

“It’s Alright”: Finding Fulfillment as a CAO

Council for Independent Colleges
Workshop for CAO’s in Their Third or Fourth Year of Service
Dallas, Texas
November 5, 2022

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What are the greatest joys in your role as
CAO?



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Fulfillment will increase as a CAO’s.....

1. Embark on a developmental journey
2. Accept that the journey is the challenge
3. Embrace a sense of calling and lead with soul
4. Consider Legacy

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Embark on a Developmental Journey

"There is nothing noble in being superior to your fellow man; true nobility is being superior to your former self."

Ernest Hemingway

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Continual Growth in the Role of CAO

- Professional Organizations (Local/State/National)
 - Not Only What..... but WHO!
- Current Events of Higher Education
- Accreditation Expertise (Continuous Improvement)
- Self-Learning
- Get out of your "comfort zone"



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What aspect of today made an impact on the way your view your role as a CAO?



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Accept the Journey is the Challenge

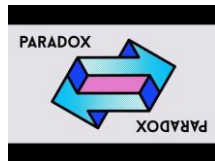
*"Leadership always looks easier when viewed from the outside."
Lee Bolman*

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Leadership Paradox

Great Leaders Possess.....

- Flexible Integrity
- Confident Humility
- Interdependent Autonomy
- Cautioned Risk Taking



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Embrace a Sense of Calling and Lead with Soul

*"Choose a job you love, and you will never have to work a day in your life."
Confucius*

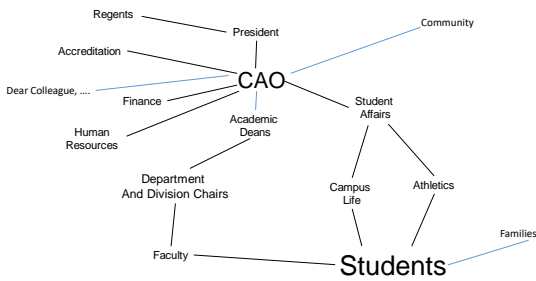
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Sense of Calling (Vocation) and Leading with Soul

- Listening to one's life
- Aligning action with talents and strengths
- Authenticity that touches and inspires others
- A deep sense of clarity about identity, values, and contribution.
 - Embrace the spiritual
 - Live authentically
 - Live generously



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How are you as a CAO uniquely situated to make a difference?



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Consider Legacy

"If you are going to live, leave a legacy. Make a mark on the world that cannot be erased."

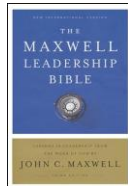
Maya Angelou

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Legacy

From John Maxwell's Leadership Bible

- Something YOU place IN others
- Permanently transforms them
- Lives on long after you are gone
- Your activity becomes the achievement
- Succession Planning is ongoing



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Presentation Resources

- Biermann, J. D. (2014). *A case for character: Towards a Lutheran virtue ethics*. Fortress Press.
- Bolman, L. G., & Deal, T. E. (2011). *Leading with soul: An uncommon journey of spirit*. Wiley.
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- Hauerwas, S., & Pinches, C. R. (2009). *Christians among the virtues: Theological conversations with ancient and modern ethics*. University of Notre Dame Press.
- Maxwell, J. C. (2018). *The Maxwell leadership bible*. Thomas Nelson.
- Maxwell, J. C. (2021). *The self-aware leader: Play to your strengths and unleash your team*. HarperCollins Leadership.
- Placher, W. C. (2005). *Callings: Twenty centuries of Christian wisdom on vocation*. W.B. Eerdmans Publishing.

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