



KØBENHAVNS UNIVERSITET

# Master Class for Heads of Departments at the University of Copenhagen

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# Program

- About us; HR & Organization, Skills and Leadership Development
- Introduction to the context, our management program & what we have achieved up till now
- Introducing the next generation of development – focussing on the Master Classes
- Process: What are your experiences?
- Thank you and bye bye :O)



## University of Copenhagen - 535 years old



1479 – 1970: "The Professorial Power"

1970 – 2003: The University Act – managers **elected** by peers

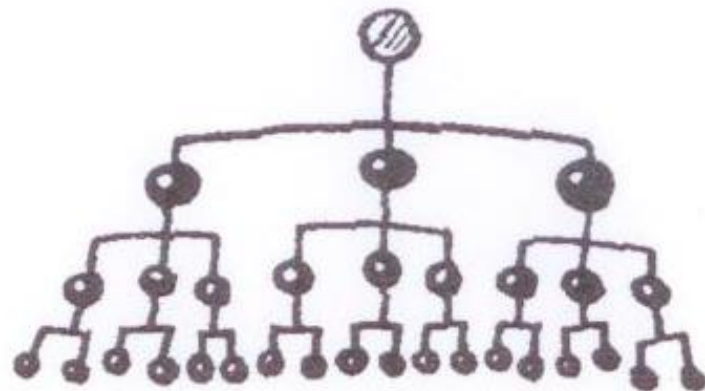
2003 - "The new University Act" – managers **employed** as managers

More external funding. Internationalization. Mergers. Political focus on applied science. Innovation. Study progress reform.

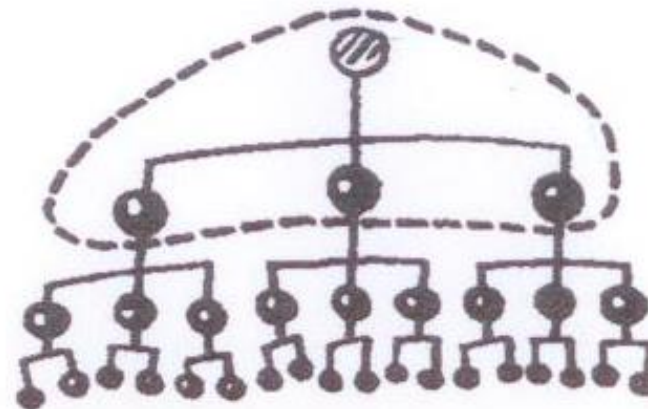
Changing of the fundamental mission of the university – more focus on the explicit usefulness in society.



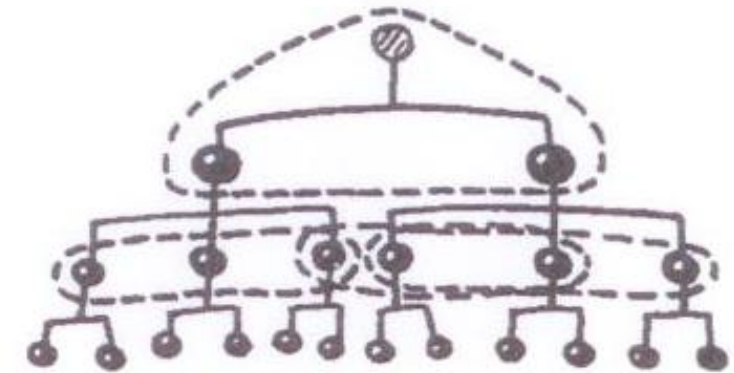
# Different organisational structures – coexisting!



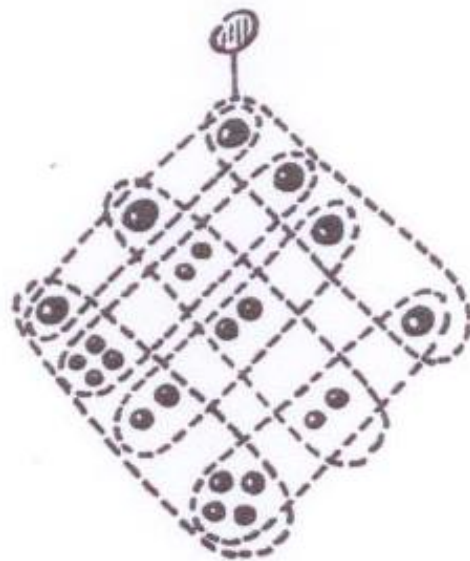
Model 1: The Rigid Bureaucracy



Model 2: The Bureaucracy With a Senior "Management Team"



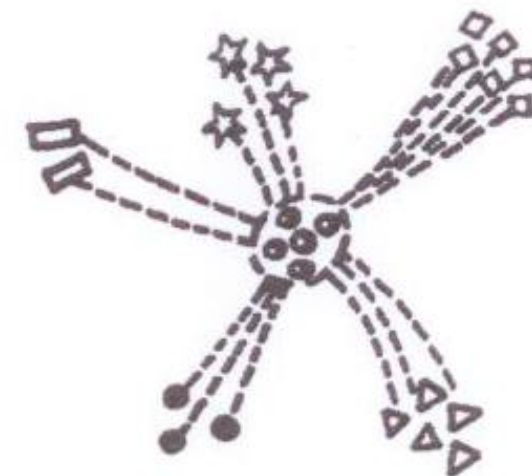
Model 3: The Bureaucracy With Project Teams and Task Forces



Model 4: The Matrix Organization



Model 5: The Project Organization



Model 6: The Loosely-Coupled Organic Network

## Management development at a Danish university



The academic culture. Autonomy. Science in its own right.  
Low degree of organisational belonging.  
Loyalty to the hierarchy cannot be taken for granted.

Critical perspective on management – ‘the dark side’: control,  
bureaucracy, administration.  
Power-relation: Colleagues more than boss/ employe.

Danish style of management: informal and flat hierarchy

Challenges:

Management to be seen as a respectable profession  
Leadership competencies – at the individual level as well as in the  
management teams.

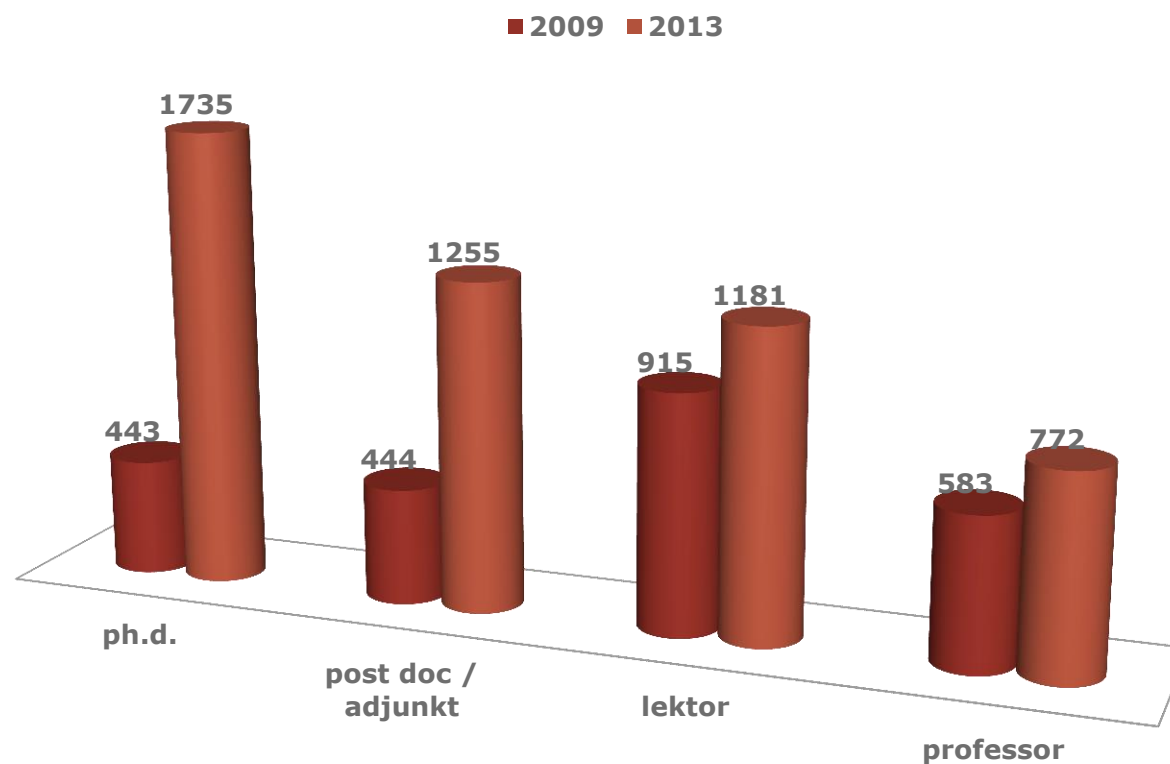


## The Head of Department – balancing many interests



Researchers - first and foremost  
 Manager by coincidence - Untrained as managers  
 A second professional identity  
 Increasing demands on people skills (feedback, guidance..)

### Academic staff, UCPH



## Objectives for the management development programme, LUKU I – individual leaders



Leadership should be exercised with the same commitment and professionalism as the University's core tasks; research and education

This is achieved through:

- Understanding and developing the **frameworks and structures** that support leadership
- **Personal development** of the individual leader
- Common language and competencies - **leadership culture**
- Establishing University-wide leadership networks – **cooperation and dialogue**



## **LUKU I, 2008 ->, developing a second professional identity**

First generation: developing the individual leader:

- Participants own cases and challenges,
- sharing of practise
- 360 feedback – to debate and align expectations
- Networking and knowledge sharing with other managers

Results:

- shared understandings about management and leadership
- mutual inspiration regarding how to handle challenges
- Networks and tools

Delivery team: Internal + external consultants, who complement each other





## Objectives for LUKU II – management teams

Management teams at all levels should develop still more well-functioning and effective collaboration on their common management tasks.

This is achieved through:

Tailor-made development for each management team – based on objectives that the teams define themselves

- Strategic and organisational matters, communication, coordination, collaboration
- Dual focus: 1. solve the task and create results, and 2. reflect on the process and the collaboration in the group
- Feedback still essential



## LUKU III – the next generation

- Introduction for new managers
- Focus on heads of research groups – developing identity and skills as managers
- Top management: Heads of Departments, Deans, administrative managers: strategic skills and the ability to bridge the gaps in the organisation



## The target group: Heads of Departments (HoDs)

- Former researchers – the best!
- Interest in the “new” field: **management**
- The role and the responsibility is not always clear
- Challenge: not enough time!



# Special challenges and needs in the target group

## Questions we are trying to answer:

- How do we ensure that we develop a common language of management at Head of Department level?
- How do we create greater knowledge and better relations across the University of Copenhagen?
- How do we ensure implementation?
- How do we ensure, that they learn from each others' experiences?
- What is the right level?
- How do we ensure the different layers of management speak and work together? (Dean – Head of Department?)



# Master Classes

## Target group:

- HoDs, participating in Master Classes and Learning Groups

## Goals:

- That the HoDs collect input and inspiration to further develop their own organization and their personal "*managementship*" AND to make it possible for them to share knowledge amongst each other.

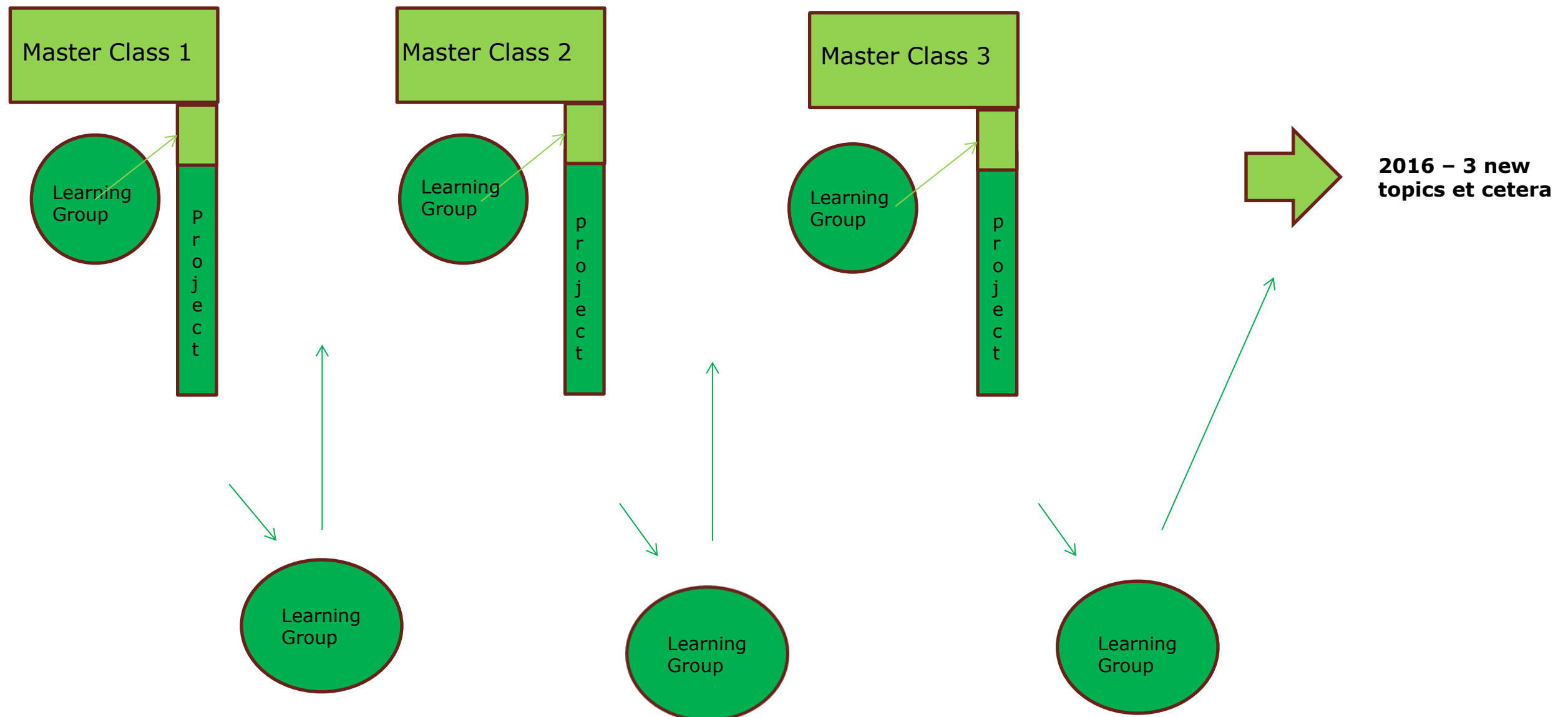
## Extent:

- 1-day workshop held 3 times a year
- Set Learning Groups working with "Project Inside and Out" after each of the Master Classes

## Principles:

- Knowledge/theory (single topics on master level – master shopping – take away)
- Use in own organization (tasks and reflection)
- Learning Groups (sharing experience)

# Construction 2015 - 2018



# The project – Inside and Out

At the end of each Master Class each manager has to consider - based on the topic - what he/she would like to work with until the next Master Class.

The “project” has two principles and both entail training and development:

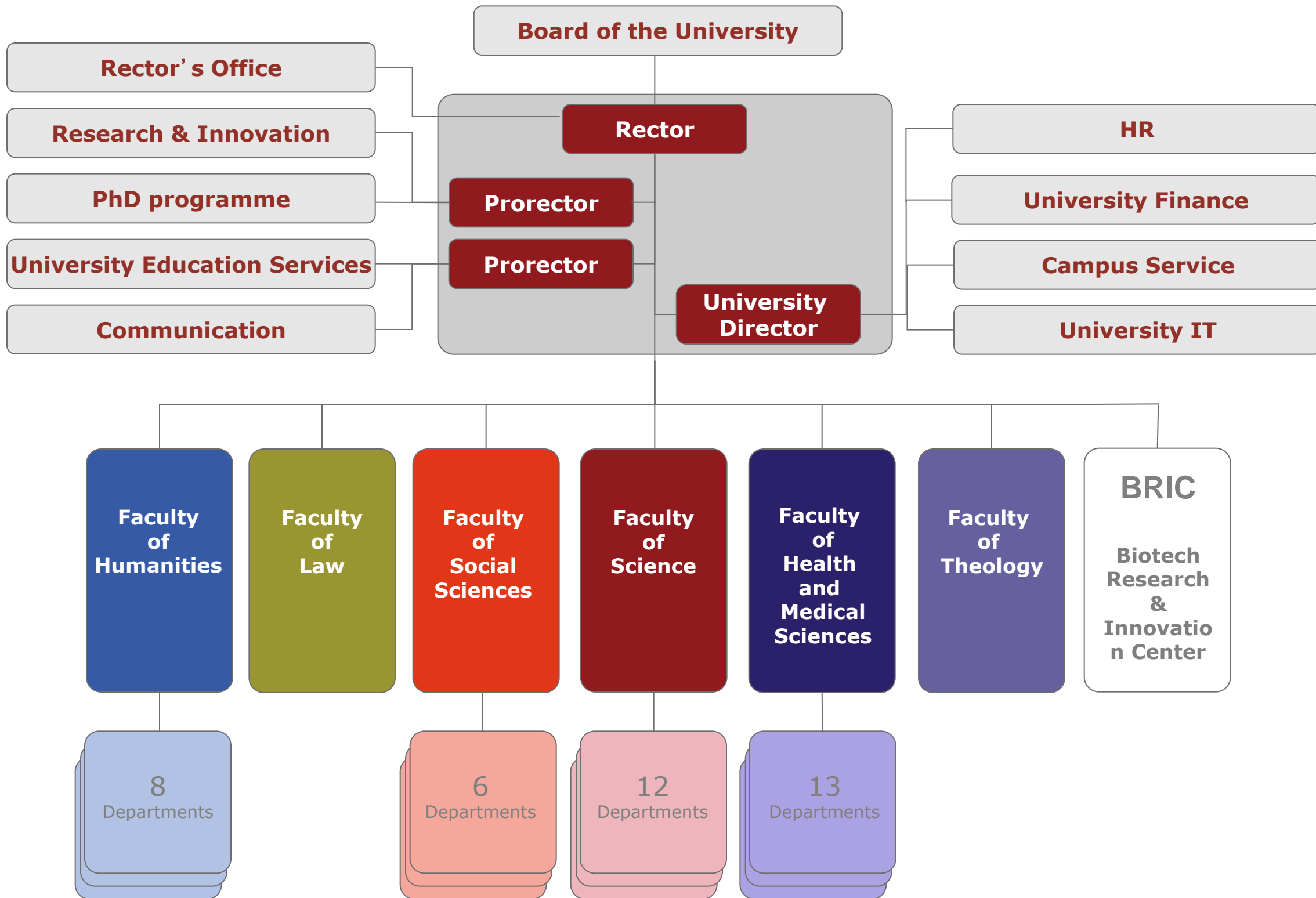
1. The first principle concerns the development of the organization  
“How do I want to work with this topic in my organization?”  
We call this “**The outside of the management project**”.
2. The second principle concerns the development of the HoD as a manager  
“How do I want to develop my personal management based on this topic?”  
We call this “**The inside of the management project**”.

## Still one question:

- How do we ensure that the different layers of management speak and work together? (Dean – Head of Department?)







# Master Classes

## Target group:

1. Deans and HoDs participating in Master Classes
2. HoDs participating in Master Classes and Learning Groups

## Goals:

- That the Deans and HoDs collect input and inspiration to further develop their own organization and their personal *managementship*
- To make it possible for them to share knowledge amongst each other
- **AND** lay some seeds for meaningful conversations amongst HoDs and Deans

## Extent:

- 1-day workshops held 3 times a year + **set Learning Groups for HoDs** who work with "Project Inside and Out" after each of the Master Classes.

## Principles:

- Knowledge/theory (single topics on master level – master shopping – take away)
- Use in own organization (tasks and reflection)
- Learning Groups (sharing experience)

## Group work

- Do you have experiences improving communication and co-work across the layers of management?
- If so, what have you done?