

Mediocrity Just Happens,
but Excellence is a Choice!

**Dr. Bob
Shackelford**

**Shackelford
Leadership
Institute**



Restaurant: Impossible

Chef Robert Irvine tries to turn around restaurants across America that are facing an impending demise if things don't improve.

\$10,000 Budget

48 Hours

Community Diners



Excellence in Personnel

- **The biggest single thing you can do to bring excellence to your college is to build excellence in your people.**
- **Not the buildings, not the programs, not the budget...but the most important place to build excellence is in your PEOPLE!**
- **Keys to this important matter:**
 - **Do not compromise or "settle" in personnel decisions!**
 - **Build the best team you can build.**
 - **Coach your team to greatness.**



Excellence in Personnel

Tangible Qualities on the Resume

- **Education**
- **Certifications and Licenses**
- **Work Experience**
- **Community Involvement**
- **Relevant Skill Sets**
- **Honors and Awards**
- **References**

Intangible Qualities That Matter

- **Integrity and Character**
- **Maturity and Wisdom**
- **Fortitude and Resilience**
- **Positive, Can-Do Attitude**
- **Empathy, Care, and Compassion**
- **Critical Thinking Skills**
- **Purpose and Passion**

Coaching Your Your Team to Excellence

The **5** Coaching Habits of Excellent Leaders

<u>Habit</u>	<u>Result</u>
1 EXPLAIN Expectations	Alignment
2 ASK Questions	Engagement
3 INVOLVE Team	Ownership
4 MEASURE Results	Accountability
5 APPRECIATE People	Commitment

Excellence in Policies

- **Do we have any antiquated policies that do not serve the purpose for which they exist or inconvenience the people they were designed to serve?**
- **At one point at Randolph Community College, we evaluated our Student Services policies on the basis of their service to students, and we eliminated or substantially changed nine policies. The key question was, "Exactly why do we do this, and how does it serve our students?"**
- **The same is true not only about students, but also about faculty/staff. Look in the Personnel Manual and ask the key question: "Exactly why do we do this, and how does it serve our people?"**

Excellence in Student Policies?

- **Attendance**
- **Free Speech**
- **Attendance at Orientation**
- **New application, Catalog of Record**
- **Student Behavior**
- **Academic Honesty**
- **"Zero Tolerance"**



Excellence in Personnel Policies?



**POLICIES
AND
PROCEDURES**

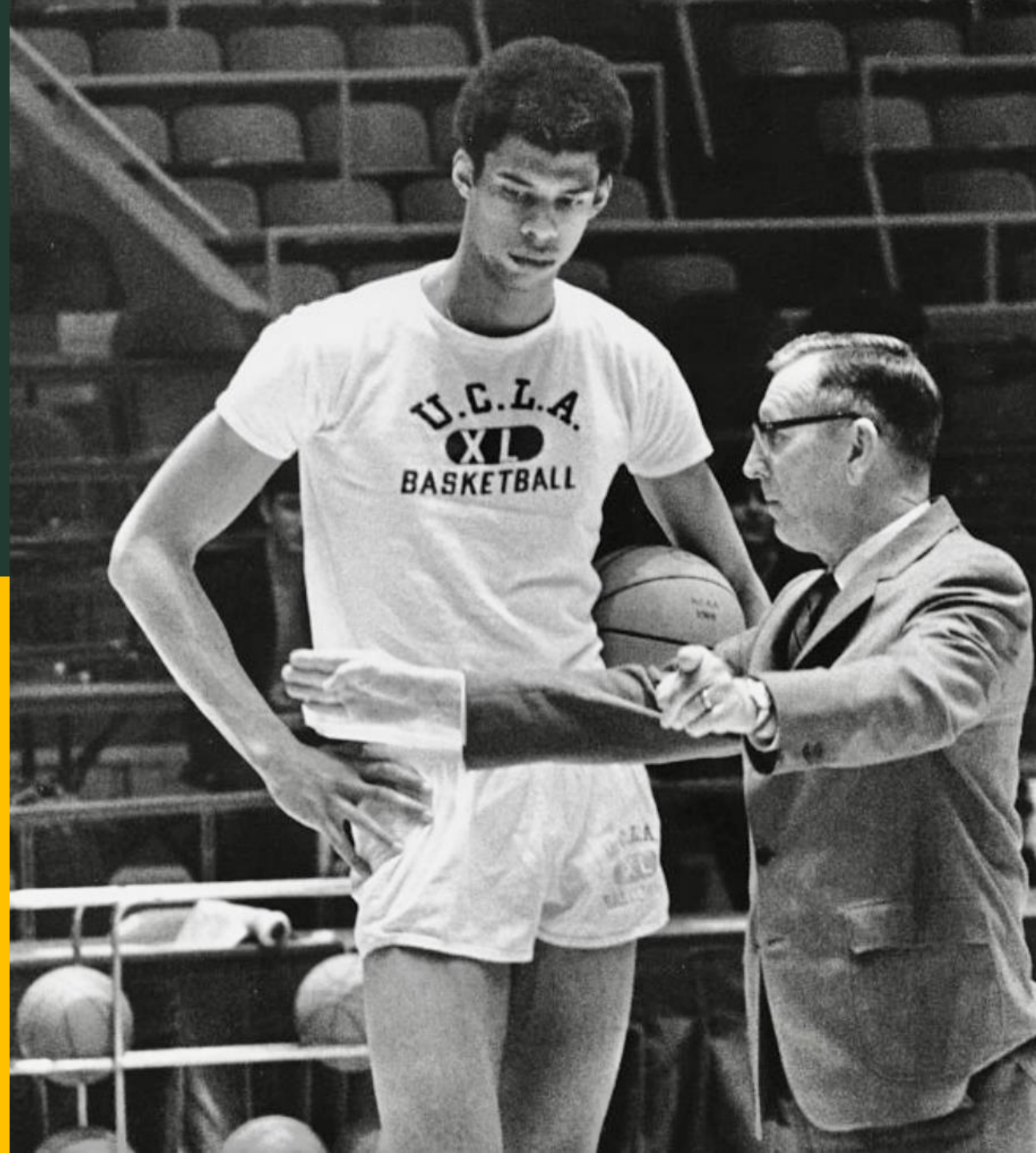
- **Required Hours on Campus**
- **Teaching Load**
- **Interpretation of Academic Freedom**
- **Dress Code**
- **Reasonable Accommodation (Pregnancy, Childbirth, Medical, Family Loss, Religious Holidays)**

Excellence in Operations

In our OPERATIONS (all that we think, say, and do), both big and small, we can do them poorly and carelessly, just going through the motions, or we can do them with excellence, giving our very best to every action.

Coach John Wooden's Amazing Philosophy of Winning

"There are no special plays. We run the same plays as everyone else, but are committed to every player running every play with precision, passion, and purpose."



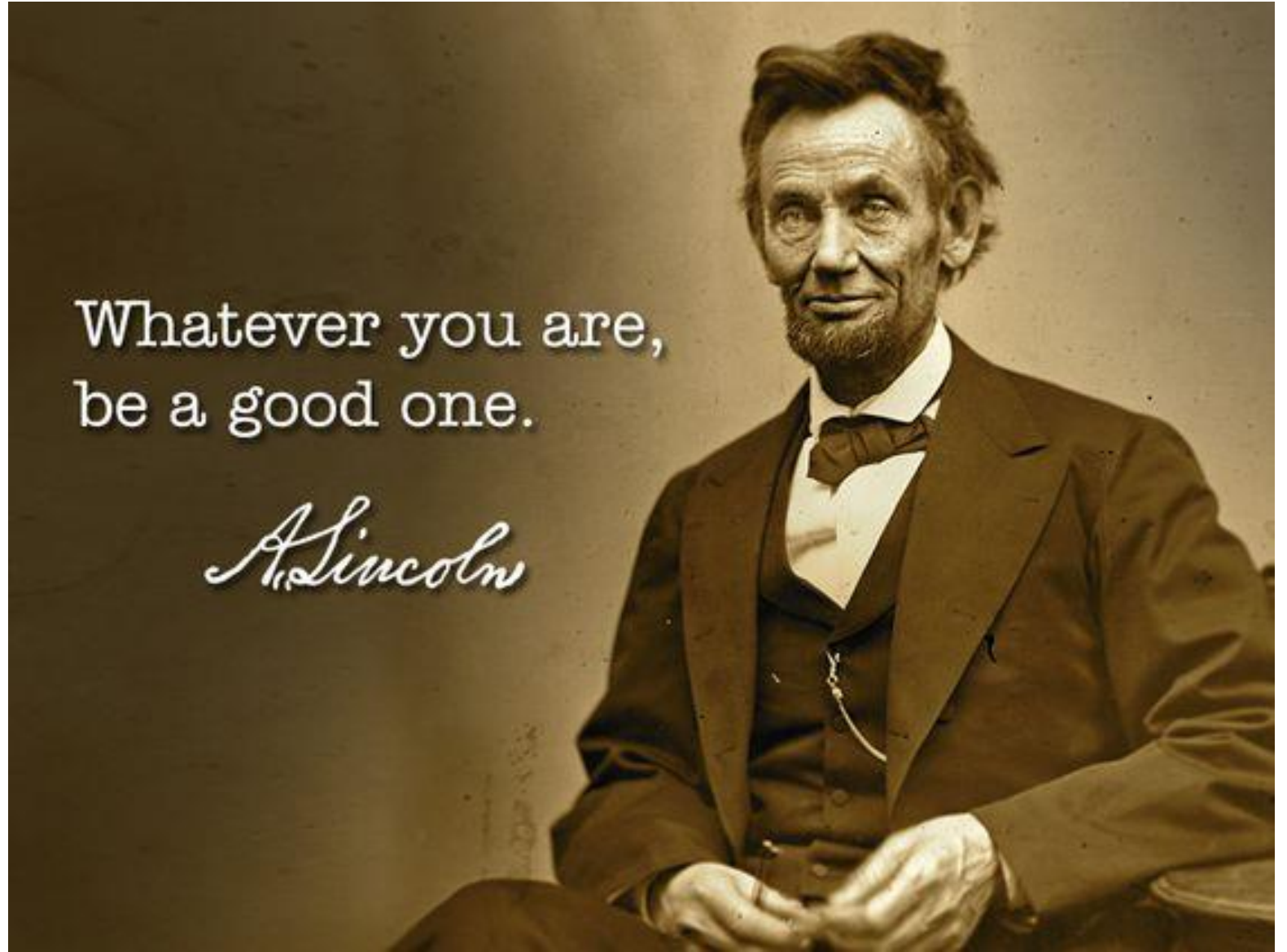
Commitment to Do What We Do with Precision, Passion and Purpose



Excellence
in
Operations

Whatever you are,
be a good one.

A. Lincoln





Excellence in Culture

- **Most people would say that the culture and environment in which they work mean a lot in both how they work and how dedicated they are to their work.**
- **Every college has its own unique culture. Your college's culture is not just like the culture of any other college.**
- **In what kind of environment and culture do you thrive?**
- **Excellence in your culture is a prerequisite for performance, growth, and outcomes!**

The Venus Flytrap

- **Plants are very sensitive to light, moisture, chemicals, touch, pH in the soil, temperature, altitude, seasons, etc...**
- **Venus Flytrap grows only within a 75-mile radius of Wilmington, NC**
- **Wet, open, Longleaf Pine savannas**
- **Frequent fires to keep undergrowth from blocking the sunlight**



A Thriving Environment for a Souvenir Palm Tree

Bright indirect light but can adapt to medium to low light, water when 50% of their soil volume is dry, water until liquid flows through the drainage hole at the bottom of the pot, discard any water that has accumulated in the saucer, prefers a humid environment, protect your palm from cold drafts from windows or air-conditioning vents or doors, prefers room temperatures between 65-80 degrees, feed once a month during the spring and summer with a liquid fertilizer for indoor plants, and give it regular misting a few times a week to boost growth and prevent insect infestations.

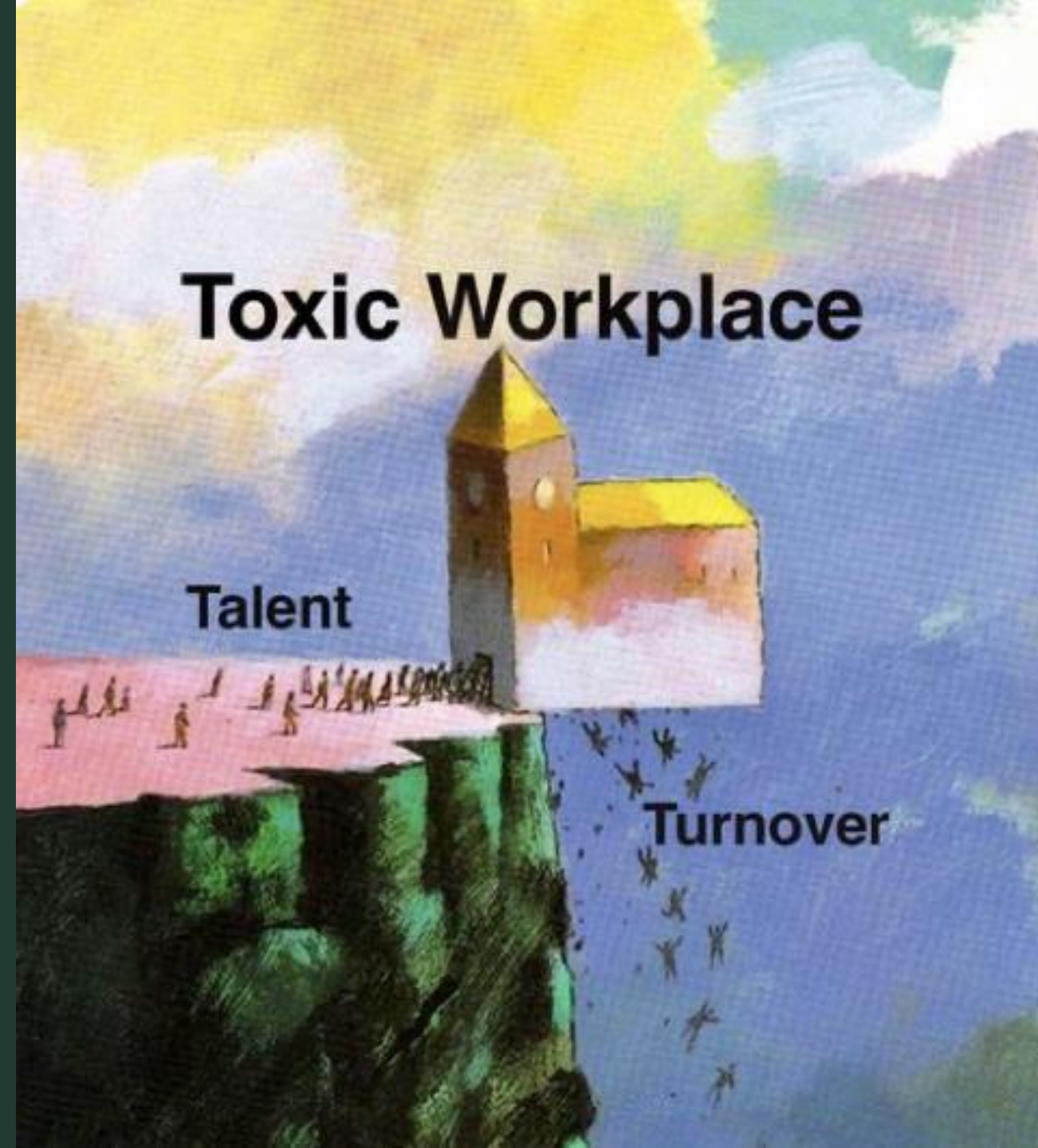


When Mediocrity Gets in Your Culture



The Impact of a Toxic Culture

- High Turnover
- Low Morale
- Poor Performance
- Deficit of Care
- Lack of Commitment
- Rampant Incivility
- Disappointing Outcomes



Benefits of a Culture of Excellence

- **Respect and Dignity**
- **Focus on the Mission**
- **Teamwork**
- **High Engagement**
- **Efficiency/Productivity**
- **Loyalty to the Task, the Team, and the Institution**
- **Second-Mile Work Ethic**



Mediocrity Just Happens

- **Boiling water or ice, left alone, will return to room temperature. Mediocrity just happens!**
- **A body, without life or breath, will assume room temperature. It just happens!**
- **A house left alone, with no upkeep, will fall into disrepair. No effort required. It just happens!**



Excellence is a Choice



- **PERSONNEL**: We **CHOOSE** to build great teams and coach them to excellence!
- **POLICIES**: We **CHOOSE** to enact great policies that remove barriers and help lead our students, faculty, and staff to success!
- **OPERATIONS**: In everything we think, say, and do, we **CHOOSE** to do them with precision, passion, and purpose!.
- **CULTURE**: We **CHOOSE** to build the kind environment where our students, faculty, and staff can thrive!

Excellence is Never an Accident

“Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives – choice, not chance, determines your destiny.”

– Aristotle