

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

Council for Independent Colleges

Workshop for CAO’s in Their Third or Fourth Year of Service

Tampa Bay, FL

November 4, 2023

What are the greatest joys in your role as
CAO?



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



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

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”



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





Accept the Journey is the Challenge

“Leadership always looks easier when viewed from the outside.”

Lee Bolman

Leadership Paradox

Great Leaders Possess.....

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





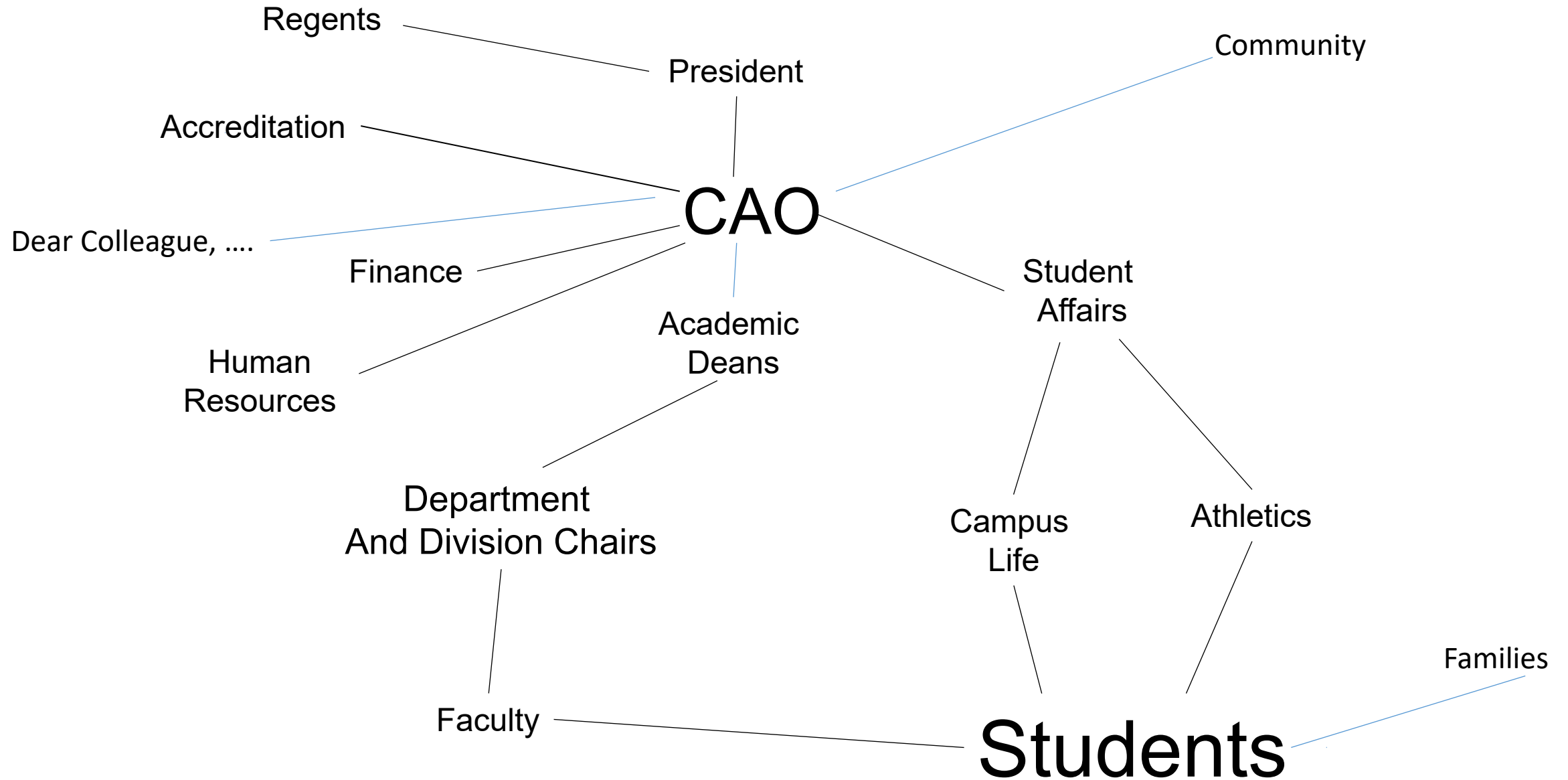
Embrace a Sense of Calling and Lead with Soul

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

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





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





Consider Legacy

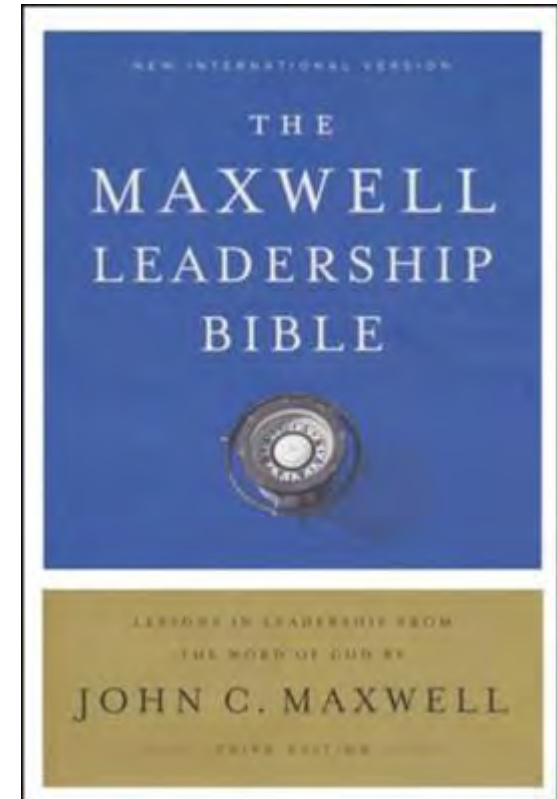
"If you are going to live, leave a legacy. Make a mark on the world that cannot be erased."

Maya Angelou

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.
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- 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.
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