



LEAD Workshops

Leadership and Management of Academic Teams

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Topics

Changed context of universities

New needs and new styles of leadership

Leadership and academic teams

Questions and topics to be discussed



Universities today have changed context

on local level

on national level

on regional level

globally

Context is changed for all the stakeholders

Universities are facing new demands



Main issues

- competition on all levels
- increased internationalisation
- high competition among universities on all levels
- quantity vs. quality
- mass education
- increases autonomy, but accountability as well
- at the same time governments want more control over universities
- increased need for funding and management of finances
- new roles for leaders (and new skills needed)



Some of the tools that can help being a leader and to manage a system

- Existence of an institutional strategy (!10%)
- Vision of a leader
- Selfconfidence
- To be capable of matching the needs, plans and reality
- Readiness to learn, to listen and to hear, but
- At the same time being able to make decisions
- To have a courage
- To be capable of making a good team!




- How to define a *Team*?
- More than one?
- Each member is covering a segment?
- Is it mosaic or puzzle?
What is different?



Team work

Requires additional skills


- To share
- To discuss
- To respect
- To understand



Team work


Does not allow

- To keep it for yourself
- To be egocentric
- Not to respect other's work
- To attribute to yourself someone's work



Team work

- Requires a leader (and followers)
- Asks for continuous conversation
- It is much more sensitive, could be fragile, affected by the group dynamics



10 principles of good team


- Leadership and management
- Communication
- Personal rewards, training and development
- Appropriate resources and procedures
- Appropriate skill mix
- Atmosphere
- Individual characteristics
- Vision
- Quality and outcomes
- Respecting and understanding roles



7 attributes of good team


- Team purpose
- Goals
- Leadership
- Communication
- Cohesion
- Mutual respect
- Reflection

} Focus on the relational aspect of the team



Team purpose

- Effective team has a progressive, well-defined, consensual purpose
- Stimulating intellectual curiosity
- Reducing rigidity



Goals

- Enable long-term planning
- Promote open communication
- Intermediary link between the team purpose and result



Leadership

- Must have credibility
- Have skills to mediate personalities and goals
- Maintaining efficiency and motivation via good feedback and coaching
- Easily switch between leader and follower role
- Sharing leadership roles



Communication

- Information exchange
- Increased interactions
- Trust
- Integration of knowledge
- Increased attention to others



Cohesion

- Extremely relevant; feature of mature teams
- Negatively correlated with member turnover (reduced longevity of the group; reduced productivity)
- Collaborative learning requires familiarity, trust, and respect
- With increase of cohesion, comfort among members develops and personal conversations arise



Mutual respect

- 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

- Without team reflection, learning within the team is obstructed
- Thinking of an event, increased awareness of feelings, values, and actions
- Intrapersonal reflection for enhancing professional skills (effective listening and argument clarification)



- Need for strengthening the attributes
- Need for assessing and monitoring characteristics of effective team
- Need for identifying strengths and weaknesses

To monitor the attributes is critical for the team productivity



Team work

- Has to be learned
- Has to be supported
- Needs to be nurtured
- Asks university leadership for restructuring and flexibility

IT IS NOT EASY, but IT IS REWARDING



Questions and topics to be discussed

What is the context of your university?
Changed? If so, how?

How would you describe attributes of good leadership?
What are the demands?

Do you have a team experience at your institution?
Are you in a favour of team work? Or not?
What are your arguments?

