

What You Can Expect Out of Me

As the Assistant Vice President for Facilities, I am principally paid to provide three things: leadership, expertise, and judgment. I will strive to provide those traits the Facilities Division.

I believe in treating people fairly and with dignity and respect.

In my experience, the key to leadership is trust. People will only follow you if they trust you. People will only trust you if they believe you care about them.

I will work hard to earn your loyalty, respect, and trust.

I believe in creating a work environment where people are energized about what they do. I personally like to work in that kind of environment. I will try and foster that within the Facilities Division at Auburn University.

With me, pretty much “what you see is what you get”. I like to be direct; I don’t play games, I don’t like BS and have no time for “palace intrigue”. If I am angry or disturbed, it generally shows. If you are not sure what I am thinking, don’t waste time guessing—ask! I am open and trusting by nature, until forced to operate otherwise.

I believe in running a very ethical, open, and “clean” operation. I will not tolerate unethical behavior. I will not tolerate improper handling of public funds or inappropriate contractual actions. I do not believe in “secret deals”, “sweetheart deals”, or similar actions that cannot stand up to public scrutiny. While I certainly understand the need for discretion and privacy in personnel actions, I believe being open and transparent about most things. While I will not hesitate to make management directed reassignments for the betterment of the Facilities Division, I believe, as a general rule, that open competition for promotions and key positions is best for the organization.

I tend to seek organization, clarity, coherence, and simplicity in all things, particularly difficult tasks/issues. I like to get to the core of an issue or problem as quickly as possible. I tend to try to simplify complex issues and try to develop “pictures” to help understand and explain them. I recommend all managers seek the same.

I will be ruthless and aggressive in the pursuit of safety.

I am an optimist. For me, the cup is always half full.

I am not a micromanager. I do not want to do your job. I will always try to give you clear direction and make the timeframes for completion well known. I will continually

check/monitor all programs to ensure that they are on track and making satisfactory progress on achieving the goals that we have set.

I believe in participative management. However, I will not hesitate to make decisions, as needed.

I believe in giving frank and honest performance feedback. I believe in a coaching style of leadership. In my experience, good coaches not only pat you on the back for doing a good job, but they also push and challenge you to improve your weak areas. It is in the pushing you to improve that the coach is of greatest value to you. I am here to make you a better manager. None of you are perfect (nor am I!). Thus, in my view, you all have room for improvement. I need to give you the necessary feedback so that you will improve. If your performance is not measuring up, I will ensure that you get honest, constructive feedback. I will not let you fail without having given you a chance to correct your performance. However, if you do not heed the advice/direction given and continue to fail to perform, I will not hesitate to hold you accountable. However, I anticipate that would be an extremely rare event. Overall, I want you to view the feedback and counseling process as positive and helpful to you.

I expect to spend much of my time communicating. This communication will be in all directions: up the chain of command to Dr. Large, President Gogue, and the Board of Trustees, across campus to our clients, and most importantly, within the Facilities Division.

If I give you a task or ask you to solve a problem, I expect you to complete/solve it. If you cannot come up with a solution, or will not, I will give you one. However, if you want to influence the final solution, it behooves you to develop solution options and present them to me. If I have to give you the solution to a problem, it may not be the one you want.

I want you to speak your minds and state your opinions up until the point when I make a final decision. "Yes men/women" do me no service. Your greatest value to me may be when you disagree with me—it will make me think hard about the direction I am considering. I encourage vigorous debate—however, keep the emotion out of it and remain respectful of others when you do. Once I make a decision, however, the time for debate is over, and I will expect you to support the decision I made.

I am not a referee. I have little to no patience arbitrating issues between two people who have decided not to work together or communicate. On your own, time, you can choose to talk to and associate with who you want. At work, you get paid to work with those you have to work with, regardless of whether you like them or not.

I like to commence tasks early and finish them ahead of time using a steady strain. I do not like last minute planning/execution or self-inflicted crises.

Remember the seven P's: Proper Prior Planning Prevents Piss Poor Performance!

I believe in hard work, but I am not a workaholic.

I believe in having fun.

I believe in a healthy balance between work and family/friends.

My door is always open for you to discuss anything you need to discuss. However, if you are bringing a problem to me, make sure that you have given the chain of command a chance to solve it first. If the chain of command is the problem (i.e. harassment, discrimination, ect.) then come to me immediately.

I do not like surprises. I want to hear bad news before the chain of command does. I will not shoot the messenger.

I will expect good staff work on issues. I will expect that issues will be thoroughly researched, summarized, well written, and will contain recommendations, as required. I am not here to proof read/spell check your work. If you give me a document, it should be signature ready.

I believe in process improvement. I am not afraid to try new ideas. My greatest successes have resulted from thinking boldly and radically. Don't be content with the status quo.

I believe in and practice the saying: "The first to the chalkboard wins." I like to be proactive in developing and presenting solutions to the chain of command above. As often as not, the first solution presented becomes the final solution.

I am naturally curious. I may inquire about many things, often just to educate myself. Do not go off and do a major amount of work in an area just because I asked about it—you may be doing far more than I wanted. When in doubt, ask.

I am a morning person—I think more clearly and operate more effectively and efficiently in the morning. If you want my best effort—come see me in the morning.

I want to be here. After a long Navy career, I am thrilled to have been selected for the Asst Vice President for Facilities here at Auburn University. I will do my best to demonstrate to Dr. Large and the University leadership that they made the right choice.

The buck stops with me.