Leadership and Management in Higher Education

Georgina Randsley de Moura
December, 2016
Leadership in HE, Aurora, 5 December
Leadership in HE

- Leadership in HE is different (?) perceived to be
  - Multi-purpose
  - “Academics”

- Sector history and organizational culture
Leadership in HE – A Balancing Act

Impact on People

Engagement; High commitment; Satisfaction; Going the extra mile

Disengagement; Low commitment; Dissatisfaction; Resentment
Leadership in HE – A Balancing Act

Engagement; High commitment; Satisfaction; Going the extra mile

Disengagement; Low commitment; Dissatisfaction; Resentment

Impact on People

Academic Freedom
Institutional Autonomy
Collegiality
Values and Identity

Leadership in HE, Aurora, 5 December 2016
WHY IS THIS NOT POSSIBLE IN THE “BALANCE”?
Leadership in HE – A Balancing Act

Impact on People
- Engagement; High commitment; Satisfaction; Going the extra mile
- Disengagement; Low commitment; Dissatisfaction; Resentment

+ Managerialism
+ Corporatisation
+ Audit
+ Marketisation
Leadership in HE – A Balancing Act

Impact on People

Engagement; High commitment; Satisfaction; Going the extra mile

Disengagement; Low commitment; Dissatisfaction; Resentment

Academic Freedom

Institutional Autonomy

Collegiality

Values and Identity

Marketisation

Audit

Corporatisation

Managerialism

Leadership Style
Pitch the scale sides against each other = Competition and conflict

How do we distribute for balance?
Leadership in HE

• Management of Diversity

• Opportunities for Development

• Purpose and Vision to Energize
Aspects to Consider – in a Nutshell

- Leadership is **not** about personality
  - But dynamics between people and context

- Recognition of Leadership Potential & Succession
  - Environment to fulfil potential
  - Be aware - unconscious bias

- Collaborative Leadership
  - Encourage autonomy, avoid drift

- Developing Capacity
  - Focus on philosophy, not personality traits
Developing Capacity – Leadership Behaviours

“…leadership in universities should be by everyone from the Vice Chancellor to the casual car parking attendant, leadership is to do with how people relate to each other.”

Ramsden, 1998, p.4 (emphasis added)
Leadership Behaviours Framework

Self
how you manage yourself and develop personal effectiveness

University
how you take part in leadership within the University across and outside the University

People
how you lead, influence, engage and enable people and teams

Research
Encourage School and Department strategy to reflect the University
Support and reward collaboration

Education
Encourage awareness of the importance of administration for the University
Manage bureaucracy and administration

Engagement
Take opportunities to lead and mentor others
Develop and facilitate a collegial community and environment

Leadership in HE, Aurora, 5 December 2016
Thank you for listening – any questions?

G.R.de-Moura@kent.ac.uk
@GeorginaRdeM
Discussion Points

• Academic leadership can be about leadership of the institution or leadership of the academic work
  • How do these differ?
  • What are the potential tensions that arise?
  • What are the risks for diverse representation?

• How is leadership in HE different from and similar to other institutions/sectors?

• Should / How can we improve each others’ understanding of conflicting needs, requirements, or desires in the University context?

• What does leadership look like in your Department/School and how do/can you influence it?
THE UK’S EUROPEAN UNIVERSITY

www.kent.ac.uk