

## BARTON CARLYLE RESOURCES

### Top Tips #2 Managing People

#### How to make impactful decisions in people management for great internationalization

In International Enrollment Management as in many areas of our work in global higher education, our people are the most important resource we have. They represent our brand, encourage great students to attend our institutions, advocate for internationalization on campus, and provide the great ideas we need to keep our internationalization program growing. Of course there are areas of general good practice in team development and leadership to follow. Here, we look at a few things we've seen on our travels that we think make the difference to success, particularly in relation to international enrolment management activity:

1. **Is everyone in the right place?** Do you have the right people on the ground and back at base? Knowing how and when to locate staff members in offices overseas is a vital part of the marketing strategy.
2. **Are the right things happening when we're not there?** Communication is key: it's important to be clear about expectations, reporting and communication when you are working with team members who are based overseas or spend a lot of time travelling.
3. **How well do they know their markets?** Ensure that all team members who have responsibility for markets are on top of trends, developments, and especially the competition. Have visit reporting up to date and ensure an effective market intelligence program is in place.
4. **Relationship management matters.** It's all too easy, though, for the relationship with key individuals in markets to be too much focussed on one team member. This means person-dependency, and a risk that when/if a team member leaves, those relationships are lost to the institution. Make sure that team members are connecting contacts to the institution. Good CRM and visit reporting regimes will help.
5. **How well are you managing agents?** If you use education agents, you'll know that to get the most out of the agent relationship requires strong management and attention from the institution. Our staff members need to prioritise activities that help institutions get the most out of their agent relationships.
6. **Reward quality, not (just) quantity?** While it's important for everyone to meet targets and maximize their performance, students are more likely to be retained through the enquiry, application and admissions process by team members who devote time and attention to prospective students and their families. Try to create incentives that takes this into account.
7. **Do you have supporting systems/process, and do staff take time for these?** Ensure that you have a strong CRM system, with a communication plan to match the various stages in the enquiry, interest, application, enrolment stages. What's important is the type of action team members put in place at the right time to attract good students, and it's good practice to encourage having the right people in place for whom this is a key skill – prioritize process as well as people skills!
8. **Free training and support?** There is a great deal of "free" support out there, from association conferences and training, to provider webinars. Good practice suggests that team members benefit from a focussed action plan, including both "free" resources as well as planned training activity and consultant support, carefully structured around a training needs assessment.
9. **Places to go.** We can't always assure the upward progression of staff into higher-level positions, so management time to consider how best to retain good team members is important. While incentives will vary, discounted tuition for higher level degrees or supporting volunteering, particularly with professional associations in the international education field will be useful.
10. **Team time.** Experience with high-performing teams suggests that manager's time devoted to the overall performance on the team and team dynamics enhances the performance of individual team members too.

#### Check out these extra resources:

[http://www.nafsa.org/Find\\_Resources/Internationalizing\\_Higher\\_Education/Leading\\_Internationalization/](http://www.nafsa.org/Find_Resources/Internationalizing_Higher_Education/Leading_Internationalization/) NAFSA resources for (mostly) US based international educators, but some good general guidance and resources.

<https://hbr.org/2008/02/make-your-good-team-great-1/> A general article from the Harvard Business Review

[Building Team Power: How to Unleash the Collaborative Genius of Teams for Increased Engagement, Productivity, and Results](#), by Thomas Kayser, 2010 – A useful hands-on, how-to book from general management literature.

**Barton Carlyle consults regularly on achieving success in internationalization, including how best to manage people and relationships in institutions, and conducts workshops on the topic worldwide. Contact us to see how we could support you: Email [pamela@bartoncarlyle.com](mailto:pamela@bartoncarlyle.com)**