

# Who's in charge around here?

...actually we all are – a new way to manage to fit the times

**LIAM BROWN** freelance consultant and trainer

Contact - [liambrown.training@outlook.com](mailto:liambrown.training@outlook.com)



You've got to look at the  
tough *and* the easy bits.



This talk today is about work, status,  
leadership and management.

It's also about responsibility and emergent  
Change.



# our journey

- Quick look at 4 directions we could go. [ + vote ]
- Quick look at 3 mental devices we could use.
  - employee as investor
  - manager as steward
  - customer as partner

What are your choices?

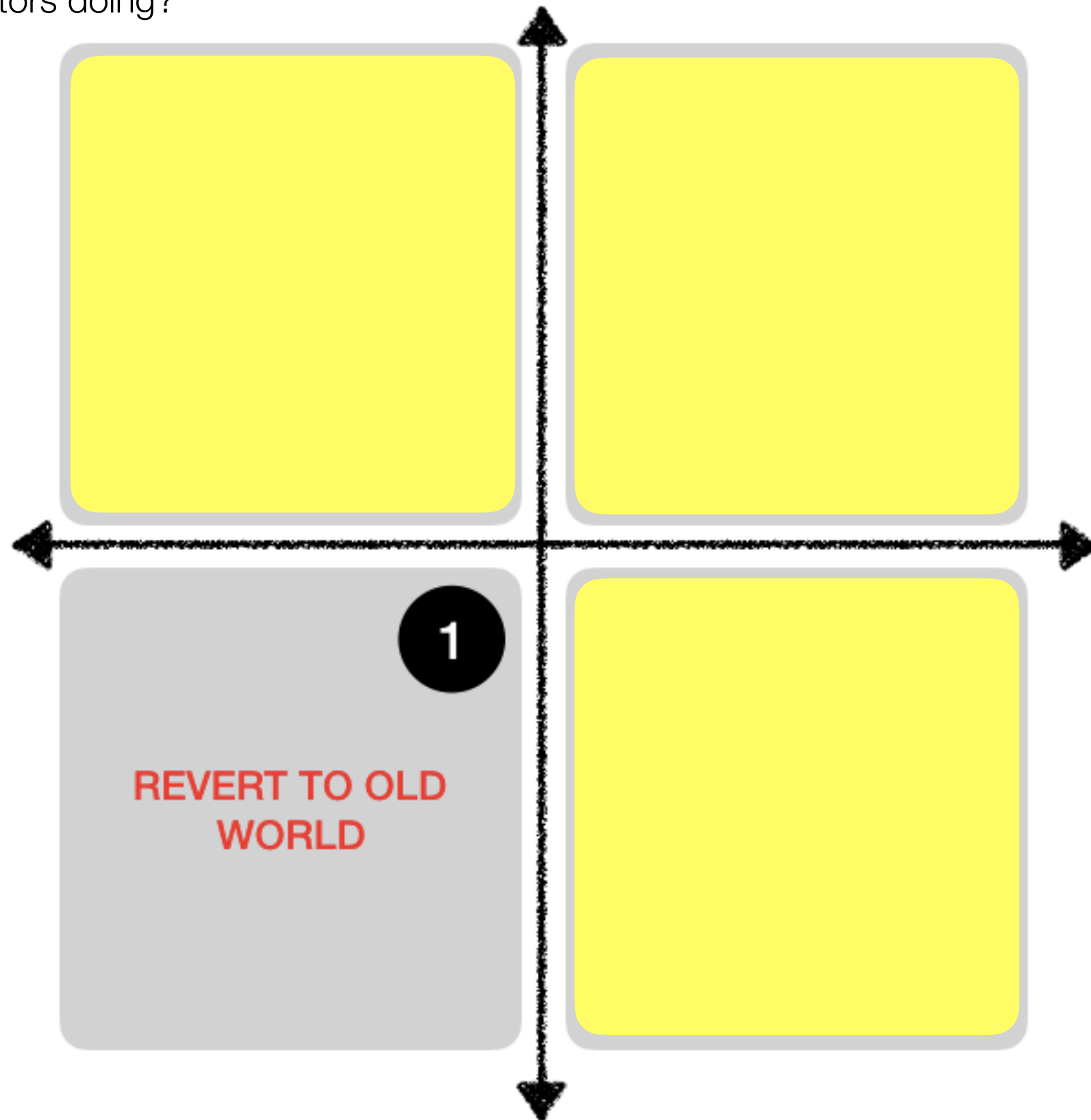
What are you prepared for?

What are your competitors doing?

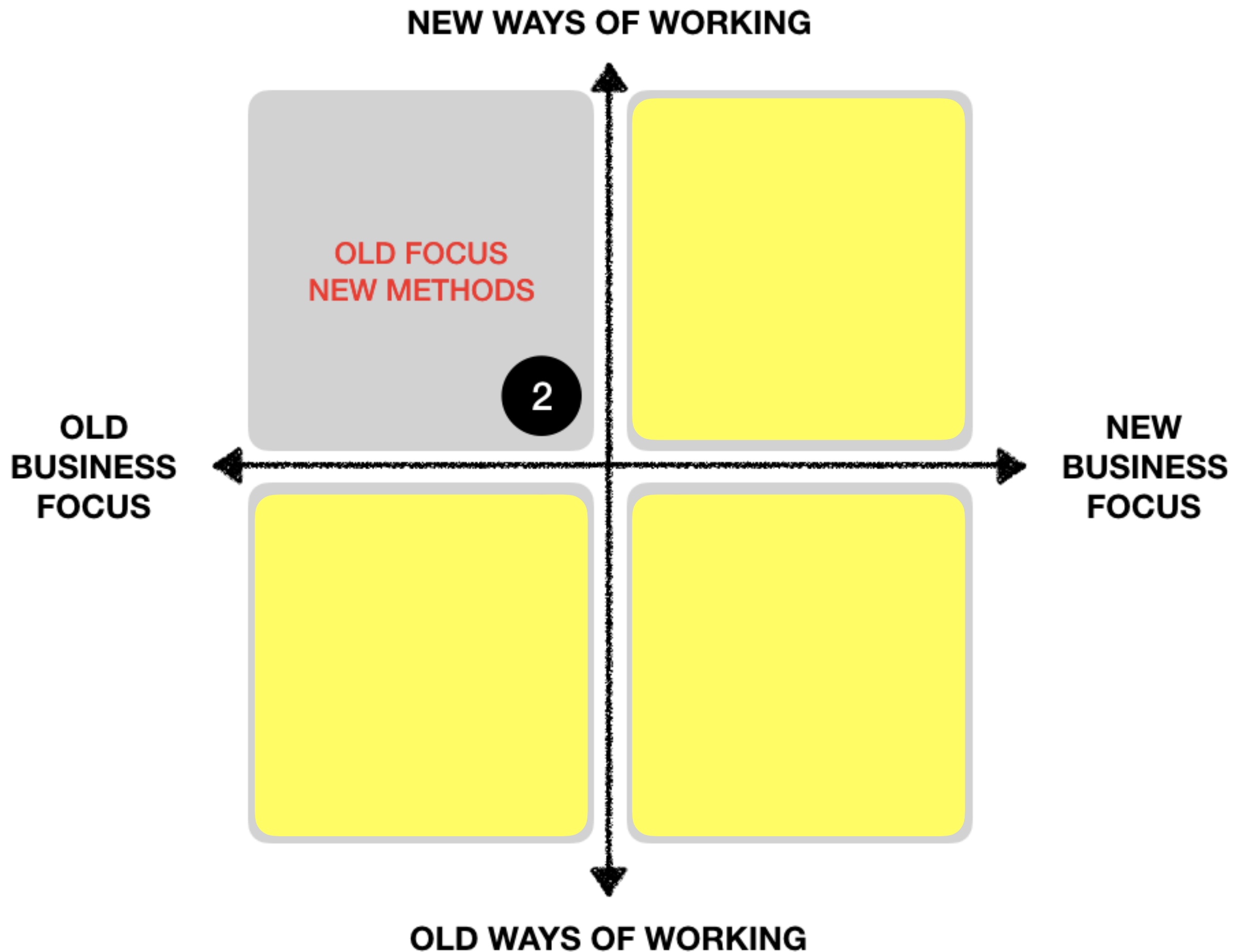
**NEW WAYS OF WORKING**

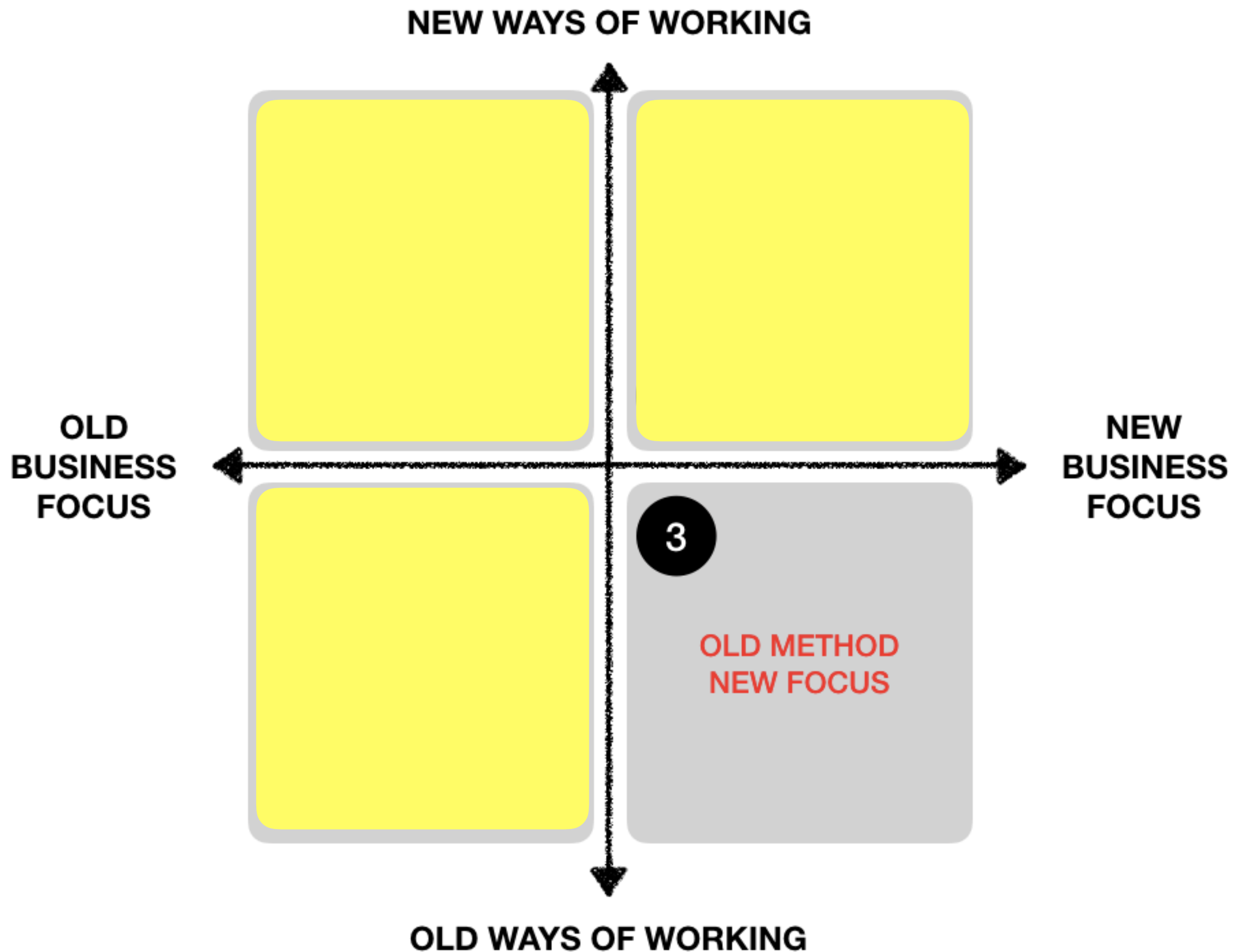
**OLD  
BUSINESS  
FOCUS**

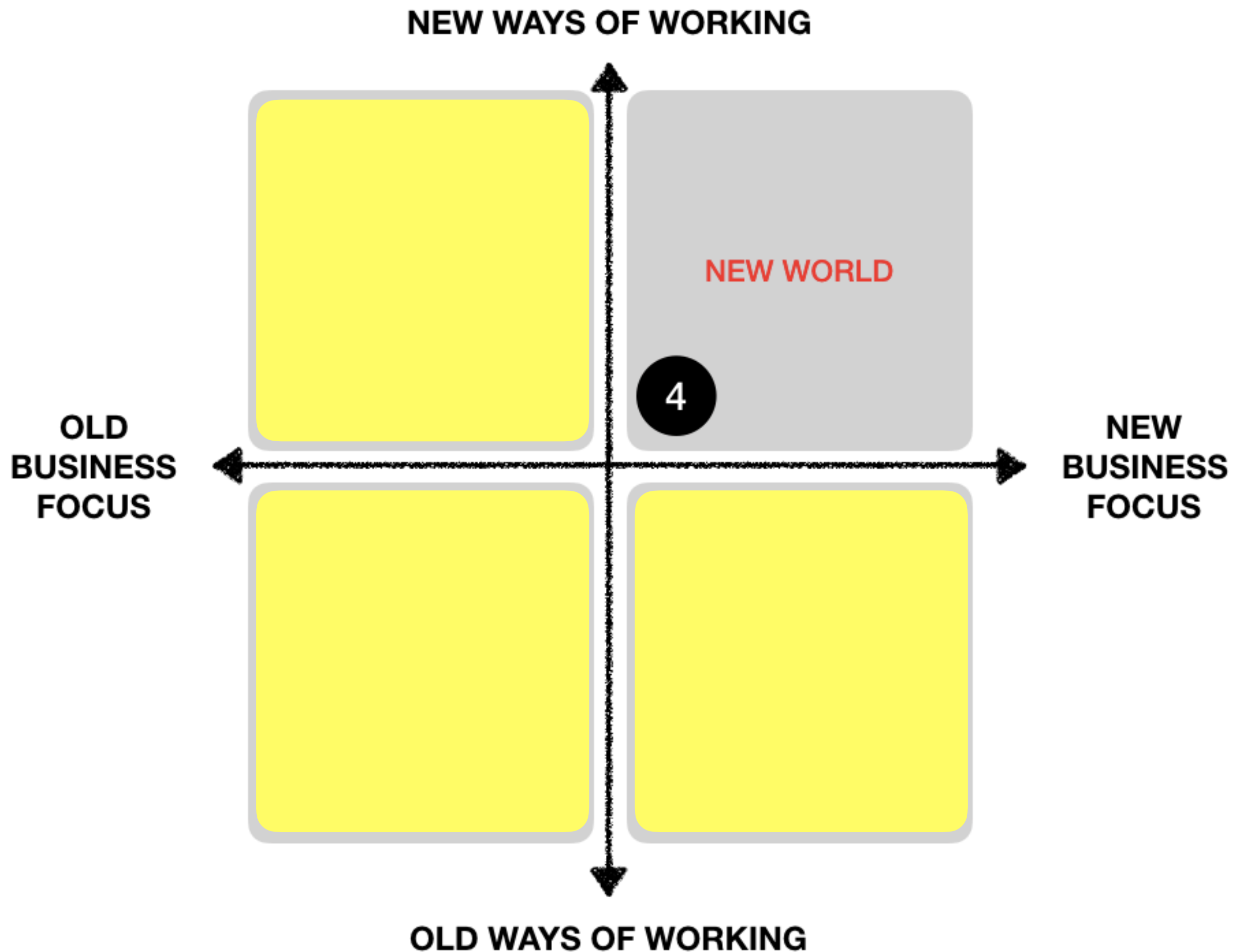
**NEW  
BUSINESS  
FOCUS**



**OLD WAYS OF WORKING**

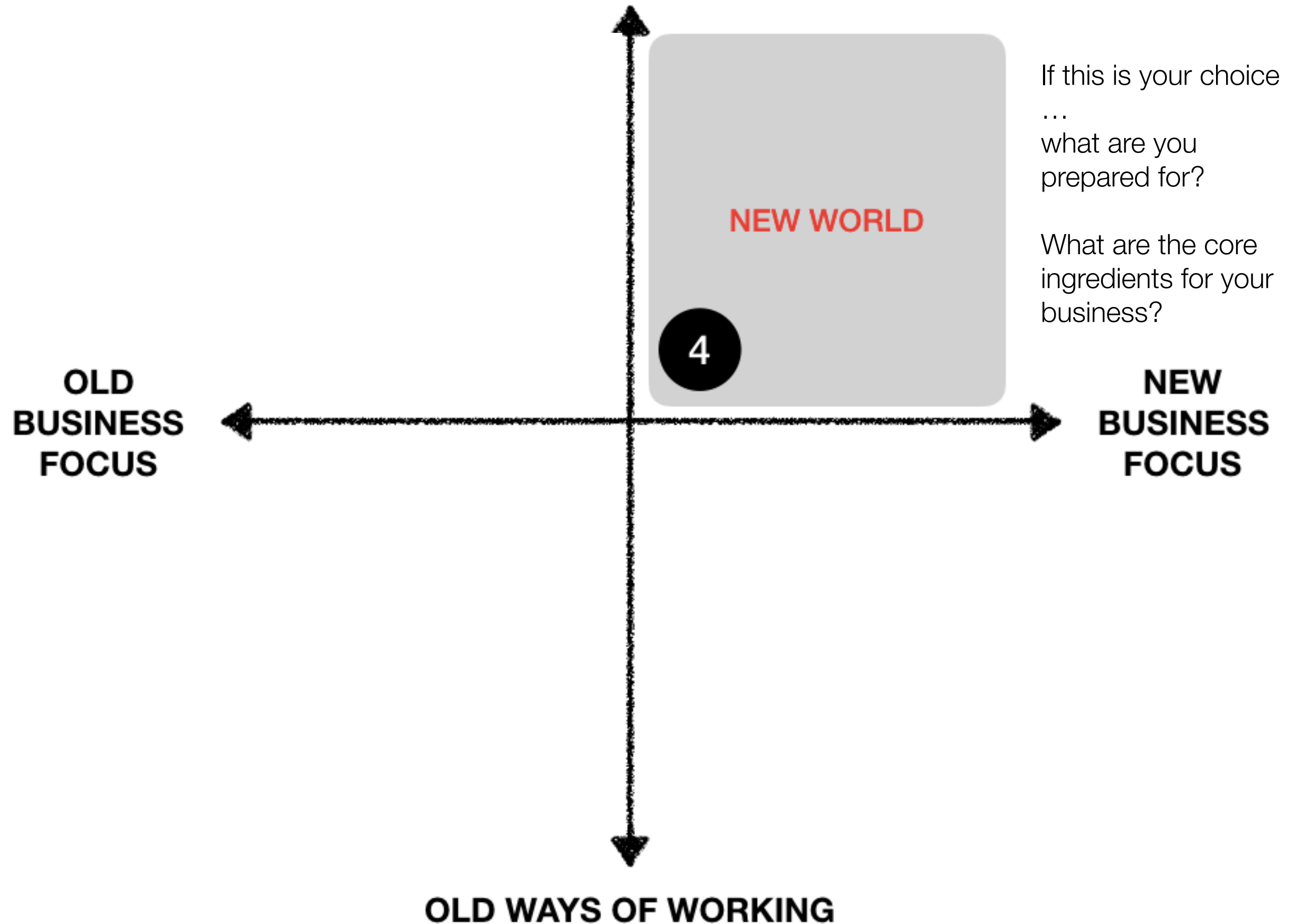








**NEW WAYS OF WORKING**



If this is your choice

...

what are you  
prepared for?

What are the core  
ingredients for your  
business?

**NEW WORLD**

**4**

**OLD  
BUSINESS  
FOCUS**

**NEW  
BUSINESS  
FOCUS**

**OLD WAYS OF WORKING**

# Important Questions

## **Staffing**

What constitutes a “FT” contract?

# Important Questions

## **Staffing**

What constitutes a “FT” contract?

## **Teaching**

What constitutes a “course”?

# Important Questions

## **Staffing**

What constitutes a FT contract?

## **Teaching**

What constitutes a “course”?

## **Infrastructure**

Where does my LTO start / end?



# Conversations around Important Questions

## **Staffing**

What constitutes a  
Full Time “contract”?

What is a *teacher*? Residing where? Found how?

## **Teaching**

What constitutes a “course”?

Hybrid? Class? Term? Fees?

## **Infrastructure**

Where does my LTO start / end?

Physical constraints gone? Location and costs?

## **Customers**

Where do my customers start / end?

Where do they reside? How do we communicate?

out!

simple  
certain  
controlled  
established

“command and control”

in!

complex  
uncertain  
less controlled  
emergent

“co-ordinate and communicate”

in!

complex  
uncertain  
less controlled  
emergent

“co-ordinate and communicate”

Your teaching and administrative community will be more diverse, virtual and even global and a lot more challenging to select, develop and motivate.



The Interview. From hell.



so!  
What was I  
to make of  
that?

# employee as **investor**

Meaning, a person allocates intellectual capital  
(their JASK: judgments, attitudes, skills, knowledge) with the expectation  
of a future return or to gain an advantage.



Highest  
Cost

“What does each  
employee **cost** the  
organisation?”

Not a good way forward.



Most  
valuable  
asset

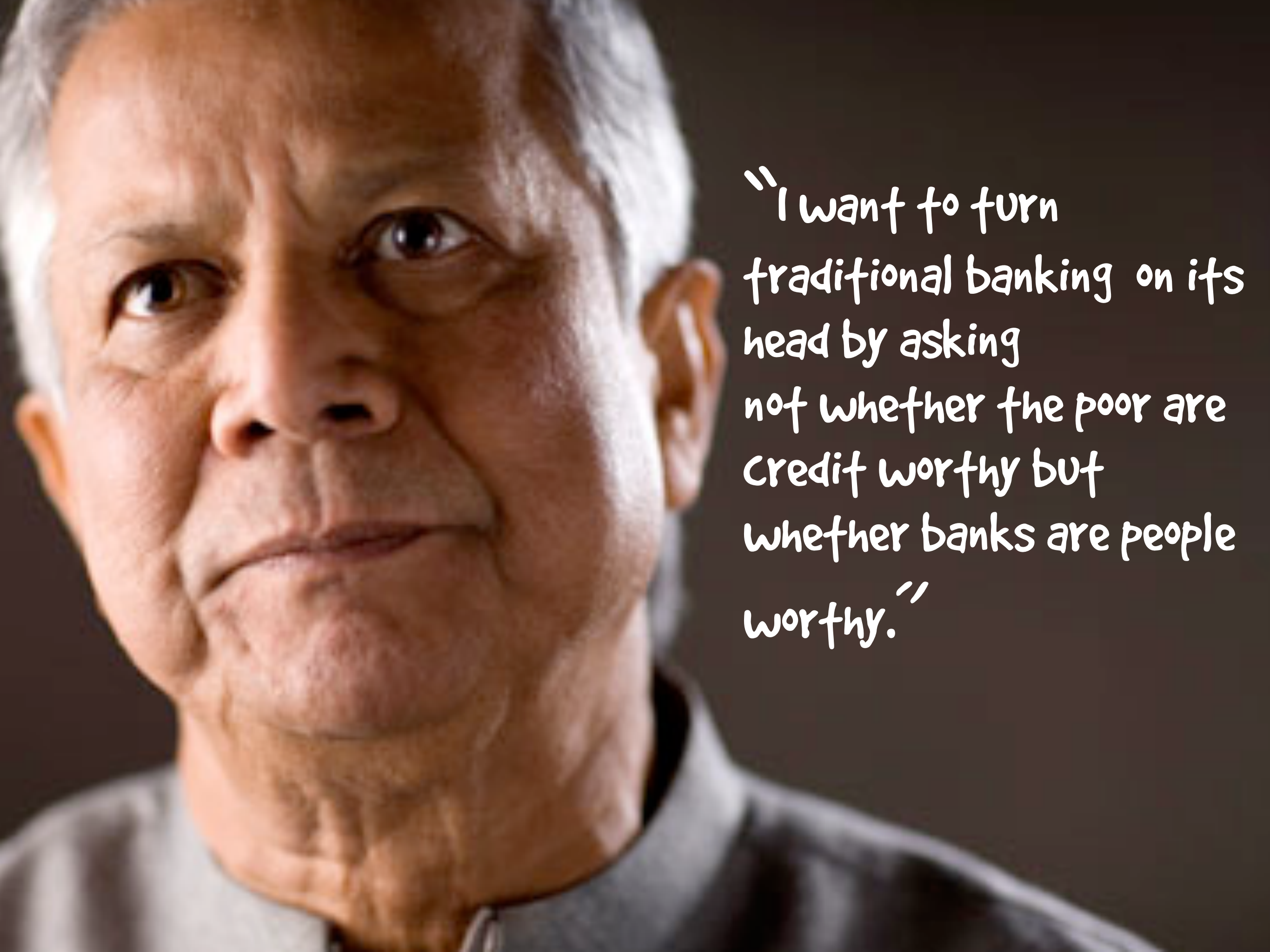
“What is each  
employee **worth** to  
the organisation?”

Not a good way forward.

Most  
important  
investors

“What is the  
organisation  
worth **to the  
individual?**”

A better way forward.



"I want to turn traditional banking on its head by asking not whether the poor are credit worthy but whether banks are people worthy."

What  
would management  
practices look like  
if they were  
“people worthy?”



# manager as **steward**

**Stewardship** is an ethic that embodies the responsible planning and management of resources.

“Care taker”

“Taking care”

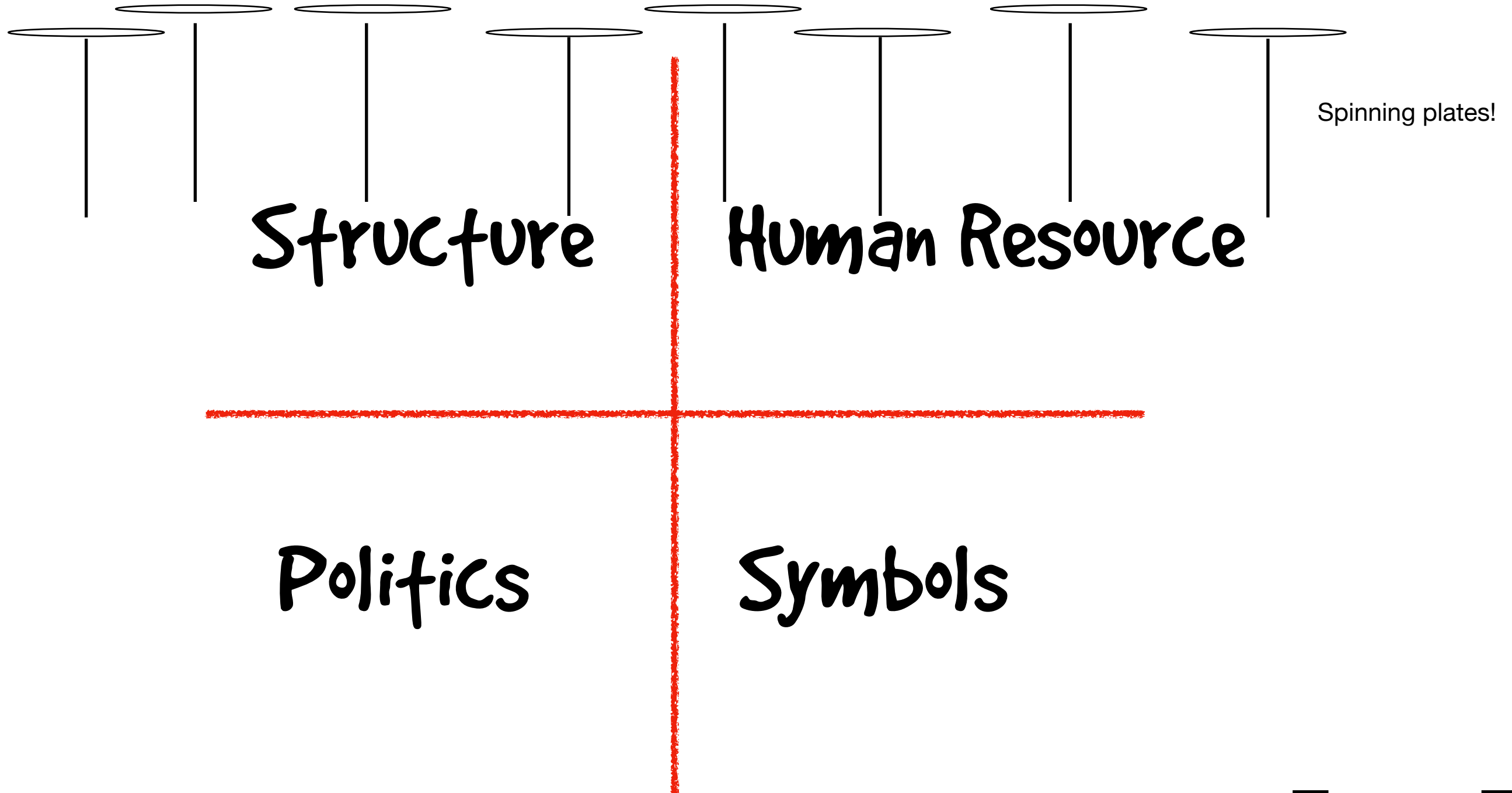


American psychologist Frederick Herzberg:

“If you want someone to do a good job,  
give them ... a good job.”

[ And a good place to be ]

[ Joanne Murphy plenary ]



Task - Team - Individual [ John Adair ]

Margaret Wheately

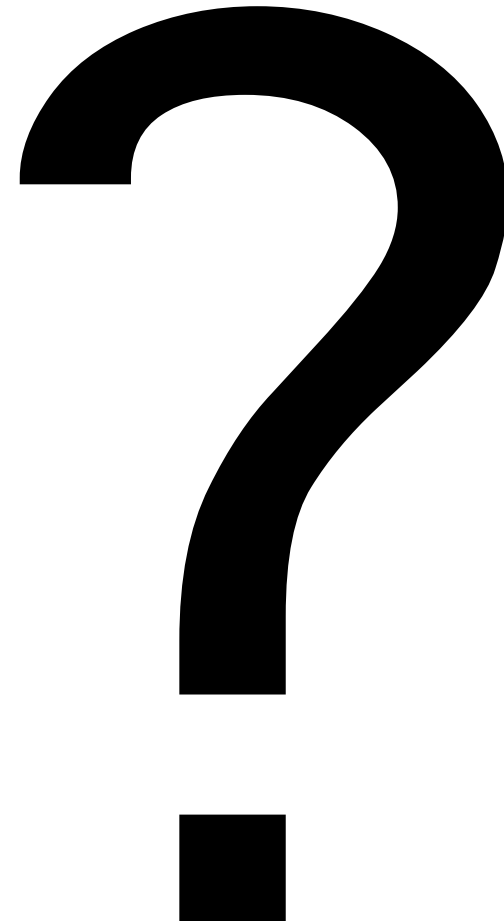
“A leader is anyone who sees  
something that needs to change  
and ..

..takes the first step.”

# So your responsibility .. ..

- .... is about building organisational stability and a secure working experience for all staff.
- .... is about building social cohesion and inclusion among staff
- .... is about allowing for and aligning the LTO with individual purpose and contribution
- .... is about providing or brokering learning and development opportunities and resources for all staff





what practical, on-the-ground changes  
could we be seeing in the future?

1

*projects* to extend  
and stretch all staff (as  
they often bring the  
greatest excitement,  
challenge and potential  
for development).

negotiate and  
customise at individual  
level where possible.

2

offer 'a wide latitude of  
discretion' on job  
content:

**how** the work is done  
and

**what** work is done

3

consider where work is  
done too for

*work/life*

*balance*

reasons, among other  
benefits.

4

offer **Choice**  
and variety of learning and  
development opportunities  
for all staff using, specific  
to your LTO, competence  
frameworks, profiling  
competencies or skills

5

take a *portfolio*  
*approach*

to how you 'capture'  
learning and development  
achievements and in a  
way that is collegiate and  
offers maximum sharing  
opportunities.



6

offer a **Choice**  
of developmental  
relationships to staff,  
though mentoring,  
coaching and “buddies”

# customer as partner

*sharer*; associate - a player on the same side, agree to cooperate to advance their mutual interests.



Place an importance on open innovation, and the means by which ideas from employees and customers play a role in product and service development.

# Why partner?

- To build creativity and flexibility in order to provide customers with exactly what they want. Faster.
- To build your capacity to anticipate what customers need before they do.
- To give yourself a focus - a commitment to something enduring

# How *partner*?

Not just “putting the customer first” or a dedication to excellence.

It’s about building long term relationships that create *synergies of knowledge* and adaptability for both parties.

# 1 A Customer Feedback Procedure

customer feedback is solicited, identified, formalised, logged, an action plan is put in place and the feedback is followed through.

# 2

## *“Lessons Learned” Capture Plan/Workshop*

with clients/customers/providers

to allow you to identify improvements in performance, procedures, processes, approach or strategy which may benefit the customer, arising from experience gained on current or historic school activity.



**3** connect with customers + and help  
connect customers themselves see  
your FB site as a place *for them* to interact and be  
informed

- Publish your business roadmap
- Publish your Eaquals Quality Standards review

# 4

## Connect with other Eaquals members

working groups

Share: know how; know what; know who

# collaboration

“a process through which people see different aspects of a problem, can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible”

## Team – community – network







# Who's in charge around here?

...actually we all are – a new way to manage to fit the times

**LIAM BROWN** freelance consultant and trainer

Contact - [liambrown.training@outlook.com](mailto:liambrown.training@outlook.com)