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კავკასიის უნივერსიტეტი  
CAUCASUS UNIVERSITY

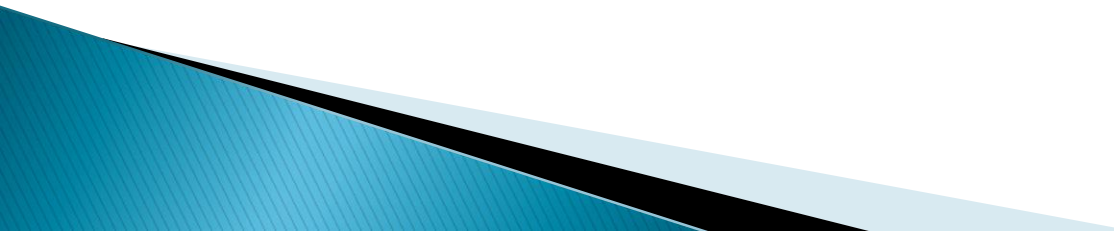


Leading and Managing Change  
in Higher Education

# Lecture in Grassroots Leadership

Paata Brekashvili

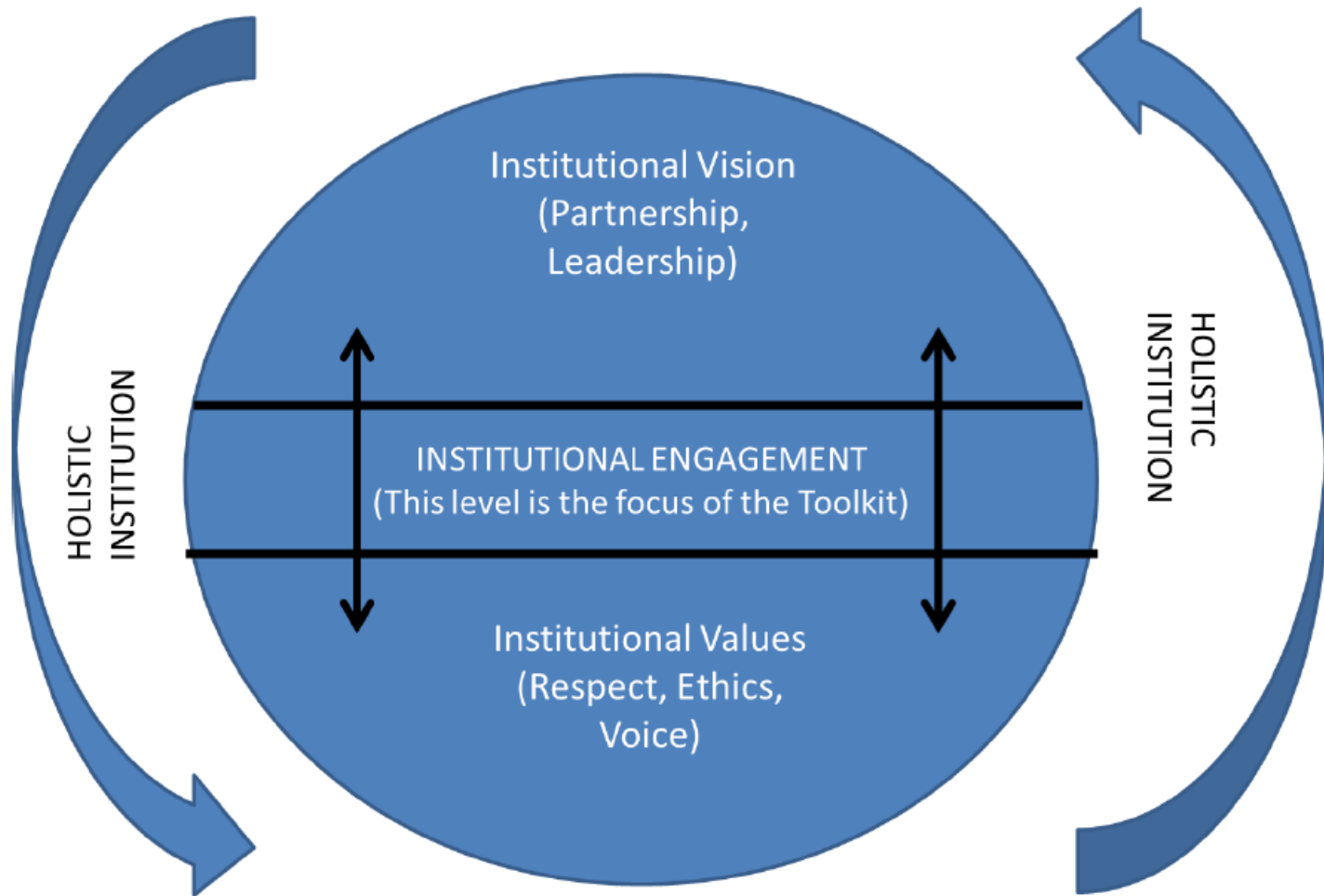
# General approach to HE modernization

- ▶ One way communication
  - ▶ Two way communication
  - ▶ Grassroots approach
  - ▶ Involvement in decision making
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# General challenges to HE modernization

- ▶ Marketisation
  - ▶ Financialisation
  - ▶ Competition
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# Values



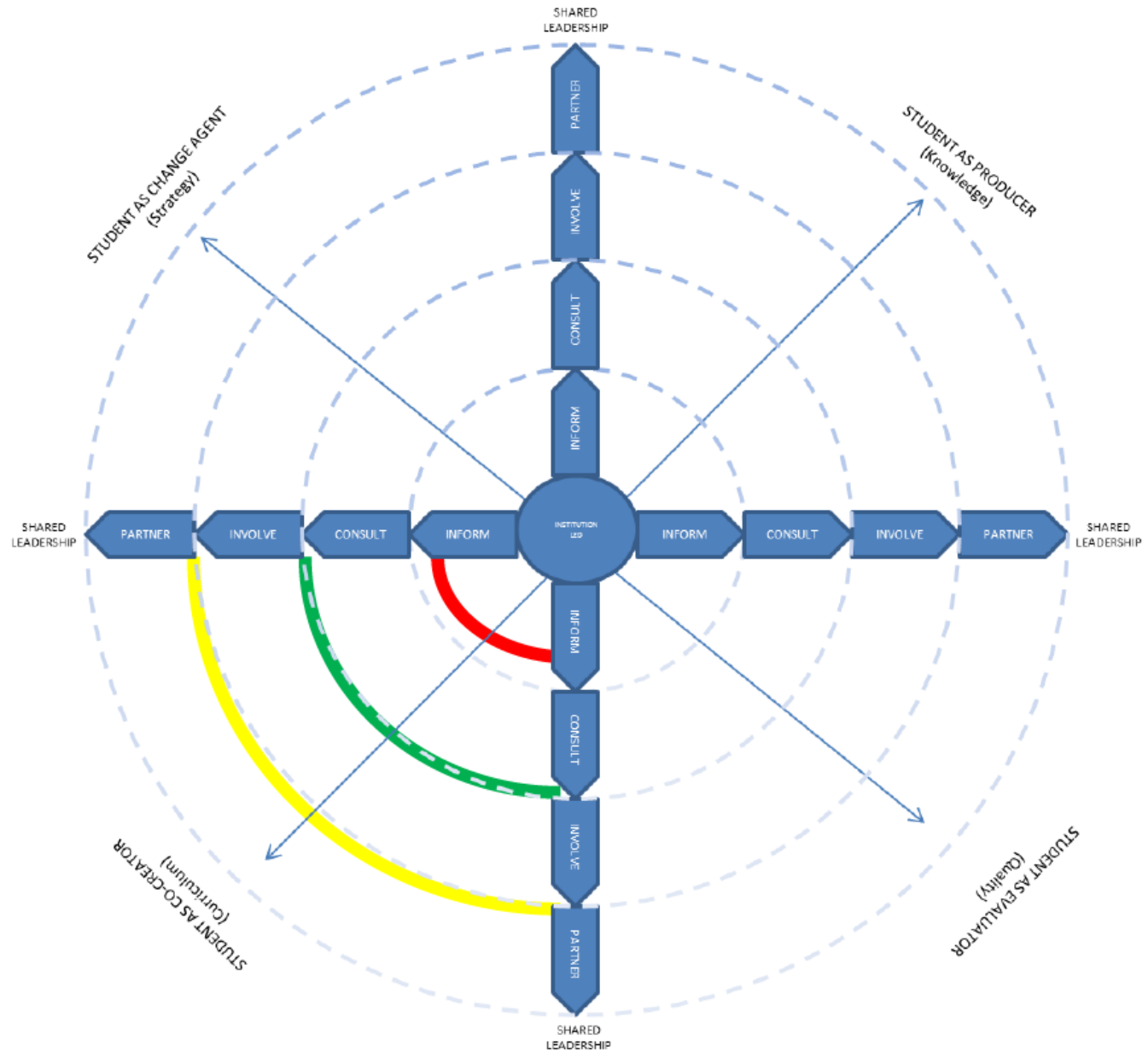
# STUDENT ENGAGEMENT APPROACHES

Students as Change Agents	Students as Producers	Students as Co-creators	Students as Evaluators
Strategy	Knowledge	Curriculum	Quality
Students are actively involved in the processes of change, often taking a strategic leadership role. Deeply engaged with the student body, their institution and their discipline or subject area. Meaningful roles in relation to higher education governance may be adopted.	Student move from being passive consumers of knowledge, to the recognition of their knowledge contribution and their active role in knowledge production. New or different forms of knowledge derive value. Students may initiate, devise, plan and deliver research projects. This may feed into disciplines or pedagogy, as well as current and emerging agendas and drivers such as learning and teaching, and employability.	Students are actively engaged in the creation of processes and activities which determine the planning, implementation and evaluation of the curriculum. Students collaborate upon learning and teaching developments, influencing professional development in order to enhance the learning and teaching experience.	Students contribute evidence of the student experience through questionnaires, surveys and focus groups, voting through student councils and guilds, as well as informal evaluation tools, such as module reviews. This feeds into and shapes institutional or sectoral audits (through external bodies or national-level processes) and supports the drivers for change.

# Engagement level descriptors

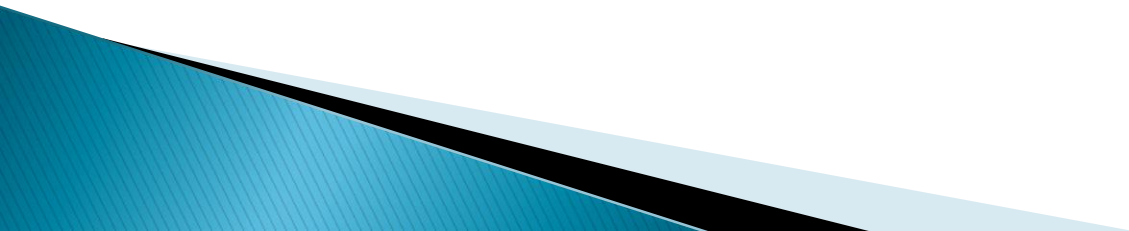
INFORM	CONSULT	INVOLVE	PARTNER	SHARED LEAD
Students are informed regularly about matters which affect them and made aware of their rights and ways they can participate within the institution.	Staff within the institution seeks views from students and students are given voice. Students receive feedback on institutional decisions that are taken.	Staff within the institution work with students through the decision making process to ensure that views are understood and taken into account when institutional decisions are made.	All aspects of decision making are taken in partnership with students.	Students set agenda for change, self-organisation and responsibility over management is given to students.

# DIAGNOSTIC TOOL



# GRASSROOTS MANAGEMENT

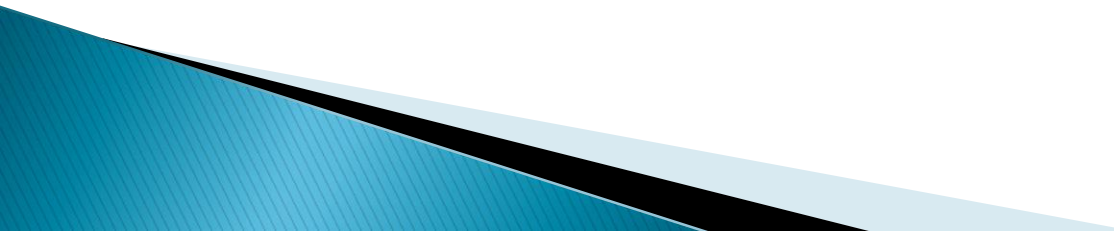
Grassroots management is associated with prioritization of information that flows in upward direction with the organization.



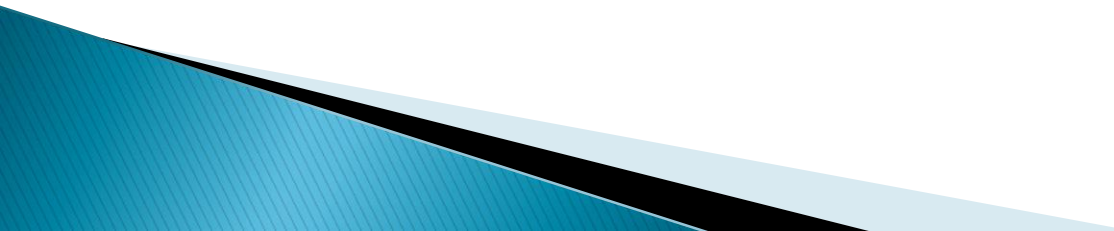


# GRASSROOTS MANAGEMENT

This type of managers is strongly orientated towards:

- ▶ Ideas
  - ▶ Expectations
  - ▶ Wants And Feedback
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# GRASSROOTS MANAGEMENT

- ▶ **Downward Channel**
  - ▶ **Upward Channel**
  - ▶ **Horizontal Channels**
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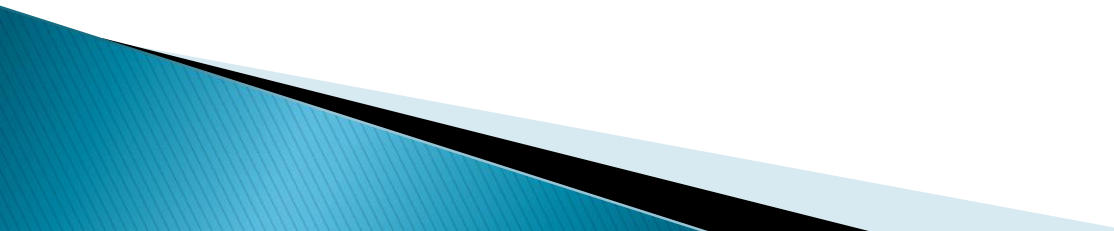
# GRASSROOTS LEADERSHIP

Model for concentrating social and legitimate power in one individual

The advantages of grassroots leadership are:

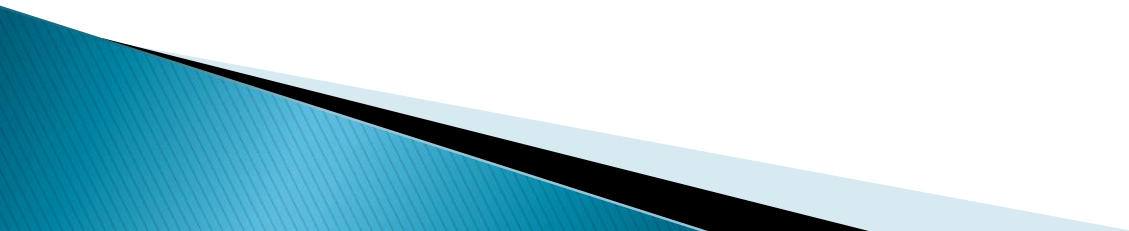
- Increased trust in social justice of the organization;
- Increased identification with the organization's goals and values;

# The advantages of grassroots leadership are(cont'd):

- Maintaining the informal relationship between a manager–leader and his employees–followers, and this facilitates smoother vertical communication;
  - Increased competitive power and respectively, increased work performance;
  - Diminished probability of unsuitable manager appointment, in comparison to outside selection.
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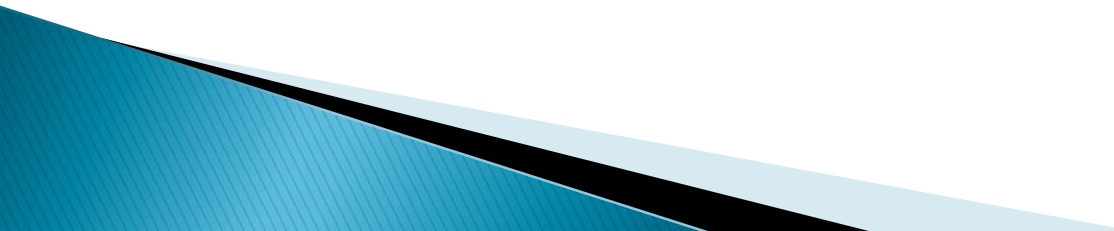
# TALENT MANAGEMENT

Capacity of the organization to attract people with certain skills and to develop them according to the current or strategic necessities of the organization



# TALENT MANAGEMENT

Four basic processes:

- ▶ Selection
  - ▶ Management of personal performance
  - ▶ Training and development
  - ▶ Management of compensations
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Thank you

