

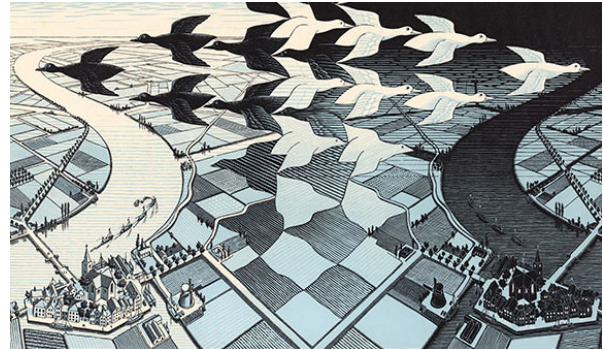
## BEING A LEADER

Thinks strategically, taking an open and long-term view of possibilities



### Introduction

Our work so often is about what is in front of us, solving the everyday issues of the workplace – focussing on what needs to be done now. One of the functions of a manager is to take a step back – take a broader perspective. Choosing to pay attention in a different way can bring new ideas and unexpected solutions into play. You may think that at your level in the organisation you have little opportunity to affect the strategic



direction of your department or the wider organisation. Often managers then decide this is nothing to do with them. However, grassroots knowledge is vital to an organisation to inform and focus strategic decision-making. Influence what you can and use whatever opportunity you have to flag up strategic concerns.

There are various frames you can use to support this kind of thinking.

### ACTIVITY

#### ● TIME FRAMES – Internal focus

- How does your team or department impact other parts of the University?
- How might changes elsewhere in the University impact you and your areas of responsibility?

NOW

LATER (do now for the future)

IN THE FUTURE (imagine)

a)




b)



## LEARNING ACTIVITIES FOR MANAGERS

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### ● PESTLE – External focus

How might broader pressures and changes in the wider world affect your work and your team’s work?

*‘A PESTLE analysis is a framework to analyse the key factors (Political, Economic, Sociological, Technological, Legal and Environmental) influencing an organisation from the outside. It offers managers insight into the external factors impacting their organisation. The analysis is flexible, so organisations can use it in a range of different scenarios. The results can be used to guide strategic decision-making.’ CIPD.co.uk*

	Questions you might ask	Your own thoughts about your situation
POLITICAL	How might a political change, e.g. Brexit, national or local election impact your work?	
ECONOMIC	What if your budget changes? Will your work expand or contract in the next few years? What do you think?	
SOCIOLOGICAL	Are your team’s skills still relevant? For how long? How will changing demographics affect you? Where will you get your new staff in the future?	
TECHNOLOGICAL	What surprises will technology bring to your working practices? How will Machine Intelligence impact your work world?	
LEGAL	What changes to the law are in the pipeline - data protection, risk management, employment law, etc.	
ENVIRONMENTAL	What should you be training your staff to take account of? How much waste do you produce? What changes do you need to implement to reduce the impact of your work on the environment?	



## LEARNING ACTIVITIES FOR MANAGERS

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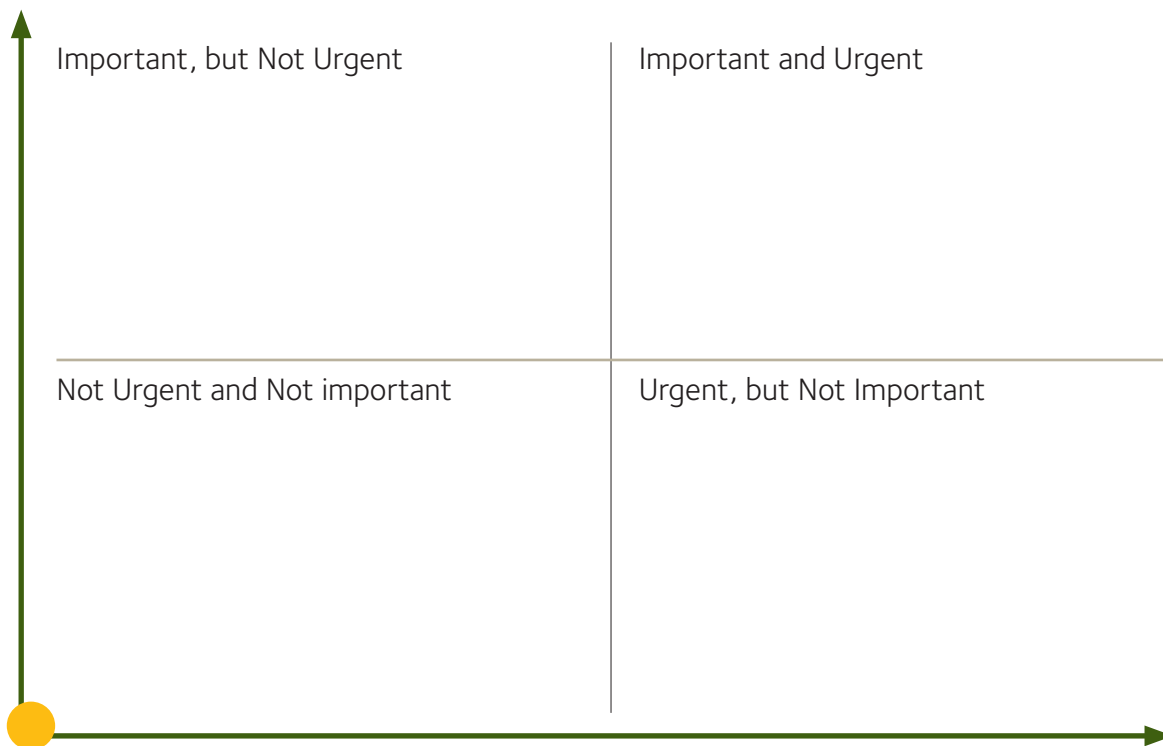
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### ● PRIORITY MATRIX – Team activity

a) Choose an upcoming or recent organisational decision that affects the whole team. Brainstorm together the effects you might expect and/or imagine. Use the TIME or PESTLE frame.

b) Rate their importance or urgency.

#### Priority Matrix



c) What will you address first and how?

d) How would this change if you took a longer view?



Complete the Reflection sheet