



**Massey University**

## **Massey Leaders Group**

**Hotel Coachman, Palmerston North  
11 February 2009**

Hon. Steve Maharey  
Vice-Chancellor  
Massey University  
New Zealand

**Good to be here.**

**The MLG has been formed to bring together leaders throughout the University.**

**Our goals today are:**

- *to ensure a clear and shared understanding of strategy*
- *to ensure a clear and shared understanding of the one university strategy*
- *to establish the next steps for this group.*

**This will allow the strategy to advance, the sharing of best ways of achieving our goals and the formation of a network.**

**This does not replaced existing arrangements.**

## **Strategy**

**While I was waiting to join Massey you will recall that a strategic planning exercise took place. This was done because Massey did not have a clear plan that had the support of Council and management.**

**There was the Investment Plan and the Massey Way – much of which is in the current plan – but these documents had no real buy in.**

**So a lot of work occurred. The Road to 2020 was the result.**

**The Council have adopted it. The SLT work by it and it is has the tacit support of Academic Board.**

**It is our bible. Open to interpretation but if it is in their we are acting on it. If we decide we cant advance an idea then it will come out during the annual planning cycle. I am**

**accountable for it. The SLT is accountable for it. You are accountable for it.**

**The SLT have a process to advance all of the initiatives that are part of the strategy.**

- *a list of initiatives with names and milestones against it;*
- *an officials process;*
- *a subcommittee meeting;*
- *SLT meeting;*
- *if needed it then goes to Council.*

**You need to know this process because you could be involved in it and also because you need to know we have a process which will ensure collective decision making and collective responsibility for implementation.**

**You should also know that not everything can or will go through this process because they can be advanced along other lines. But the strategic initiatives go through here.**

**What is important today is the strategy itself. We need to know you understand it, own it and share it.**

## **Structure**

**When I arrived at Massey I set out a rapid exercise of reorganisation the senior team.**

**Massey did not have a senior team, never mind a senior leadership team. The organisation was characterised by a series of relatively autonomous people working in a loose coalition.**

**This had a direct impact on every aspect of the organisation – senior teams always do.**

**The team was reorganised around the following priorities:**

- *one university;*
- *focus on strategic issues and decisions;*
- *focus on performance;*
- *clarity of roles and relationships within the leadership team;*
- *services should be Massey wide but locally relevant;*
- *ensure strategy is understood throughout the University;*
- *achieve better coordination and integration across the University;*
- *develop our people.*

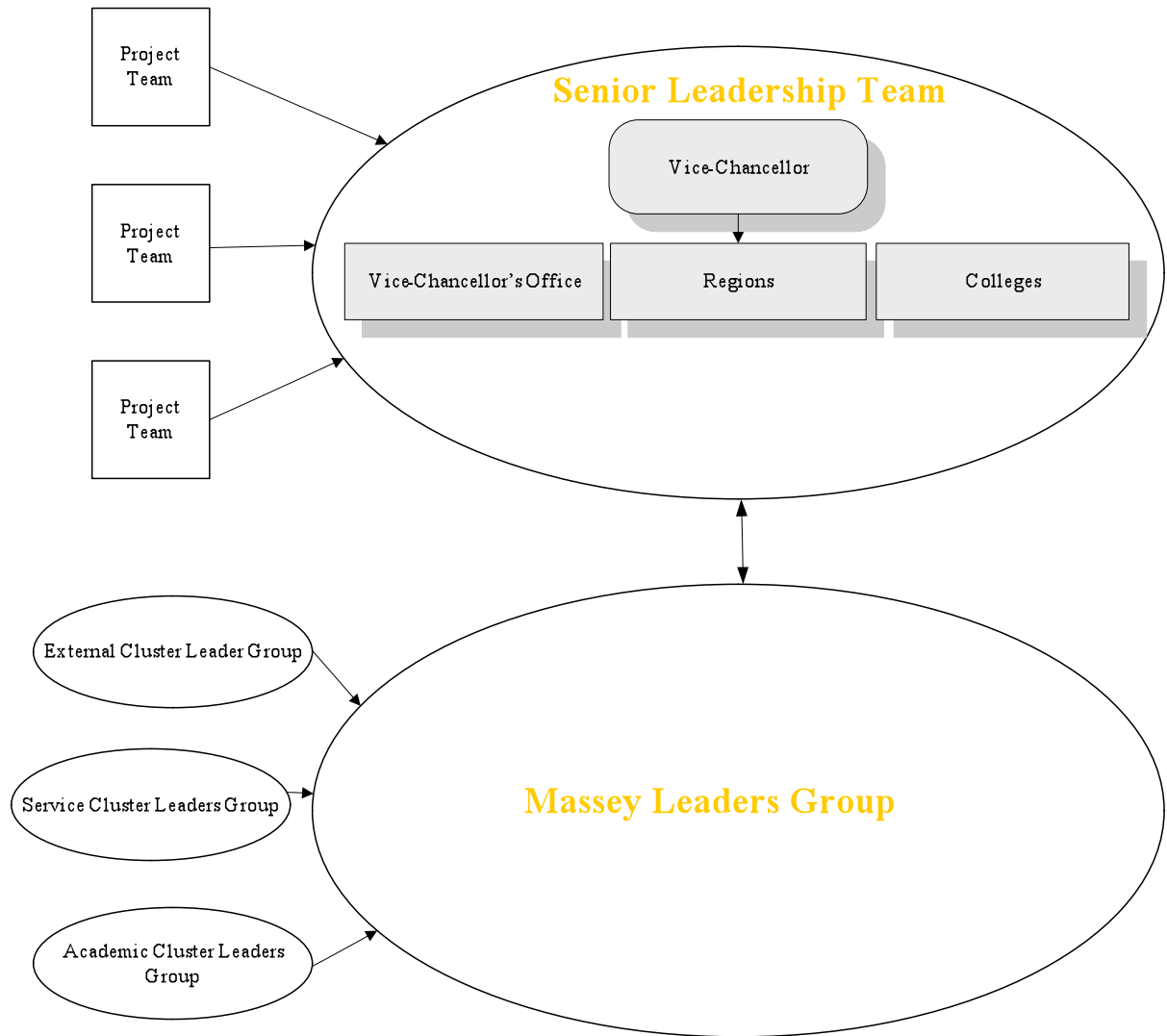
**A series of changes were put in place.**

- *SLT teams: The Vice-Chancellor's Office, Regional Campuses; Colleges.*
- *One Deputy-Vice Chancellor for the University.*
- *Position titles: Vice-Chancellor (VC), Deputy Vice-Chancellor (DVC), Assistant Vice-Chancellor (AVC), Pro Vice-Chancellor (PVC), Regional Chief Executive (RCE).*
- *AVC People and Organisational Development, AVC External Relations join the SLT.*
- *AVC Academic and Open Learning and AVC Research separate.*
- *A Massey Leaders Group;*
- *Cluster Leaders Groups in each of the External, Service and Academic areas .*
- *Project teams .*

**The strategic and organisational changes have been built into new job descriptions and will be built into performance agreements.**

**And the changes come together like this.**

## Proposed Massey Leaders Groups



**Today you are focusing on your role in all of this. We want to know that you are clear about the one university policy and can apply the principles through your work.**

## **Conclusions**

**Let me just close with a few thoughts about what we are doing.**

**Universities are unique organisations. In essence they are an environment for highly talented people to work in. We can create an environment through structure – a strategy, organisation, accountability – but the most important element of success comes from culture.**

**We need people throughout the university to understand where we are going and do something about it.**

**Creating such a culture does not happen over night but I want you to know that is our goal.**

**You are here today because you are leaders. You have to administer (the day to day detail). You have to manage (bring together resources to achieve a goal), and you have to lead.**

**I want to come back to this theme of leadership at the end of today. But for now keep this in mind –leadership is about change not the status quo. This university needs to change. We need to create the support for change. We need to build the relationships change relies on. We need to be ready to learn. We need to be outcomes focused. We need to be transformational.**

**Enjoy.**