

The Management Hothouse

- CULTIVATING PUBLIC MANAGEMENT OF THE FUTURE



VÆKSTHUS FOR LEDELSE

The Management Hothouse
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Hothouse for future management and leadership

The Management Hothouse is a unique partnership between Danish trade unions and public sector employers. Public employers are represented by Local Government Denmark (KL) and Danish Regions, while the majority of employees in Danish regions and municipalities are represented by The Danish Association of Local Government Employees' Organisations (KTO).

Our aim is to promote good management and leadership in Danish municipalities and regions. We gather, develop and share knowledge on better management practice, putting first-rate public leadership on the agenda throughout the Danish public sector.

The collaboration between employers and employee organisations in the public sector ensures that important knowledge from both parties is pooled and used to find a shared response to the specific challenges that confront managers in the public sector on a daily basis.

THE MANAGEMENT HOTHOUSE AIMS TO:

- make sure the debate on management and leadership in municipalities and regions is more focused and methodical. This involves developing management as an independent, professional topic
- create a forum for discussing the workplace and work forms of the future
- work out a development platform that can exist alongside the negotiating platform, to stimulate collaboration in municipalities and regions

- establish specific test and development projects that assess new approaches to management, leadership and collaboration
- communicate and promote the collaborating partners' progress in public management and leadership

The Management Hothouse cultivates good public sector management at all levels – from heads of day care centres to city managers; from hospital managers to regional executive managers. Through specific projects, we generate new knowledge that translates into better management and leadership throughout the Danish public sector.

The Management Hothouse has divided its activities between a board and three network groups. Each group represents one of the following management levels:

- Executive management – e.g. general and administrative managers
- Middle management – e.g. area managers and chiefs of staff
- Heads of public institutions – e.g. hospital matrons, senior medical consultants, headmasters, nursing home managers, etc.

The Management Hothouse also runs an online platform www.lederweb.dk where managers can get free articles and updates on the latest research and tools for use in municipal and regional management. So far, this is the most visited site on public management in Denmark.

Successful managers in the public sector

Try asking a number of executive managers in the public sector to identify their most successful managers. And ask employees in their organisation to do the same. Then select the managers that rank highest on both lists. Interview them, and talk to their superiors and staff members to find out what makes these people so special.

The Management Hothouse used this approach to uncover the qualities that made certain managers in municipalities and hospitals particularly successful. We narrowed our findings down to five key criteria for success:

THE SUCCESSFUL MUNICIPAL MANAGER'S SHOWS:

- **an understanding of people** – the manager reads and understands human relationships
- **true sparring skills** – the manager inspires trust and invites dialogue
- **active leadership** – the manager is prompt and direct in his/her interventions
- **a capacity to delegate** – the manager insists on delegating tasks and responsibilities
- **firm grounding, even under pressure** – the manager sticks to his/her principles and values – also when they are being challenged

THE SUCCESSFUL HOSPITAL SERVICE MANAGER HAS:

- **genuine empathy** – the manager shows real interest and respect for others
- **a rational approach to problem solving** – the manager handles difficult situations calmly
- **clear communication skills** – the manager communicates clearly with everyone
- **strategic creativity** – the manager is involved in relevant strategic issues
- **professional energy** – the manager is committed to getting the organisation to perform

Code on Good Management and Leadership Practice

Municipal and regional managers, researchers and various organisations have used our Code on Good Management and Leadership Practice to define good management in municipalities and regions.

This code presents 11 statements that identify issues that all managers – irrespective of profession, sector or level – need to take on board in order to practice good leadership.

These statements are not a set of rules that managers have to follow. They are simply a source of inspiration or a guide to self-reflection.

A number of municipal and regional workplaces already use our Code on Good Management and Leadership Practice to help them develop their management platform and leadership strategies.

STATEMENTS:

1. I take responsibility for my leadership
2. I know the boundaries of my professional space and the political context I am a part of
3. I know and understand the professional context I am part of
4. I create an organisation in which we meet citizens at their level
5. I communicate political and administrative decisions clearly
6. I practice purposeful leadership to achieve better results
7. I work to build a 'we' culture in my organisation, and I promote our workplace in the outside world
8. I create job satisfaction and a good working life for each member of staff
9. I allow room for reflection and innovation
10. I reflect on and develop my leadership skills
11. I see my organisation as part of a diverse world

Other products from The Management Hothouse

Management without boundaries – how managers ensure job satisfaction among their employees and reduce stress in an organisation in which job functions are no longer defined by traditional professional boundaries.

Management evaluation guide – ‘need to know’ issues for the evaluation of leadership. The guide presents ten principles on how to conduct leadership evaluation.

Everyday innovation – ten simple ways managers can stimulate innovation in their daily life.

Managing managers – a video tool to support executive and general managers in their discussion of good management ... of managers.

LEAN – working together to create an effective organisation – articles, case stories, tools and theoretical background on Lean.

Find the right manager – a guide to the recruitment of municipal and regional managers.

Get new managers off to a smooth start – how to give new managers the best conditions in which to exercise leadership.

Networking managers – tools and advice on strategic co-manager networks.

Making mergers work – the challenges and dilemmas that confront managers in charge of mergers, and how to overcome them.

Strategic management in a time of reform – public executive managers share their experiences and reflections on the strategic aspects of the Danish Structural Reform (2007).

Collective management – articles on the management challenges involved in the Danish Structural Reform, as experienced by public executive managers.

...and more products are underway.

All products from The Management Hothouse focus on the specific, daily challenges that face managers. And they are all based on the experiences and responses of employees and managers in the public sector.





The Management Hothouse is a unique partnership between Danish trade unions and public sector employers. This brochure presents selected management and leadership projects developed by The Management Hothouse.

To learn more, visit us at www.lederweb.dk