

Learning to Lead: Mind Games for Middle Managers

Sheryl Morgan

Project Development Manager

Wintec, Hamilton, NZ

WINTER MANAGEMENT DEVELOPMENT PROGRAMME

create your world
www.wintec.ac.nz



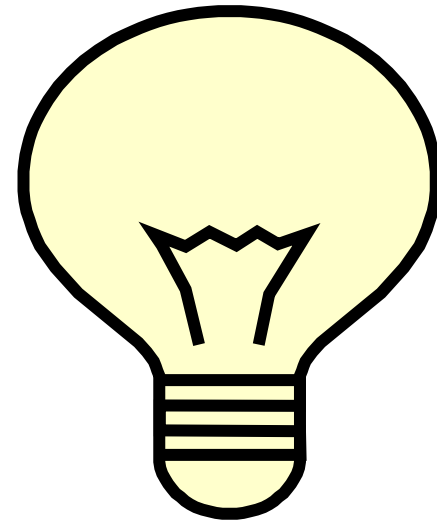
Scenarios, Role & Game Playing

- Developing knowledge & experience
- Identifying & practising desired behaviours
- Using the known organisational environment

But Wait, There's More...

Improved

- Problem solving skills
 - Collaboration
 - Understanding
-
- Developing the “ah ha” moments



What are

- Scenario based learning
- Role playing
- Game playing
- Simulation learning

Your Worst Nightmare



WINTER MANAGEMENT DEVELOPMENT PROGRAMME

create your world
www.wintec.ac.nz

 **Wintec**
WAIKATO INSTITUTE OF TECHNOLOGY
New Zealand

Stories and Games



WINTER MANAGEMENT DEVELOPMENT PROGRAMME

create your world
www.wintec.ac.nz



The Oxymoron

Management and fun

If you enjoy it, it can't be good
for you



WINTER MANAGEMENT DEVELOPMENT PROGRAMME

create your world
www.wintec.ac.nz

 **Wintec**
WAIKATO INSTITUTE OF TECHNOLOGY
New Zealand

Messing With My Mind

- Rapid change in tertiary sector
- Paradigm shifts
- Complex organisations

Middle Management



He was so middle of the road the white lines were running up his stomach.

Middle Management



The trouble with being middle of the road is that you get hit by the traffic coming from either direction.

Distributed Leadership



WINTEREC MANAGEMENT DEVELOPMENT PROGRAMME

create your world
www.wintec.ac.nz

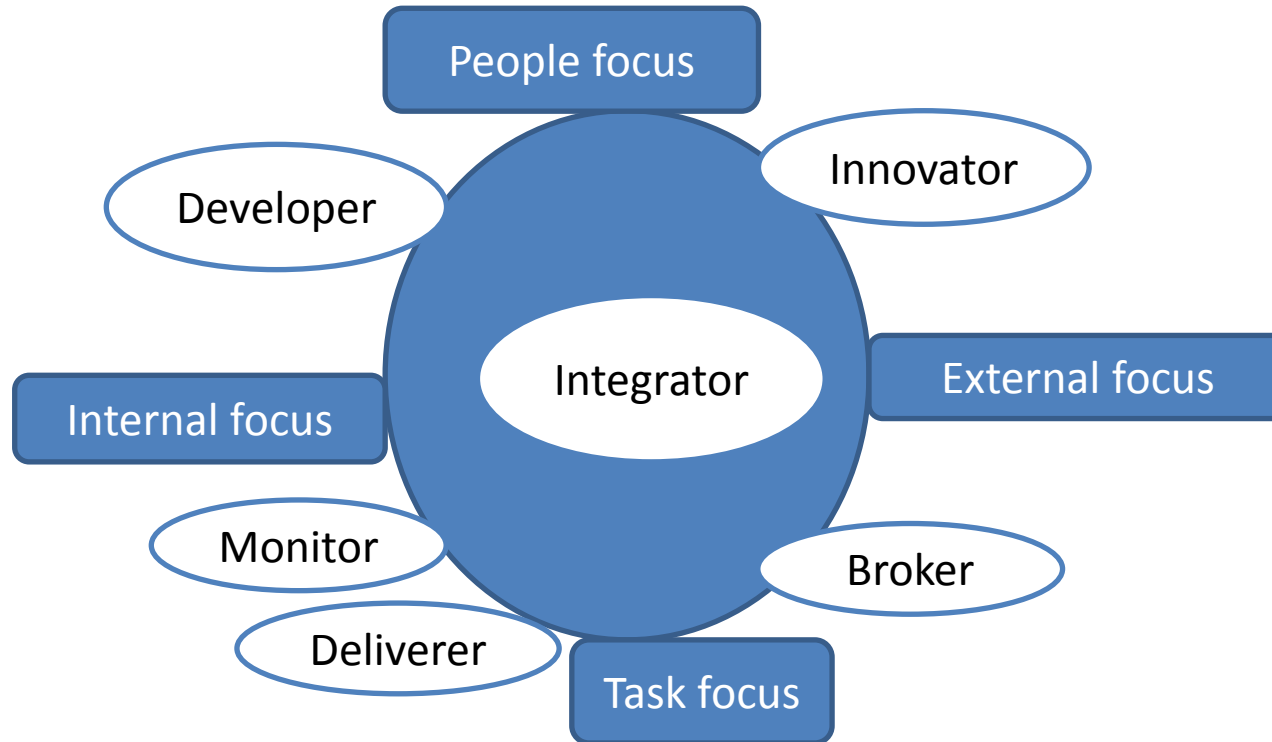


Integrated Competing Values

Managers need to integrate mutually incompatible behaviours to function effectively as managers



ICV Framework



Managing Change

“Organizational change is driven by managers. The best way to teach managers how to make organizational change happen is to allow them to practice new skills in a realistic but safe environment.”

[Krut, R.& Bulgen, M.](#) (1990). Changing Managers' Behaviour. [Personnel Management](#), [22\(5\)](#), p.61.

What Do We Want?

- A manager
- with the skill and judgement that comes from knowledge and experience
- able to balance competing demands
- who delivers the best outcomes for students, staff and the organisation

The Ideal Manager



Looks good in a cape and tights; leaps tall buildings in a single bound....

Meet Our New Manager



Cedric's first weeks in the job were a bit scary...

So How Do We Get There?



- Scenario based learning & role playing games
- A way that enables transfer of knowledge, skills and experience
- Without doing a Vulcan mind meld

Let's Get Real

- Scenarios provide coaching and training opportunities which reflect the managers' own environment
- “it was just like my job”
- Realism is important to the quality of learning

Do it

- Allows practice of skills for quick learning
 - which are relevant to the job
 - in a safe environment
- Fosters learning from colleagues
- “I’ve never thought about it like that”
- “I didn’t realise the difference between consultation & consensus”

Sharing

- Social and task skills
- Collaboration - working together improves results

“It was so much easier when we worked as a team!”

Showing the Invisible

- Trainers can
 - observe problem solving & decision making behaviours
 - intervene if they don't reflect good practice

Game on – Let's Play!

- Pair up with someone else and form groups of about 6 or 8 (depends how many are here)
- You can play in pairs in competition with each other, or you can collaborate as a group to answer the challenges

Rules of the Game

You need

One token for each pair of players

One dice

One set of skill cards, bonus cards & yellow cards (all face down)

Each pair of players takes 4 skill cards

Playing

- Throw the dice and move around the squares on the boardgame
- Answer the Challenge questions on the handout sheet using the skill cards you have, or those your colleagues have (if they are willing to help you out)

Feedback & Questions

Sheryl Morgan

Sheryl.morgan@wintec.ac.nz

+64 7 834 8800 ext. 7866

+64 274 507 007

WINTEREC MANAGEMENT DEVELOPMENT PROGRAMME

create your world
www.wintec.ac.nz

