



## Academic Leadership and Change Management

*Melita Kovacevic*  
Former Vice Rector for Research and Technology  
University of Zagreb  
EUA CDE SC Chair

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## Topics

- Academia in a new context
- Different solutions for new demands
- Stakeholders and their attributes
- Back to the future

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new social and academic context

### What is going on?

- intense and extremely fast societal changes (including geopolitical turnovers)
- technological development
- expansion of information
- overall globalisation effect
- economic crises



most profound and intense changes within academia  
in the last two decades

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new social and academic context

### Changes within academia:

- mass education, i.e. increased number of students (nationally, globally)
- establishment of new HE institutions
- intensified role of research
- more demands for high quality research
- more funding for research
- new demands on funding
- intensified internationalization
- HE reform(s) in Europe and globally

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new social and academic context

*What questions are popping up?*

- Are universities ready for all those changes?
- Who is responsible to set up a new agenda for universities?  
How is it related to the university autonomy?
- Do universities have human resources for new demands?
- Can 'old' people respond to a new requirements?
- Is there only one way to respond to new demands  
in a changed social context?
- Who should be/must be the agents of change?

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solutions

Two possible solutions for academic leadership:

*Change management* or *Change leadership*

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solutions

*Change management*

set of basic tools or structures intended to keep change effort under control  
goal is to minimize destructions and impacts of the change

*Change leadership*

driving forces, visions and processes that fuel large scale transformation

*(John Kotter)*

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solutions

*What do we need today?*

often, we do managing change and change management...  
but what we need... is change leadership

*change management*


vs

*change leadership*

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• does not rely on increased funding</li> <li>• avoids related problems</li> <li>• avoids rebellion of other</li> <li>• avoid disruptions</li> </ul> | <ul style="list-style-type: none"> <li>• it is performed faster</li> <li>• more efficient</li> <li>• large scale changes</li> <li>• big visions</li> <li>• empowering a lots of people</li> </ul> |
|---|---|

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 stakeholders & their attributes

*When will the change happen?*

◆ active involvement of all the stakeholders ◆  
academic staff and non-academic staff


- communication
- cohesion
- respect
- clear goals
- identified benefits

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 stakeholders & their attributes

leadership attributes

- credibility
- vision
- leader but mediator among other stakeholders
- leader but ready to be follower
- ready to make decisions, sometimes risk taker
- energetic, innovative
- good communicator...

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 stakeholders & their attributes

academic leadership of today → change management leaders (?)

- How to develop high quality academic leadership?
- How specific is it?
- How different is from leaderships in other sectors?

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 future

*What is the future of universities?  
What kind of changes we could expect?*

change leadership → challenge in the future ?

still to remember...

**'Winning and championship are memorable  
but they come from the strength of the relationship'**  
*(Jim Calhoun)*

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