

From professorship to leading IN a higher education organization

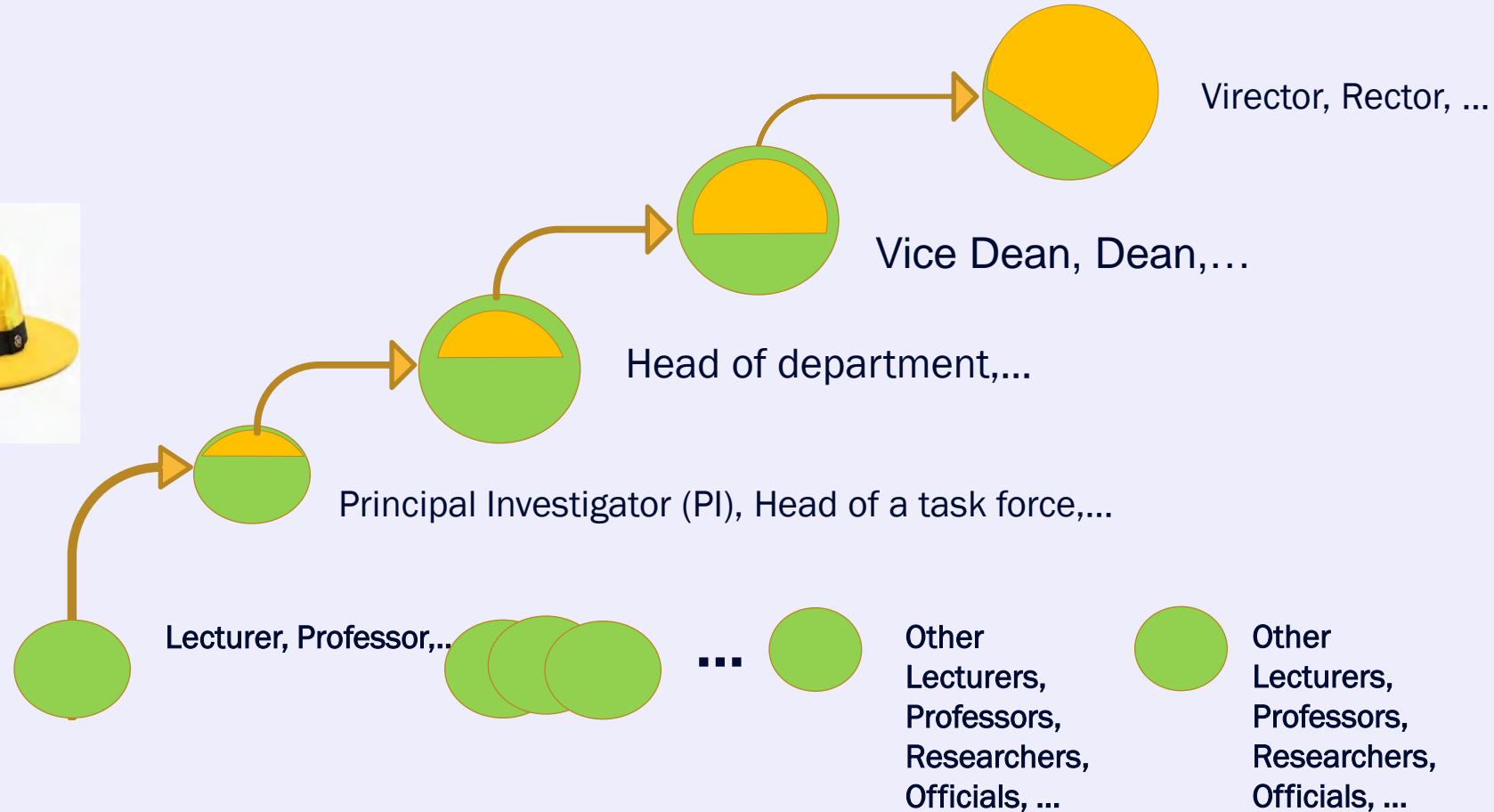
Professor Carlos Losada

esade

THE BEST MANAGE MENT BOOK (for you)



A frequent service itinerary in the UNIVERSITY: Progressive development of the managerial component of a job position



I propose you in this very short seminary two fundamental reflections...

1. About the different characteristics of these kind of activity (managerial activity managerial work: how is it?)
2. The content of this managerial activity: what do managers do?



If we could have filmed a (academic) manager...what would we **observe** on the screen?



DATA

DATA RELATED WITH MANAGERIAL WORK

**WHILE WE REVIEW IT, KEEP IN MIND THE FOLLOWING
QUESTION:**

HOW DOES THIS AFFECT ME???

High number of working hours

①

- Nolting, 1942: 54 hours of work per week
- Burns(1954:81): 40 and 45 hours for managers/engineers
- Horn and Lupton (1965): ~ 44 (significant differences between the various posts)
- Mintzberg(1973-2009): 45 hours per week or more
- Kurke and Aldrich(1983): 44 hours per week
- Stewart(1988:16): 50 hours per week
- Boisot *et al.*(1991): 48 hours per week
- Ammons(1989): 56.8 hours (sample consisting of 514 people)
- Deutschman(1992): 45 or 50 hours per week
- Losada(2003): 45-65 hours per week
- Bandeira et al. (2009-2011): 47,5 hours per week
- Porter & Nohria (2018): 50 hours per week (+13 out of work) = 63 h.
-

- **Managing takes as much time as possible**, as its nature is open-ended.
- Hence, you will never have the feeling that there are no more things to do, or more problems to solve.
- There is always something else that you could & should do.

the molecules of a gas occupy all the space available...
just like managerial work!!



Robert Boyle



Jacques Charles



Louis Joseph Gay-Lussac

High Work Rhythm

1. According to Guest: **one activity every minute** (for front line managers).
2. According to Rosemary Stewart: executives only got **30 minutes with no interruptions every two days**

**RESULT : Managing is a job with high work rhythm
(one activity after another) ... and perpetual
preoccupation**

What research indicates: Brief and varied

- **Mintzberg** → 49% of all executive activities consume fewer than nine minutes
- **Kurke and Aldrich** → 63% of executive activities consume fewer than nine minutes
- **Losada** → in only one day we observed:
 - *more than 125 activities per day SOME OF THEM WERE SETS OF DOZENS OF SMALLER ACTIVITIES (EMAILS, “WHATSAPP’S”,...)*

**... but if you analyze these activities more carefully, they are (on average) highly
fragmented and discontinuous**

- Meetings/contact data: 13 out of 14 meetings and contacts were unplanned / ad hoc (Mintzberg, 2009)
- Carlson - Swedish managing directors: they could barely get 23 minutes without interruption once every third day

"IMPLICATIONS"

- *Dispersion and variety*
- *The manager must be prepared to shift moods quickly and frequently*

Superficiality!!!!

Traits of executive work

Strong orientation towards action

Orientation towards activities that cause **change, that are tangible, not routines**

The preference is **for “fresh” information (even if it is only a rumor)** over formalized, checked information

We live in a stimulus-response (action – reaction) environment: Hannaway study concludes that 68% of time is dedicated to activities initiated by others

Traits of executive work

Intensive interpersonal relationship activities

Observations:	Mintzberg (2009)	Kurke and Aldrich (1983)
Office work	22 %	26 %
Telephone calls	6 %	8 %
Scheduled meetings	59 %	50 %
Unscheduled meetings / casual contacts	10 %	12 %
Observation Tours	3 %	3 %

Average:
80% of
interpersonal
relations

Emotional Leadership!!!!

Traits of executive work

MEETINGS VS. ALONE TIME

MEETING TIME
72%

ALONE TIME
28%

Traits of executive work

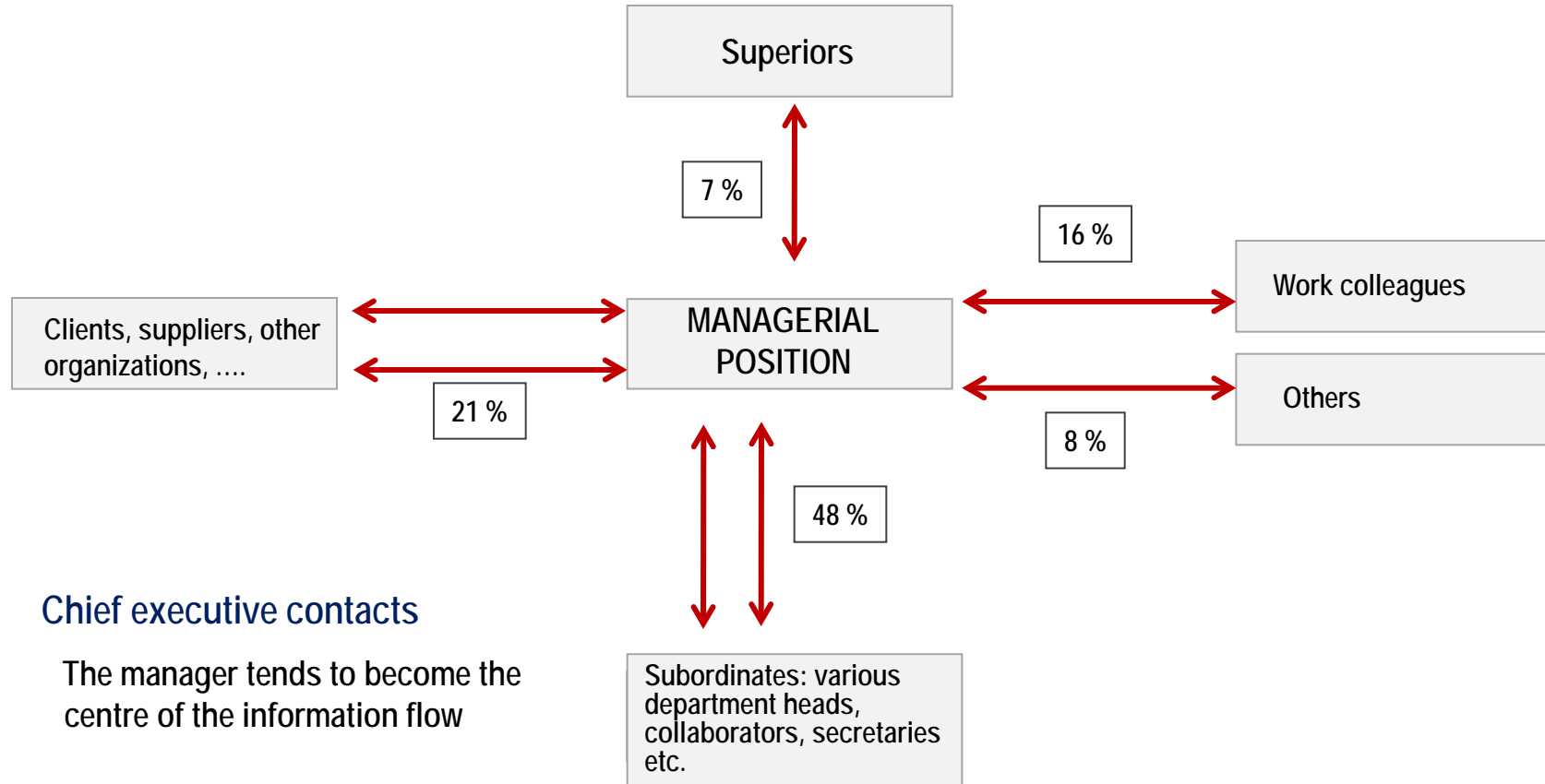
Consequence: Informal and oral communication

- The manager spends between **60% and 90% of his time on oral communication(!)**
- He/she mostly uses informal information

Verbal, visual and visceral communication!!

Traits of executive work

Hierarchical relationships vs. Lateral relationships



Traits of executive work

Is it a job where you are really in control?

Conductors

Both

Puppets

One analogy [for the manager] is the conductor of a symphony orchestra, through whose effort, vision and leadership, individual instrumental parts that are so much as noise by themselves, become the living whole of music. But the conductor has the composer's score: he is only interpreter. The manager is both: composer and conductor. Peter Drucker



Before we made the study I always thought of a chief executive as the conductor of an orchestra, standing aloof on his platform. Now I am, in some respects, inclined to see him as the puppet in the puppet-show with hundreds of people pulling strings and forcing him to act one way or another. Sune Carlson

Executives **create** some of their activities and **take advantage** of other activities that are “impose” by¹⁹ others

The impact of new technologies on the executive work traits

New technologies exacerbate / strongly increase the previous traits

....more connection/communication, ... but at a more superficial level, and they increase the extension of managers' external networks (at the expense of internal communication)

Exception: lower time devote to oral communication

OUR OWN (HM) SUMMARY

Do all these traits **suggest bad managing**? Not at all. They **suggest normal managing**, inevitable managing. However, these characteristics are **normal within limits**. Exceed them and the practice of management can become **dysfunctional**. (New technologies can cause this, but so can the characteristics themselves).

Traits of executive work

In summary...



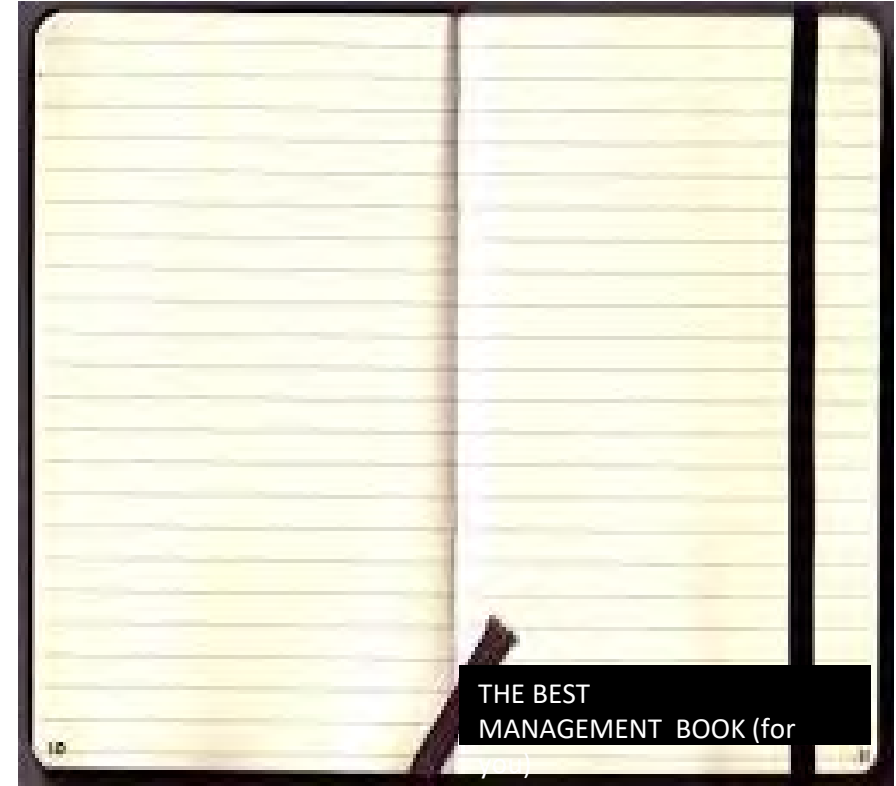
The traits of managerial / executive work are:

- ① **Long working hours**
- ② **High Rhythm**
- ③ **Brief and varied activities (E)**
- ④ **Fragmented and discontinuous activities**
- ⑤ **Action-oriented**
- ⑥ **“Intensive” in interpersonal relation**
- ⑦ **Lateral and hierarchical relationships**
- ⑧ **Control of work is covert and uncover: orchestra vs. puppets**
- ⑨ **.... and all this is enhanced by new technologies**

Quick question

Taking into account all of these traits, in your opinion :

Which could be the consequences (professional & personal) of this type of job?



1. Take 2-3 minutes to think about it.

Select & write down 1 or 2 recommendation to avoid negative impacts

I propose you in this very short seminary two fundamental reflections...

1. About the different characteristics of these kind of activity (managerial activity managerial work: how is it?)
2. The content of this managerial activity: what do managers do?

What do management experts say about this? (I)



Henry Fayol – 1917



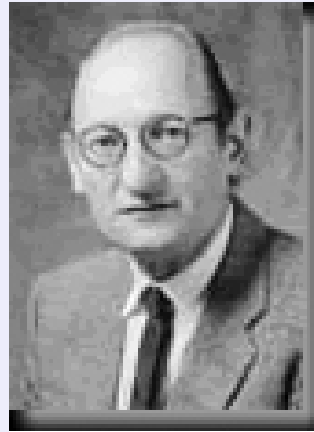
Luther Gulick- 1940-1950

Managers are rational planners and analytical decisionmakers. They Plan, Organize, Control... (PODSCORB) and through this they generate organizational action and results /impact.

What do management experts say about this topic? (II)



Michael E. Porter



Robert M. Grant



Rosabeth Moss Kanter

Managers act as strategy designers... in this way they generate action and RESULTS

What do management experts or “gurus” say about this topic? (III)



John Kotter



Abraham Zaleznik



Warren Bennis



Manfred F.R. Ket de Vries

Amy Edmondson



Linda Hill

Managers are leaders!!!

They act through people... to create action and results

What do management experts or “gurus” say about this topic? (IV)



Tom Peters



Robert
Waterman

Managers are *doers*: action oriented individuals...
they generate results through their own action

A MORE HOLISTIC VIEW



What do organizations ask managers to do?

What do they bring / offer to their organizations?

- “Solve problems / crisis”
- “Make things better”
- “Get resources and assign them”
- “Negotiate / find order to obtain results”

- Doing: Disturbance handler
- Doing: Project / Entrepreneur
- (Doing: Resource Allocator)
- Doing: Dealing / Negotiating

MANAGING DIRECTLY (BY MY SELF)

- “To represents us”
- “To be well connected and has good networks”
- “To orient and motivate us”

- Figurehead
- Linking / Liaison
- Leading (Leader)

MANAGING THROUGH OTHER PEOPLE

- “To know what “is going on”?”
- “To keep us informed”
- “To explain / communicate what we do”

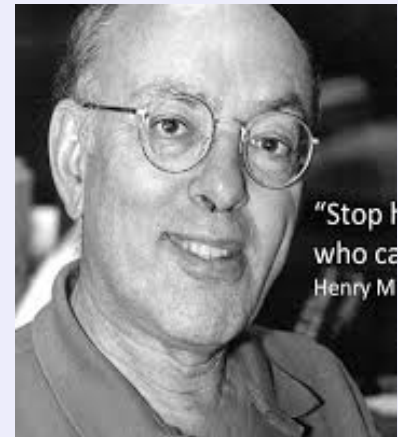
- Communicating: Monitor
- Communicating: Disseminator
- Communicating: Spokesperson

MANAGING THROUGH INFORMATION

- “To know how to (design) use managerial systems”

- Controlling / Systems Management (including resource allocation)

MANAGING THROUGH SYSTEMS

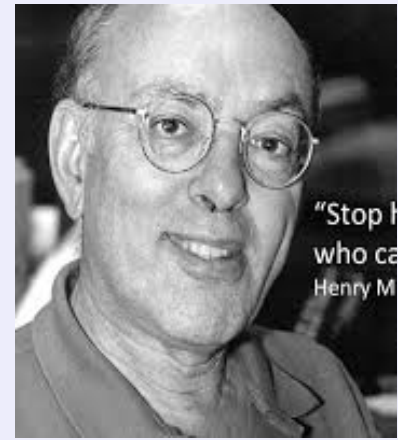


PURPOSE OBJECTIVES

HE
ork
ons

CONTEXT

- “Make things better” ➤ Doing: Project / Entrepreneur
- ”Get resources and assign them...” ➤ (Doing: Resource Allocator)
- “Negotiate!! (in order to obtain results)” ➤ Doing: Dealing / Negotiating
- “To represents us” ➤ Figurehead
- “To be well connected and has good networks” ➤ Linking / Liaison
- “To orient and motivate us” ➤ Leading (Leader)
- “To know what “is going on”?” ➤ Communicating: Monitor
- “To keep us informed” ➤ Communicating: Disseminator
- “To explain / comunicate what we do” ➤ Communicating: Spokesperson



To know how to (design) use

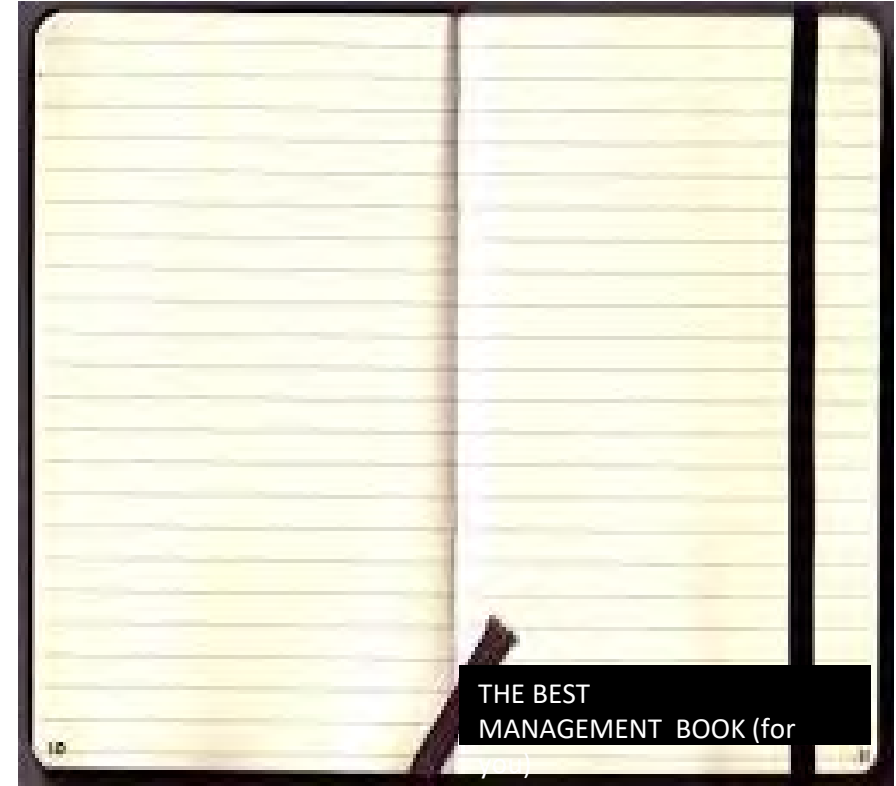
SPECIFIC KNOWLEDGE (sector, comercial financial, operational,...knowledge)

management (including

Quick question

Taking into account this content of the “new profession” of managing, in your opinion :

What do you want to retain because you consider that is very relevant?

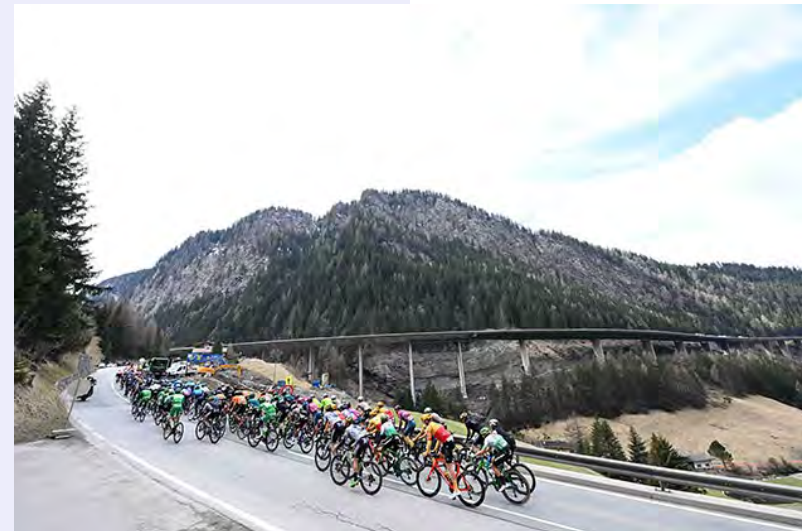


1. Take 2-3 minutes to think about it.

Select & write down 1 or 2 recommendation to avoid negative impacts

Final Remarks: what about doing it in a Jesuit university?

1. ORIENTATION that links with PORPOSE / MISSION and with “DISCERNMENT IN COMMON”.
2. MOTIVATION that links with “our way to preceed”



THANKS!!!!