

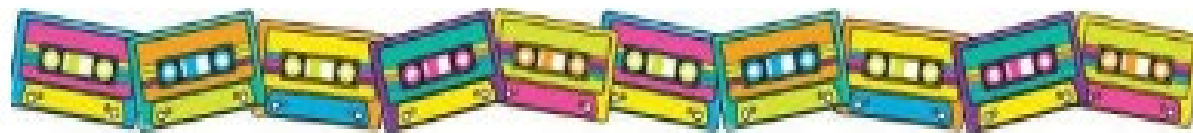
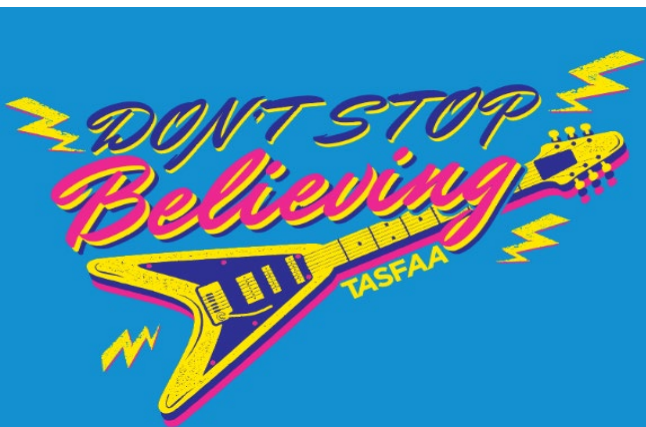


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# Wikipedia definition

**politics, (office politics or organizational politics)** is the use of power and social networking within an organization to achieve changes that benefit the organization or individuals within it. .... organizational politics can increase efficiency, form interpersonal relationships, expedite change, and profit the organization and its members simultaneously.

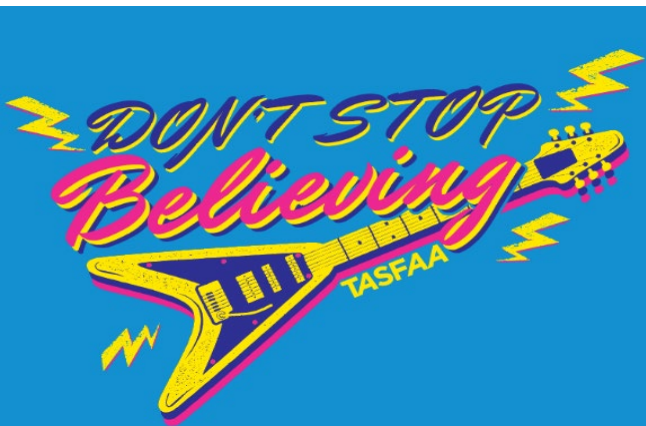


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# Increasing your political effectiveness

- Be heard
  - Keep it simple
  - Good communication is critical, know how your boss likes to communicate
  - Be competent and demonstrate competency without complexity
  - Cut the jargon

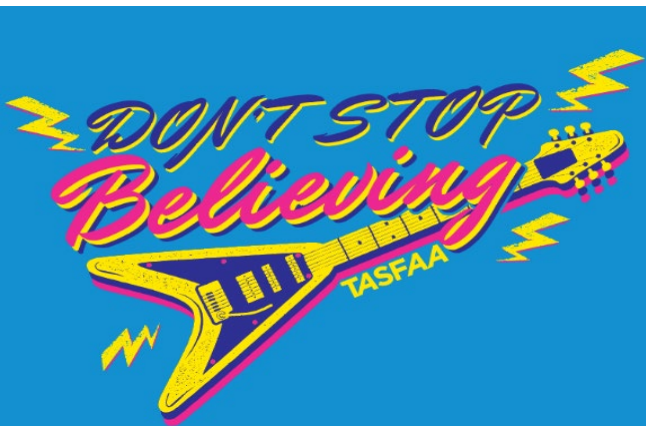


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# Increasing your political effectiveness

- Be a resource
  - Know your numbers and policy, be accurate
  - Educate others
  - Advocate but be flexible
  - Use dashboards, internally and externally

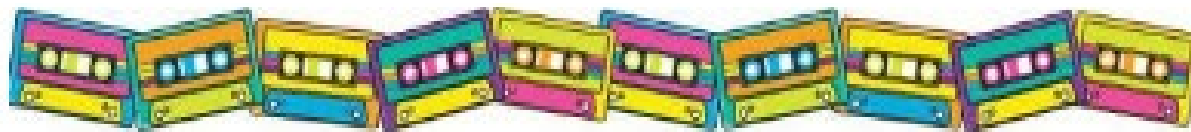
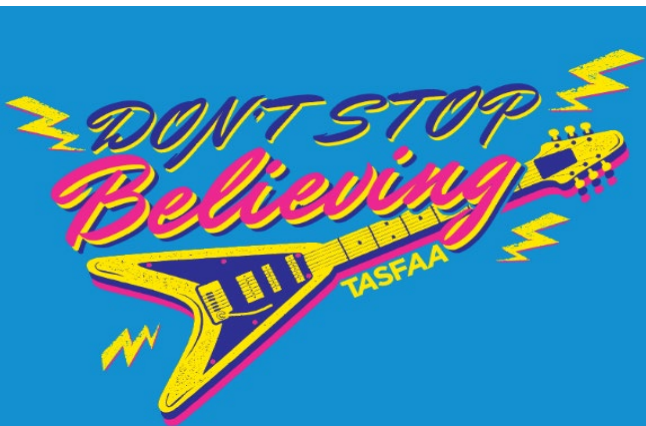


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# Develop on-campus relationships

- Be invested in other offices success, especially other offices in your division
  - A rising tide lifts all boats
  - Be open versus entrenched.
  - Start with “How can we make this happen?”
- Remember the second tier - Associate Directors across divisions must work well together.

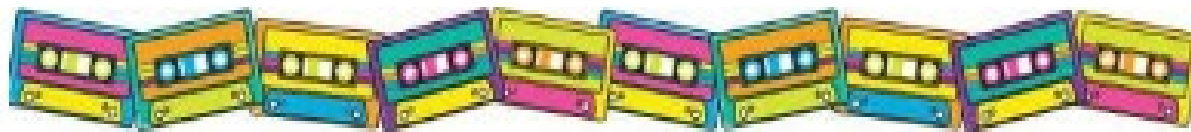
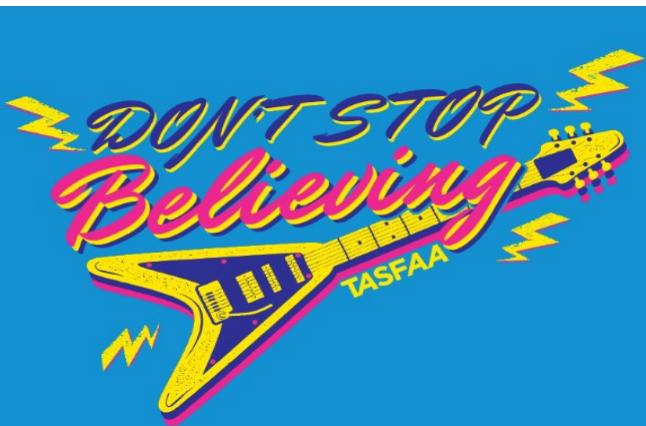


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# Develop on-campus relationships

- Identify and network with key players and stakeholders
  - Student Government Association President
  - Key Faculty
  - Serve on key committees
  - Hold an open house

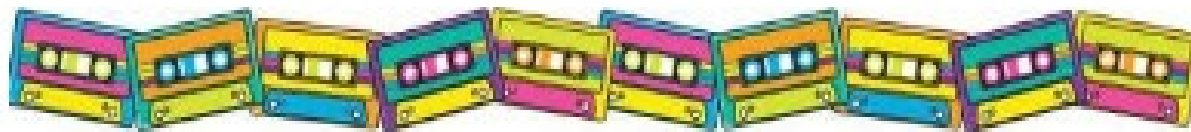
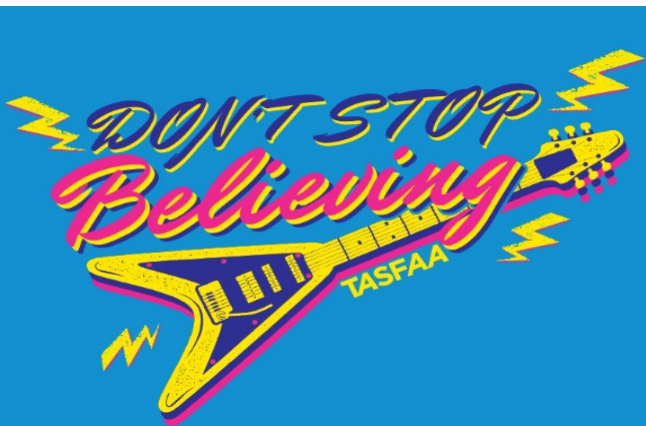


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# Develop on-campus relationships

- You are most likely the expert regarding financial aid on your campus, act like it.
- If you want a friend (and you do), be a friend
- Ask partners to keep you in the loop, and do the same for them
- The best time to develop on-campus relationships is before you need them.



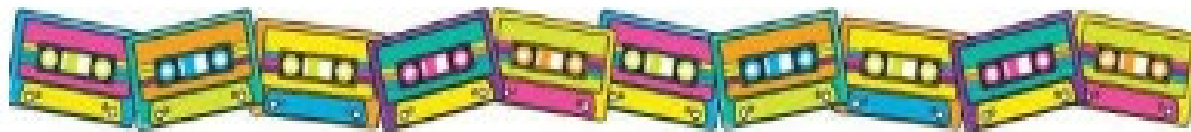
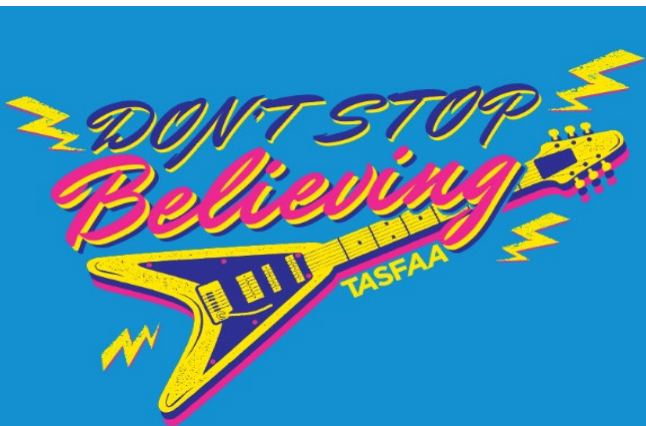
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# Flying at 30,000 feet

- Be alert for trends – bring them forward with data and possible causes
- Partner with colleagues to develop new approaches to challenges and/or new initiatives
- Don't be afraid to share knowledge – but do so judiciously. Share averages and trends, never student unit record data

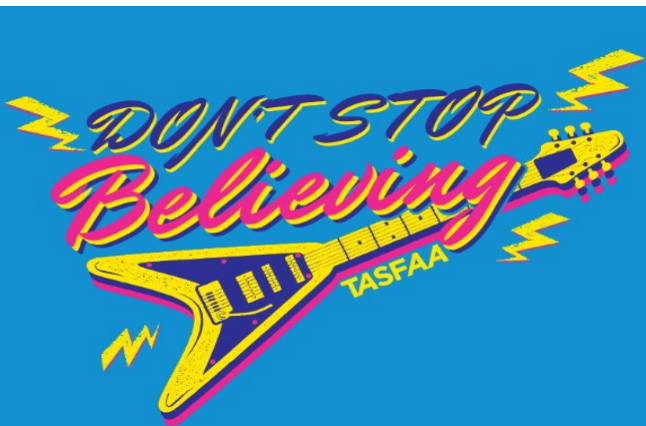


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# Politics 601 (The Advanced Course)

The bad part about politics, you might not know you are losing until you have lost.



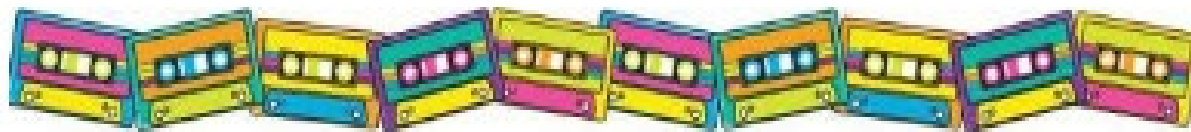
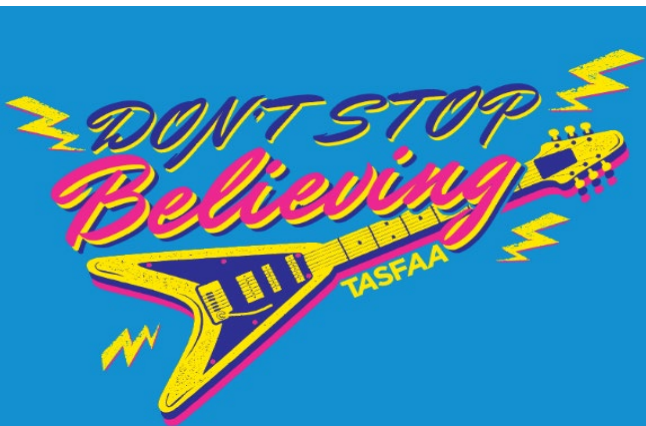
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# Politics 601

## (The Advanced Course)

- Financial aid is a relationship business that happens to have transactions
- You are either part of the problem or part of the solution – if you are the former, you won't be invited to the table
- Save the “buts”
- Avoid “slippery slopes” and “rabbit holes”

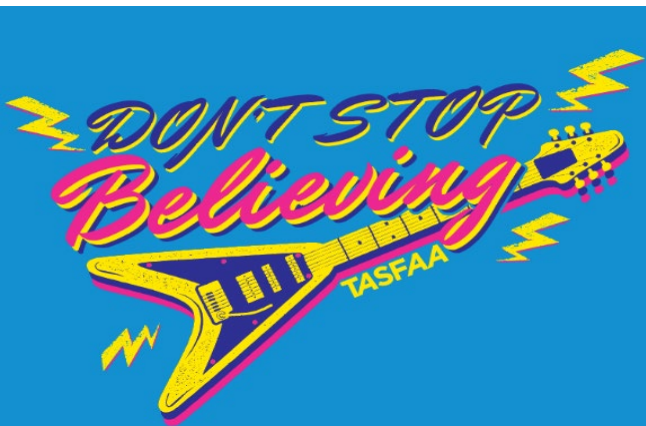


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# Politics 601 (The Advanced Course)

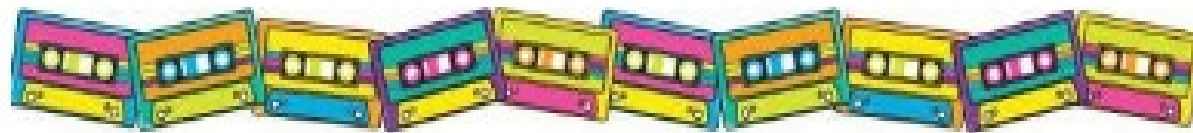
- Experience can be a tough teacher, make sure you learn something from it
  - Good judgment comes from experience
  - Experience comes from bad judgment
- Pick your battles and prepare for those you do pick (line up allies, get data, pull the compliance card!)



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# Discussion



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