MANCHESTER
1824

The University of Manchester

L&OD
LEARNING AND
ORGANISATIONAL
DEVELOPMENT

Leading at Manchester for Research Fellows

Module 2: Inspire and Influence

Module 2 – Inspire and Influence

Aim

The aim of this module is to enable delegates to shape and communicate local research strategy to achieve alignment to wider university strategy and build engagement to deliver for both the research team and the University.

Objectives:
By the end of this module you will be able to:

1. Describe the current environmental factors impacting the research environment, the University of Manchester and Higher Education in general

2. Use different tools to improve strategic thinking and strategic planning

3. Create a clear and compelling narrative for local research strategy

4. Engage stakeholders in developing and championing strategy and priorities

5. Prioritise personal resource and spend more time on things that are strategically important

Your objectives for today are:

Strategic leaders must not get consumed by the operational and tactical side of their work. They have a duty to find time to shape the future.

Stephanie S. Mead
Centre for Management & Organisational Effectiveness

Foresight Infused Strategy[1]

Strategy that uses foresight methods is foresight infused strategy. It is strategy that is designed around strategic thinking that connects the future with today. There are five phases.

Environmental Scanning - identifying change that matters for your organisation, done collaborative with outcomes shared widely, moving beyond trends to identify system drivers.

Strategic Thinking - sharing scanning outcomes means everyone has access to the same information and everyone can use that information to think strategically about possible futures for your organisation.

Strategic Decision Making - creating a preferred future once a range of possible futures have been explored to create a shared future destination.

Strategic Planning - making a plan to help you navigate today's operating environment and to inform actions and decision making.
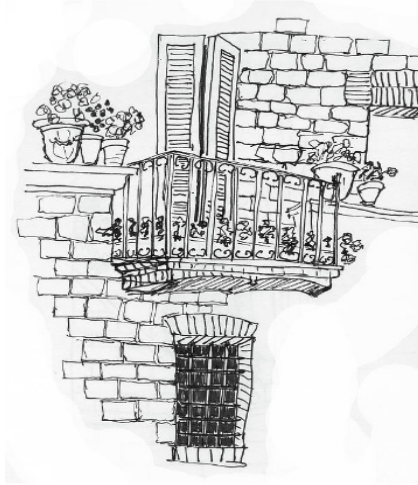
Evaluating - we check in regularly to assess impact - did we get the impact we wanted and if not, what needs to change?

This cycle is based on Generic Foresight Process (Joseph Voros, *"A Generic Foresight Process Framework"*, 2003).

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[1] From Foresight Infused Strategy, found at https://thinkingfutures.net/foresightinfusedstrategy/

Choosing Your Strategic Tools

There are a number of tools that can help structure strategic thinking and planning. Here are a few for your reference:

SWOT Analysis

This is an exercise undertaken to identify an organisation's (or functions within it) internal strengths and weaknesses, as well as its external opportunities and threats. Variations include SWOC (replacing Threats with Challenges or Constraints).

PEST / PESTLE Analysis

PEST analysis is an analysis of the political, economic, social and technological factors in the external environment of an organization, which can affect its activities and performance. PESTLE is PEST including Legal and Environmental factors. Variances include STEEP (PEST including Ethical considerations), STEEPLE (PEST with Environmental, Legal and Ethical factors.

SOAR Analysis

Porter's 5 Forces

The Porter's Five Forces tool is a simple but powerful tool for understanding strategic direction is used for competitive analysis. The model invites assessment of 5 forces (Threat of New Entry, Supplier power, Threat of Substitution, Buyer Power and Competitive Rivalry)

Scenario Planning

Among the many tools a leader can use, scenario planning stands out for its ability to capture a whole range of possibilities in rich detail.

Alternative strategies

This is when strategy formulation for an organisation requires generating different options to consider and plan for.

SOAR analysis is a strategic planning tool that focuses an organisation on its current

strengths and vision of the future for developing its strategic goals by looking at its

Strengths, Opportunities, Aspirations and Results.

Gap Planning/ Gap Analysis

Gap planning is also referred to as a "Need-Gap Analysis," "Need Assessment," or "the Strategic-Planning Gap." It is used to compare where an organisation is now, where it wants to be, and how to bridge the gap between.

McKinsey 7-S Framework

The McKinsey 7S Framework is a management model developed as a tool to look at the strategic vision for groups and to assess and monitor changes in the internal situation of an organisation. The 7 Ss are structure, strategy, systems, skills, style, staff and shared values.

Transformation Map

A Transformation Map is a tool developed by the University's Strategic Change Office template can be used to visually align the vision and objectives to deliverables. By breaking down a strategy into its component parts, this helps make it more accessible to colleagues and makes it easier to see how smaller activities or projects are contributing to the wider vision for the area.

Which of these might be useful in your strategic thinking and planning process? How will they be useful?
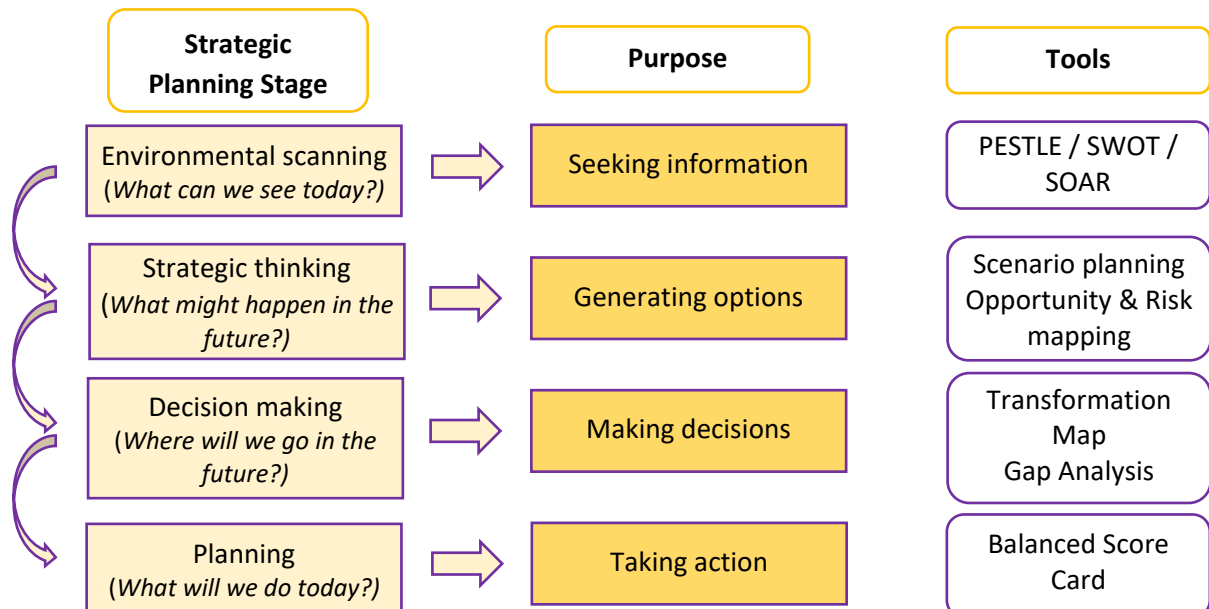
Which tools?	How will they be useful?

Using Your Strategic Tools
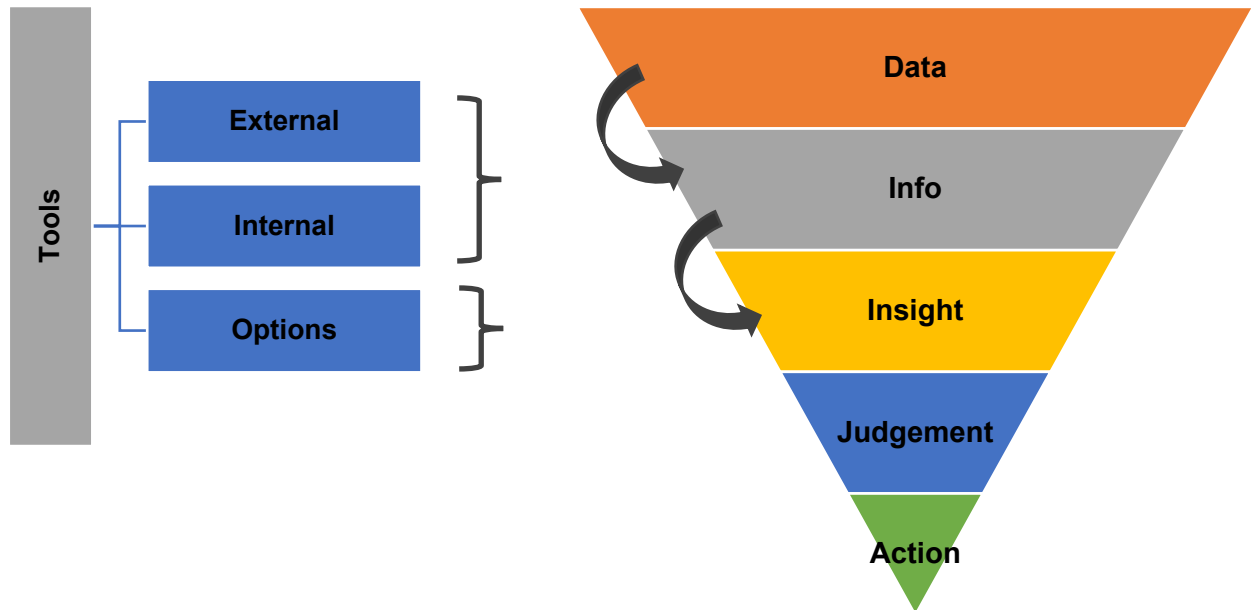
Strategic Tools in Practice

Each of the strategic tools can be useful at different stages of the strategic planning process. The below summary provides an example of how a number of the tools fit together as part of this process.

| Strategic Planning Stage	Purpose	Tools
Environmental scanning (*What can we see today?*)	Seeking information	PESTLE / SWOT / SOAR
Strategic thinking (*What might happen in the future?*)	Generating options	Scenario planning Opportunity & Risk mapping
Decision making (*Where will we go in the future?*)	Making decisions	Transformation Map Gap Analysis
Planning (*What will we do today?*)	Taking action	Balanced Score Card

The UK Higher Education Context

Please discuss and capture your thoughts on the following questions below:

- What are the biggest factors impacting the University in the next 5 years?
- What are the key implications for this?

Next, consider each of the external factors you have identified through the lens of opportunity and risk, and consider if each one is an opportunity, risk, or both.

External Factor	Opportunities	Risks

Mission, Vision and Strategy
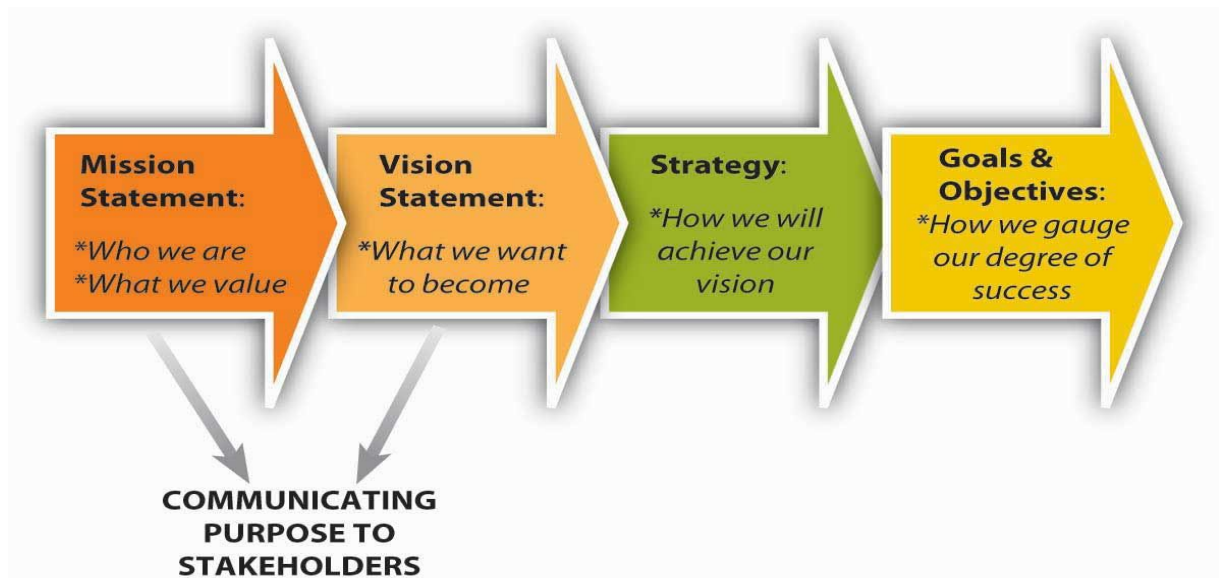
University of Manchester Strategic Plan

Our new vision and strategic plan for The University of Manchester will take us into our third century. It builds on a rich heritage of discovery, social change and pioneering spirit that is at the heart of our University and our city region.

The foundation of this vision and strategic plan remains our three core goals of research and discovery, teaching and learning, and social responsibility, which are encapsulated in our motto: knowledge, wisdom and humanity. It builds on our strengths while taking the University in new directions.

OUR PURPOSE

To advance education, knowledge and wisdom for the good of society.

OUR VISION

We will be recognised globally for the excellence of our people, research, learning and innovation, and for the benefits we bring to society and the environment.

OUR THEMES

Start with Why – establishing our purpose

Start with Why: in your role, what do you consider to be your 'Why'?
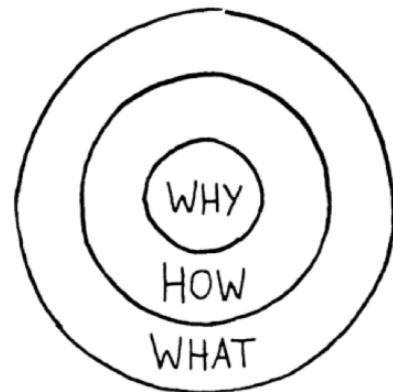
How clearly do you see a connection between this and the Why of the University?

Equally, do you see a clear link between your own longer-term goals (or those of your team, department or group) and those of the University?

OUR VALUES

Our values define the culture we want to create for our people – staff, students, alumni and partners – at the University. As an autonomous institution, we will strive to bring our shared values to life.

Our values are:

Knowledge

We are ambitious in our pursuit of new ideas, greater understanding and discovery.

Wisdom

We share and apply our knowledge and experience to guide balanced and evidenced decisions for ourselves and for society.

Humanity

We embrace and celebrate difference, respect and support each other, and act with integrity to benefit society and the environment by transforming and enriching lives.

Academic freedom

We support with enthusiasm and vigour the principles of freedom of thought and speech.

Courage

We think and speak freely, and act boldly to challenge assumptions and shape our future for the greater good.

Pioneering spirit

In the radical Manchester spirit, and inspired by our people, history and scale, we create the exceptional.

For more information about the University's values, see the Our values pages on Staffnet.

Creating Your Stakeholder Engagement Plan

Create a **stakeholder engagement plan** for a group (or groups) of people you want to engage in the University's strategy, positioning it locally.

Keep in mind prior learning around leadership and social styles, stakeholder engagement, your power to influence.

Consider the following:

1. Who will you need to engage?
2. How will you engage them?
3. What are their drivers, needs, power and interest?
4. How will you respond and meet these factors?
5. How will you gain, measure and retain engagement?

Capture notes from your discussion here

Prioritisation and Planning

As you complete your strategic thinking process, engage others and develop your strategy, you will be faced with a range of decisions and realities in making these decisions. A key part of this is what you are going to stop doing or give up.

Sometimes this can be harder than creating new activities and this may cloud our thinking. The following matrix may help to identify and justify not only what to do, but what NOT to do.

The Benefit / Time and Effort Matrix
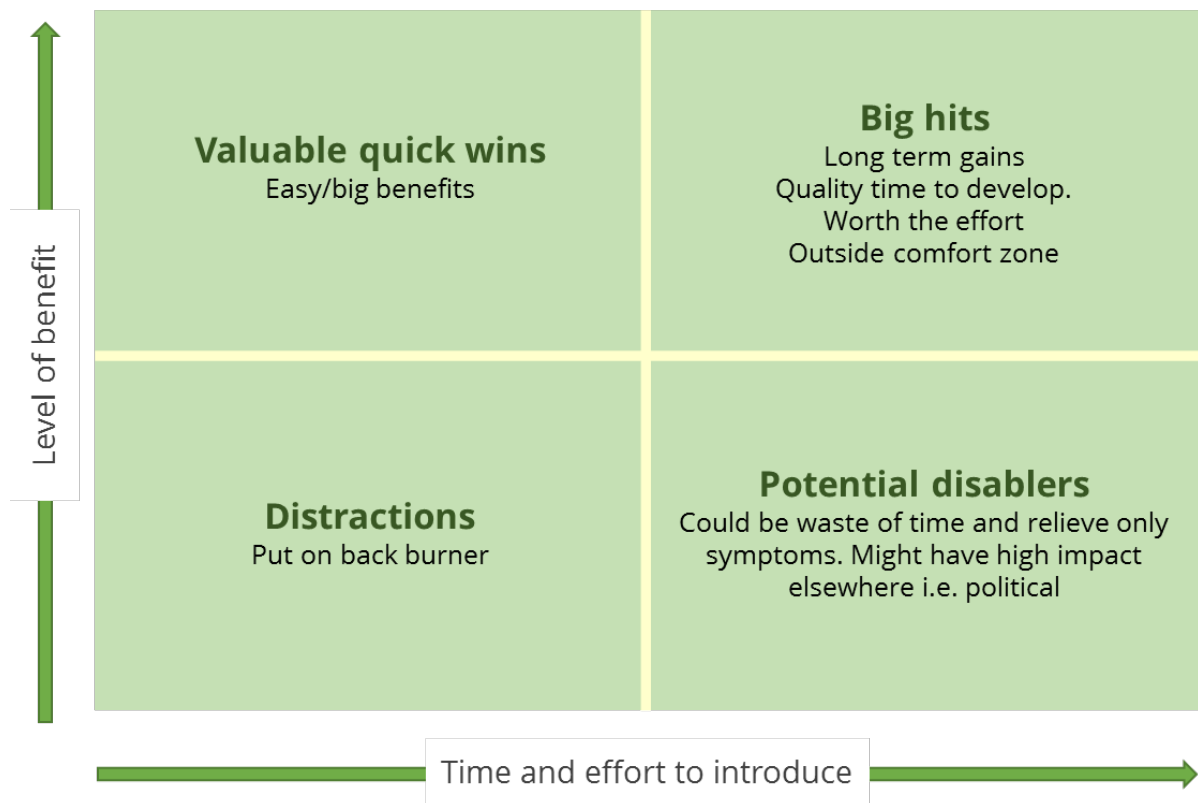
Reflections on Your Prioritisation

Consider the activities in your function at the moment.

1. What are your distractions?
2. What are your potential disablers?
3. What should you stop doing in order to deliver your 'big hits'?
4. If you were to stop doing these things, what would it take? Who would need to be informed/involved?

Stephen Covey's Time Management Matrix

- How are you going to spend more of your time in Quadrant 2?

Our Priorities

1. What are the priorities in your area?

2. What are your team's priorities?

3. Which of the Goals/ Themes are you contributing to?

4. How will your team make a difference?

Your Action Plan

Use this page to record your notes on Action Plan from this Module.

What are 2 or 3 things that you're doing well right now in establishing direction and engaging your team in this?

_____

_____

What are 2 or 3 things you would like to improve in your ability to set direction, engage your team and communicate more effectively with your team?

_____

_____

List one specific thing that you will apply from this module.

_____

_____

Follow-up tips:

1. Discuss your learning with your manager and team members
2. Identify your strengths
3. Identify areas for development
4. Choose one or two specific actions
5. Use the "Rule of 2" - Review your progress in 2 days, 2 weeks and 2 months
6. Ask your manager for support and guidance
7. Find a mentor/Coach

Your continuing development

On-the-job activities are the best way to reinforce your learning from this programme. Here are a few activities that we'd like you to complete before the next module.

Discuss with your manager and agree a plan of action for:

1. The key strategic priorities for your team
2. The key factors in effecting the research environment (and actions to be taken)
3. How best to engage your team in the strategic narrative for your team
4. A stakeholder communication plan
5. How to apply the prioritisation model for your work (and identify what you and your team need to focus on as priorities and what you can stop doing)
6. Share the learning from this module with your team
7. Agree a review meeting in 2, 4, 6 weeks (to review the application of learning)

Notes

Resources – Inspire and Influence

Other resources

Kubler, J., Sayers, N. (2010) Higher Education Futures: Key Themes and Implications for Leadership and Management. Research and Development Series. London: Leadership Foundation for Higher Education.

Scenario Planning: A Tool for Strategic Thinking
https://sloanreview.mit.edu/article/scenario-planning-a-tool-for-strategic-thinking/

Alternative strategies: A systematic approach to generate strategy options.
https://www.sciencedirect.com/science/article/pii/S0040162515002838

The McKinsey 7-S Framework https://www.mindtools.com/pages/article/newSTR_91.htm

Decision Map, Human Systems Dynamics Institute.
https://www.hsdinstitute.org/resources/resource-decision-map.html

How to Confront Uncertainty in your Strategy, McKinsey (2018)
https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-to-confront-uncertainty-in-your-strategy

Covey, S., Merrill, R, Merrill, R. (2010) First Things First, London.