Managing Strategic Change in Institutions of Higher Learning :

A Call for Change in Leadership Orientation and Style

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Intended Outcome

o To examine the nature and scope of Strategic Change;

o To study the relevance of existing leadership orientation and styles in Institutions of Higher Education in India; and

o To identify and examine the challenges to Institutions of Higher learning in Changing environment; and

o To suggest the effective leadership model in changing organizational environment of the near future.

Role of the University

The universities in India have clear mandates and roles: research, teaching and community service, explicitly mentioned in many of their Statutes and Strategic Plans.

Impact of Leadership Style/Orientation on Institutional Performance

- Leadership is one of the key determinants associated with the success and failure of any institution.

- Leadership style/orientation is the manner in which people are directed and motivated by a leader to achieve organizational goals.
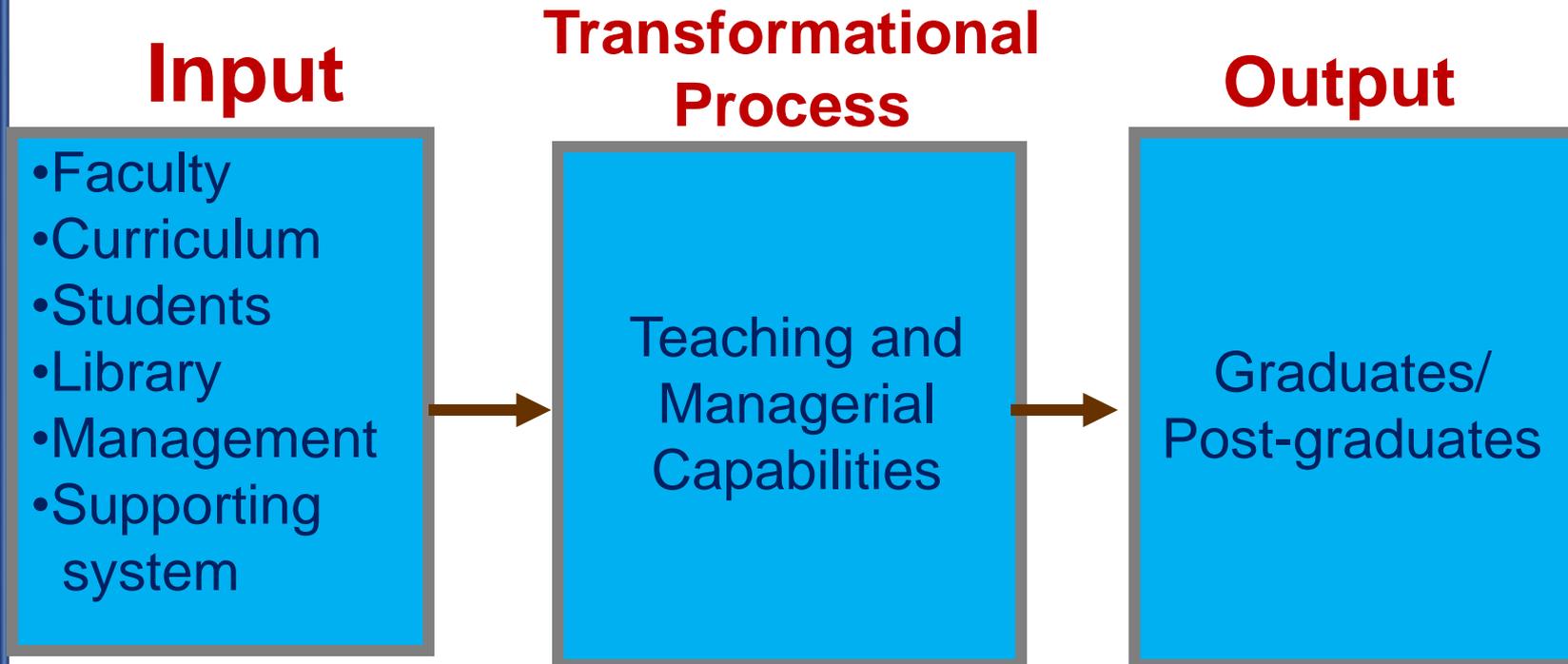
o Teaching-driven institution

o Monopoly

o Fully funded by the State

o Emphasis on social concerns

o Research funding from the State Institutions

o No choice to students

o Single Regulatory Institution

Role of Head of the Institution

Traditionally the head of the institution of higher learning in India had to simply run the institution as an administrator by regulating its system created for the purpose.

Academic System

Input

- Faculty
- Curriculum
- Students
- Library
- Management
- Supporting system

Transformational Process

Teaching and Managerial Capabilities

Output

Graduates/ Post-graduates

Administrator

A person who exert influence over others and inspire, motivate and direct their activities to achieve group or institutional goals.

Thus an administrator is basically involved in executing 'Transaction' which is about 'managing' – helping an institution to be operational.

Successful Administrators

Getting work done through others

⬇

Compatibility between Job and Job Holder

⬇

Prerequisites

⬇   ⬇

Willingness   Ability

Administrator's Approaches to Transaction

- Task–centered behavior
- People–centered behavior

Task–Centered Behavior

- Task focused
- Pressure subordinates to perform
- Little concern for people
- Do not trust people to work on their own
- Close supervision
- Little understanding of their work unit's social system
- Do not set high performance goals

People–Centered Behavior

- Focus on people and their personal success
- Understood their work unit's social system
- Set high performance goals
- Communicate performance expectations to subordinates

Leader-Follower Matrix

TASK BEHAVIOUR

(amount of guidance required)

	Low (Able to do the job)	**High** (Unable to do the job)
High (Unwilling to do the job)	**Participating works best** (followers are able to do the job but require emotional support)	**Selling works best** (followers are neither willing nor able to do the job)
Low (Willing to do the job)	**Delegating works best** (followers are able to do the job, and know how to go about it)	**Telling works best** (followers are willing to do the job, but don't know how to do it)

PEOPLE (RELATIONSHIP) BEHAVIOUR

(amount of support required)

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Leader-Follower Matrix

- ◆ Participating Approach (Unwilling and Able)

- ◆ Delegating Approach (Willing and Able)

- ◆ Selling Approach (Unwilling and Unable)

- ◆ Telling Approach (Willing and Unable)

Administrators Style

Traditionally administrators have been attaining organizational goals through followers by:

1. rewarding them for high performance or

2. punishing them for low performance.

Therefore reward and coercive powers have been the strategic weapons used by the leaders to run the institutions.

Transactional Leader

- Focus on procedures and efficiency;
- Focus on working to rules and contracts;
- Managing current issues and problems; and
- Focus on the management of the organisation;

Tendencies of a Transactional Leaders

- Enjoys using skills already acquired more than learning new ones;

- Works through a task or problem to a conclusion;

- Dislikes changes, unless there are standard ways to adopt them;

- Works steadily, with a realistic idea of how long a task will take; and

- Gets impatient when details get complicated.

Transactional Leader : A Sensor

Characteristics of Sensors

- ◆ Sensible
- ◆ Systematic
- ◆ Pragmatic,
- ◆ Precise, and
- ◆ Result-oriented

Transactional Leadership

Transactional leadership is about **"managing"** –

- helping organizations achieve their objectives more efficiently; and
- ensuring that employees have resources that are needed.

Major Changes in Environment of Institutions of Higher Learning in India

o Emergence of Knowledge Society

o Shift from Monopoly to Monopolistic Competition

o Reduction in Grant-in-aid by the State

o Increase in Self-finance Seats

o Emphasis of Universities on Patent and Copyright

o External research funding and links with industry

o Increase in students' expectations in terms of value and quality

o Multiple Regulatory Institutions

Challenges to Institutions of Higher Learning in India

- Graduates and Post-graduates must have exposure to a research environment and to research-based teaching in order to meet the needs of the country as a knowledge society.

- Institution of higher learning have to be 'reserach-driven' and not 'teaching driven'.

Challenges to Institutions of Higher Learning in India

- Memory centered' to 'creativity centered' approach to teaching and learning.

- Curriculum should be devised as a product.

- Faculty must be equiped with and trained in CIT facilities.
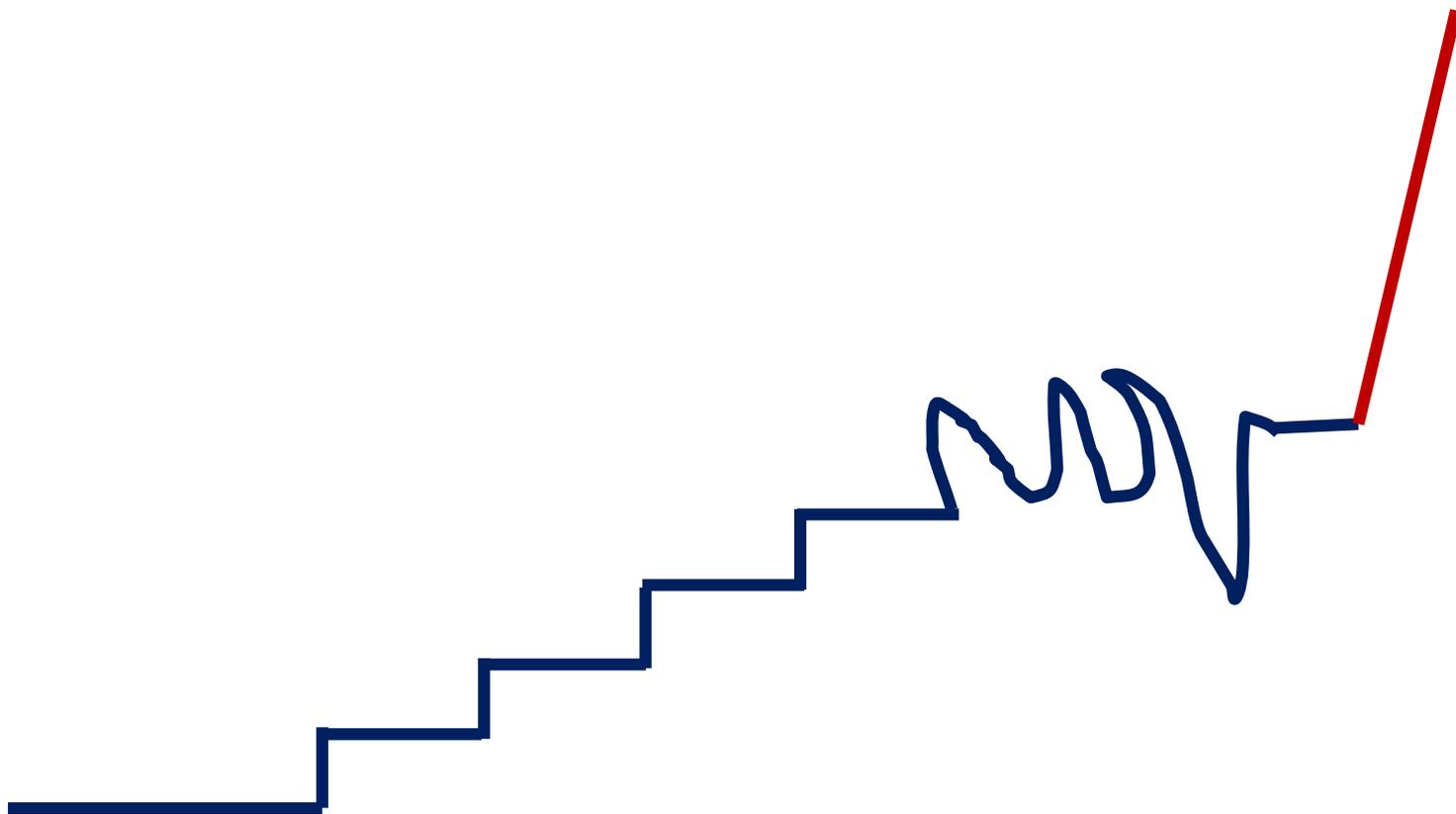
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Challenges to Institutions of Higher Learning in India

◆ Increase the mobility of students, staff and graduates across the country.

◆ Restructuration of institutions of higher learning in India into a system of two/three cycles, combined with a credit system for accumulation and transfer.

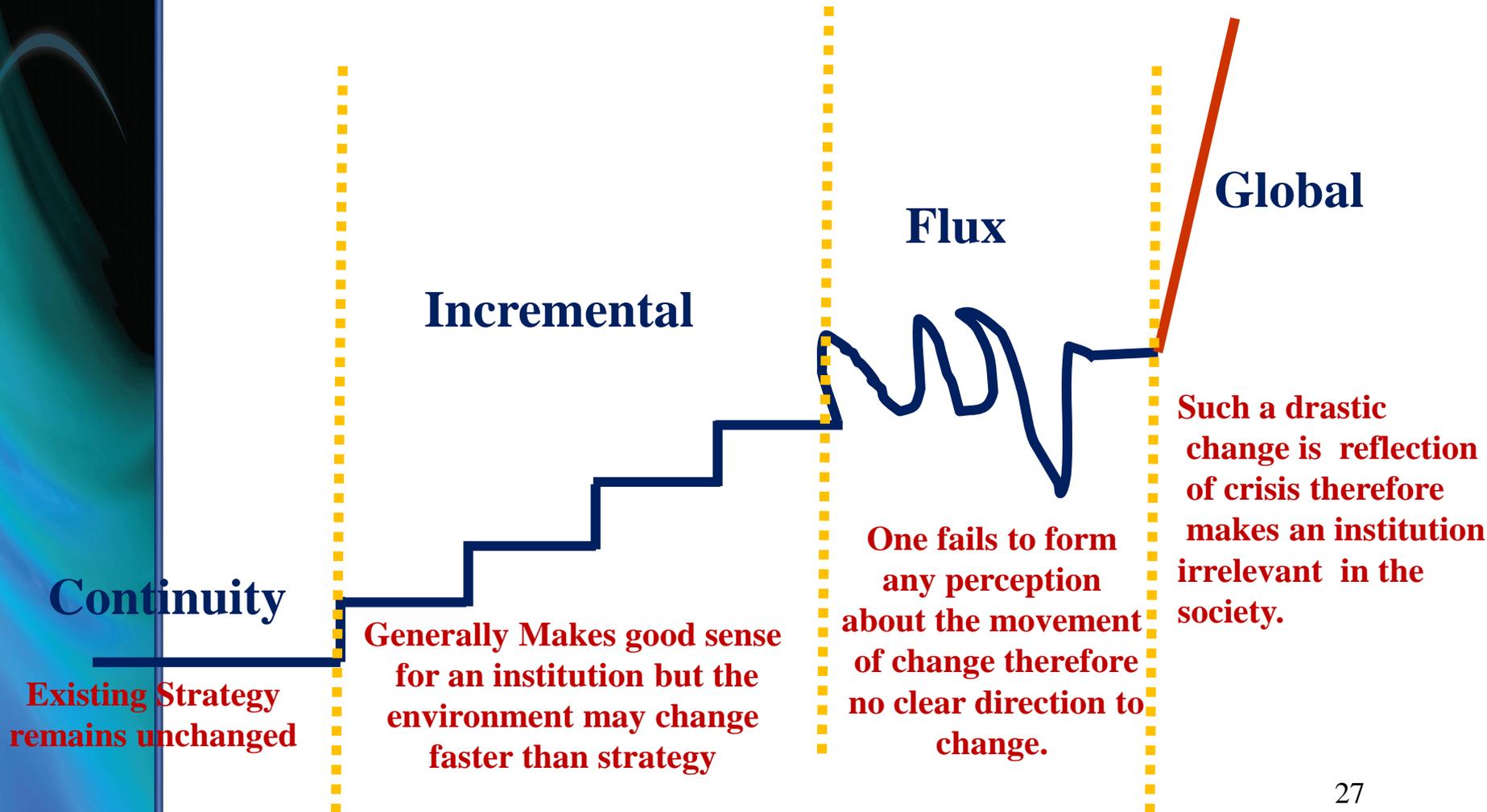# Emerging Operating Environment for the Institutions of HL

- Less institutional dependence on government operating grants
- Substantial increases in institutionally-generated revenue
- More dependence on student fees
- More market-oriented and competitive driven institution

Corporatist and Entrepreneurial Approach to institutional management and governance.
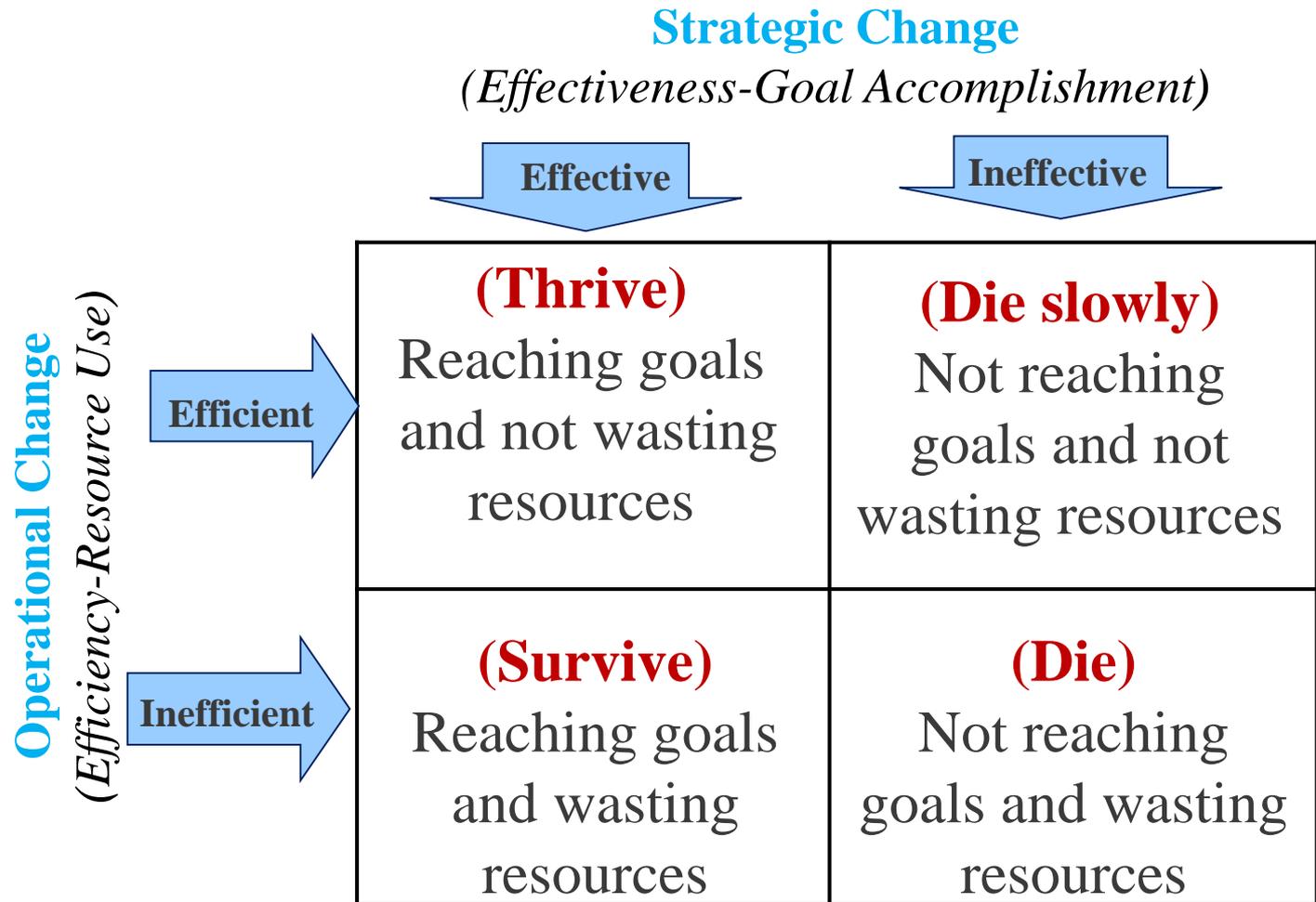
Nature of Change

Nature of Change

Global

Flux

Incremental

Continuity

Existing Strategy remains unchanged

Generally Makes good sense for an institution but the environment may change faster than strategy

One fails to form any perception about the movement of change therefore no clear direction to change.

Such a drastic change is reflection of crisis therefore makes an institution irrelevant in the society.

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Managing Change –
What Do We Change?

- **Strategic change** – a company's strategy, mission and vision

- **Cultural change** – a company's shared values and aims

- **Structural change** – reorganization

- **Developmental change** – people's attitudes and skills

- **Technological change** – work methods

Strategic Versus Operational Change

Strategic Change
(Effectiveness-Goal Accomplishment)

	Effective	**Ineffective**
Efficient	**(Thrive)** Reaching goals and not wasting resources	**(Die slowly)** Not reaching goals and not wasting resources
Inefficient	**(Survive)** Reaching goals and wasting resources	**(Die)** Not reaching goals and wasting resources

Operational Change
*(Efficiency-Resource Use)*

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Strategic Change

o Any change in the environment that can affect the competitive status of an institution.

o Strategic change can result in both opportunities and threats for an institution depending on its competitive posture.

Strategic Change

✓The change in an institution from the present state to some future or desired state.

✓The change in the overall status or direction of the institution.

A

Present State

Time

A'

Future State
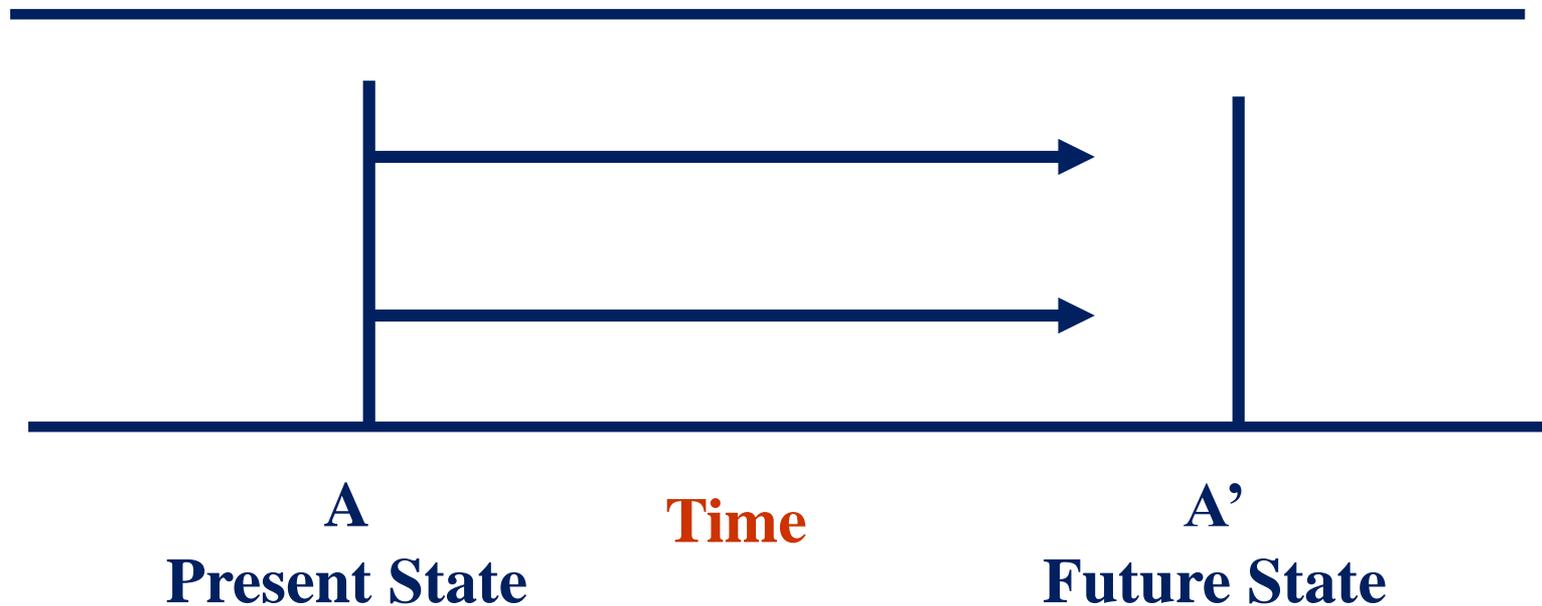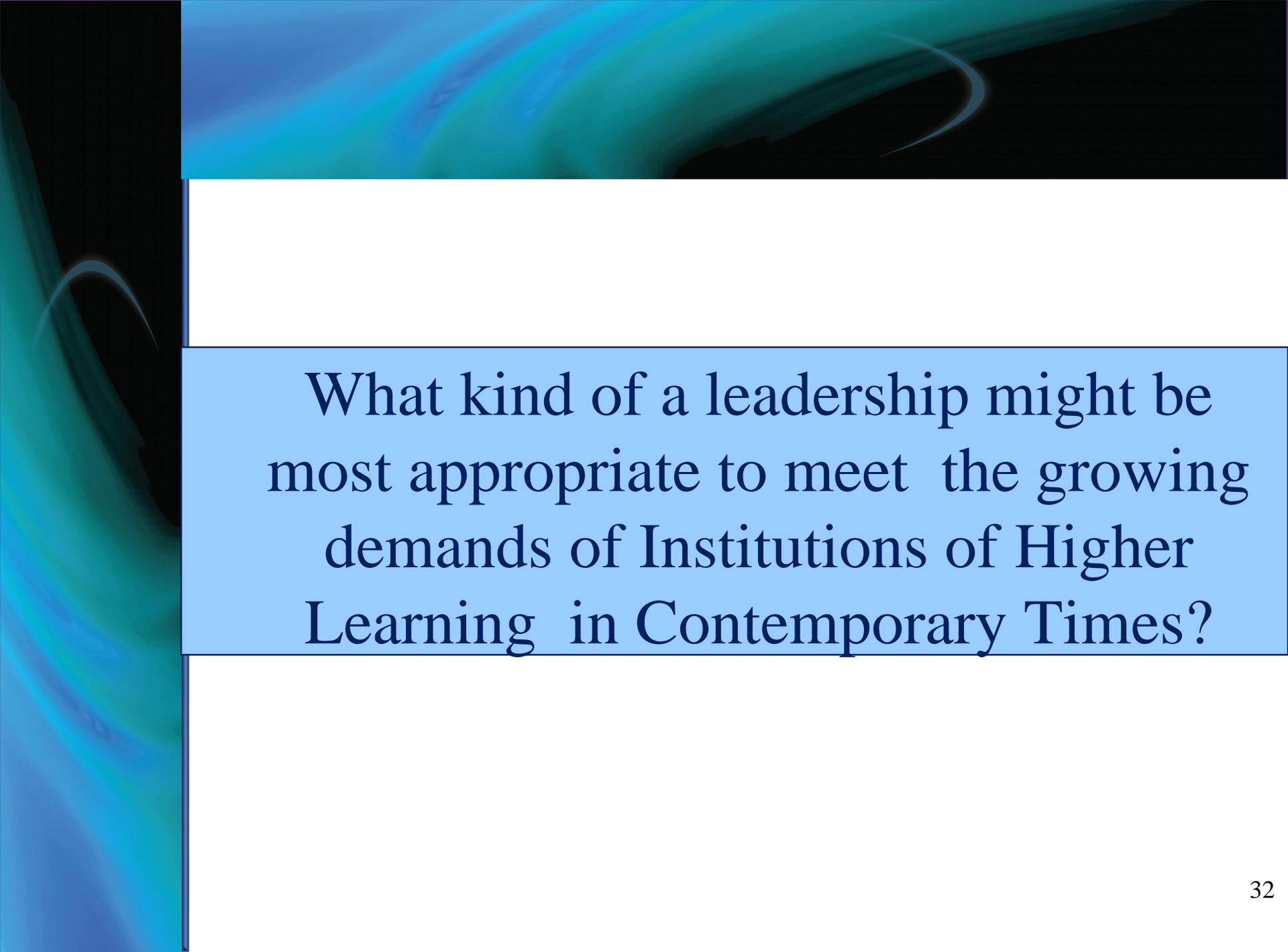
What kind of a leadership might be most appropriate to meet the growing demands of Institutions of Higher Learning in Contemporary Times?

The Task of a Leader in a Changing Environment

1. Creates vision and purpose for the institution;

2. Formulates long-term objectives for reengineering the system: Plans strategy and tactics;

3. Innovates for the entire institution;

4. Use transformational influence: Induces change in values, attitudes, and behaviour using personal examples and expertise

5. Use empowering strategies to make followers internalize the desired changes

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Strategic Leadership

◆ Strategic leadership is concerned with the ability of a leader to develop the institution's vision, mission, strategies and culture and above all, monitor progress and changes in the environment with a view to ensuring strategies are focused, relevant and valid.

Strategic Leadership

Strategic leadership is about "leading" –

- providing vision and inspiring employees; and

- changing institutional systems, strategies and culture that fit the changing institutional environment.
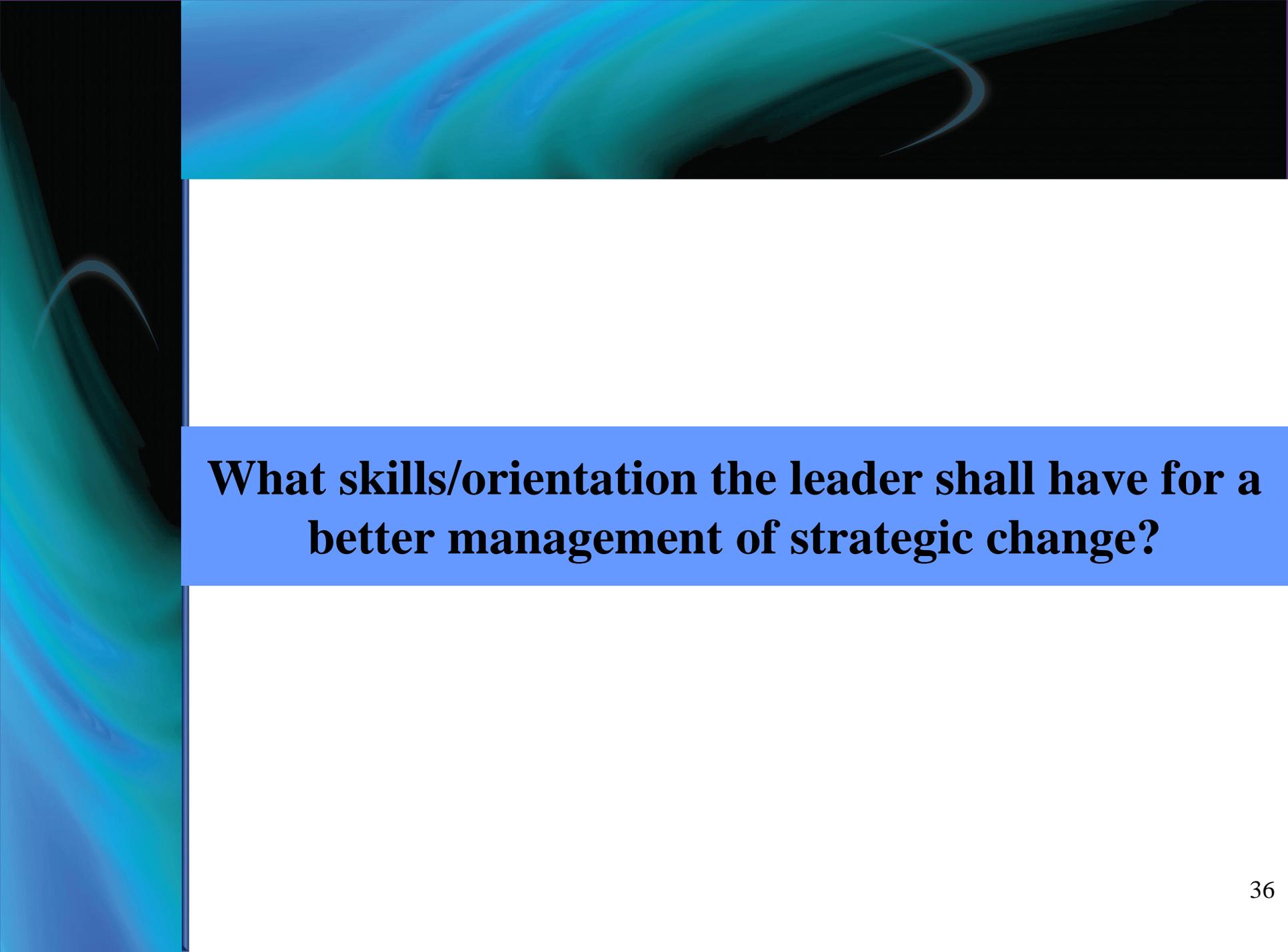
What skills/orientation the leader shall have for a better management of strategic change?

Leadership is….

Position

Authority

Power

Leadership is not…

Position

Authority

Power

Effectiveness versus Efficiency

Strategic Decision

*(**Effectiveness**-Goal Accomplishment)*

	Effective	**Ineffective**
Efficient	**(1)** (Thrive) Reaching goals and not wasting resources	**(3)** (Die slowly) Not reaching goals and not wasting resources
Inefficient	**(2)** (Survive) Reaching goals and wasting resources	**(4)** (Die) Not reaching goals and wasting resources

Operational Decision *(**Efficiency**-Resource Use)*

Leadership is the ability to effectively transform the institution leading to the achievement of desired purpose in a changing environment.

Transformational Leadership Style

A leadership style focused on effecting revolutionary change in an institution through a commitment to the institution's vision.
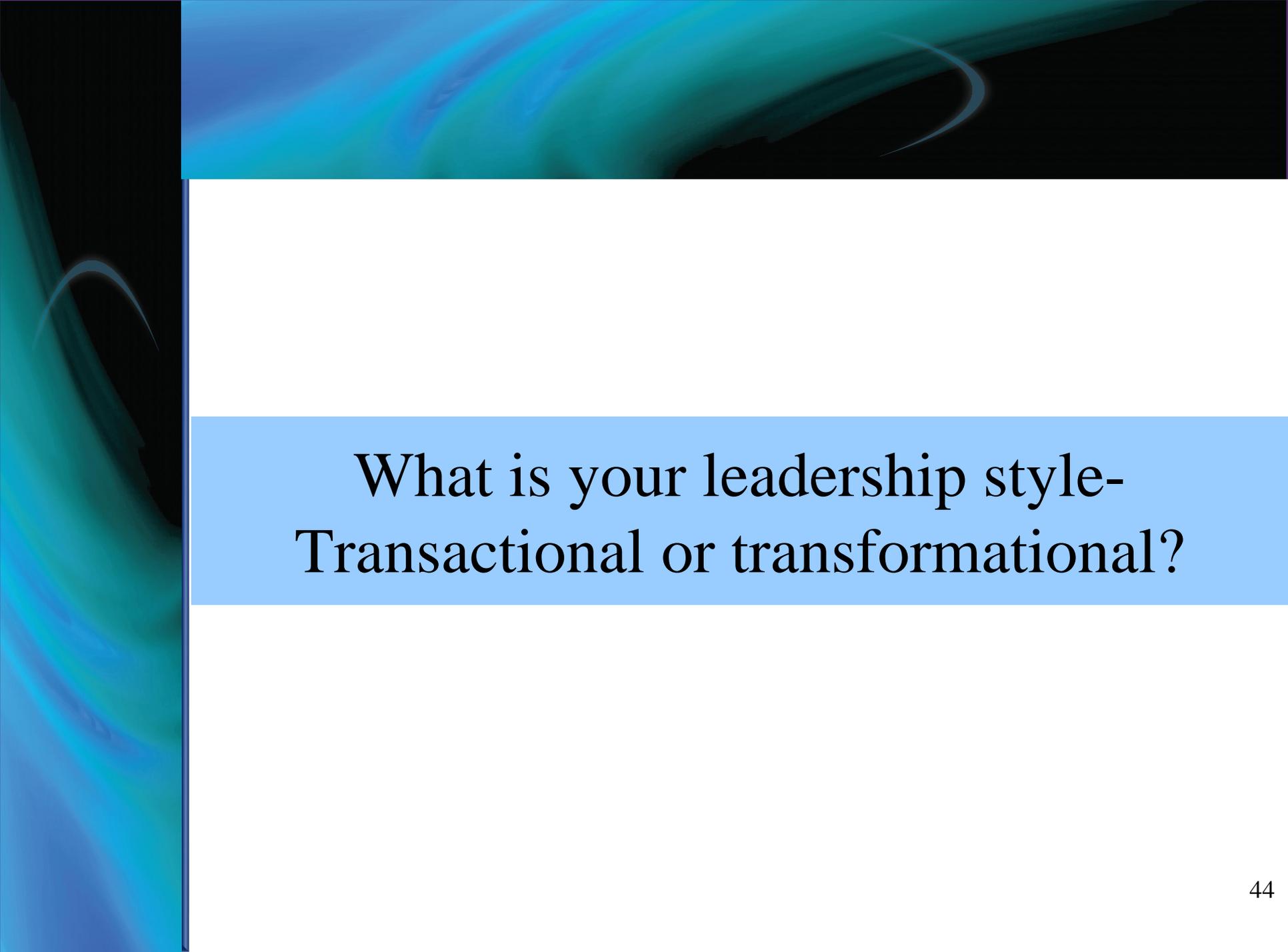
How?

– Being bold

– Having a vision

– Investing in people

Primary Characteristics of Transformational Leaders

- Visionary
- Creative
- Interactive
- Imaginative
- Empowering
- Passionate
- Idealistic
- Ability to Conceptualizes
    - .

What is your leadership style- Transactional or transformational?

Intuitor

- Looks for possibilities than work with facts.

- Generates information by way of a "sixth-sense" or hunch.

Tendencies of an Intuitor

- Keeps the total picture or overall problem continually in mind as problem-solving proceeds;

- Shows a tendency, willingness, and openness to continually redefine the problem;

- Relies on hunches and nonverbal cues;

Tendencies of an Intuitor (Continued)

- Considers simultaneously a variety of alternatives and options and quickly discards those unworkable; and

- Jumps around or back and forth among the usual sequence of steps in the problem-solving process and may even suddenly want to reassess whether the "true" problem has been identified.

Transformational V/S Transactional Leadership

The Sensor ⟶ **The Intuitor**

The Sensor	The Intuitor
◆ Sensible and systematic	• Conceptualizes easily
◆ Pragmatic	• Imaginative
◆ Precise	• Creative
◆ Result-oriented	• Idealistic

THANK YOU