

Researchers Into Management

Day 1

Leaders and Managers, Roles and
Styles, Reconciling the Individual,
Team and Organisation

The Programme

Information & induction session	Wed 21 February 2018
Leaders & Management Roles & Styles	Thu 15 March 2018, 09:30 - 16:30
Effective Communications :Developing as Leaders & Managers	Wed 21 March 2018, 9:30 - 16:30
Managing For Efficiency and Effectiveness: Strategy &Strategic Management Managing Individual & Organisational Performance	Thu 12 April 2018, 9:30 - 16:30 Thu 26 April 2018, 9:30 – 16:30
Managing Projects in the Organisation	Tue 15 May 2018, 9:30 - 16:30
Managing Change	Thu 31 May 2018, 9:30 - 12:30
Personal Practice Review & assessment planning	Thu 7 June 2018, 09:30 - 16:30
Business Simulation & Programme Conclusion	Thu 28 & Fri 29 June 2018, 9:30 – 20:00
Submission of both assessment components	Draft: September 2018 & Final: December 2018

Aim

- To set the context for leadership and management in the University and wider
- To consider issues of personal leadership style and approach



Learning objectives

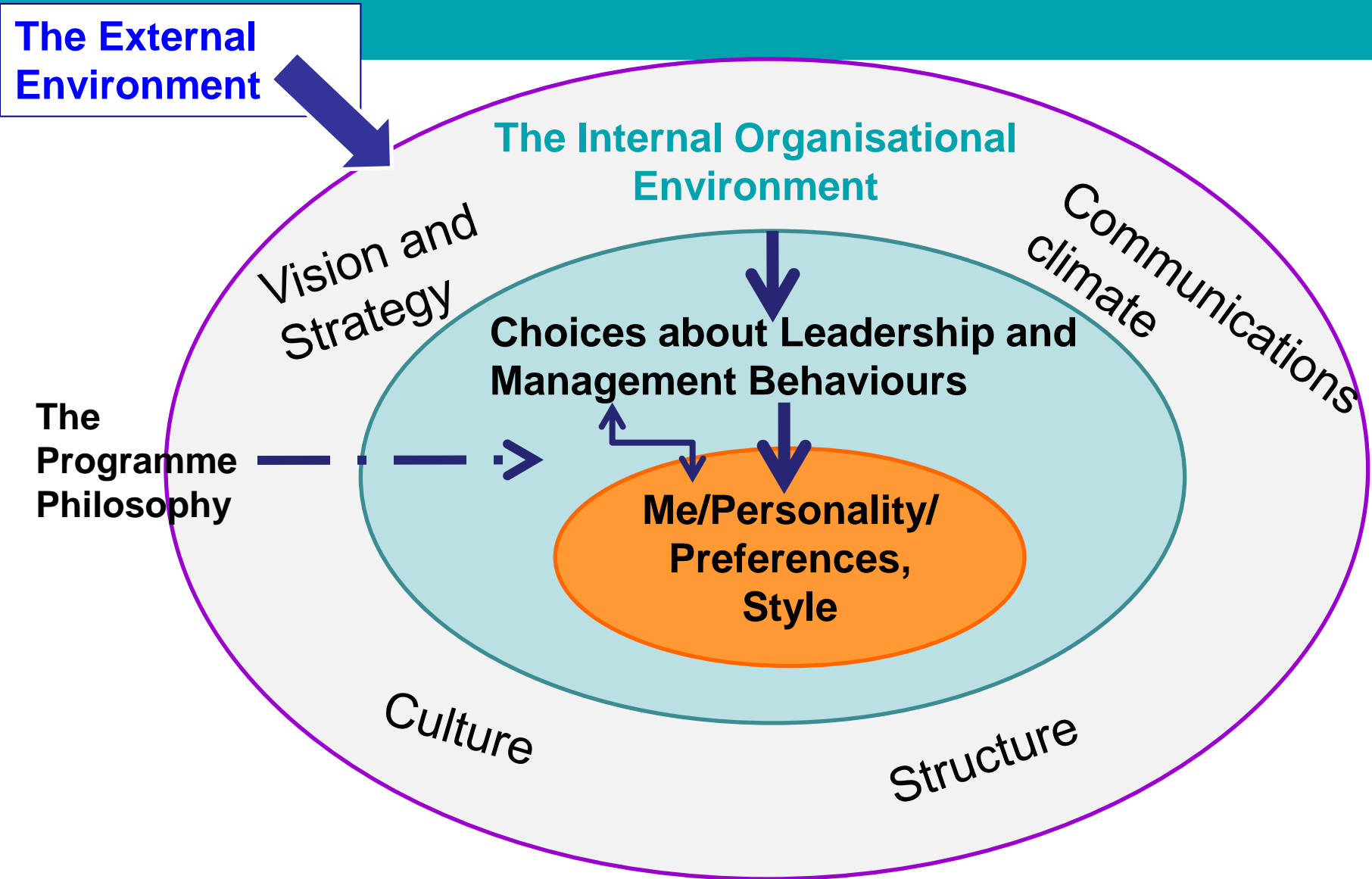
- Identify how culture, structure and organisational context impact on the demands, expectations and style of leaders and managers;
- Identify and evaluate a range of leadership theories and styles;
- Reflect on how their own personality and approach can enhance or inhibit their capacity to become effective leaders and managers
- Recognise the need to develop as reflective leaders/managers

Introductions

- What brings you to this course?
- In terms being a leader/manager - what 3 words would you use to describe yourself?
- Identify two of your current strengths as a potential or actual manager/leader
- Identify two areas/competencies you feel need developing to enhance your capacity as a manager/leader



Leadership and management in context



Taking a closer look at our organisation

CULTURE

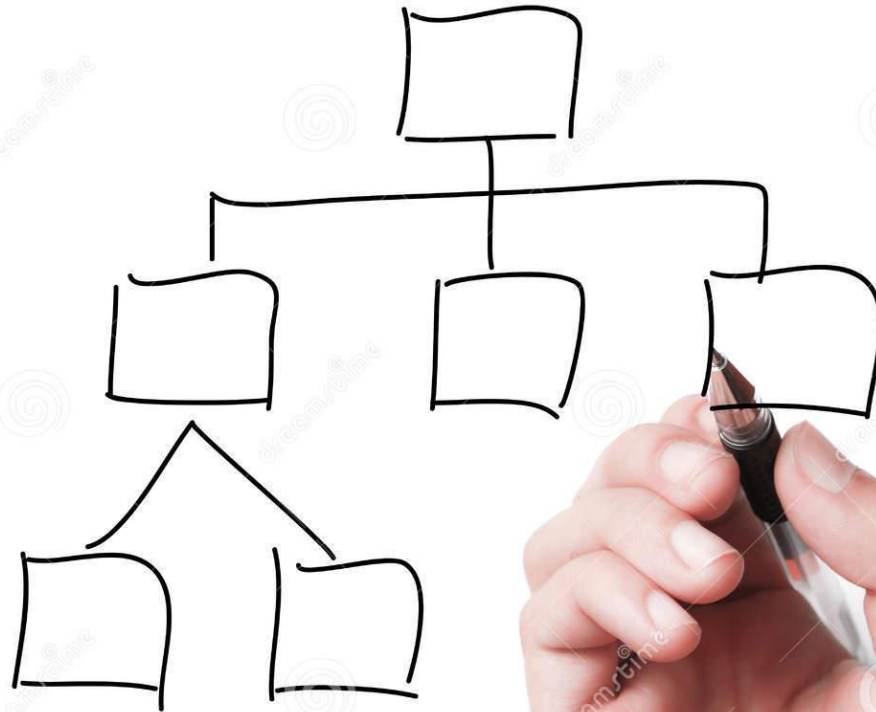
Leader/Manager

STRATEGY

STRUCTURE

Exercise

STRUCTURE



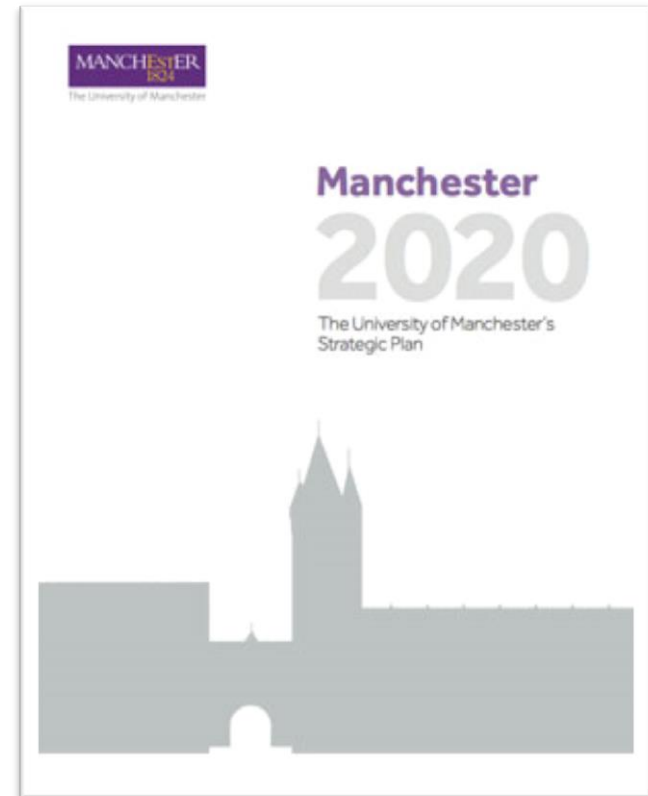
Exercise

STRATEGY

Manchester 2020

Our vision is for The University of Manchester to be one of the leading universities in the world by 2020.

The University of Manchester was the first and most eminent of the civic universities, furthering the frontiers of knowledge through research and teaching, but also contributing to the well-being of its region and society more widely. These aims have guided the institution ever since and continue to drive our strategic vision.



Manchester 2020: <http://www.manchester.ac.uk/discover/vision/>

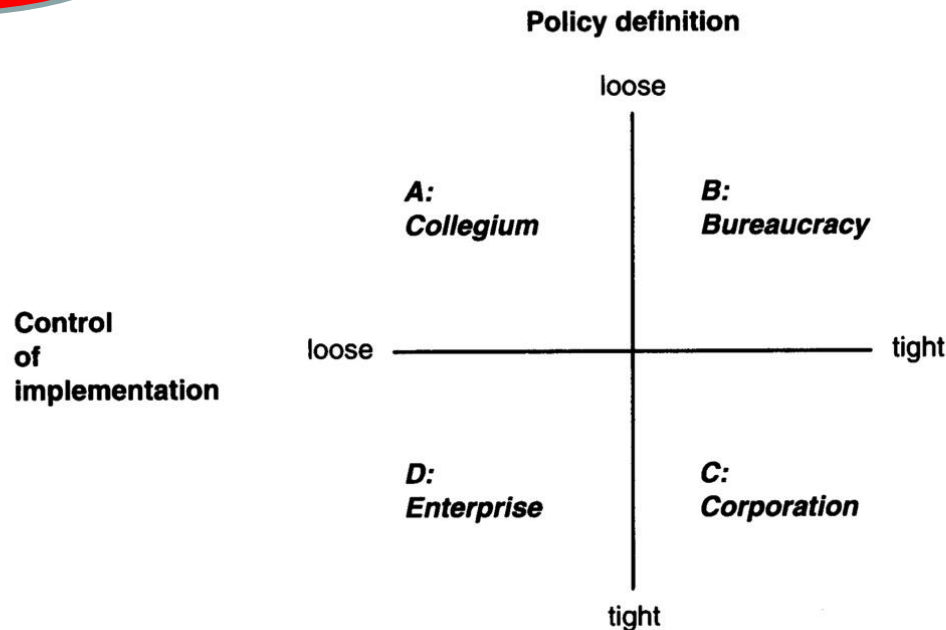
Planning Cycle and Stocktake Report: <http://www.staffnet.manchester.ac.uk/planning-support-office/planningperformancereview/2020stocktake/>

StaffNet: Research Strategy & Statement of Expectations: <http://www.staffnet.manchester.ac.uk/news/archive/list/display/?id=15603&year=2015&month=12>

Organisational cultures in HEI

CULTURE

McNay's four university models (1995)



McNay, I. (1995) From the collegial academy to the corporate enterprise: the changing culture of universities. In T. Schuller (ed.) The changing University? Buckingham: SRHE & Open University Press

Exercise

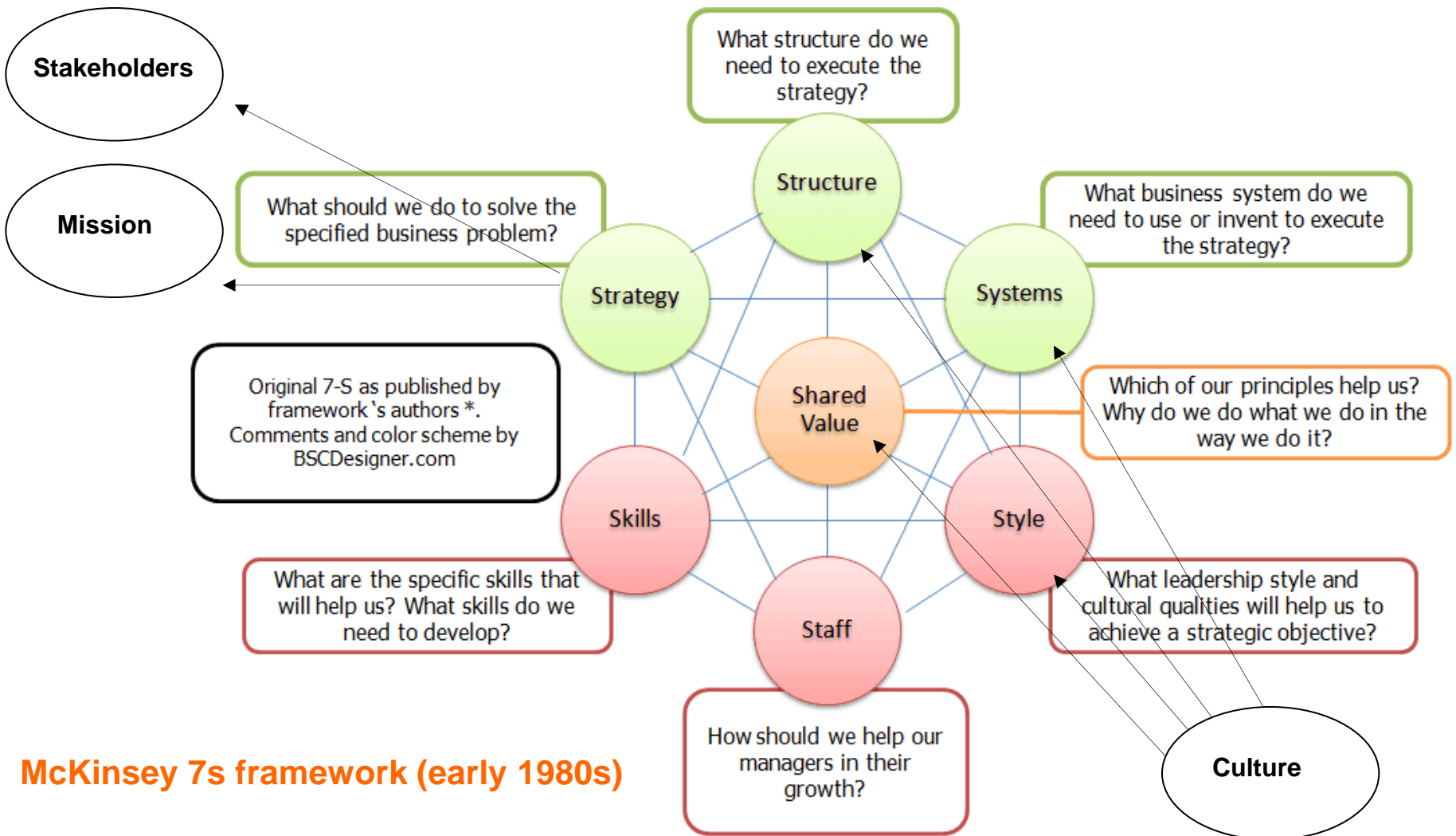
CULTURE



“Organisational culture eats strategy for breakfast lunch and dinner”

- Peter Drucker

Organisational systems - linkages



Leadership or Management?

Leadership	Management
Has a long range perspective	Focuses on systems and structures
Focuses on doing the right things	Accomplishes tasks through others
Inspires a vision	Asks 'how' and 'when'
Asks 'what' and 'why'	Focuses on doing things right
Gives purpose and meaning	Implements and maintains
Innovates	Brings order and co-ordination
Initiates change	Controls
Challenges	Imitates
Transforms	Adopts a short term view
Acts as a trail blazer	Sets objectives
Enthuses and motivates	Reviews

Leadership & Management Models

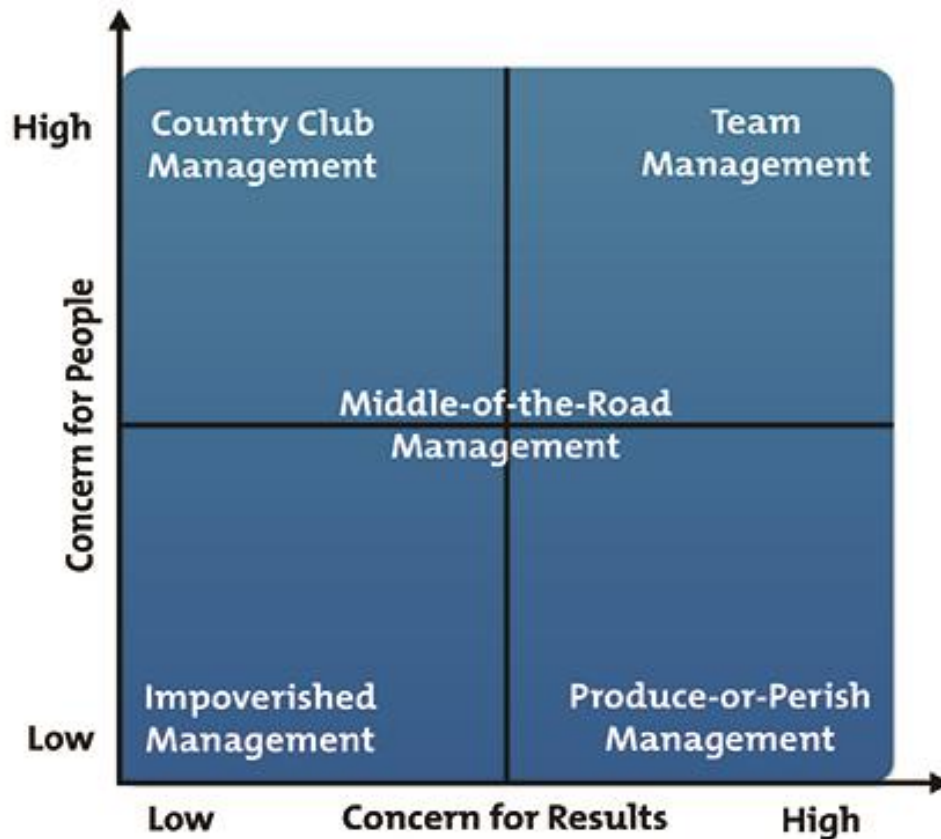
What's my management style?

- Complete – self assessment
- Discuss with colleague
- Reflect on any areas for growth



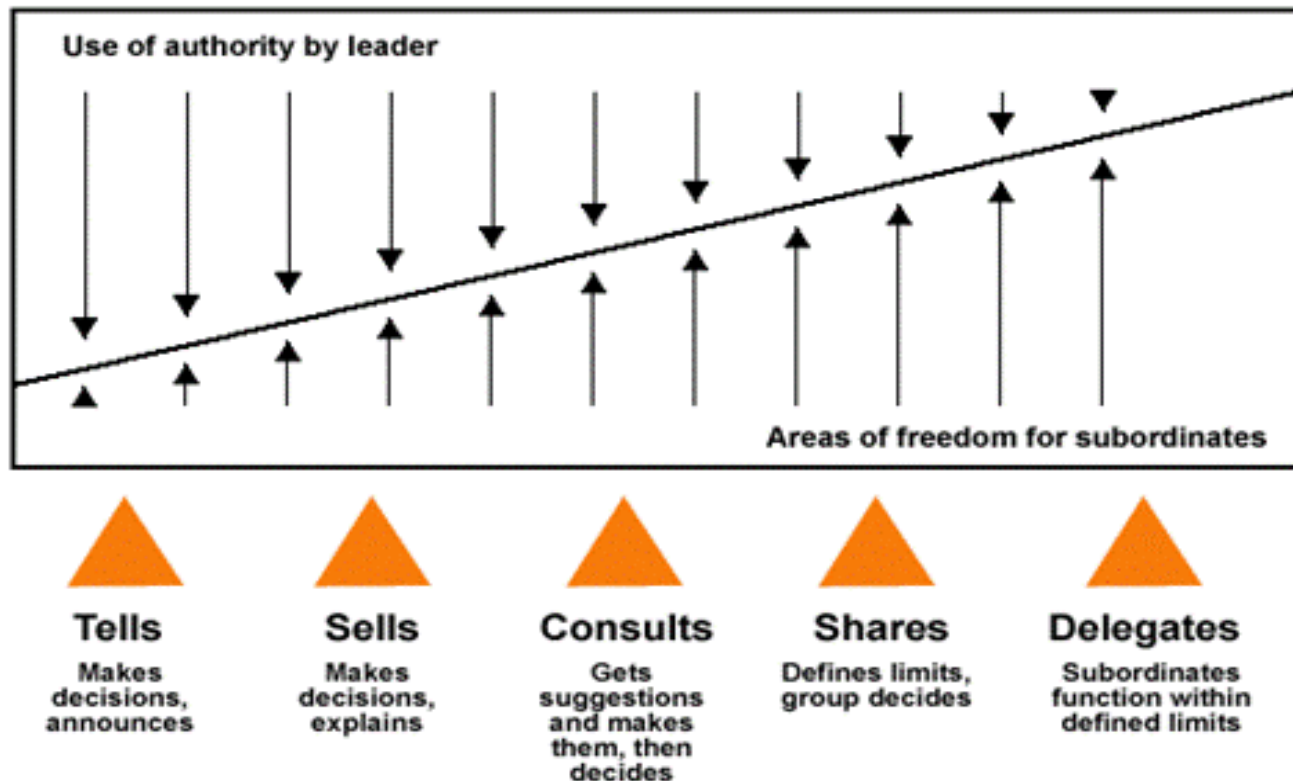
Managerial styles: task vs people focus

Mouton-Blake (1964)



Situational leadership – it depends!

Tannenbaum & Schmidt (1958)



High Control ←————→ High Release

Task Focus ←————→ People Focus

Some scenarios

You are moving into a new office space and the decision needs to be made about where people are going to sit.

Some scenarios

Deciding where to go for the department's Christmas night out.

Some scenarios

There is some extra money available to buy equipment for the lab and a decision needs to be made about what to buy.

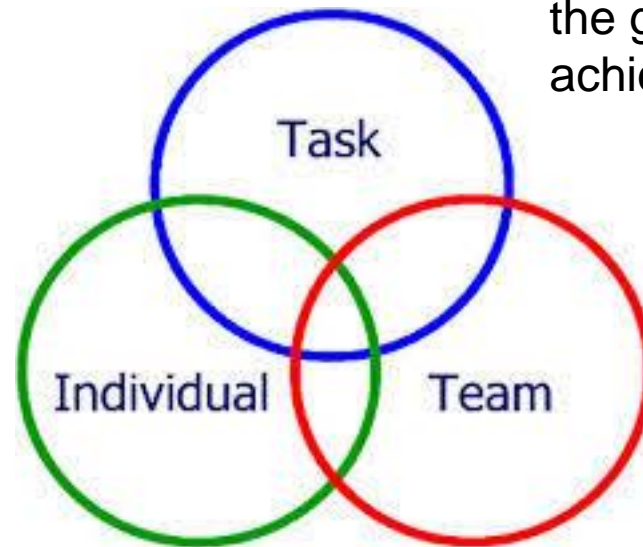
Some scenarios

You have a team of 5 and they have all asked for leave during half term - due to operational commitments you can only let 2 of them have the leave.

Action Centred Leadership - Activities to balance all needs

Adair (1979)

Effective leadership and team management involves meeting all three needs



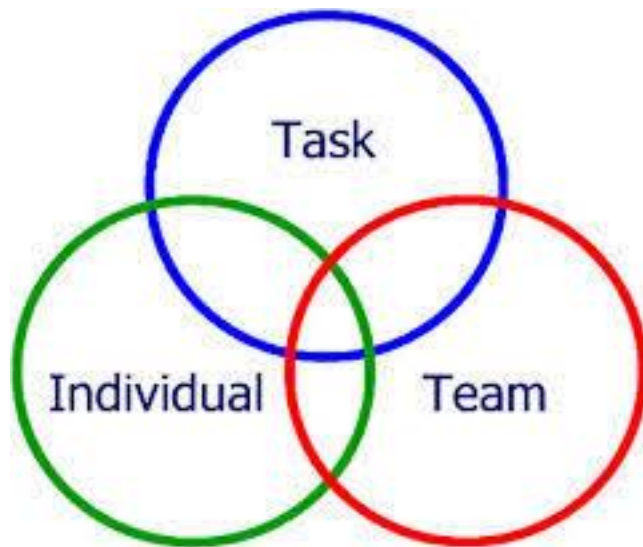
Task Needs: Activities that enable the group to achieve the task or achieve objectives

Individual Needs: Activities that meet the needs of individuals and facilitate individual development

Team Maintenance Needs: Activities that build and develop harmonious relationships within the group

Action Centred Leadership - functions

Adair (1979)



Task

- define the task
- make the plan
- allocate work and resources
- control quality and rate of work
- adjust the plan

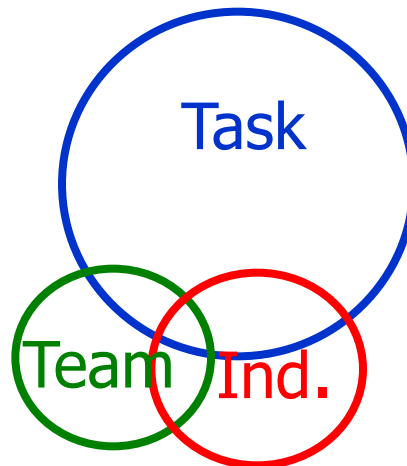
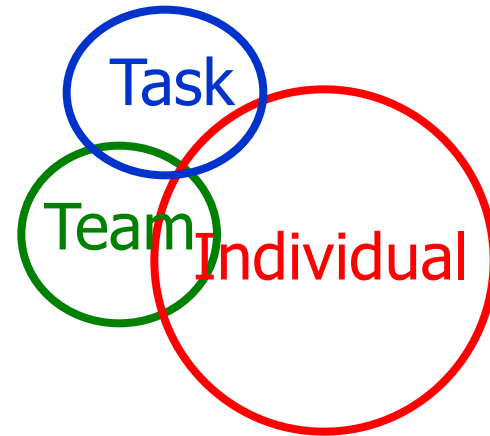
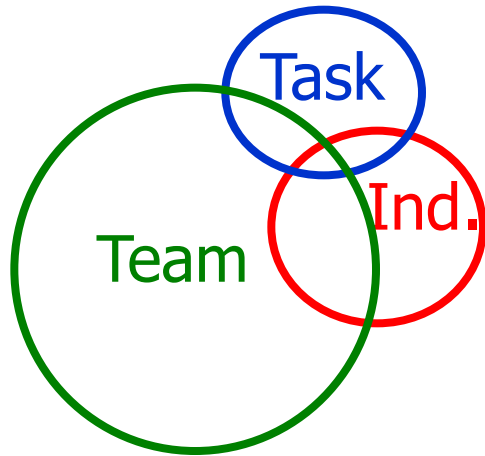
Team

- maintain discipline
- build team spirit
- encourage, motivate, give a sense of purpose
- appoint sub-leaders
- ensure communication within group
- develop the group

Individual

- attend to personal problems
- praise individuals
- give status
- recognize and use individual abilities
- develop the individual

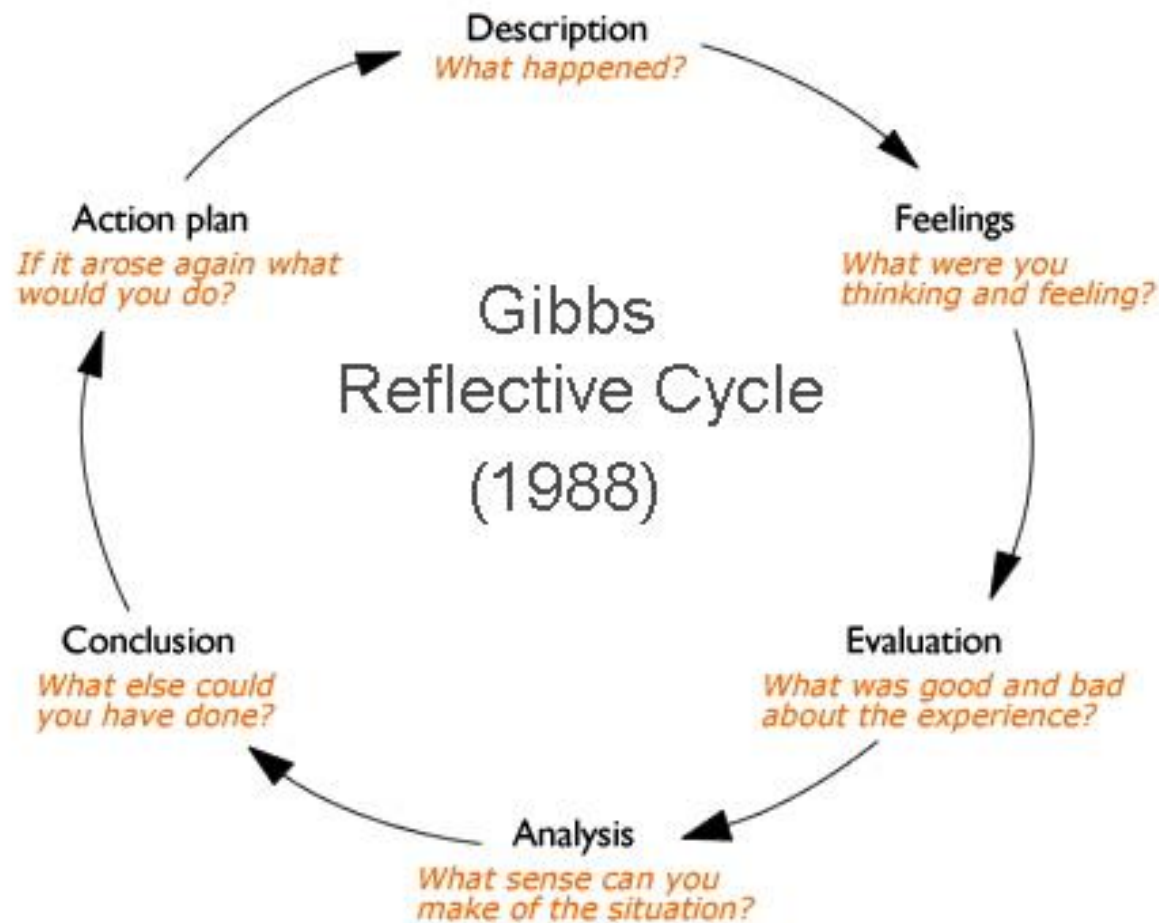
The impact of imbalance



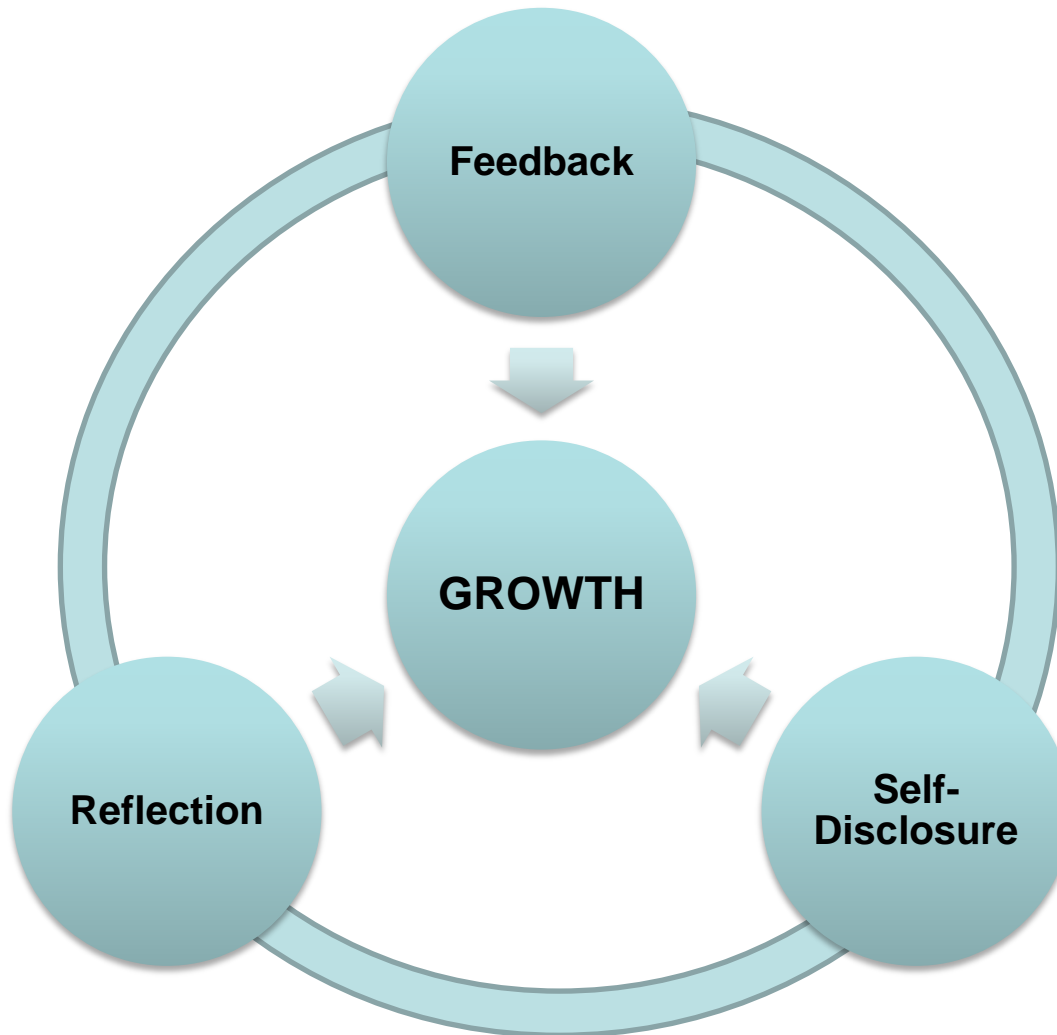
Reflective Practice

"If you always do what you've always done,
you will always get what you've always got..."

Model of reflective learning



3 tools in your development journey



Disclosure



Understanding yourself

Some self-assessment tools:

- Leadership styles
- Learning styles
- Team styles
- Motivations
- Personality eg MBTI
- Personal balance sheet
- Emotional intelligence



See the UoM Learning and Development Toolkit:
<http://www.staffnet.manchester.ac.uk/staff-learning-and-development/>

Emotional Intelligence



Source: Mindtools - https://www.mindtools.com/pages/article/newCDV_59.htm



How Emotionally Intelligent Are You?

Take the online quiz from Mindtools. Remember: Evaluate each statement as you actually are, rather than as you think you should be.

<https://www.mindtools.com/pages/article/ei-quiz.htm>

Over to you...

