




 The University of Manchester

Researchers Into Management

Day 1

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



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The Programme

Information & induction session	27 September 2018
Leaders & Management Roles & Styles	24 October 2018, 09:30 - 16:30
Effective Communications: Developing as Leaders & Managers	6 November 2018, 9:30 - 16:30
Managing For Efficiency and Effectiveness: Strategy & Strategic Management	22 November 2018, 9:30 - 16:30
Managing Individual & Organisational Performance	13 December 2019, 9:30 - 16:30
Managing Projects in the Organisation	10 January 2019, 9:30 - 16:30
Managing Change	30 January 2019, 9:30 - 12:30
Personal Practice Review & assessment planning	21 February 2019, 09:30 - 16:30
Business Simulation & Programme Conclusion	7 and 8 March 2019, 9:30 – 20:00
Submission of both assessment components	Draft: June 2019 & Final: September 2019

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Aim

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



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Learning objectives

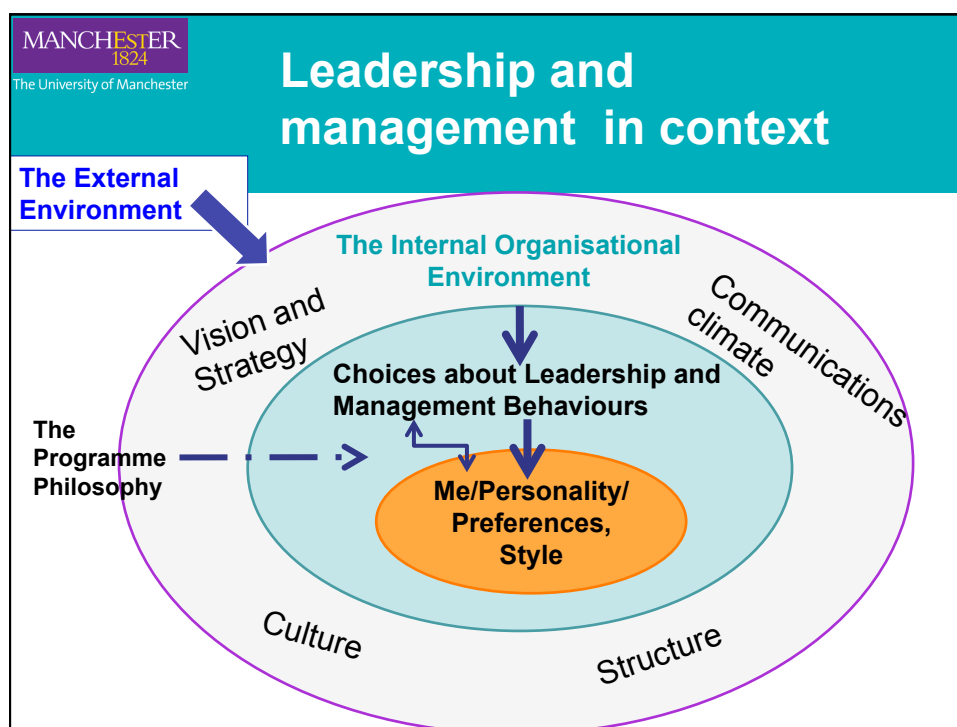
- Identify how culture, structure and organisational context impact on the demands, expectations and style of leaders and managers;
- Identify and evaluate a range of leadership theories and styles;
- Reflect on how their own personality and approach can enhance or inhibit their capacity to become effective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

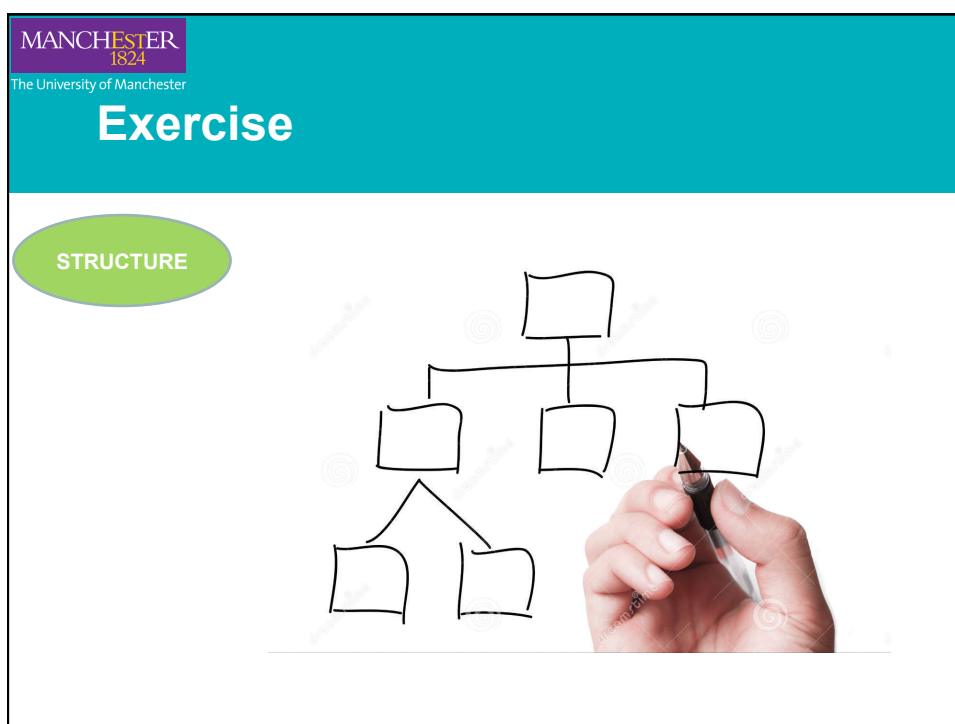
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Introductions

- What brings you to this course?
- In terms of 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

BEGIN WITH THE END IN MIND
Covey 1989






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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.



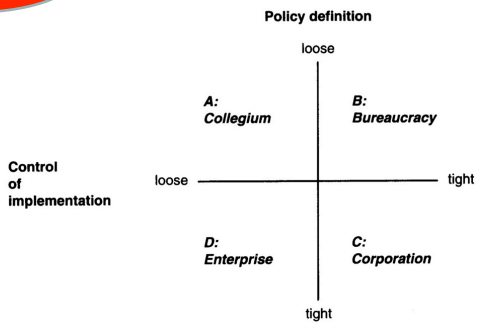
Manchester 2020: <http://www.manchester.ac.uk/discover/vision/>
Planning Cycle and Stocktake Report: <http://www.staffnet.manchester.ac.uk/planning-support-office/planningperformancereview/2020stocktake/>
StaffNet: Research Strategy & Statement of Expectations: <http://www.staffnet.manchester.ac.uk/news/archive/list/display/?id=15603&year=2015&month=12>

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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

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Exercise

CULTURE

"Organisational culture eats strategy for breakfast lunch and dinner"
- Peter Drucker

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Leadership or Management?

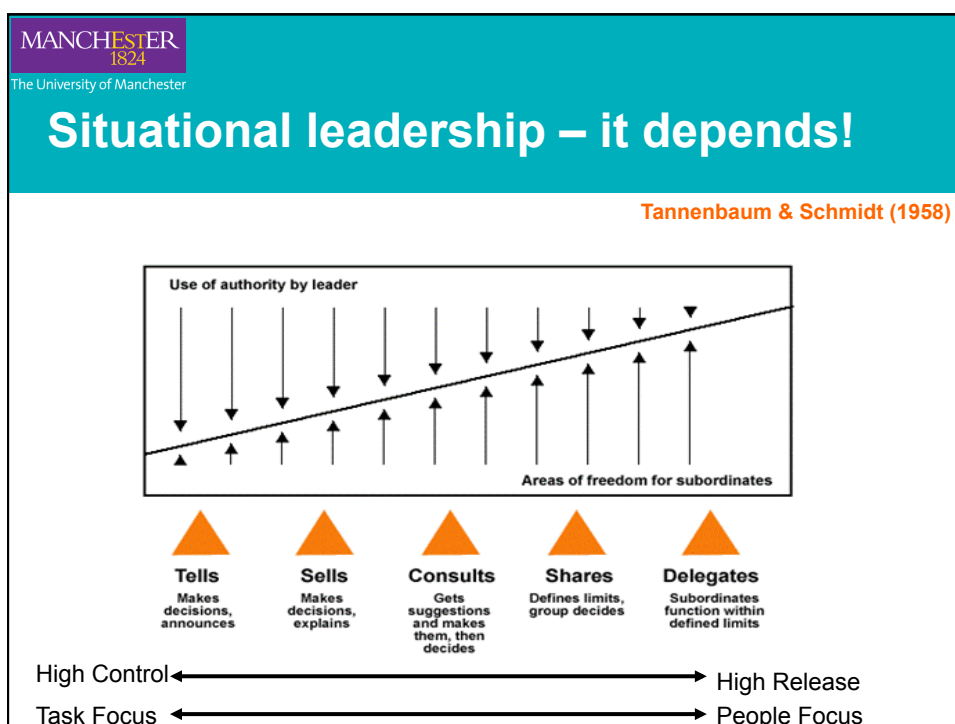
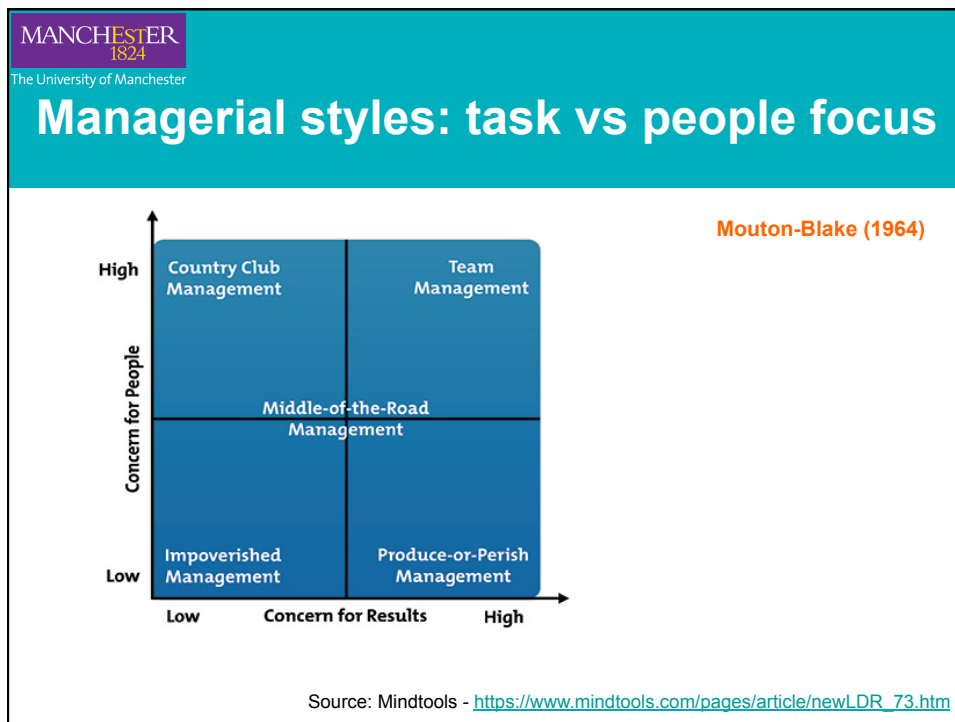
Leadership	Management
Has a long range perspective	Focuses on systems and structures
Focuses on doing the right things	Accomplishes tasks through others
Inspires a vision	Asks 'how' and 'when'
Asks 'what' and 'why'	Focuses on doing things right
Gives purpose and meaning	Implements and maintains
Innovates	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






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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



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

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

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Framework for Reflective Practice

Stage	Details
'What?'	Describe the situation; achievements, consequences, responses, feelings, and problems
'So what?'	Discuss what has been learnt; learning about self, relationships, models, attitudes, cultures, actions, thoughts, understanding, and improvements
'Now what?'	Identify what needs to be done in order to improve future outcomes, and develop learning.

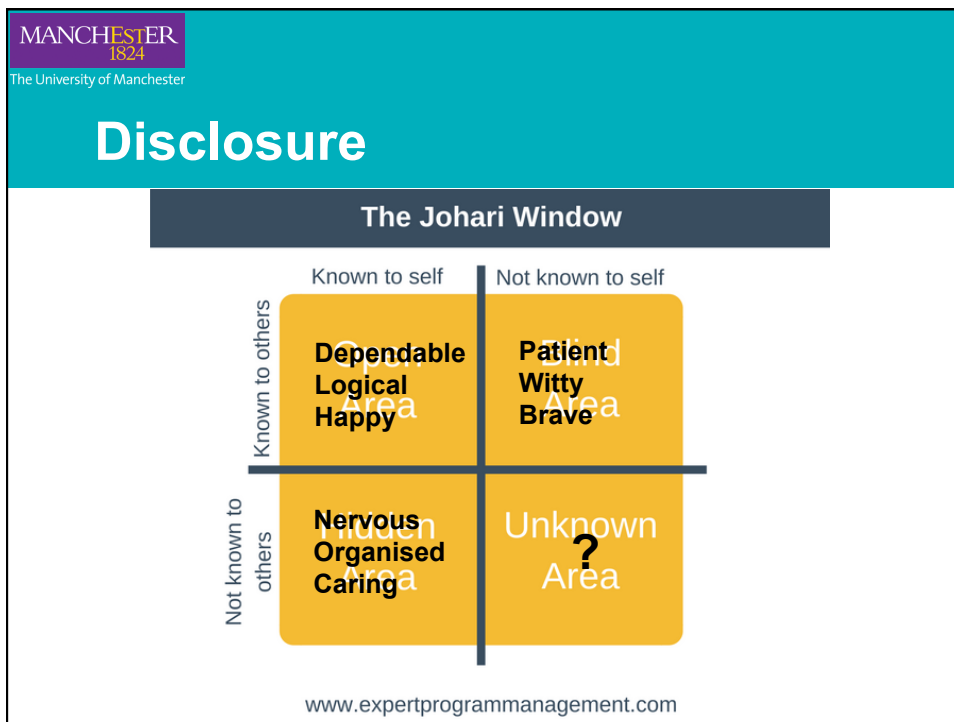
17 November 2016 Karunanayaka_et al_ OURS-2016 5

Rolfe, Freshwater and Jaspers (2001) Reflective Practice Cycle

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3 tools in your development journey

The diagram illustrates a development journey with three tools: Feedback, Reflection, and Disclosure. These tools are arranged in a circle, with arrows pointing from each towards a central circle labeled GROWTH. The tools are connected by a larger circular arrow, suggesting a continuous cycle.




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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/>

