



LEAD Workshops

Leadership and Management of Academic Teams 学术团队的领导和管理

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Topics 话题

Changed context of universities

大学背景改变

New needs and new styles of leadership

领导力的新需求和形式

Leadership and academic teams

领导力和学术团队

Questions and topics to be discussed

将讨论的问题和话题



Universities today have changed context

当今大学的背景已改变

on local level 本地层面

on national level 国家层面

on regional level 地区层面

globally 全球

Context is changed for all the stakeholders

各相关方的背景都已改变

Universities are facing new demands

大学面临新要求



Main issues 主要问题

- competition on all levels 竞争
- increased internationalisation 国际化
- high competition among universities on all levels
与其他大学竞争
- quantity vs. quality 数量与质量
- mass education 大众教育
- increases autonomy, but accountability as well 自治与责任
- at the same time governments want more control
over universities 同时政府加强控制
- increased need for funding and management
of finances 资金和财务管理
- new roles for leaders (and new skills needed)
领导的新职责(需要新技能)



Some of the tools that can help being a leader
and to manage a system 实用领导和管理工具

- Existence of an institutional strategy (!10%) 机构战略
- Vision of a leader 领导的愿景
- Selfconfidence 自信
- To be capable of matching the needs, plans
and reality 需求、计划和现实
- Readiness to learn, to listen and to hear, but 愿意学习
- At the same time being able to make decisions 能做决定
- To have a courage 有勇气
- To be capable of making a good team! 打造优秀团队



- How to define a *Team*? 如何定义团队?
- More than one? 不止一个?
- Each member is 每个成员
covering a segment? 负责一块?
- Is it mosaic or puzzle? What is
different? 是马赛克还是拼图? 有什么区别?



Team work

Requires additional skills

需要新技能

- To share 分享
- To discuss 讨论
- To respect 尊重
- To understand 理解



Team work

Does not allow 不能够

- To keep it for yourself 不愿交流
- To be egocentric 以自我为中心
- Not to respect other's work 不尊重他人工作
- To attribute to yourself someone's work 把他
人成就占为己有



Team work

- Requires a leader (and followers) 需要领导 (和追随者)
- Asks for continuous conversation 持续对话
- It is much more sensitive, could be fragile, affected by the group dynamics
敏感, 甚至脆弱、受群体动态影响



10 principles of good team 好团队的10个原则

- Leadership and management 领导和管理
- Communication 沟通
- Personal rewards, training and development 个人的奖励、培训和发展
- Appropriate resources and procedures 资源和程序
- Appropriate skill mix 恰当的技能混合
- Atmosphere 气氛
- Individual characteristics 个人特点
- Vision 愿景
- Quality and outcomes 质量和结果
- Respecting and understanding roles 尊重和理解



7 attributes of good team 好团队的7个属性

- Team purpose 团队目标感
- Goals 目标
- Leadership 领导
- Communication 沟通
- Cohesion 凝聚力
- Mutual respect 尊重
- Reflection 思考

Focus on the relational
aspect of the team
关注团队内关系



Team purpose 团队目标感

- Effective team has a progressive, well-defined, consensual purpose 有效团队有积极、明确、共同的目标
- Stimulating intellectual curiosity 激发求知欲
- Reducing rigidity 减少死板僵化



Goals 目标

- Enable long-term planning 长期规划
- Promote open communication 公开交流
- Intermediary link between the team purpose and result 团队目标和成果的中间环节



Leadership 领导

- Must have credibility 可信度
- Have skills to mediate personalities and goals 协调人和目标
- Maintaining efficiency and motivation via good feedback and coaching 反馈和辅导 维持效率和积极性
- Easily switch between leader and follower role 领导和追随者之间切换
- Sharing leadership roles 分享领导角色



Communication 沟通

- Information exchange 交换信息
- Increased interactions 增强互动
- Trust 信任
- Integration of knowledge 知识整合
- Increased attention to others 关注他人



Cohesion 凝聚力

- Extremely relevant; feature of mature teams 团队成熟的标志
- Negatively correlated with member turnover 与人员流动率成反比 (reduced longevity of the group; reduced productivity)
- Collaborative learning requires familiarity, trust, and respect 协作式学习需要熟悉、信任和尊重
- With increase of cohesion, comfort among members develops and personal conversations arise 凝聚力增强，团队更融洽



Mutual respect 互相尊重

- Being open to the talents and beliefs of others
- Understanding the value of own contributions
- Fostered by team members who “think outside the box”

Reflection 思考

- Without team reflection, learning within the team is obstructed 没有思考则学习受阻
- Thinking of an event, increased awareness of feelings, values, and actions 思考改善价值观、行动
- Intrapersonal reflection for enhancing professional skills (effective listening and argument clarification) 个人思考增强职业技能



- Need for strengthening the attributes 这些属性需要强化
- Need for assessing and monitoring characteristics of effective team 需要评估检测有效团队的特征
- Need for identifying strengths and weaknesses 需要发现优点和缺点

To monitor the attributes
is critical for the team productivity
检测这些属性对团队效力很关键



Team work

- Has to be learned 需要习得
- Has to be supported 需要支持
- Needs to be nurtured 需要培养
- Asks university leadership for restructuring and flexibility 校领导需调整结构、灵活应变

IT IS NOT EASY, but IT IS REWARDING

困难，但值得



Questions and topics to be discussed

供讨论的话题

What is the context of your university? 您的大学情况如何?
Changed? If so, how? 有改变吗? 有何改变?

How would you describe attributes of good leadership? 成功的领导
有哪些特点?

What are the demands? 需要什么?

Do you have a team experience at your institution? 您在贵院校里
有没有团队经历?

Are you in a favour of team work? Or not? 您是否支持团队合作?

What are your arguments? 理由是什么?

