

## PICKING UP THE PIECES: HOW TO GET PAST THE EFFECTS OF A BAD ADMINISTRATOR

### Session Chairs

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### Presenters

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### ABSTRACT

The average tenure of a college of business dean and marketing department chair is approximately three years. In a typical twenty year career of a faculty member, that translates into fourteen different administrators. During that time, nearly everyone is going to be exposed to at least one extremely bad or damaging administrator. We're not talking about the administrator that is disorganized or complacent or even incompetent. We're talking about a damaging, hurtful administrator that does seemingly irreparable harm to the department or college. Once the administrator has been relieved of his or her job responsibilities, what can be done to get the department of marketing or college of business back on track? This session offered a systematic way to deal with the situation.

First, Jack Schibrowsky discussed the specifics of performing a situation analysis. He argued for the need of primary data collection (a survey) to provide input into the analysis needed to assess the current situation. He presented data from a recent case and discussed the diagnostic value of collecting this type of information to understand the current situation.

Next, Richard Lapidus discussed the recruitment process used to hire a replacement. He focused on the potential problems and pitfalls associated with recruiting a replacement for a bad administrator. Topics included the problems with establishing evaluative criteria, recruiting candidates, and problems at the visitation stage.

Third, Thomas Boyt presented some of his current research on rebuilding camaraderie among employees. He focused the specifics actions that can be taken to rebuild a sense of community.

William Cohen presented his work on leadership skills presented in his books, "*The Art of the Leader*" and "*The Stuff of Heroes: The Eight Universal Laws of Leadership*,"

Jack Schibrowsky then presented some of his current research on employee satisfaction in professional organizations. James Cross then presented the findings and implications from marriage and family counseling literature that has applications to this type of "dysfunctional family." Next, Alexander Nill and Michael Mejza provided a summary of the ideas espoused in Fredrick Reichheld's book, "*The Loyalty Effect*." Each of these approaches to building a positive work environment provided different insights into the process of rebuilding a Department of Marketing or College of Business.

Finally, this literature was summarized and a framework for developing a plan to rebuild camaraderie and trust among faculty members and to move the organization towards a cohesive team. The goal was to have attendees will leave with a specific set of recommendations for putting the pieces back together. This presentation special session was of interest to all marketing educators, whether or not they have had a bad experience with an administrator. It was a must for any faculty member contemplating a move into administration.