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# Researchers Into Management

## Day 3

### Strategy and Strategic Management


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## Emotional Intelligence




1. Self-Awareness
2. Self-Regulation
3. Motivation
4. Empathy
5. Social Skills

Source: Mindtools - [https://www.mindtools.com/pages/article/newCDV\\_59.htm](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>

  
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## Reflective Practice

- What has been the key learning for you from the session on *Effective Communications*?
- How have you/will you put your insights into practice?

  
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## Objectives for session

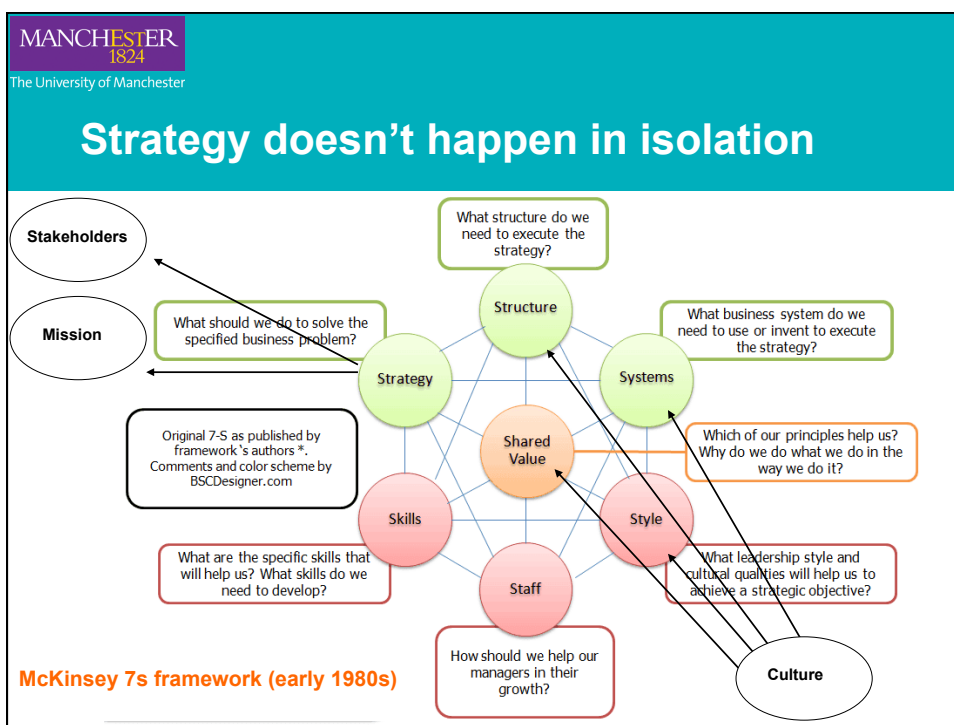
**Aim**  
To provide an overview of strategy development and the strategic planning process:

- Exploring what we mean by strategy
- Considering Manchester 2020 – The Strategic plan for Manchester University, how well it informs work in the University
- Exploring techniques and tools commonly used in strategic planning (within the context of our organisation)
- Exploring strategic leader thoughts
- Reflecting on learning, insights and practice

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## Strategy & strategic management

- 2 words
- Your intention for today



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## What is strategy?

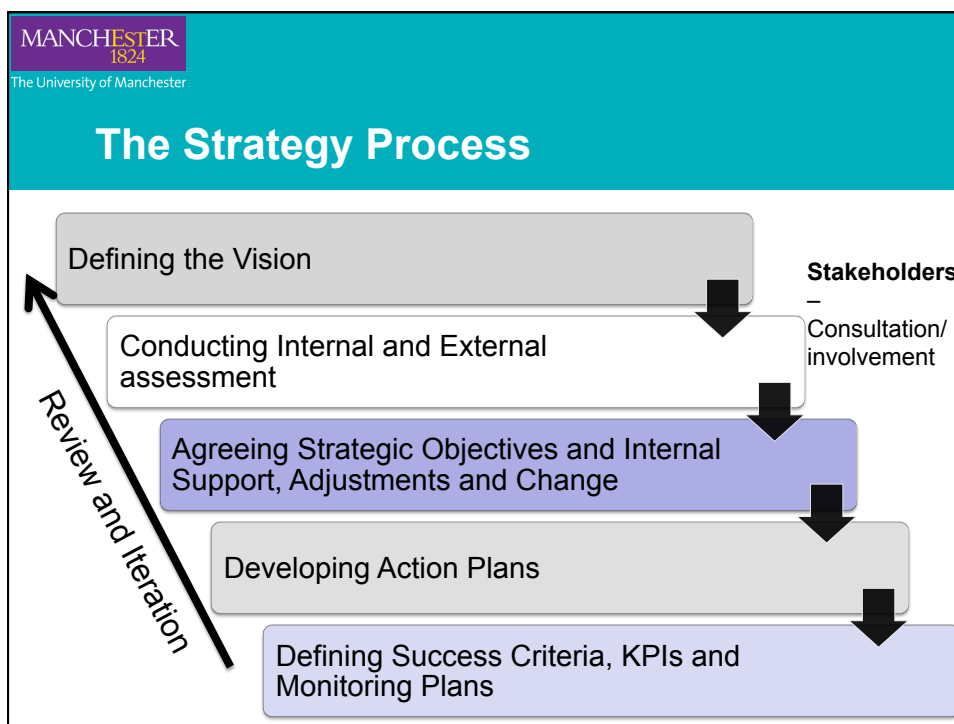
"Strategy is the **direction** and **scope** of an organisation over the **long-term**: which achieves **advantage** for the organisation through its configuration of **resources** within a challenging **environment**, to meet the needs of **markets** and to fulfil **stakeholder** expectations".

Johnson and Scholes (2002) Exploring Corporate Strategy

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## Key strategic questions

- Where do we want to get to?
- Where are we now?
- How do we get there?
- How do we best mobilise support?



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## University Strategic Documents

- **Strategic Vision** – approved November 2011
- **Manchester 2020 Strategic Plan** – (Updated October 2015)
- **Sub-strategies and plans** e.g. **Research Strategy** (2011), refreshed in 2015 along with a Statement of Research Expectations.


And the **Research Beacons**: examples of pioneering discoveries, interdisciplinary collaboration and cross-sector partnerships that are tackling some of the biggest questions facing the planet: Advanced Materials, Cancer, Energy, Global Inequalities, Industrial Biotechnology (<https://www.manchester.ac.uk/research/beacons/>)

  
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## Our Strategic Vision

*“We want to be ranked as one of the world’s leading universities by 2020, but we also want to be better recognised for our impact on the world, for the revolutionary spirit that defined our history and will drive our future success, and for being part of Manchester.”*

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

  
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## Exercise...

What do these vision/mission statements say to you about the type of university this is?

Can you identify which vision/mission statement belongs to which UK university?

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## Exercise...

What is the strategic vision of your research group?

- How do you know?
- How easy is it to find?
- How connected is it to Manchester 2020?
- How connected is it the Research Beacons?

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## Our Strategic Goals

Three Core Goals:

- World-Class Research
- Outstanding Learning and Student Experience
- Social Responsibility

Six Enabling Strategies:

- Quality People
- World-Class Estate
- Financial sustainability
- A Reputation for Excellence
- An International Institution
- Quality Services



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## KPIs – how – more next time

Strategic Alignment  
What will we measure to check if we are achieving the operational goals?

The 4 Es  
Economy  
Efficiency (ILM)  
Effectiveness (ILM)  
Ethics

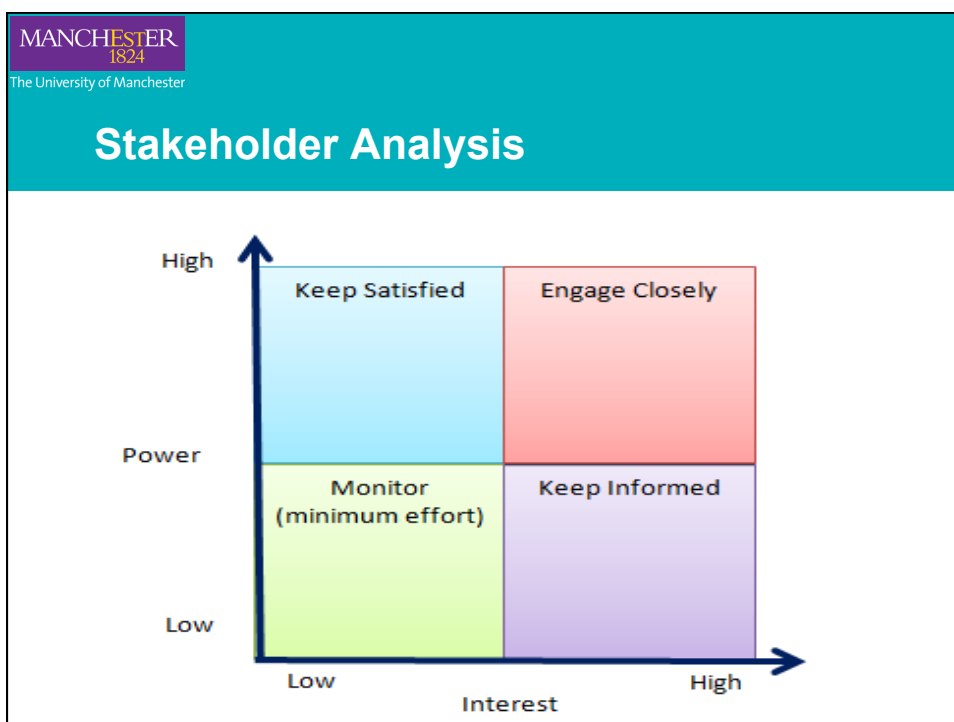




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## Strategic tools and techniques

- Stakeholder analysis – political/communication approach for strategy implementation



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## Exercise...



The **University's Concordat Action Plan** details 21 actions for addressing each of the principles:

- Recruitment and Selection (principle 1)
- Recognition and Value (principle 2)
- Support and Career Development (principles 3 & 4)
- Researchers Responsibilities (principle 5)
- Diversity and Equality (principle 6)
- Implementation and Review (principle 7)

The **Research Staff Development Working Group** are responsible for implementation and monitoring.

***But there's an issue with engagement and ownership with the current plan...***

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## Exercise...

**Recognition and Value** (principle 2)

Action 2.2. Strengthen research staff representation across the University to ensure research staff are effectively represented at School, Faculty and Institutional levels.

*Enabling actions:*

(i) Establish effective Research Staff Fora in all faculties (ii) Develop and implement a faculty and institutional communications strategy and plan for research staff

**Task:** For the audience you are allocated, perform a detailed stakeholder analysis using the modified version of the tool.

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## Strategic tools and techniques

- Stakeholder analysis – political/communication approach for strategy implementation
- PEST(LE) analysis – strategic context, external environment

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## PEST – Environmental Analysis

Changes in the external environment that may impact on the capacity of the organisation to achieve its vision and goals

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Issues	Risks	Opportunities
<b>Political</b>		
• BREXIT		
<b>Economic</b>		
• Availability of funding		
<b>Social</b>		
• Environmental responsibility		
<b>Technological</b>		
• Social media		

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Exercise...

Conduct a PEST analysis for the University of Manchester

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## Strategic tools and techniques

- Stakeholder analysis – political/communication approach for strategy implementation
- PEST(LE) analysis – strategic context, external environment
- SWOT analysis – strengths and weakness against key objectives


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## As a manager, how would you conduct a SWOT analysis?

1. Share the goal: What is the aim of your SWOT analysis?
2. Collect 'data'. No filtering, no categories.
3. Take a break.
4. Filter, sort, categorise, analyse, prioritise.
5. Create an action plan and put it in place.

<div> <div> MANCHESTER 1824 The University of Manchester </div> <div> <h2>SWOT</h2> <h3>Kick-starting strategic thinking</h3> </div> </div>	
<b>Pros</b> <ul style="list-style-type: none"> <li>• Information from various perspectives.</li> <li>• Focus on key areas.</li> <li>• Simple. Quick.</li> <li>• Can encourage unusual and non-conformist issues to be raised and discussed.</li> <li>• Can visualize how you can turn threats or weaknesses into strengths or opportunities.</li> </ul>	<b>Cons</b> <ul style="list-style-type: none"> <li>• Influenced by vested interests.</li> <li>• What is relevant?</li> <li>• Oversimplifying. Often no data to verify statements.</li> <li>• Disagreements can arise and need to be resolved.</li> <li>• Opportunities and threats might seem to balance each other out, actually the threats could pose a greater risk.</li> </ul>


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	STRENGTHS	WEAKNESSES
Internal	<ul style="list-style-type: none"> <li>• What do you do well?</li> <li>• What makes you unique?</li> <li>• What do you do better than others?</li> <li>• What do others see as your strengths?</li> </ul>	<ul style="list-style-type: none"> <li>• What could you improve?</li> <li>• Where do you have fewer resources than others?</li> <li>• What do your competitors do better than you?</li> <li>• What are others likely to see as your weaknesses?</li> </ul>
	OPPORTUNITIES	THREATS
External	<ul style="list-style-type: none"> <li>• What trends in the inner/ external environment could you take advantage of?</li> <li>• What opportunities are open to you?</li> <li>• How can you turn your strengths into opportunities?</li> </ul>	<ul style="list-style-type: none"> <li>• What trends or conditions could negatively impact you?</li> <li>• What is your competition doing?</li> <li>• What threats do your weaknesses expose you to?</li> </ul>



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## Exercise...

Conduct a SWOT analysis for the capabilities of your Research Group



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## Areas of potential strengths and weakness

- Brand/reputation
- Financial and other assets e.g. effective infrastructure
- People - number, skills, capabilities
- Organisational culture
- Operations

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## Strategic tools and techniques

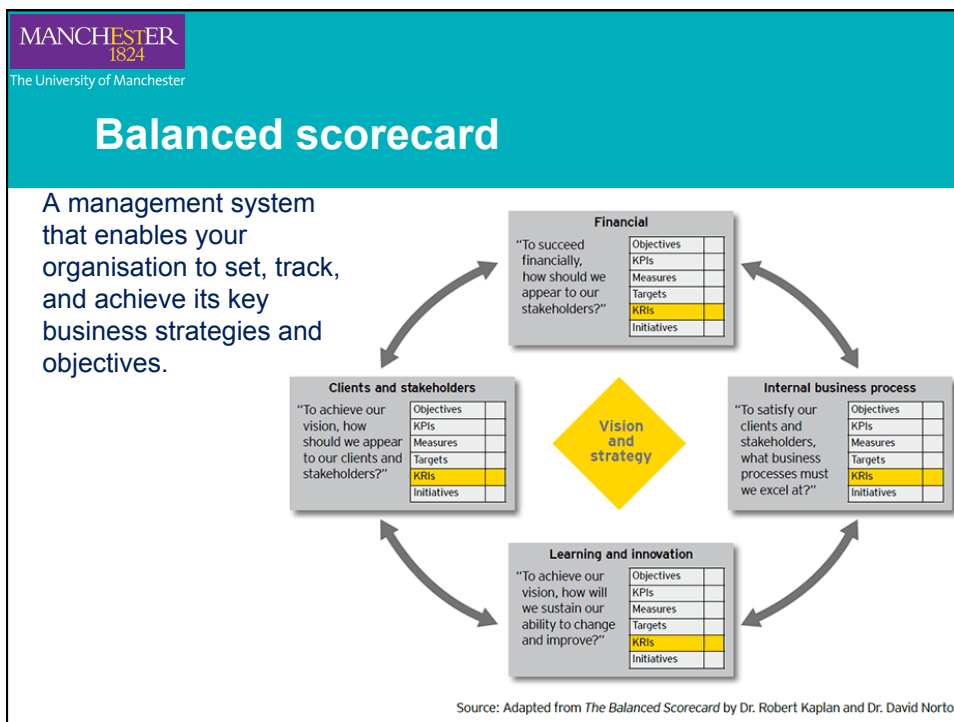
- **Stakeholder analysis** – political/communication approach for strategy implementation
- **PESTLE analysis** – strategic context, external environment
- **SWOT analysis** – strengths and weakness against key objectives
- **Core competencies** – distinctive organisational differences
- **Balance scorecard** - align business activities to the vision and strategy of the organization, improve internal and external communications, monitor organization performance against strategic goals.

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## Core competency questions

- What do we do especially well?
- How do we consolidate our competency base and use it to enhance market share?
- How do we make best use of technology to support operations and delivery?
- How do we crystallise and communicate our brand?





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## What do strategic leaders think?

### Take us to your leader: thoughts on leadership in higher education

As higher education changes what skills should university leaders have and what issues should they concentrate on? We round up the main points from our leadership live chat

▲ Martin Luther King was a great leader. Are there any such figures in higher education? Photograph: Bettmann/CORBIS

Source: <https://www.theguardian.com/higher-education-network/blog/2012/may/30/discussing-leadership-in-higher-education>


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## Your homework...

Can you find Strategic plans for your

- Faculty?
- School?
- Division/Research Group?

Read Nancy Rothwell's Leadership Insight



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## Reflective practice

What are your key takeaways from today?

- I learned...
- I re-learned...
- I discovered...
- I was surprised that...
- I noticed that...

