

# **From Chaos to Creativity – Enabling managers to become leaders and building transformational and enduring change**

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**THE UNIVERSITY  
OF AUCKLAND**

**FACULTY OF ARTS**

Te Wānanga Kura Tāngata

## Presentation Outline

- Background
- Chaos
- Empowerment
- Creativity
- Future

## Background

### The University of Auckland

- 41,000 students
- 2200 Academic and 2800 Professional Staff

### The Faculty of Arts pre-restructuring

- 6000 EFTS (Equivalent Full Time students)
- 16 departments, 32 department based administrative Professional Staff
- Flattened administration structure - All professional staff report directly or indirectly to the Director of Faculty Operations. No professional staff report to academics
- Our roles- Director of Faculty Operations and Group Services Manager in the Faculty of Arts

# CHAOS!

## Internal Change: Faculty Reorganisation

- Reorganisation of Faculty from 16 departments to 4 large schools
- Goal: reduce burden of academic management on academic staff
- 2 years in planning
- Start date January 1<sup>st</sup> 2014
- Faculty initiative in order to meet changes in Government policies.

# CHAOS!

## External Change – Faculty Administrative Review (FAR)

- Centrally initiated and directed
- Applies to all Faculties at the UoA
- Goals:
  1. Provide clear and meaningful career pathways for professional staff.
  2. Streamline and standardise roles and processes across faculties to increase efficiency and service delivery.
  3. Provide consistent and strengthened support for academic heads.
  4. Strengthen our professional staff leadership capability.
  5. Enable the organisation to more readily adapt and change.
  6. Reduce costs
- Initiated in November 2012, currently completing the redeployment stage.
- 1st of October 2014 new structure starts!

## The Faculty of Arts today

- 4 Schools,
- 17 Departmental based administrative Professional Staff (down from 32).
- Centrally directed tasks and processes
- Centralised purchasing (Staff Transaction Centre)
- Centralised information centre (Staff Service Centre)
- Uncertainty amongst both Academic and Professional staff as to how things will be done.

# Faculty Of Arts

Where are we now? How well are we doing?

- Staff are coping well
- Concern about changes but stress levels low
- Keen to be involved
- Consistently reported by HR that Faculty of Arts has lowest number of people utilising the University support systems and HR issues.

# Why?



# Empowerment

## The Faculty of Arts successfully implemented an empowerment programme



**This experience was presented at the TEMC Gold Coast in 2011 and in Hobart in 2013**

# Creativity

## Positive Leadership



# What was an obvious risk?

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# What was a more obvious risk?

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# Positive (Inspiring) Leadership

Four dimensions:

*Positive Climate*

*Positive Communication*

*Positive Meaning*

*Positive Relationship*



## Creating a positive climate

- Virtuous behaviour, culture of abundance, gratitude, forgiveness, compassion, kindness, fairness, trust, hope, optimism
- What does this mean?
  - treating people as you would like to be treated yourself
- How can you implement this value in your teams?
  - Begin every meeting with each person saying one positive thing

# Positive Communication

- Messaging (e.g. about change)
- Delivering negative feedback
- Use inquiry vs advocacy – ask questions and not advocate your point of view
- FRE – frequent recognition and encouragement
- What does this mean?
  - Avoid the focus always being around the negative
  - Not every discussion needs an immediate solution
- How can you implement this value in your teams?
  - Change the language from 'we can't, we won't' to 'How can we'
  - Look at having meetings that make decisions or discuss ideas, **and** ensure everyone knows what kind of meeting they are at

# Positive Meaning

- Purpose
  - Vision
  - Achievement focus (outcomes)
  - Giving back
- 
- What does this mean?
    - Give your team the power of determining their own destiny
  - How can you implement this value in your teams?
    - Dedicate time for strategy



# Positive Relationships

- Positive energy network
  - Focus on strengths
  - Celebrate success
- 
- What does this mean?
    - What can we achieve together that we cannot achieve alone
  - How can you implement this value in your teams?
    - Declutter your organisation or team to improve morale and productivity

# Positive Leadership

- Leadership vs Management
- Set a Direction vs Planning and Budgeting
- Aligning People vs Organising and Staffing
- Motivating People vs Controlling and Problem Solving
- Creating a Culture of Leadership

*What Leaders Really Do*

John P. Kotter

Harvard Business Review

# Conclusions and Learnings

- Strong leadership
- Honesty (as much as possible)
- Own the process (as much as you can)
- Wait...for an opportunity
  
- Understand your audience
- Persevere to get what you want

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