Leading and Managing:
People, Culture and Vision

Inspired Leadership Programme 2012
Chris Jansen – University of Canterbury
Overview

• leadership vs management
• building engagement
• cranking up our leadership
  1. proactive mentoring
  2. fostering interaction
  3. shared power
  4. collective values and vision
Growing leadership influence

- Communities
- Schools
- Departments
- Classrooms
- Individuals

Floating to the top...
Mike Parsons
Final Wave
The Roles of a Manager

Leadership (Vision & people driven)
- Vision
- Meaningful Contribution
- Values
- Engage and develop people
- Create context

Management (Systems, process driven)
- Plan
- Organise
- Control
- Administer systems
- Critique
- Create Order

Professional (Teaching role)
- Commitment, Change & Hi-Performance
- Stability, Efficiency

Cammock (2001) The Dance of Leadership
Management and Leadership

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**Management**
- Planning & Budgeting
- Organizing & Staffing
- Controlling & Problem Solving

**Leadership**
- Establishing Direction
- Aligning People
- Motivating & Inspiring

**Produces Predictability and Order**

**Produces Change**
How’s the balance of leadership vs management in your role?
Satisfied?........
Cranking up our leadership performance
Engagement leads to peak performance

Sample culture survey:
Rate each question from 1 (low) to 5 (high)
Add up total out of 25

1) I really care about the future of my organisation
2) I am proud to tell others that I work for this organisation
3) My organisation inspires me to do my best
4) I would recommend my organisation to a friend as a good place to work
5) I am willing to put in a great deal of effort and time beyond what is normally expected
1) Proactive mentoring

“employee first – customer second”
Anand Pillai

**Recognise and value people**
- Strong belief in people
- Prioritize them and take the time
- Creating space to empower people
- Notice, listen, appreciate
- Enlarge their self belief
- Recognise their strengths and passions

**Develop people**
- They leave in better shape than when they arrived
- Create support structures to meet needs
- Make opportunities available
- Support initiative and boundary pushing
- Note achievements
Who are you actively developing and looking out for?
Who is looking out for you?
2) Foster interaction and shared learning

"a healthy organisation is one in which all participants have a voice” (Peck, 1988).

“\text{It is no longer sufficient to have one person learning for the organisation... Its just not possible any longer to figure it out from the top, and have everyone else following the order of the ‘grand strategist’.} \text{ (Senge, 2002)}"

\textbf{Develop culture}
- Creating open environments
- Fostering high trust
- Build positive relationships
- Restorative environment
- Compliment each other’s strengths

\textbf{Foster learning}
- Role model a learning attitude
- Opportunities to dialogue and build networks
- Listening to leverage collective intelligence
- Redesign social architecture
- Take time to consult, get buy in and find the best solution
- Generate feedback
Who has a voice in our organisation?

What mechanisms can we create to foster interaction and shared learning?
3) Share power and decentralise control

*Share leadership*

- We are all leaders
- Break down hierarchy
- Share responsibility and accountability – *bit by bit* ...
- Create ownership and empowerment
- Delegate and let go
- Foster interdependence
- Master the process – *not the content*

“Traditional organisations require management systems that control peoples behaviour, learning organisations invest in improving the quality of thinking, the capacity for reflection and team learning, and the ability to develop shared visions and shared understandings of complex issues” (Senge, 2002)
A framework for empowerment

Extrinsic motivation → intrinsic motivation

External locus of control → internal locus of control

Control → empowerment

Strict and complete external control → no external control

Responsibility on leader → responsibility shared → responsibility on participant

I decide → we decide → you decide

Less choice → more choice

Dependence → interdependence → independence

Jansen 2005
Situational Leadership

- **High Supportive & Low Directive Behaviour**
- **Low Supportive & High Directive Behaviour**
- **High Supportive & High Directive Behaviour**
- **Low Supportive & Low Directive Behaviour**

**Directives**
- Delegating
- Supporting
- Coaching
- Directing

**Supports**
- (High)
- (Low)
Go to the people,
Live with them,
Learn from them,
Love them,
Start with what they know,
Build with what they have,
But with the best leaders,
When the work is done,
The task accomplished,
The people will say,
“We have done it ourselves”

Chinese Philosopher Lao Tsu
Who makes the decisions?

How could power be shared more effectively?
4) Explore and Articulate Shared Values

We need to be culturally tight and managerially loose. Order and design are not externally imposed but emerge as a result of the combination of individual freedom and shared core values.

**Getting on the same page**
- Explore individual values and negotiate organisational values to fit
- Role model values in leadership behaviour
- Reconnect all staff with personal moral purpose
- Establish benchmark of needs
- Create clarity around shared vision
- Leave space for emergent outcomes
LYNGO Project - Deeply held values

Equality
Social Justice
Compassion
Dignity and respect
Generosity
Honesty and integrity
Passion and energy
Humility
Quality
Commitment
How can we get on the same page with our vision and values?
Cranking up our leadership performance....

1. Proactive mentoring
2. Foster interaction and shared learning
3. Share power
4. Collective values and vision
What is success?

To laugh often and much
To win the respect of intelligent people
And the affection of children
To earn the appreciation of honest critics
And endure the betrayal of false friends
To appreciate beauty
To find the best in others
To leave the world a bit better
Whether by a healthy child, a garden patch
Or a redeemed social condition
To know even one life has breathed easier
Because you have lived
This is to have succeeded

RALPH WALDO EMERSON
Keeping in contact....

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