Working Better *together*

Melanie DeKerlegand, Logan Dupree, and Beth McCall

GASTON COLLEGE

This Photo by Unknown author is licensed unde
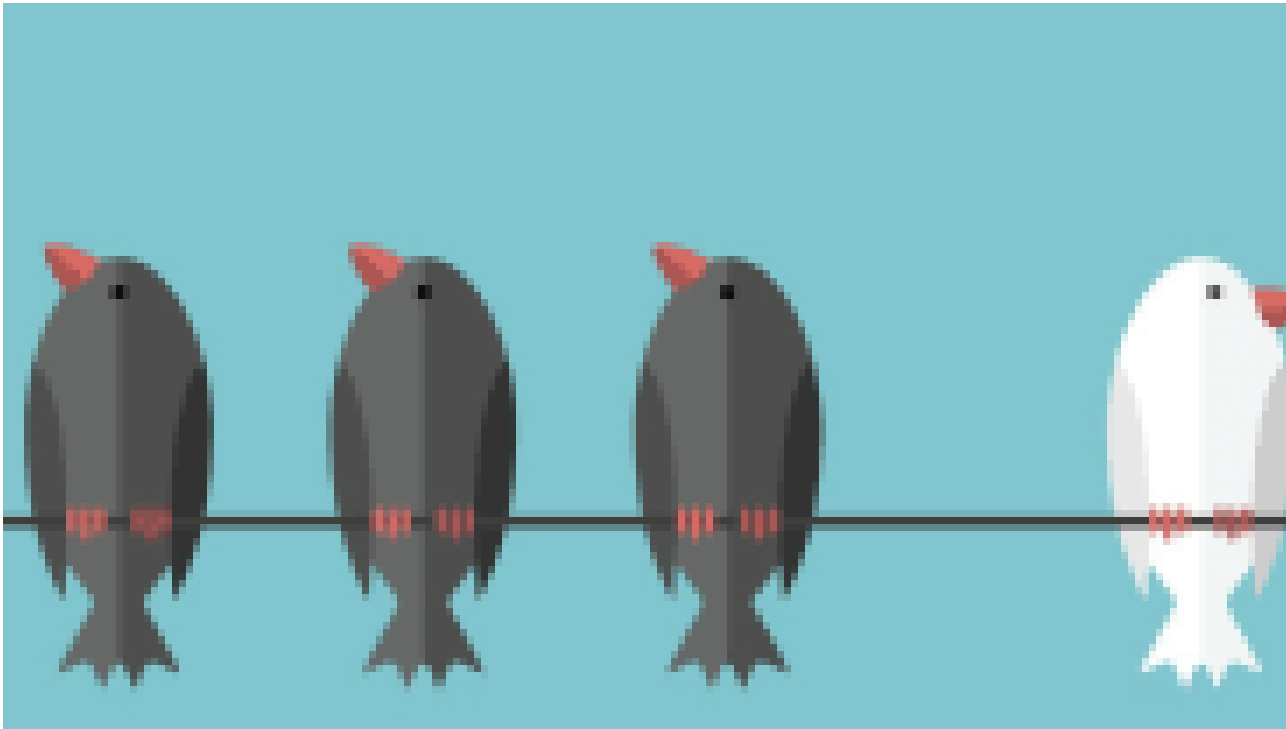
WHAT WORKS AGAINST IMPROVEMENT?

Organizational Silos

- Individual teams, departments, and institutions are isolated from each other.

- Hierarchies where information and decisions begin at the top and filter down.

Outcomes:

- Performance stagnation

- Poor communication

- Mistrust in leadership

- Bad customer/student service

SILO MENTALITY

Silo mentality provides:

- Comfort in keeping others out.
- Safety from toxic work environments.
- Illusion of survival.

Silo mentality leads people to feeling:

- Disconnected at work.
- Isolated in their jobs.
- Mistrustful of colleagues and leadership.
- Powerless to change anything.

NC COMMUNITY COLLEGE MISSION

To open the door to high-quality, accessible educational opportunities that minimize barriers to post-secondary education, **maximize student success**, develop a globally and multi-culturally **competent workforce**, and **improve the lives and well-being of individuals**.

ONE POSSIBLE SOLUTION – FINDING A MENTOR

Benefits

- Knowledge of how the institution or system works
- Guidance in policies, priorities
- Information about opportunities
- Support

Drawbacks

- For the mentor -
  - Time
  - Effort
- For the mentee -
  - Inequitable
  - Limiting

MORE EFFECTIVE: DEVELOPMENTAL NETWORKS

Definition:

- A set of people who take an **active interest** in and **action** to advance another's career by providing development assistance (Higgins and Kram)

- **People with whom we connect to achieve common goals – these may be in one institution or in a variety of places.**

- **Everyone in the developmental network is a mentor and a protégé/mentee**

WHAT A DEVELOPMENTAL NETWORK IS NOT...

CLIQUE

DICTATORSHIP

SOCIAL GROUP

MOAN AND GROAN ZONE
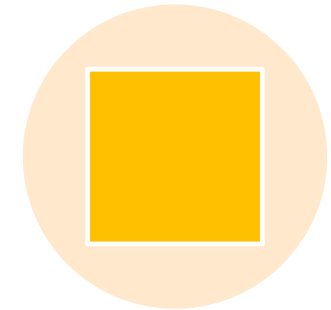
WHAT A DEVELOPMENTAL NETWORK IS ...

SUPPORT GROUP

PROBLEM-
SOLVING
POWERHOUSE

PLACE TO
CELEBRATE
GROWTH

TEAM

INDIVIDUAL BENEFITS

Developmental Network

- Every member brings and is expected to share unique contributions

- The network benefits by having members from different

  - Stages in their professional lives

  - Backgrounds

  - Life experiences

DEPARTMENTAL/ INSTITUTIONAL BENEFITS

Focus on the Mission

Challenges us to think outside of ourselves

Sense of Belonging at Work

More Productive Working Environment

NCCCS BENEFITS

1 • **Recruit and retain top talent** to enable the North Carolina Community College System to educate and prepare the State's workforce

2 • **Increase access and enrollment** at North Carolina community colleges to meet the state's educational attainment goal and expand postsecondary opportunities.

3 • **Provide resources inside and outside the classroom** for all students to successfully enroll, persist, and complete a career program of study.

4 • **Provide education, training, and credentials** to develop the most competitive workforce in the nation.

FACULTY & STAFF ENGAGEMENT

"As faculty and staff are more engaged and feel more positively about their work and the direction of the institution, they become more student-centered, and students benefit from being heard, seen, and supported through policies, procedures, and programs that shape their college experience" (12).

-Davis, Jemilia S., et al. "Improving Campus Climate for Employees as a Strategy for Promoting Student Success."
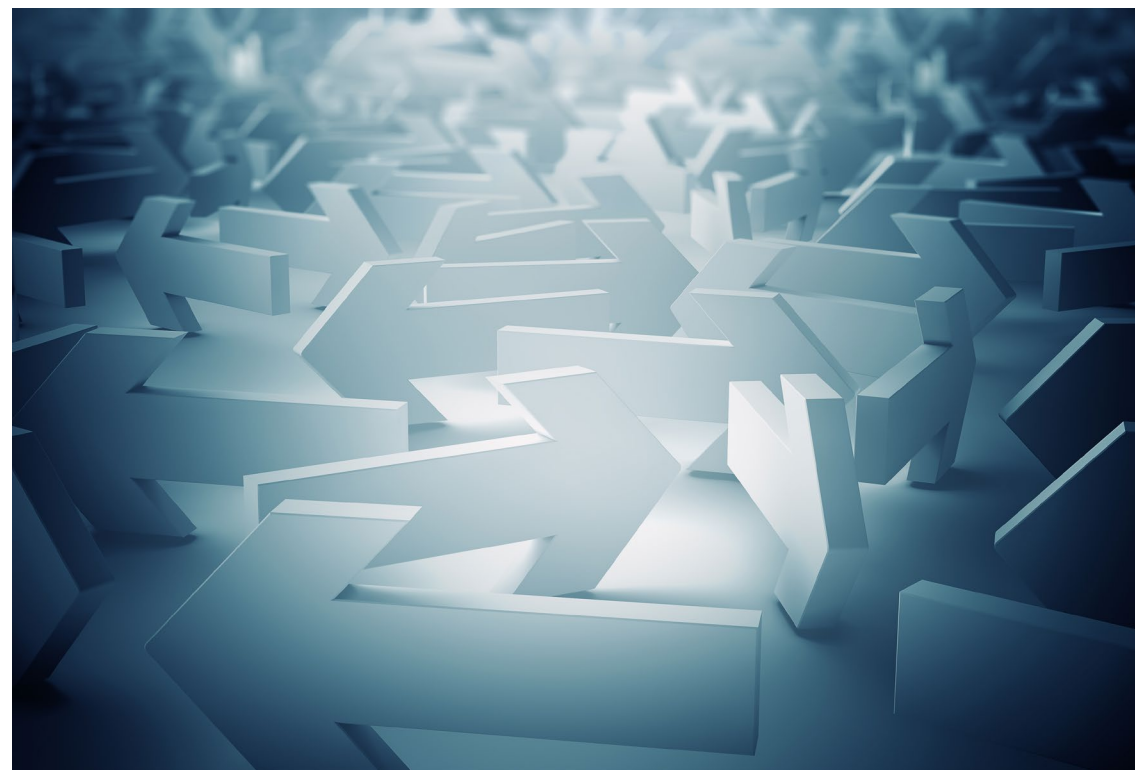
ACTIVITY 1: POLL

We want to hear from you! Please take the following brief poll, and we will tailor a discussion later in the presentation around your answers.

ACTIVITY 2: SMALL GROUP BREAK OUT DISCUSSION

Discuss the circumstances that have made you or those around you hesitant to participate in a developmental network.

ROADBLOCKS TO PARTICIPATION

- Lack of confidence

- Fixed mindset

- Self-protection

- Exhaustion

- Negative previous experience(s)

- Disillusionment & disappointment

WHERE DO YOU BEGIN?
SHOW UP AUTHENTICALLY!

Individuals considered authentic are those who strive to **align their actions with their core values and beliefs** with the hope of discovering, and then acting in sync with, their true selves.

YOU CANNOT FIND YOUR PEOPLE WITHOUT BEING YOURSELF.

AUTHENTICITY

- Being true to oneself
- Your story is necessary
- Your gifts and talents are necessary

Authenticity BREEDS Authenticity

- Others' stories are necessary
- Others' gifts and talents are necessary

DON'T BE AFRAID TO BE AUTHENTIC

· "Why waste time proving over and over how great you are, when you could be getting better? Why hide deficiencies instead of overcoming them? …The passion for stretching yourself and sticking to it, even (or especially) when it's not going well, is the hallmark of the growth mindset. This is the mindset that allows people to thrive during some of the most challenging times in their lives." (Dweck)

HOW DO YOU GROW IT

1. **Identify key individuals:** Start by identifying individuals within your professional and personal circles who are interested in similar problems and can help support your development goals.

2. **Assess your current network:** Determine who else you could connect with by identifying people with different backgrounds and experiences.

3. **Be active**: Participate in committees, groups, or professional organizations that align with your interests.

NC ORGANIZATIONS YOU CAN JOIN TODAY

- NC CC Faculty Association (NCCCFA)
- Foreign Language Instructors in Community Colleges (FLICC)
- NC College Transfer Program Association (CTPA)
- NC CC Association of Distance Learning (NC3ADL)
- NC Criminal Justice Association (NCCHA)
- NC CC Sociology & Psychology Faculty Association
- NC Computer Instructors Association (NCCIA)
- English, Communications, and Humanities Organization of NC
- NC Association of Career and Technical Educators (NCACTE)
- NC Association of Respiratory Educators
- NC Mathematical Association of Two-Year Colleges (NCMATYC)
- NC Tutoring and Learning Association (NCTLA)

- NC CC Adult Education Association (NCCCAEA)
- NC CC Cosmetology Instructors Association
- NC CC Music Educators Association
- NC Council of Practical Nurse Educators (NCCPNE)
- NC Section of the American Association of Physics Teachers
- NC Association of Biology Instructors (NC3ABI)
- NC Engineering Pathways Council
- NC BioNetwork
- NC Small Business Center Network
- NC Association for the Education of Young Children (NCAEYC)
- Professional Educators of North Carolina
- UNC World View

ATTITUDES AND BEHAVIORS THAT BUILD & MAINTAIN A NETWORK

- Generosity
- Reciprocity
- Availability
- Sensitivity
- Confidentiality

MAINTAIN A HEALTHY DEVELOPMENTAL NETWORK: MONITOR AND EVALUATE THE FOLLOWING CHARACTERISTICS

Emotional Tone

Freedom to express negative/positive emotions

Openness

Connecting individuals with new ideas and ways of thinking

Tensility

Ability to engage even after difficult/challenging interactions

ACTIVITY 3 – DISCUSSIONS

01

For those who are currently in developmental networks, what benefits have you experienced? Any drawbacks?

02

What are you or people you know doing to promote the creation of developmental networks?

03

What steps can you take today to join, grow, and promote diversity in a developmental network inside or outside your institution?

- Cooper, Danielle, and Rebecca Springer. *Fostering Cross-Unit Collaboration to Meet the Changing Needs of Community College Students*. Research Report, The Belk Center, 3 Mar. 2021, p. 28, https://belk-center.ced.ncsu.edu/wp-content/uploads/2021/08/Fostering-Cross-Unit-Collaboration-to-Meet-the-Challenging-Needs-of-Community-College-Students.pdf.

- Davis, Jemilia S., et al. "Improving Campus Climate for Employees as a Strategy for Promoting Student Success." *Journal of Applied Research in the Community College*, vol. 27, no. 1, 2020, pp. 1-16. *ProQuest*, https://login.proxy071.nclive.org/login?url=https://www.proquest.com/scholarly-journals/improving-campus-climate-employees-as-strategy/docview/2401895460/se-2?accountid=11048.

- Higgins, Monica C., and Kathy E. Kram. "A New Mindset on Mentoring: Creating Developmental Networks at Work." *MIT/Sloan Management Review*, 15 Apr. 2009, https://www.bumc.bu.edu/facdev-medicine/files/2016/10/Kram-Higgins_A-New-Mindset-on-Mentoring.pdf.

- Kim, Eunyoung, and John P. Irwin. "College Students' Sense of Belonging: A Key to Educational Success for all Students." *Review of Higher Education*, vol. 37, no. 1, 2013, pp. 119-122. *ProQuest*, https://login.proxy071.nclive.org/login?url=https://www-proquest-com.proxy071.nclive.org/scholarly-journals/college-students-sense-belonging-key-educational/docview/1465331336/se-2.

- Lunsford, Laura, Vicki Baker, and Meghan Pifer. "Faculty Mentoring Faculty: Career Stages, Relationship Quality, and Job Satisfaction." *International Journal of Mentoring and Coaching in Education*, vol. 7, no. 2, 2018, pp. 139-154. *ProQuest*, https://login.proxy071.nclive.org/login?url=https://www.proquest.com/scholarly-journals/faculty-mentoring-career-stages-relationship/docview/2042684051/se-2?accountid=11048, doi:http://dx.doi.org/10.1108/IJMCE-08-2017-0055.