



New HoU: Sustainable Leadership Journey

Modelling Management – An Overview

What is the ideal management model? Is there a management model that could fit all sizes and contexts – or even the context of one manager's reality? Is there one that would help you define your role as a Head of Unit?

A management model helps to examine the work of management in terms of objectives, how to motivate effort, coordinate activities and allocate resources. Models can help by introducing different ideas, new perspectives, a new framework. But ultimately a model is based on theory and can never fully interpret reality. During this programme we are exploring some models not with the aim of you changing your reality to fit them but to enable you to increase your awareness and your perspective. So you can take from them what resonates for you and build a practical model for yourself and the institutions. Ultimately, there are a set of choices to make and the appropriate choice depends on a host of factors.

We have selected two models here out of the many that have been developed over the years. These provide different perspectives of what management should be focusing on – each may have relevance for you. A more detailed description is provided in the next pages.

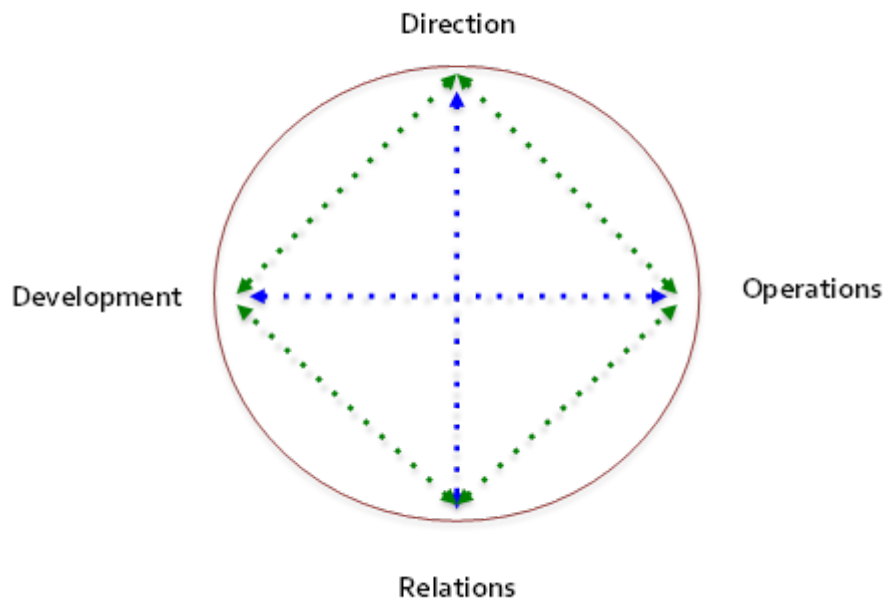
The Managerial Responsibilities Framework ©	This is a simple model which identifies 4 different key responsibility areas for a manager to pay attention to – Direction, Operations, Relationships and Development
Balanced Leadership	The balance in this model is not between 'management' and 'leadership', but between two important directions of leadership, illustrating two important roles of every leader: the vertical and the horizontal.



New HoU: Sustainable Leadership Journey

The Managerial Responsibilities Framework

Irrespective of their position or status in the organisation, any manager is ultimately accountable for a number of decisions and initiatives s/he makes (or doesn't make), and for how s/he makes them, in the four major areas below.



The Framework's purpose

Managers are permanently confronted with a series of concerns or questions that they may ask themselves or that others may ask (about) them – *What does management involve? What should I mainly devote my time and energy to? What will I be assessed on? What interests me most in my position, and what am I best at?*

The model is a simple instrument to support reflection and decision-making about how managers want to manage and about how they want and need to shape their role so as to bring their unique value added. Where do they need to focus their attention?

Managers can use it as a tool for identifying where and why they have put their priorities. i.e. *How much time and energy have I devoted lately to my responsibilities in each area (examples):*

- *reviewing objectives with my team (Direction)*
- *supervising the way a particular staff member runs a procedure (Operations)*
- *reinforcing my connections with key peers or with clients (Relations)*
- *supporting two staff who are likely to take on larger responsibilities in the near future? (Development)*

Based on this exploration, managers can thus reassess their managerial strategy.

But the framework is not for an individual exercise only. Reviewing and assessing performance, for instance, could make use of such an instrument as a way of matching expectations with actual



New HoU: Sustainable Leadership Journey

performance. And it can also serve as a way for a manager to agree with the team where each one's added-value should predominantly come from.

How to use this model?

For most managers, a vast majority of what each of the four areas includes is common sense. Thus, '*Direction*' would probably include the sense of (core) purpose, the vision and ambition, broad outcomes and benefits for who the organisation/team serves, the strategy, etc.

'*Operations*' includes everything related to planning and organisation, acquiring and allocating resources, monitoring, reviewing and assessing actions and results, etc.

'*Relations*' is about who managers interact with and how, whether it is through networks or alliances, but also how they contribute to the optimal quality of relationships with the team, within the team and between their team and other teams.

Finally, '*Development*' would refer to the responsibility managers have over contributing to their own development, to the development of their teams (both at individual and collective levels) and to the development of their organisation (in particular through investing in innovative approaches or initiatives).

However, the management responsibilities described above are not exclusive to one of the four areas and they can be open to discussion – there will be inevitable overlaps or crossovers i.e. objectives and deliverables could also belong to operations rather than to directions. Or they could actually cut across the two areas. That is ok! And the arrows in the above figure aim to indicate that the four areas are constantly connected

What matters most is **the way each manager makes sense of the framework and uses it to support the discretionary way in which they will shape their role and responsibilities over time.**

Equally, the framework should serve as a constant reminder for managers that if they find they are focusing for too long on one element of the circle, they are probably neglecting some other area of responsibility that is equally important.

Managers can use the framework as a way of **creating a common language with all the actors they need to manage**, whether it is their hierarchy when discussing the team's performance, with the team or team member when delegating a responsibility or with peers.

Finally, managers can use the framework as a way to explore how comfortable they are with managing each area, where their preferences naturally take them and whether that creates any gap with what their organisation and team expect from them, or where they may need to develop skills, attitudes or behaviours.

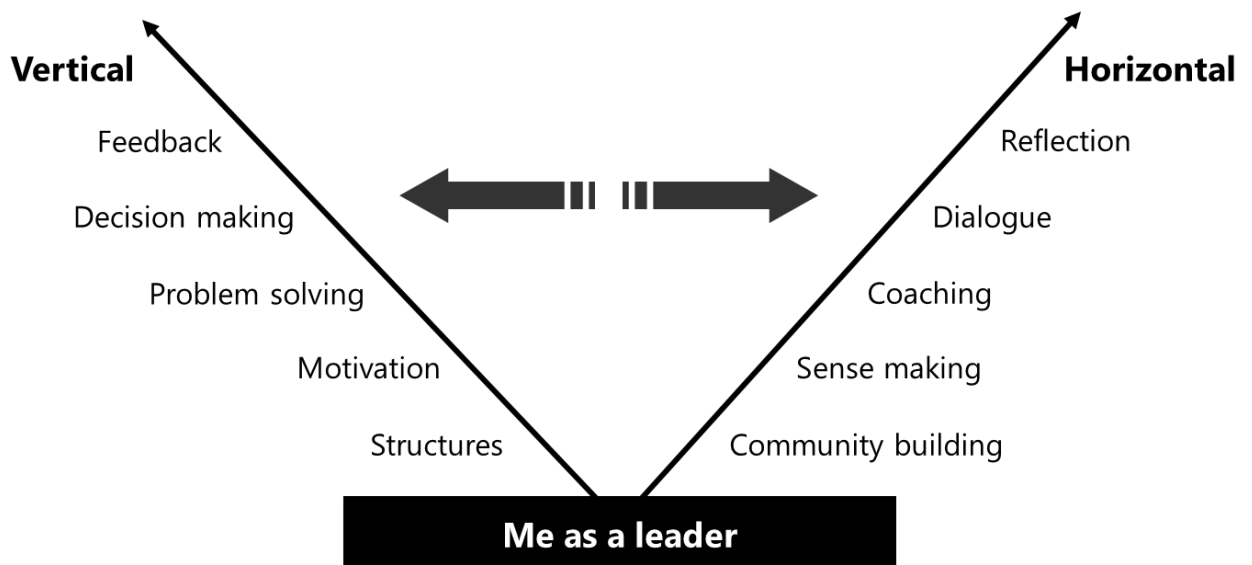


New HoU: Sustainable Leadership Journey

Balanced Leadership

Balanced leadership is about paying attention to both the formal and informal aspects of the organisation. The formal organisation is related to structures: it starts with organisation charts, hierarchies, bureaucracy, and work contracts, and reaches into reporting and assessment systems. It is crucial to recognise and acknowledge the formal organisation and its established structures, e.g. IT-systems, organisational hierarchies and financial regulations.

Accordingly, the **formal** organisation may impose structures and systems upon units (teams, departments...). They help make the unit or the team work efficiently but this is not enough: goals are achieved by the way people interpret their roles. Hence, **informally**, one can choose how the unit or team is organised internally, how to develop relations, how to make processes smoother – and particularly, how to act and what practices to use in managerial roles.



Balanced leadership means finding a balance between the two roles each leader necessarily has: the vertical (the more formal) and the horizontal (the more informal) role:

The functions of the vertical role are the ones often associated with formal authority and the 'hierarchy'. These functions are often monitored systematically by different evaluations, measurements or parameters.

The horizontal role allows for a reframing of what leaders can do, e.g. a)

- Instead of giving feedback (top-down) the leader can use his/her coaching skills and start a process of reflection with the team member(s).
- Instead of making decisions alone (which is still necessary in some situations), the leader can involve his/her team in a dialogue about the question.
- Instead of trying to motivate people from the outside (according to many theories people can only be intrinsically motivated or not at all) the leader can start a process of sense making with individuals or with the team. That means asking questions and having a dialogue about the



New HoU: Sustainable Leadership Journey

purpose and meaning of the work, job satisfaction, values, processes, goals etc.; in short, making sense of the work.

This way it is possible to move the focus of the leadership role away from 'just' the manager or leader alone towards leadership as a more collective effort. The leader is not alone and leadership is not only a quality of a leader but describes the unit's culture.

As the model indicates, both vertical and horizontal aspects are necessary for a team to work effectively. Understanding and taking the tools of the horizontal role as well as the informal organisation into account, Heads of Unit have many more ways to lead the unit.

A comment often made by leaders in organisations is - "We have no tools to motivate people, because we cannot promise money or promotion" However, as a leader, one is not restricted to "traditional" management tools for organising the unit's work. These horizontal tools open up whole new ways for a manager to lead his/her team. For example:

- Coaching can be done anytime someone comes to ask for something, e.g. for advice. There are leaders who claim that 90% of their time is spent answering questions and solving problems that people should be able to solve themselves. Why not get rid of your role as an answering machine? Instead, answer with a question: "What do you think yourself?"
- Community building can take place in many different ways i.e. in the way people greet each other, relate to their peers and to other units or how they experience the work atmosphere and talk about it. Community building can comprise an away-day or an extra break with tea, coffee and scones. It is the small things that count. Communities of professionals can recommend new structures for their work and redesign or audit their own processes. Initially however, this will require extra effort. Someone needs to take the initiative. As in any new way of working, acquiring more freedom can initially feel strange, there may be risks and it will not always be welcome. However, in the long term it can provide powerful and inspiring results.
- Decision making is not a one-off action but a process, a continuation. Possibilities need to be discussed and understood first, talked over together and only after that an understandable decision will be made. To be effective, decisions need to be adopted and supported, and sometimes people need to be coached to help those decisions to become effective. A decision that is not acted upon in this sense is not a decision. Here again we see a relation between a formal and an informal decision: formal decisions may be signed but in fact not be followed (consider e.g. EU legislation in different member countries...). Informal decisions are sometimes effective even if not signed or decided officially.