



- Where are we going?
 - Why go there?
(Whats in it for me?)
 - Where are we?
- How do we get there?
- What's happening in the environment?

Common sense

**Is not always
common practise!**

TEN MINUTES LEFT -
LET'S DO THE STRATEGY



**Good
Leadership?**

"The only definition of a leader is someone who has followers."

Drucker

" Leadership is about the *direct contact* between the leader and the co-workers and it addresses the process in which a person *influence* others to achieve *established goals*."

Bruzélius & Skärvad

HOW?

How do you get
followers?



**Academic
Leadership?**

**Are universities as
unique as they think
they are?**

Multiprofessional Organizations "MPO:s"



Magnus Söderström

MPO

Universities

**Health care
Hospitals**

**Media
National theatres
Museums etc.**

**Highly-specialized
public authorities**

Churches

**Knowledge based
firms**

Schools

Three main challenges

- Understanding what motivates the professional worker
- Understanding the "logic" of the organization
- Balancing shared values, visions and concepts with academic freedom

What motivates the professional worker?

Autonomy – the desire to be self directed

Mastery – the urge to get better at something

Purpose – wanting to be the best for the world

Leadership?

Three main challenges

- Understanding what motivates the professional worker
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Understanding the logic of the organization

- The industrial organization
Focus on the product
- The service organization
Focus on the customer
- The knowledge organization
Focus on the specific problem



MPO

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Multiprofessional organizations

- Important societal roles and tasks**
- Unclear (often conflicting) aims/objectives**
- Based on different professions**
- Difficult to evaluate results and effects**
- Parallel (and sometimes counteracting) management systems**
- Mixed forms of funding**
- Competence is the main production resource**

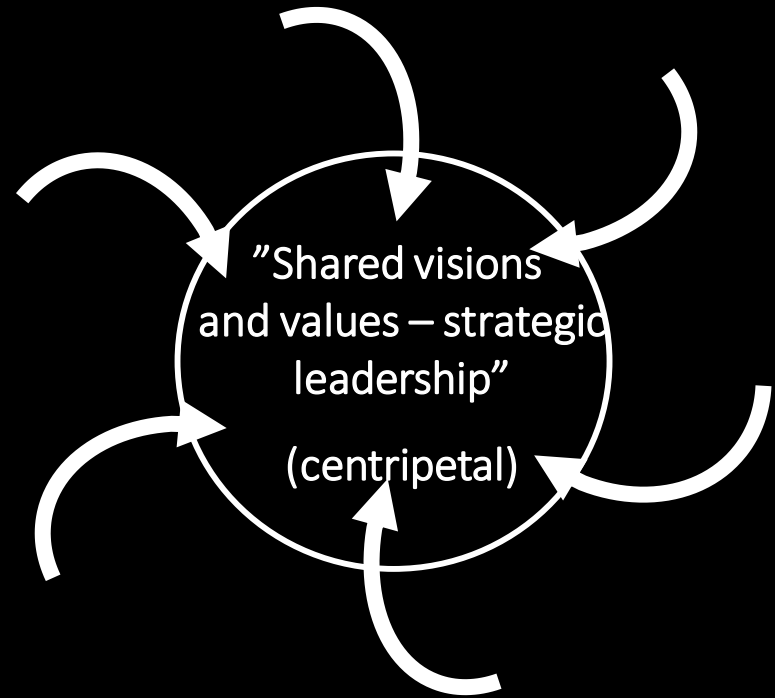
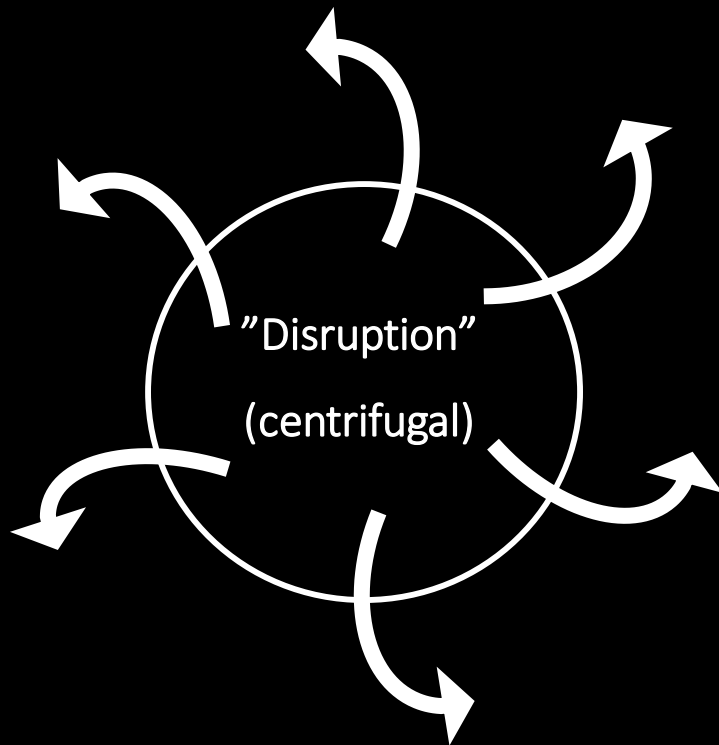
University characteristics

- Decentralized organisation
- "Primus inter pares" (collegial governance)
- Part time managers
- Unclear roles
- We swap/change managers often
- Reluctant leaders

Three main challenges

- Understanding what motivates the professional worker
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Counteracting forces to balance within the organization



Mission impossible?

- **Prioritize strategy**
- **Why, whats in it for me?**
- **Trust and earn trust**



Herding cats

Focus on leadership!



The Skagen painters

What can we learn?

- Professionally attractive
- The rumour
- Fantastic artists
- Arena for sharing knowledge
- Common ideas - vision
- Space for autonomy
- The cycle of life

**Focus on trust
rather than NPM**

Managing uncertainty

Organizations
hate
uncertainty





Control systems

**“how do we know if we are
doing the right thing?”**

Implementation of "management" in the public sector

Standards for monitoring performance in quantifiable goals

NPM

Focus on output/results rather than on processes within

