

the leading edge

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Mauricelia Vidal of DeVry Brasil



DeVry Education Group's Talent Management and HRIS Teams Recognized for Best Practice

Workforce Solutions Review's (an International Association of Human Resources Information Management publication) November 2014 issue recognized DVG's Talent Management and Human Resources Information Systems (HRIS) teams for effectively developing and deploying state-of-the-art technology to support the talent review process. The article highlights DVG's use of on-line tools to support meaningful talent review discussions around colleague development. This recognition affirms DVG's commitment to supporting leaders to effectively manage their people resources.

Recommended RESOURCES

The Leadership Machine: Architecture to Develop Leaders for Any Future

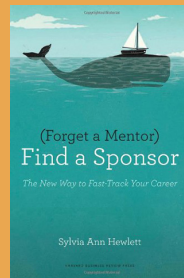
by Michael M. Lombardo and Robert W. Eichinger



A leadership pipeline works best when there are leaders in place at every level of the organization. In the 10th anniversary edition of this book, Lombardo and Eichinger focus on how organizations can identify future leaders and tap into their competencies, help existing executives develop their skills, and implement processes that create the steady flow of leaders necessary to compete, and thrive, in an ever-changing marketplace.

Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career

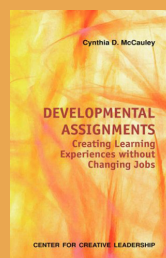
by Sylvia Ann Hewlett



"I knew that if I was going to amount to anything, I needed powerful sponsors." Hewlett's position in this book isn't that mentors have no value – rather, it's that in order to accelerate your climb up whatever ladder is in front of you, you need to align yourself with a sponsor who has the clout to protect your interests and the investment in your personal growth and professional development.

Developmental Assignments: Creating Learning Experiences without Changing Jobs

by Cynthia D. McCauley



Patterned after Michael M. Lombardo and Robert W. Eichinger's book, *Eighty-Eight Assignments for Development in Place*, McCauley offers a comprehensive list of developmental assignments—for at work and outside the office—that can stimulate learning for the leaders and aspiring leaders who want to shape their careers and guide others down a similar path.

Becoming A Better Boss: How to Avoid “Leader Stagnation”

Do you ever question your effectiveness as a leader? Do you sometimes wonder if you’re ready for the next step in your career or if you will ever achieve your leadership potential?

Harvard Business School professor Linda A. Hill and former manager and executive Kent Lineback have another question you should ask yourself if you’re concerned about avoiding “leader stagnation” and becoming a better boss. And it’s also the title of their Harvard Business Review article: Are you a Good Boss – Or a Great One? Even for the most experienced leaders, Hill and Lineback have three recommendations on how to become an even more effective manager and improve your ability to influence others – both those who work for you and those who don’t.

Recommendation #1: Manage yourself

Just because you’re a manager doesn’t mean you should stop working on yourself. Take the time to assess yourself, your behavior and your effectiveness – these are key to your success as a leader.

Do you stop and grade your performance and look for ways to improve? Do you ask for feedback from your direct reports and your peers? Avoiding complacency involves being open to constructive criticism and not being afraid to incorporate this feedback into your management style.

Leadership is also an influence process, and it’s important to consistently gauge how you’re influencing others. Fostering trust amongst your team is a component of successfully managing yourself. Think about whether your team believes you possess the two foundational components of trust – credibility and character. Does your team believe you have the credibility to do your job well? Do they believe that you have a strong character (i.e., you will support them, you have positive intent when making decisions)? Be honest about whether or not your interactions with your direct reports are

building or inhibiting trust. Consider whether your actions, decisions and behaviors are enhancing or harming their perception of your credibility and character.

Recommendation #2: Manage your network

Organizational influence is another key component of successful leadership. Navigating organizational politics can be tricky. Managers who have influence are often able to get what they need for their groups, while those without influence may not.

Develop a broad network of colleagues who you need and who need you. This effort will assist you with influencing without formal authority. Include your own supervisor in that network so he or she will influence on your behalf.

Recommendation #3: Manage your team

Take time to consider how you can help the people who work for you to function as a team and to support a shared purpose and set of goals. Clearly communicating expectations of individuals and the group, how team members should work together, and how the team should communicate are critical components of supporting cohesive team functioning. Value each and every team member and help them to understand their vital role in accomplishing the team’s goals. Finally, help the team to successfully handle daily responsibilities and navigate unexpected problems and opportunities that surface.

To access the complete Harvard Business Review article, which includes a self-assessment that measures these three components of successful leaders, go to <http://library.devry.edu> > A-Z list tab > type “Harvard Business Review” > click “Harvard Business Review Business Source Complete” > login following instructions > click “Search within this Publication” and type “Are You a Good Boss or a Great One” in the search box.



LEADER PROFILE

Mauricelia Vidal

Regional Director, DeVry Brasil

What are your responsibilities?

I am responsible for three institutions in two states: In Pernambuco, we have Faculdade Boa Viagem (FBV) in the city of Recife, and Unifavip in the city of Caruaru. In the state of Paraíba, we have DeVry João Pessoa, in the city of João Pessoa. I am responsible for the overall executive leadership and direction of the regional campuses and in major metropolitan areas in order to meet the growth and profitability through DVB's management resources.

How many colleagues report to you?

There are 11 leaders as my direct reports. The colleagues in our regional under my supervision are 1,019 – 608 teachers and 411 administrative staff.

How much emphasis do you put on career development for those who report to you?

I encourage my direct reports to identify the crucial moments where certain decisions, choices and changes will impact their careers.

To illustrate this, I always use the example of the movie 2001: A Space Odyssey. I first watched this when I was 12, but at the time I did not understand a valuable lesson the movie offered. As I've watched the movie over and over, I understand how decisions impact our lives and how we should pay attention to them so that we can have some control of what will happen.

In the scene, men (still half monkeys) are beating sticks together with stones and suddenly the friction generates heat and then fire. The burning sticks

are put in the air and then the scene cuts to a ship traveling through space. I understood the discovery of the fire (unintentionally), but that the discovery of fire also somehow provided space travel in the distant future.

I always try to identify this association in my life and in my career – what is my time of the discovery of fire and what trip it will take me on. I encourage my people to think that way. When we are discussing their Individual Development Plans, I always ask, "What situation brought you here and what situation will we create for you to arrive wherever you want to be?"

How important are talent reviews and IDPs?

They are very important because the feedback becomes a guide for individual development. We need to consistently tell our people that they are doing well, because it gives them encouragement and motivation to continue the good work. The opposite is also true – if they are not meeting the expectations, we have to make a course correction. My door is always open, but I also visit many departments and those which are not directly related to me. I like to say, "You're doing great," and when they are not, I ask, "What do you think we can do to improve?"

Do you have regular career conversations with your supervisor, president of DeVry Brasil, Carlos "De-gas" Filgueiras?

Yes, he makes sure my actions are aligned with my IDP. He also provides precise feedback in what I need to improve and motivates me to keep doing what I do best. Sometimes, he

believes more in me than I do – he was the one who gave me the challenge of accepting the Regional Directorate, which is something I did not think was for me. He took me out of my comfort zone and made me understand the importance of being challenged in your career and how it is important for our development.

Does career development help with job satisfaction and colleague engagement?

No doubt. I've been in this institution (Unifavip) for 13 years, and with very few exceptions, people are happy, motivated and more engaged when the company has a concern for their career. Colleagues want to show they can go further and do better. No one likes to be static – everyone wants to do their best in some way. And if the organization can help with that, it is even better.

Considering career development is such a focus at DeVry Brasil, shouldn't managers and the organization fear losing talented colleagues to other departments/organizations?

Of course not. We should help our colleagues develop to their potential, whether or not we lose them to another industry or company. Some might say we waste time because the person left, but I think we should be happy because the person has grown, developed and moved on. Isn't that what happens to our children? We can't let a fear of colleagues leaving stop us from acting. Instead, we need to find ways to develop our staff and retain them.