

Management of schools, colleges, faculties

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1. Different schools of strategic management

- There are different “schools” in terms of management (See Mintzberg/Ahlstrand/Lampel).
- Schools depend on culture, tradition, discipline etc
- Tools employed have to fit the overall approach chosen

1.1. Planning school

- rational top-down-process: mission – strategic plan – programs – short-term plans – implementation
- Assumption is, that the rational design of process ensures good result
- everything is formalized, there are clear phases, and rational tools to steer the process

1.2. The cultural school

- Strategy formation is a process of social interaction.
- An individual acquired these beliefs through a process of acculturation, or socialization, which is largely tacit and nonverbal, although sometimes reinforced by more formal indoctrination.
- See Mintzberg/Ahlstrand/Lampel

1.3. The Learning school

- The basic assumptions are:
- Complexity is high and therefore, the future is unpredictable
- Leaders promote processes of learning, out of this strategies develop
- Learning = describe, analyse, integrate (mutual adaptation to create joint goals), institutionalize
- Examples of strategic actions are the dissemination of knowledge about successful developments and the provision of an open discourse

1.4. A gardener model

strategies grow like plants, management must enable this, growth could not be exactly planned

strategic management provides for a good climate, water, eliminates the wrong plants, if necessary builds a greenhouse

The manager observes, stimulates, gives space for new sorts, find the right time for actions regarding the ecology of the system

1.5. Strategy safari - summary

Name	Description: Strategy formation as ...
Design School	A process of conception
Planning School	A formal process
Positioning School	An analytical process
Entrepreneurial School	A visionary process
Cognitive School	A mental process
Learning school	An emergent process
Power School	A process of negotiation
Cultural School	A collective process
Environmental School	A reactive process
Configuration School	A process of transformation



2. What is strategy, what is strategic planning?

- Strategies are typically long-term
- they are based on an anticipation of future developments
- They integrate various aspects
- They involve reflection on what others (might) do
- They involve setting priorities
- They aim at achieving advantages
- Strategies show ways of transformation

2.1. Typical steps in strategic management

Analysis of the external and internal environment

Clarification and formulation of vision and mission

Generation and formulation of a strategy

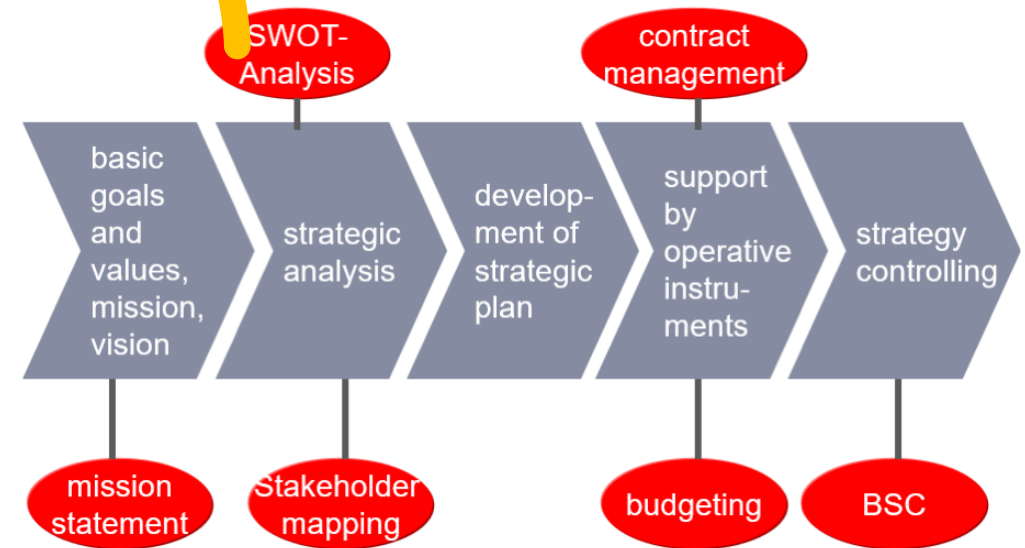
Setting of goals

Implementation of the strategy

Evaluation of the strategy

2.2.Overall process of strategic management

- Strategic management – at the university or the faculty level – needs to be seen as a process, and even better in terms of a cycle.



Strategic Faculty Management | Frank Ziegele | International Deans' Course

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2.3.1. Success factors of mission statements

- Mission statement is the starting point of a journey
- integration into the overall cycle
- A plan for the way the organization wants to realize the mission has to follow
- mobilization through process (people get accustomed to focus on goals)
- mission as basis for interaction with faculties (example: matrix goals / products)
- communication (workshop, poster, „strategy days“, newsletter, ...)
- mechanisms of coordination faculty-university mission
- inform about successes/failures, communicate status quo

2.3.2. Mission statements and short-falls



Expectations in the process of developing the mission have often not been fulfilled



A mission statement alone is not enough, only a starting point



Many of these processes start ambitious, are costly, but are soon forgotten



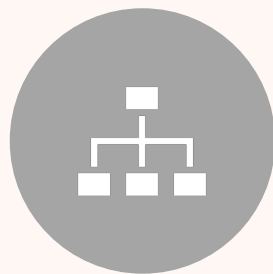
2.4. SWOT-Analysis

- Strategic development needs situation analysis
- idea: great amount of information, bring it into a systematic structure enabling analysis as starting point for strategy development
- internal and external factors are relevant for strategy
- strengths and weaknesses: analysis of own resources and potentials (internal aspect)
- opportunities and threats: analysis of micro- and macro-environment (external aspect)

2.4.1. Experience with the SWOT-analysis-tool



THIS IS NOT ROCKET-
SCIENCE



VERY SIMPLE AND
PRAGMATIC STRUCTURE,
BUT EXTREMELY HELPFUL
WHEN WE STICK TO IT



THE CHANCE TO GET
OUT OF A MEETING
WHICH DOESN'T LAST
FOREVER WITH CLEAR
RESULTS

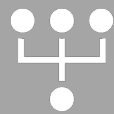


NOT NECESSARILY
ALREADY THE PERFECT
OUTCOME, BUT IT
ALLOWS US TO WORK
FURTHER WITH
OUTCOMES AND
BUILD ON IT.

2.4.2. How universities develop their strategic plans?



A weekend retreat of the Rector and her/his Vice-Rectors with close aides/principal officers?



Outsourcing to external consultants who have ready-made templates and work almost exclusively offsite to develop a plan?



Or via having a truly participatory, top-down and bottom-up process – running sometimes into 2 or more years.

2.5. Stakeholder map

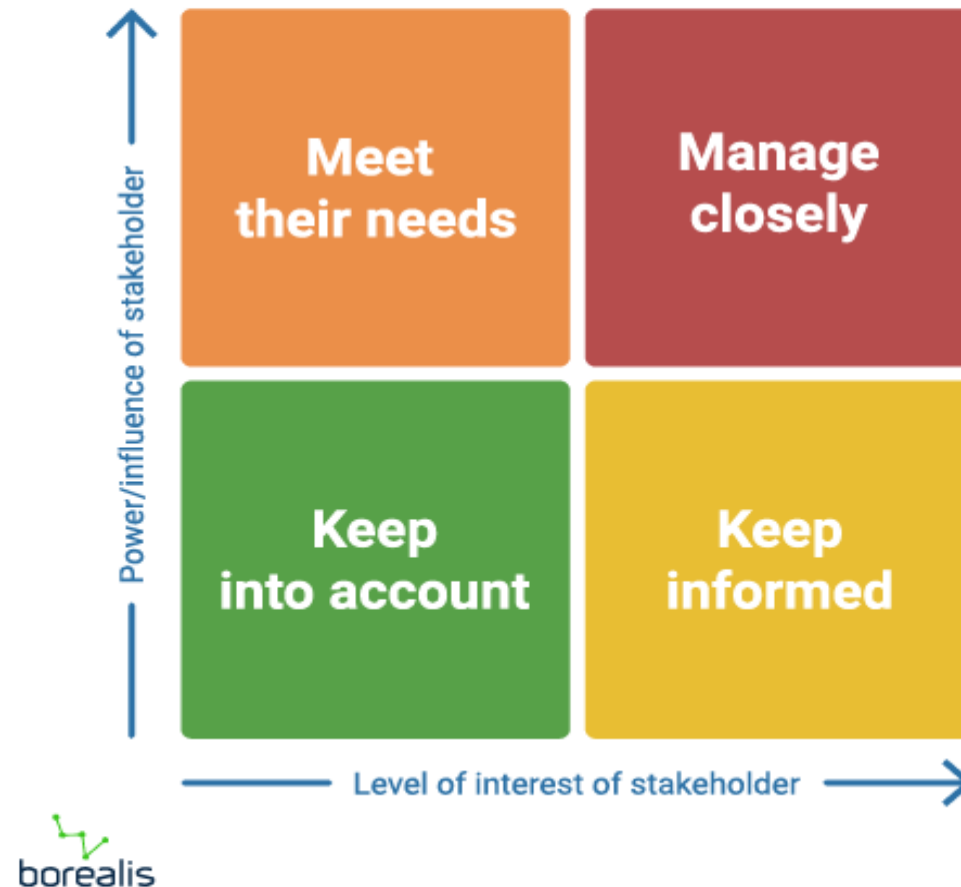
- A stakeholder map starts with an identification of the stakeholders.
- The advantage of a stakeholder map is the visual description of who can influence the success of the change project.
- A matrix can help identifying stakeholders along the lines of two dimensions.

2.5. Stakeholder map

What is a stakeholder map?

A stakeholder map is a snapshot of your stakeholder landscape at a given point in time. It's often depicted as a graph with 2 axes divided into 4 quadrants:

- The x-axis represents a stakeholder's level of power or influence over your project.
- The y-axis indicates their level of interest in your project.

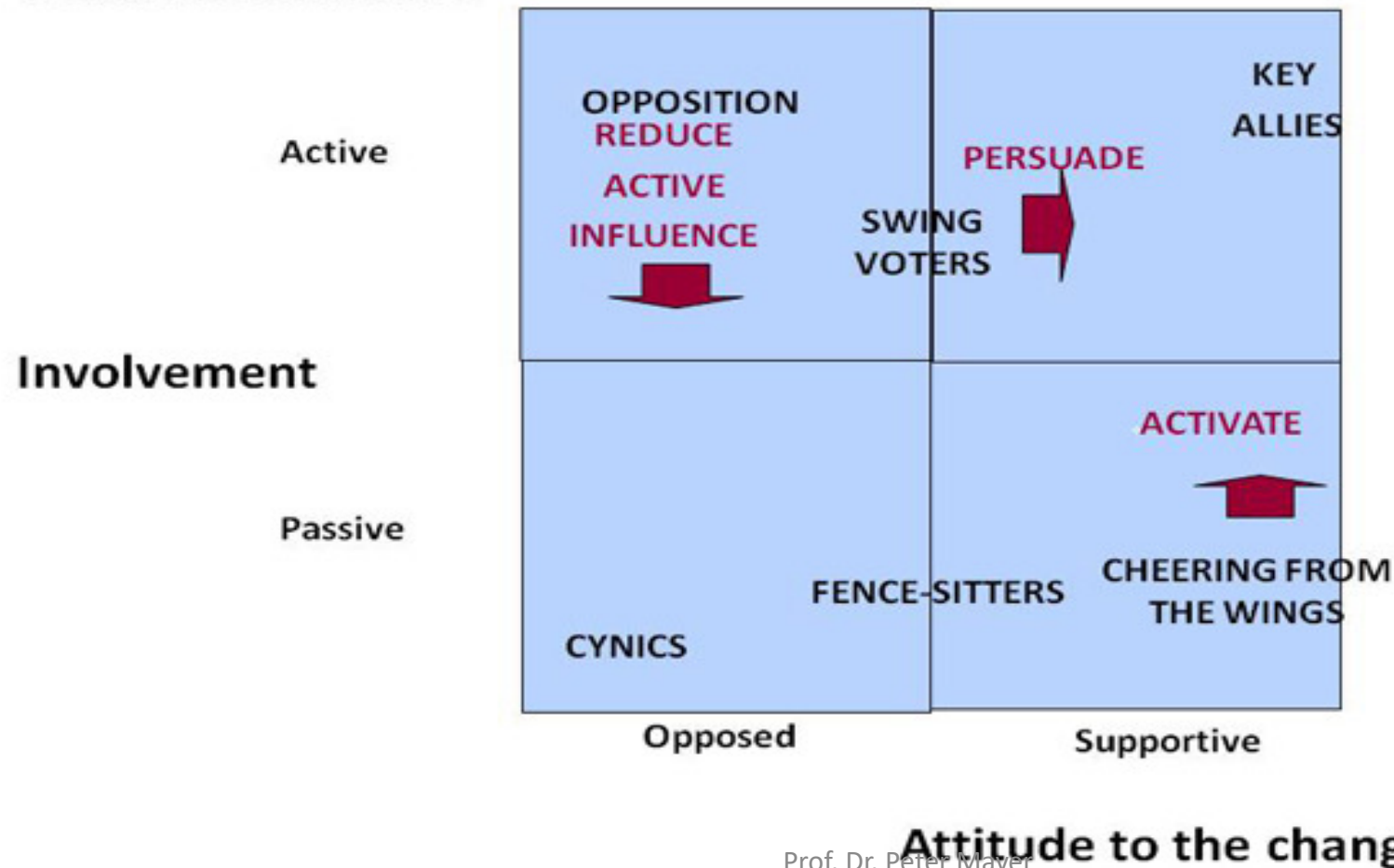


2.5. Stakeholder map



A stakeholder map can help you visualise the stakeholders

STAKEHOLDER MAP



3. A successful management approach towards change typically requires

- Sense of urgency, mobilization
- Motivation, commitment
- Creativity, idea generation
- Ownership, participation
- Data, information base
- Efficiency, project management
- Provide orientation for decentralized decision making
- Ensure legitimacy for decision making
- Transparency, feedback loops
- Obligations, rewards
- Rules of the game, reliability

Change needs people who promote change

We need many people for successful change.

Sometimes we might have three specific kinds of exerts to help us:

- the power promotor
- the specialist promotor
- the Process promotor
- the relationship promotor



“Power promoter”: the person in hierarchy who backs the innovation process and uses his or her power base to initiate and support change.



“Specialist promoter”: the person who has the expertise to convince people about the right way



“Process promoter”: coordinates and facilitates change, makes people support the change.



“relationship promoter”: the person who has a strong network and is informally influential

Typical problems and reasons for resistance and failure



strategic management communicated as external obligation only



Necessity of strategy not clear to members of the organization



A very elaborate vision is seen as being without link to everyday life



Lack of financial resources and incentives to promote strategy



Lack of coordination with relevant Partners

Typical problems and reasons for resistance and failure



focus only on internal situation (resource- based view) and lack of analysis of markets, competitors, framework conditions



Lack of acceptance because of top-down approach when developing the strategy



Members of the organization lack the information about strategic choices made



Successes not communicated



Strategic plan reduces flexibility

Success factors for change

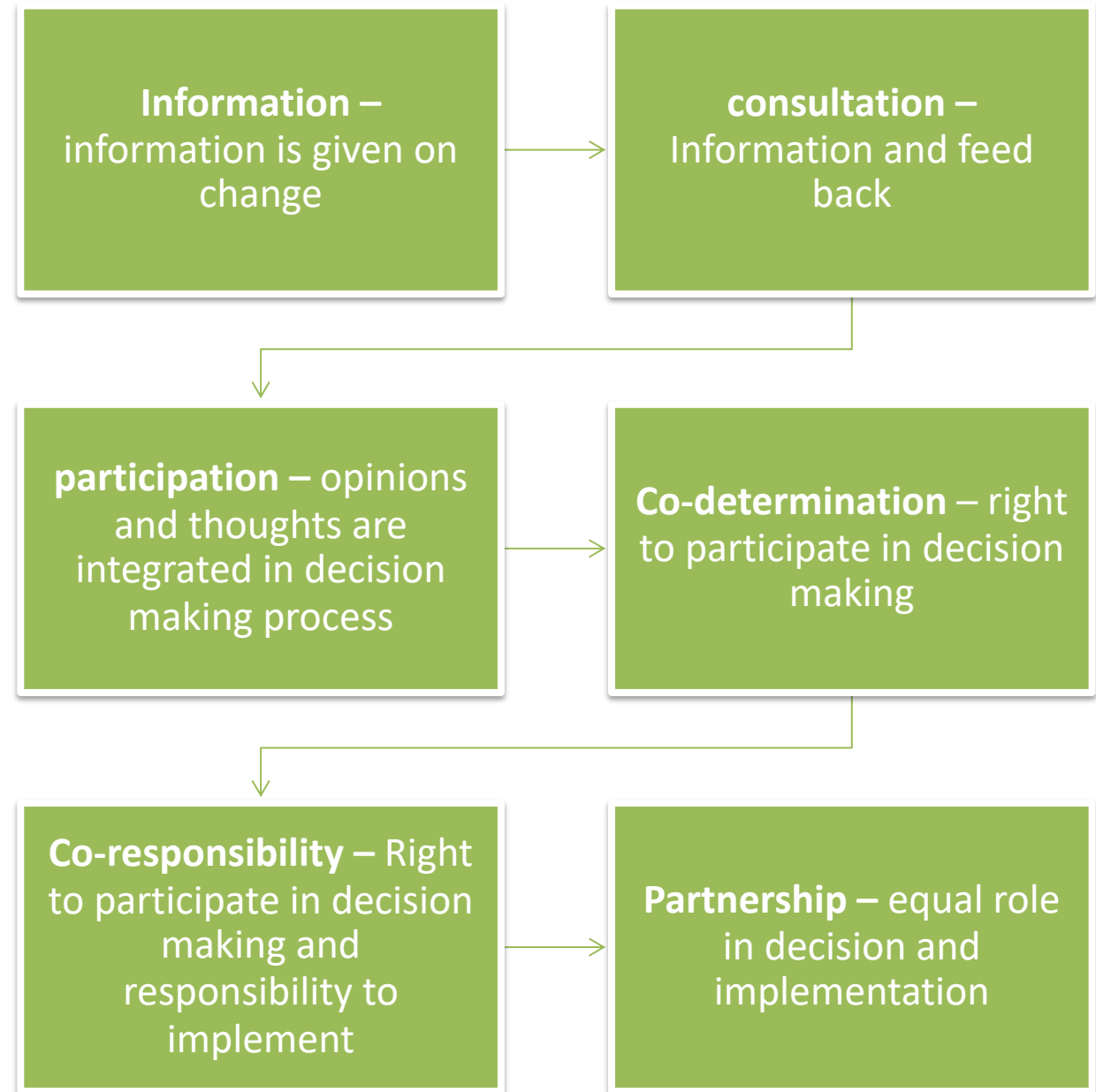
- A good story or narrative to explain the need and advantages
- Need to respond to a specific problem
- Good and smart communication
- Ownership and participation
- Strategies must leave space for innovation and creativity



5. Information and participation matters

Information and the management of information is key for a successful change process.

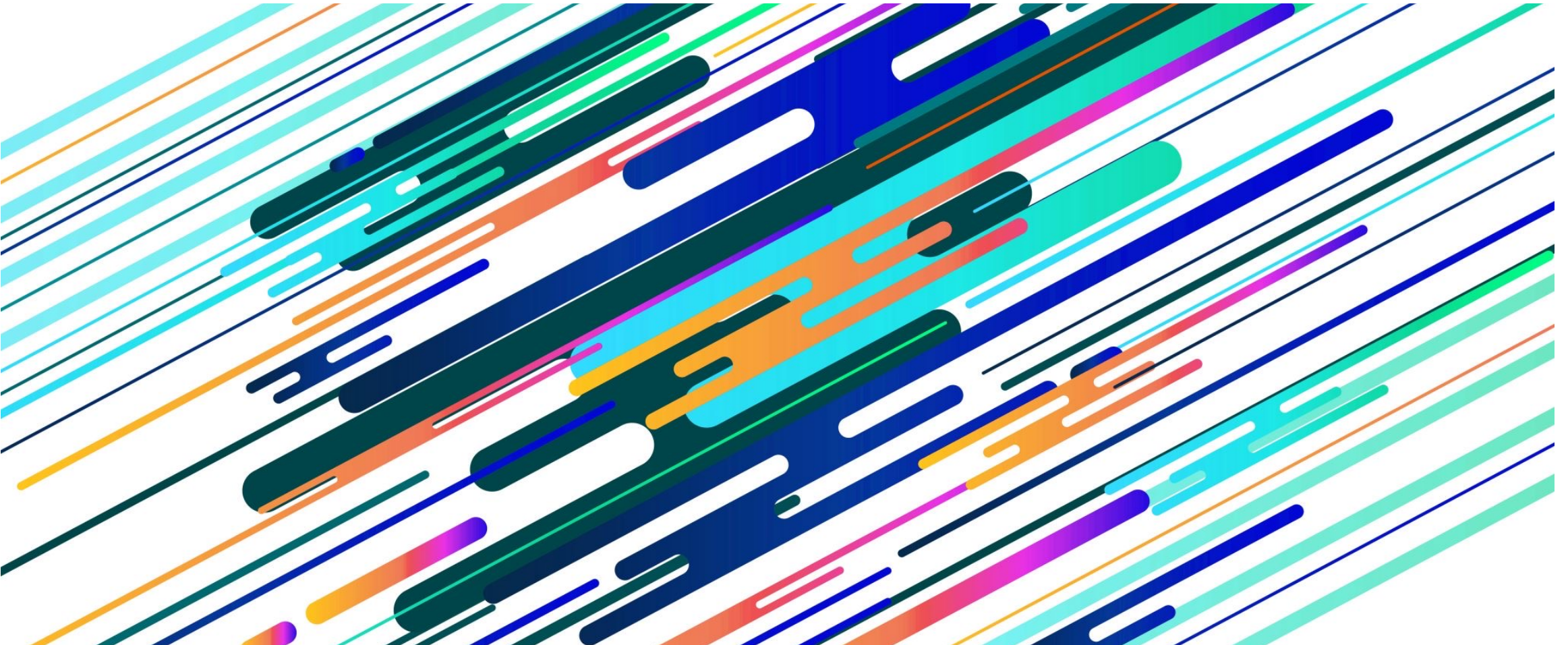
We need to carefully weigh and decide how far we use the information to involve people in the process of change.



6. Cultural change through change of rituals

Types of ritual	Role	example
Rites of passage	Consolidate and promote social roles and interaction	Induction programmes, training programmes
Rites of enhancement	Recognizse effort benefiting organisation	Award ceremonies, promotions
Rites of renewal	Reassure that something is being done, focus attention	Appointment of consultants, project team
Rites of integration	Encourage shared commitment, reassert rightness of norms	Christmas parties
Rites of conflict reduction	Reduce conflict and aggression	Negotiating committees
Rites of sense making	Sharing of interpretations	Rumors, Surveys to evaluate new practice

Thank you very much for your attention



References:

On the SWOT-concept: <https://www.investopedia.com/terms/s/swot.asp>

On the stakeholder map: <https://www.tractivity.co.uk/blog/stakeholder-mapping-guide>

On the promoter concept: <https://www.zhaw.ch/en/engineering/institutes-centres/ine/smart-city-guide-main-page/description-of-promoter-model/>