Academic Leadership vs "Managerialism"

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Outline of presentation

- Introduction
- Survey results
- Recommendations

Video

https://www.youtube.com/watch?v=jLs8bzuAALQ&feature=youtu.be.

INTRODUCTION

- People often confuse the terms “manager” and “leader”, they are not the same thing although it is possible to be both.

- Similar but different outlook, skills and behaviour

INTRODUCTION

- Good managers strife to be good leaders and good leaders need management skills to be effective
- Leaders have vision, motivate and negotiate
- Managers ensure resources are well organised and applied to produce best results

INTRODUCTION – "LEADER"

- "*A leader is a person who exerts influence over other people and inspires, motivates and directs their activities to help achieve group or organisational goals*" Jones and George (2008)

INTRODUCTION – " MANAGER"

- A manager is " responsible for supervising and making the most of an organization's human and other resources to achieve its goals" Jones and George (2008)
- Need skills to plan, organise and control
- Communicate tasks and expected results effectively
- Goal orientated and consist of a process that involves people
- Follow rules rather then innovative ideas

Introduction

Managers

- **Administer** and maintain
- Getting things done
- **Control** systems and structures and **manage** tasks
- **Short-range** view – eye on the bottom line
- Accept status quo and **imitate**
- **Meet targets**

Leaders

- **Innovate** and develop
- Create a vision
- **Lead** people and **inspire** trust and persuade to follow
- **Long-range** perspective – eye on the horizon
- Challenge status quo and **originate**
- **Create targets**

Introduction

Mana

- **Adminis**
- **Control** **ire** trust and **man**
- **Short-ra** ve – eye on bottom li
- Accept s and **originate**
- **Meet tar**

What is needed for HODs to perform to their full potential as academic leaders?

Risk in managerial*ism*

Risk in managerial*ism*

Managerialism (doing things right)

"No matter how great the talent or efforts, some things just take time. You can't produce a baby in one month by making nine women pregnant"
- *Warren Buffet*

Targets

2015 2017 2019 2021 2023 2025

Year

MANAGERIALISM WILL NOT GET US TO THE 2025 GOALS, EFFECTIVE LEADERSHIP WILL!

Academic leadership

- What Does UP Need
  - Leaders!!!!
  - At all levels: Classroom to Executive (including admin staff and students)
  - To be the best, **WE** need to lead the best
- To be a UP Leader
  - Buy into the UP Goals
  - Want to lead
  - Have the ability to lead
  - Empowered to lead

METHODOLOGY

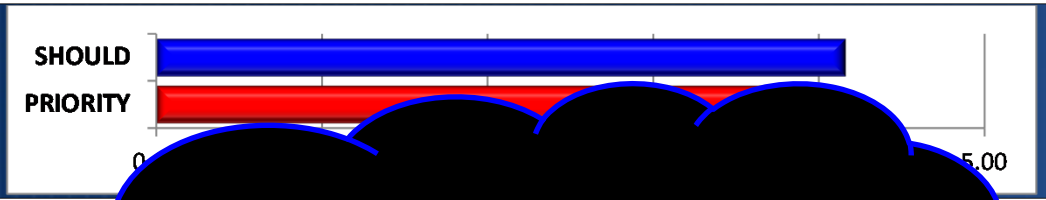
- A census through an electronic survey
- Results were quantified within the program for descriptive statistics by choice per answer
- Results were averaged per question and normalised by the number of respondents
- 87 HoDs responded

HAVE UP HODs BOUGHT INTO THE 2025 VISION AND GOALS?

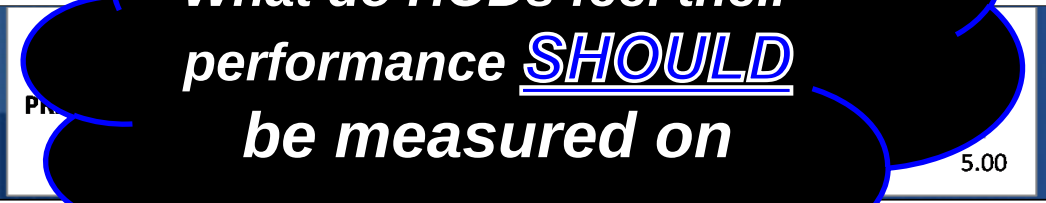
HOW DO HODS PERCEIVE AND EXPERIENCE THEIR ROLES?

The UP Goals

GOAL 1: TO BE A LEADING RESEARCH UNIVERSITY IN AFRICA

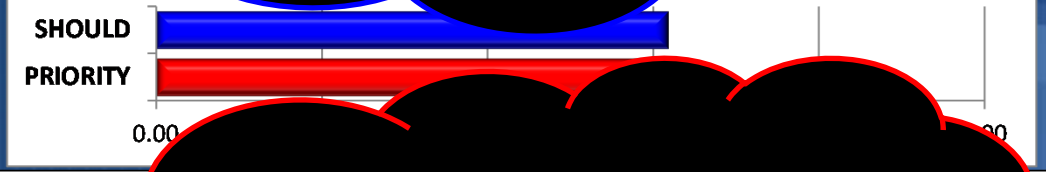


GOAL 2: TO ... PROFILE



*What do HODs feel their performance **SHOULD** be measured on*

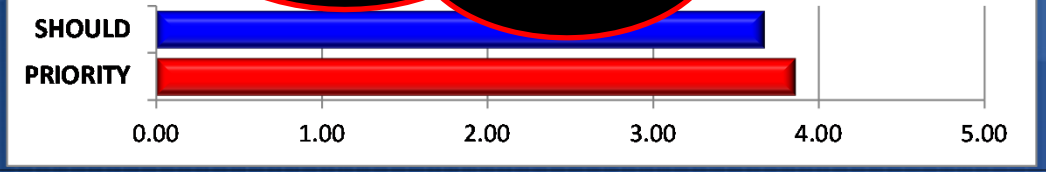
GOAL 3: TO STRENGTHEN THE ... MIC AND SOCIAL DEVELOPMENT



GOAL 4: ... G

*To what extent do they **PRIORITISE** them?*

GOAL 5: TO ... DIVERSITY



The UP Goals

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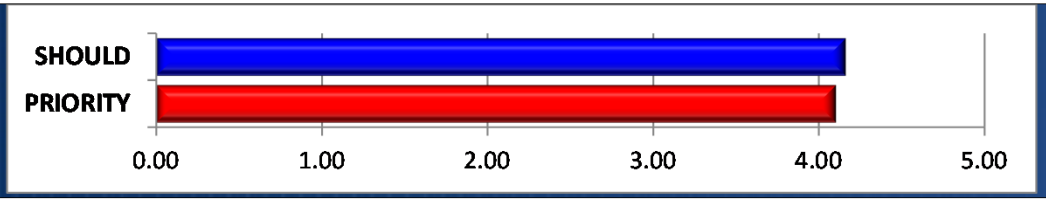
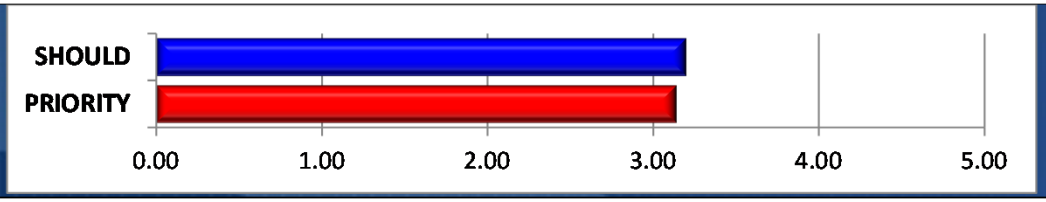
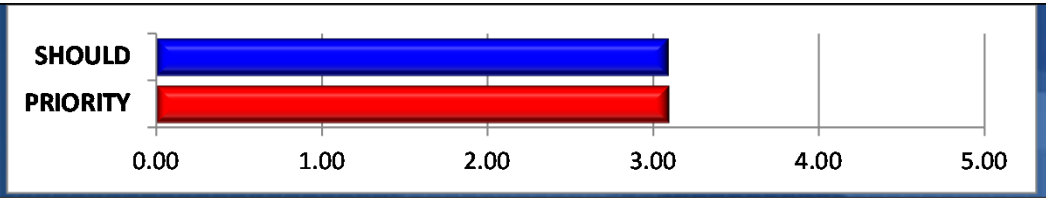


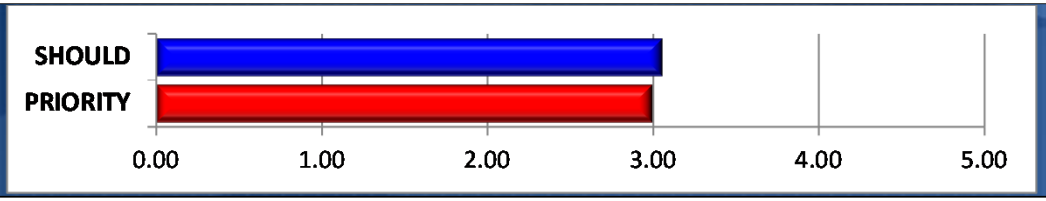
GOAL 2: TO STRENGTHEN THE UNIVERSITY'S INTERNATIONAL PROFILE



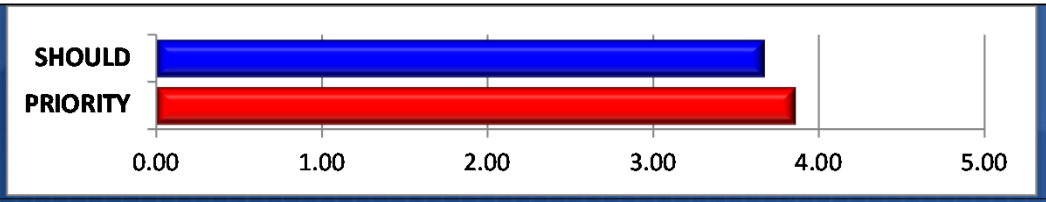
GOAL 3: TO STRENGTHEN THE UNIVERSITY'S IMPACT ON SA ECONOMIC AND SOCIAL DEVELOPMENT



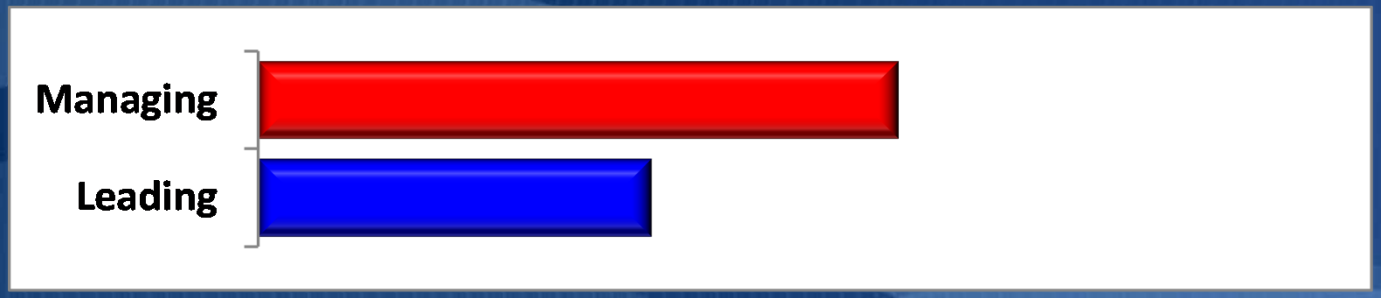
GOAL 4: TO PUSUE EXCELLENCE IN TEACHING AND LEARNING



GOAL 5: TO INCREASE ACCESS, THROUGHPUT AND DIVERSITY



Do HODs *currently* function as leaders or managers?



BARRIERS/ LEAST satisfying/ NOT be involved in

Available time to undertake all the activities of HOD:

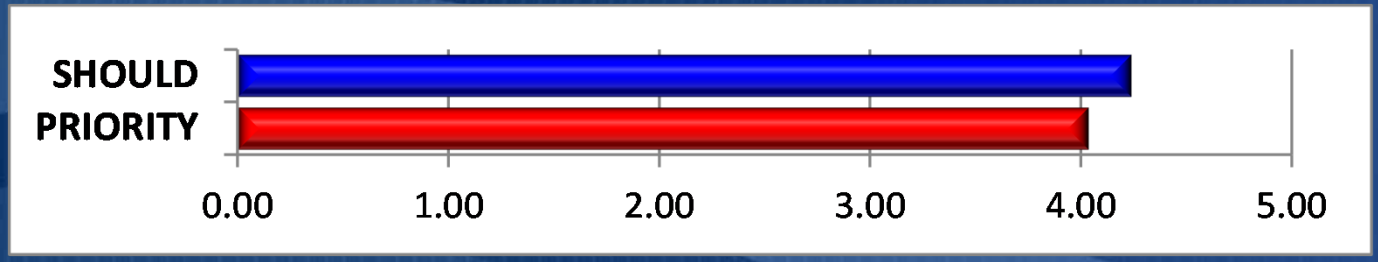
- Administration
- HR activities
- Meetings
- HOD teaching load

Do HODs feel they *should* function as leaders or managers?

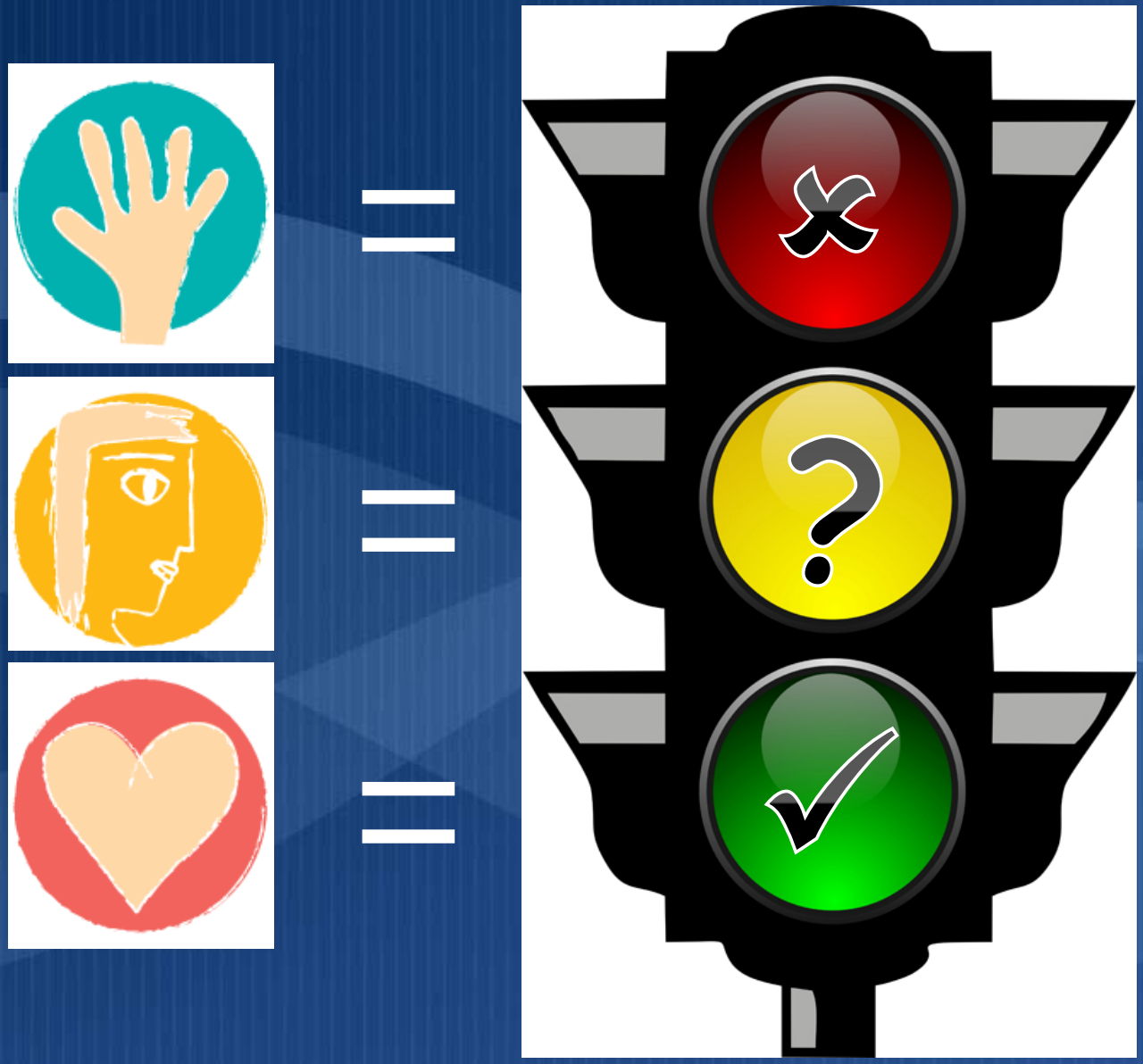
What aspects of their role as HOD do they find MOST satisfying?

- Leading/inspiring research
- Mentoring and developing staff
- New opportunities/innovation
- Post graduate supervision

HODs have the will and desire to perform!

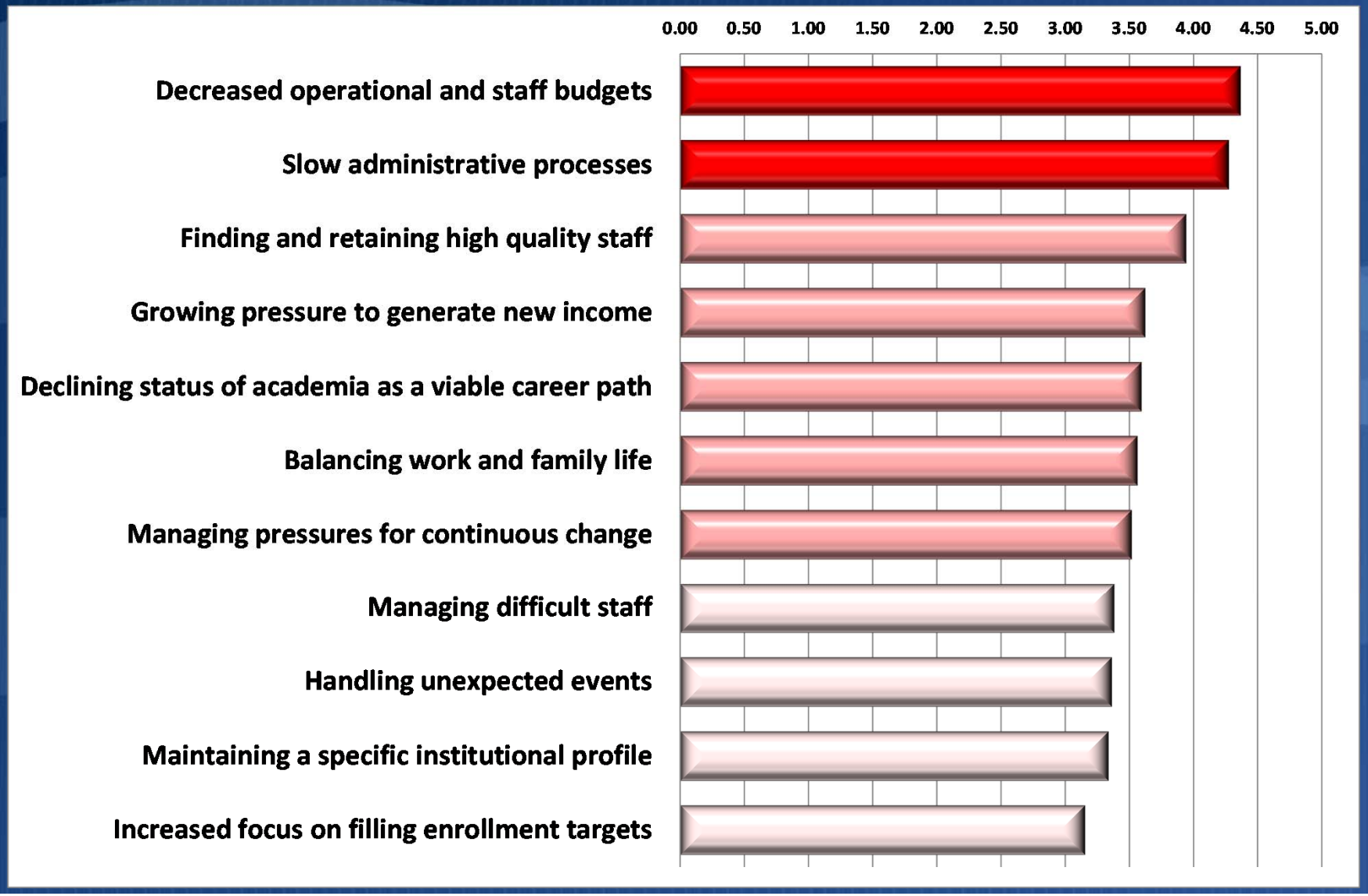


- Achieving goals set for your **own professional development**
- Delivering agreed **tasks or projects on time** and to specification
- Having **high levels of staff support**
- Establishing a **collegial working environment**
- Successful **implementation of new initiatives**
- Achieving **positive outcomes** from external reviews
- Achieving a **high profile** for department

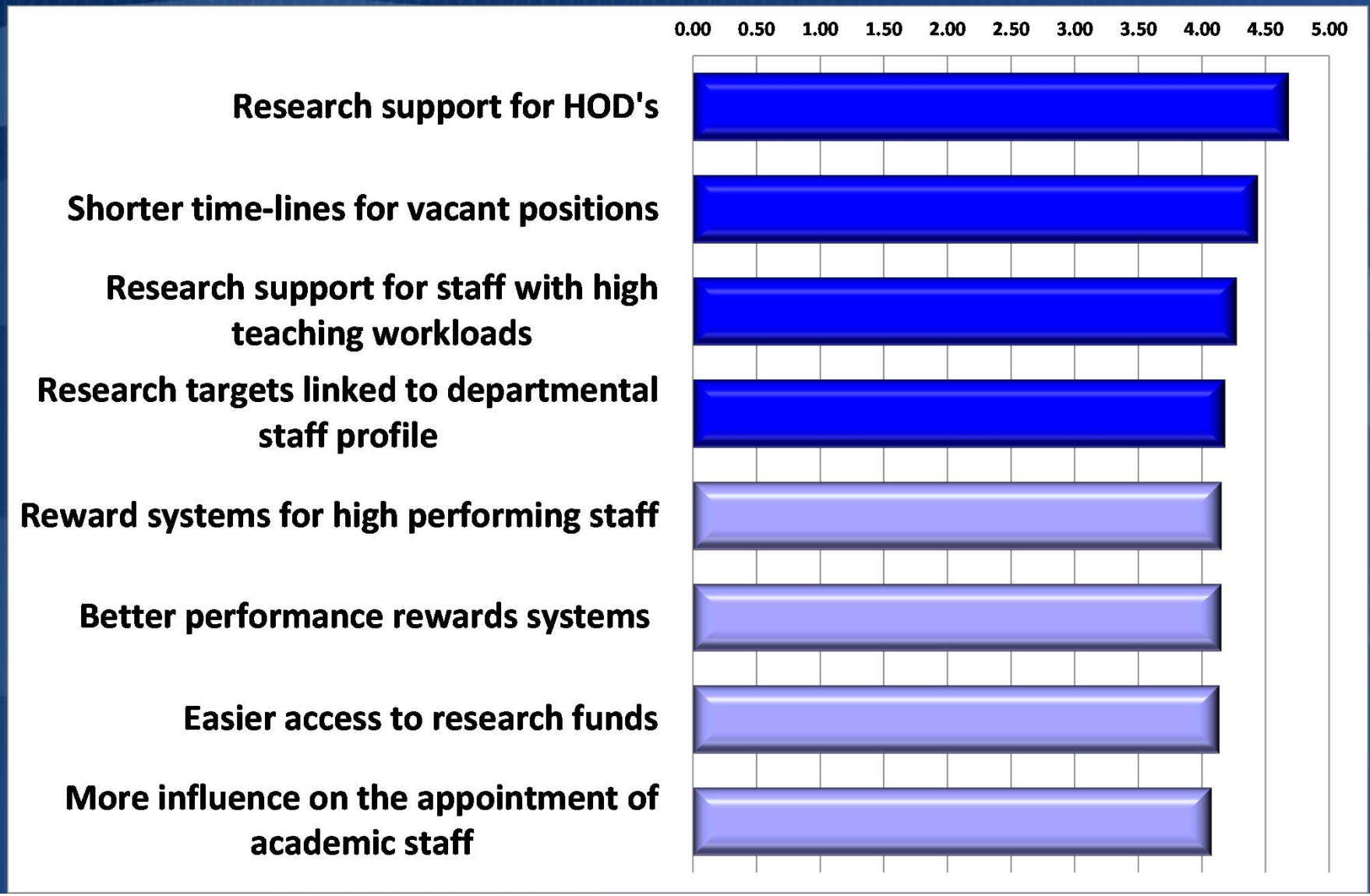


Introduction | Survey results | Recommendations

What are tying HODs' hands?



What HOD's feel is needed to untie their hands?



Breaking the shackles!

Create/enhance environment conducive for performance

- Clear and consistent communication
- Empower/ Trust
  - They can make the right decision
  - They have the vision - support their ideas
  - Reduce redtape
  - More control over performance motivators
  - Allow for differentiation

Create/enhance environment conducive for performance (2)

- Responsibility with authority
  - Leadership instead of managerialism
  - Fewer meetings, thereby allowing for departmental level decisions
  - Free the time necessary for innovation

Create/enhance environment conducive for performance (2)

- Respo
  - Lead
  - Few
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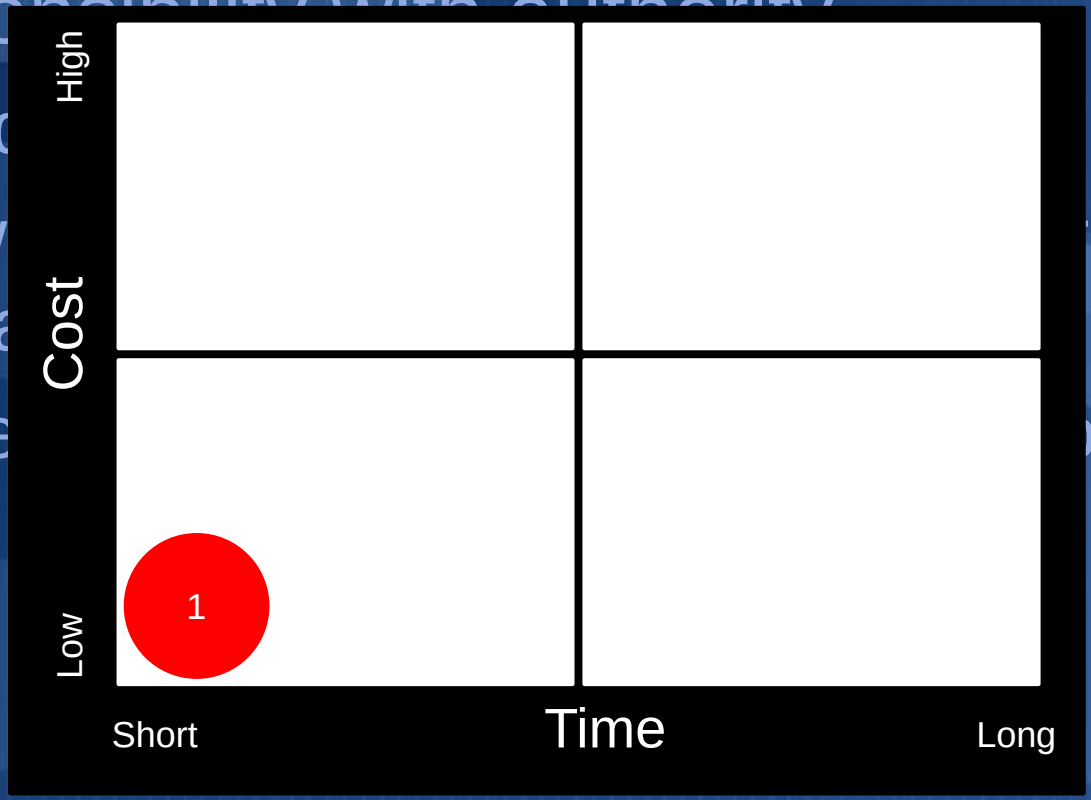
  - Free

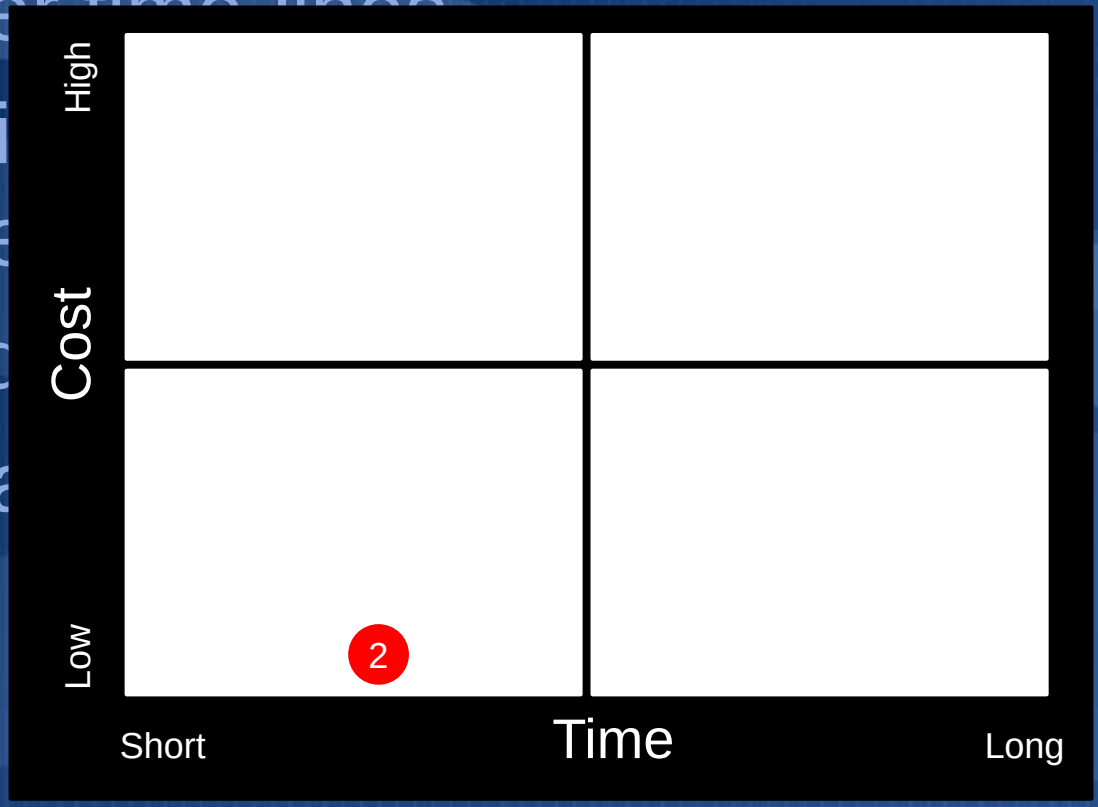


Review appointment processes

- Shorter time-lines
- Decisions at the level of Dean and HR business partner
- Individualized to faculty
- Contract appointments

Review appointment processes

- Shorter time lines
- Decisi HR busine
- Indivic
- Contra



Administrative leadership and support

- Systems that support HODs, instead of being reliant on them
- Departmental administrators that assist HODs instead of fulfilling only secretarial functions

Administrative leadership and support

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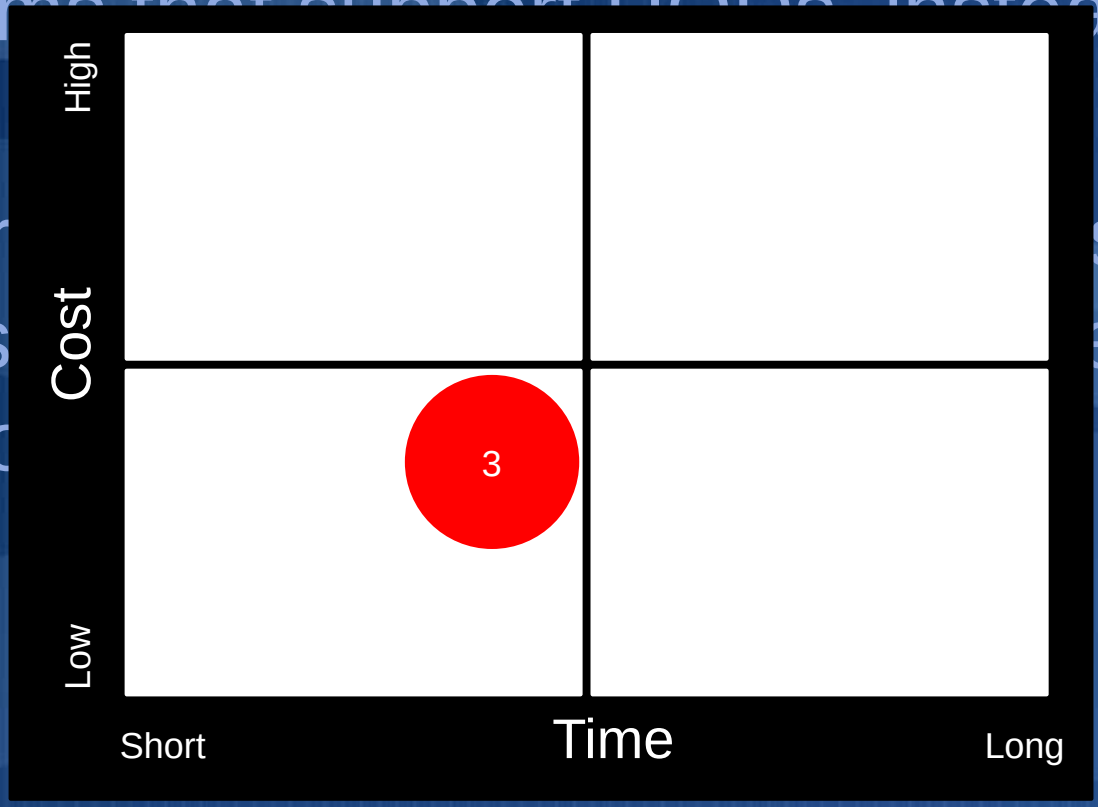

Young academic leadership programme (YALP)

- Grow our own timber
- Identify young leaders (Innovative teachers and researchers)
- Innovation at all levels, not just research
- Create a desire to be a future HOD and UP leader

Young academic leadership programme (YALP)

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- Identif
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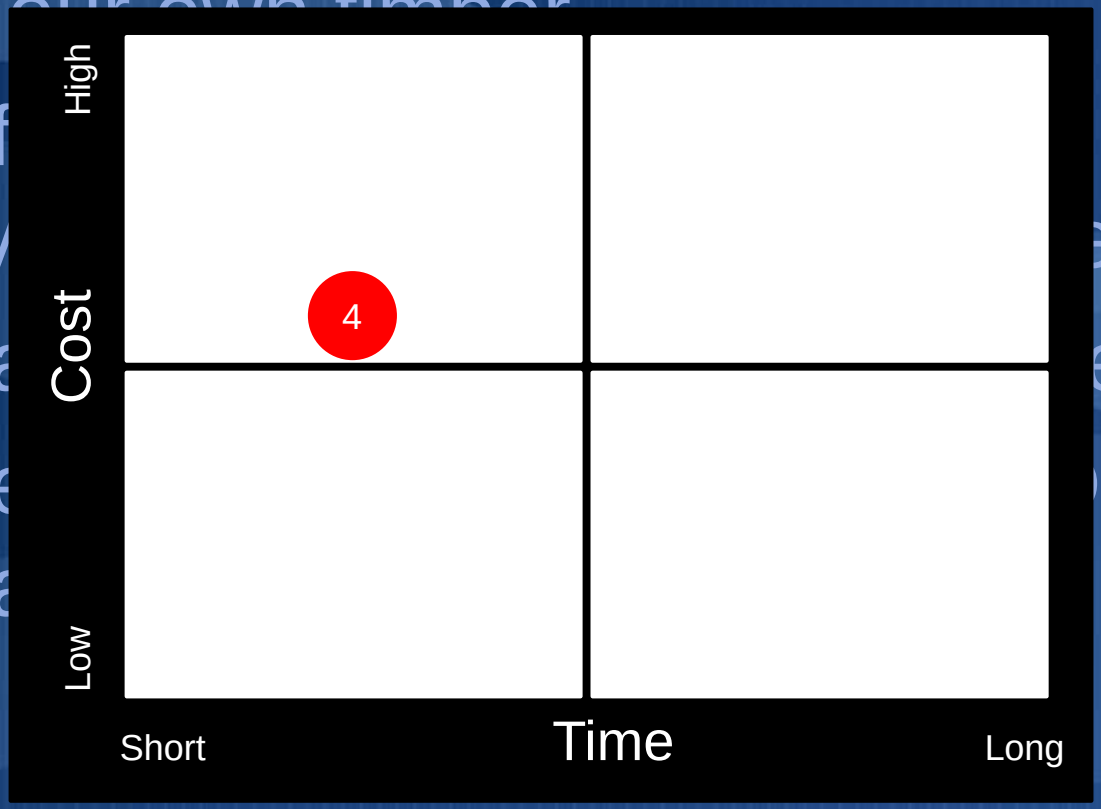

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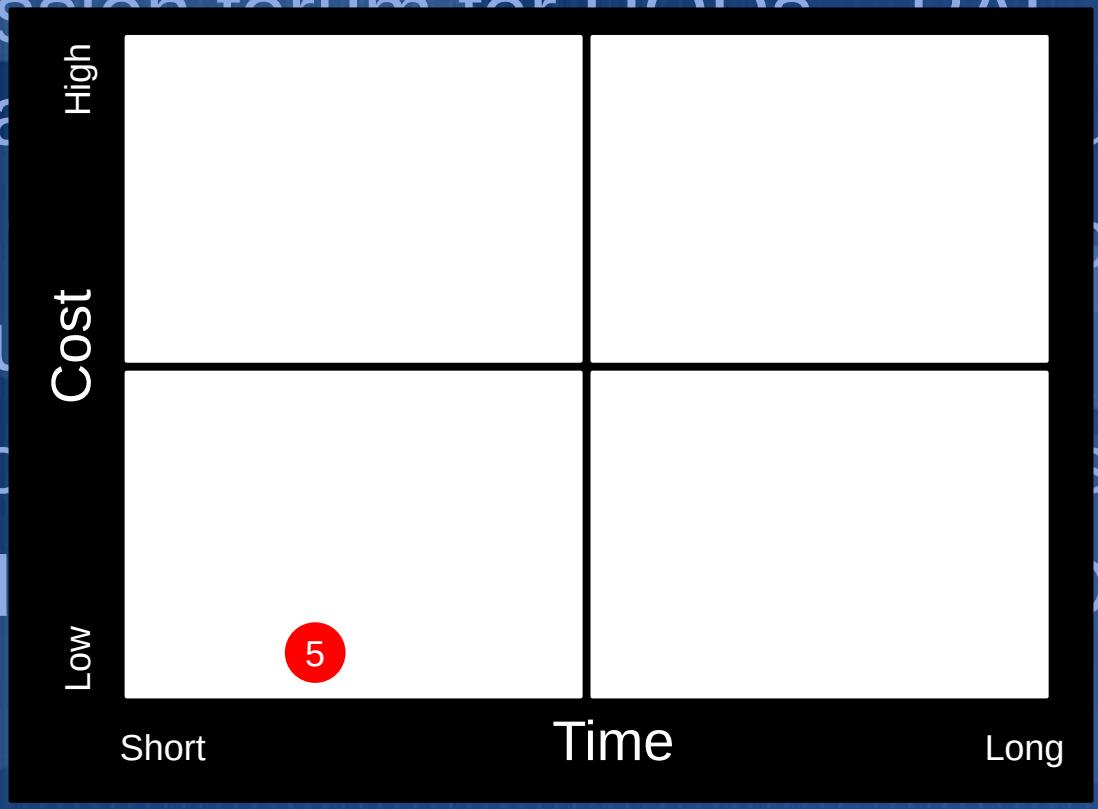
HOD forum

- Discussion forum for HODs – PAL delegates continuing leadership journey
- Allow for sharing of ideas, frustrations and successes
- Use for future management actions
- PAL delegates to mentor new HOD’s

HOD forum

- Discus… delega… …urney
- Allow … …ons and su…
- Use fo… …s
- PAL d… …D's



HOD development fund

- Provide seed funding for HODs
  - Allows HODs to maintain personal research outputs
  - Allows HODs to grow/mentor young researchers to become future leaders
  - Enhances leadership journey - knowledge, skills and abilities

HOD development fund

- Provid
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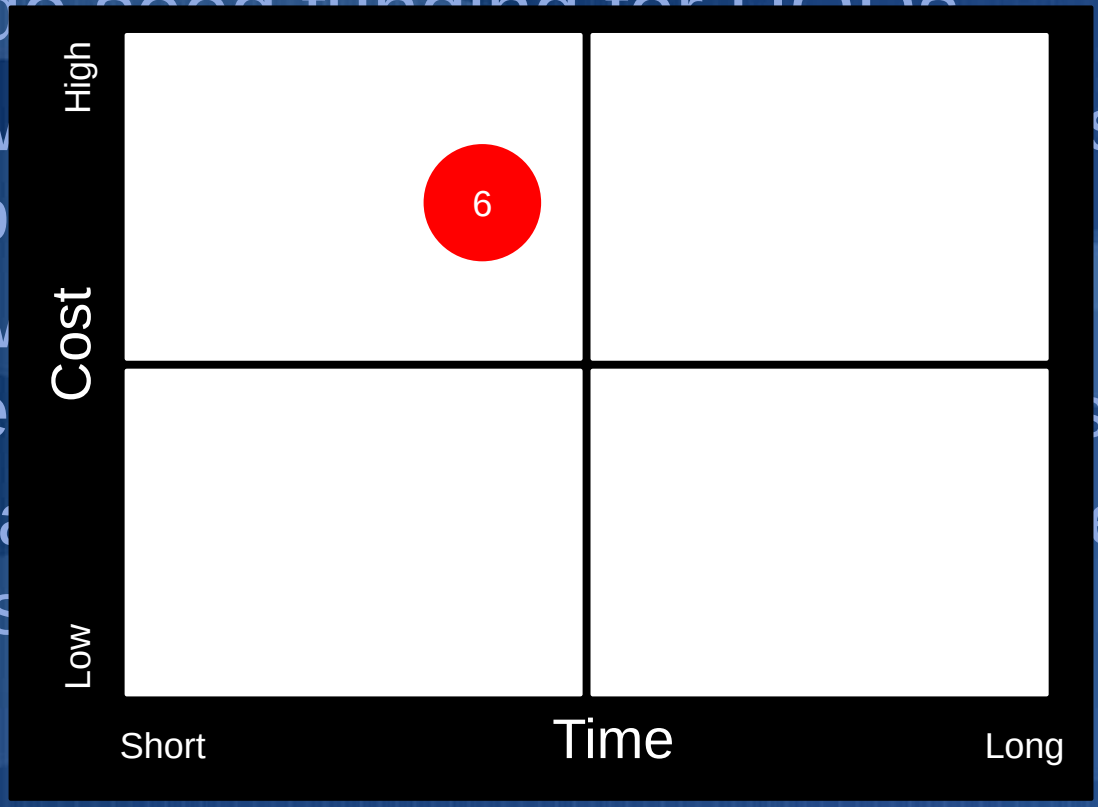
  - Allow rese
  - Enha edge, skills



If we do the right things, rankings will follow, we should not do things right just for the sake of rankings

2025

Lets achieve it together!

Thank you