This Minicourse focuses on the Issues of Management and Leadership. Management and Leadership are of course intertwined but there are differences. Management is a position; Leadership is a role. Management “getting work done through others”; Leaders point to the direction work should take. Managers routinize and regulate; leaders question and disrupt. Managers are “on the dance floor”; leaders are on the balcony. Managers innovate; leaders invent. This Mini focuses on Management mostly, while the Executive leadership Mini focuses on leadership. Both foci use the same overall conceptual framework – the 7 Cs. These are conceptualizations (of organizations and their executive leaders) as follows:

1. Characteristics of Managers and Executive Leaders,
2. Crucibles (signature events that shape the Manager/Executive Leader)
3. Collaborations (key helpers and supporters)
4. Competencies needed by Managers/Executive Leaders,
5. Conditions in which the Manager/Executive leader works (the agency structure and culture),
6. Contexts (what is going on outside the agency) and
7. Change (kinds of change, managing change, personal elements of change)

Because of the intensive nature of this offering, participants are encouraged to spend some time ahead preparing. For example, reading in the area of management/executive leadership is appropriate, and it could be connected with the management development plan. Participants are encouraged to review this entire document and become familiar with the topics and their flow. Participants are asked to read the Organizational Theory piece and 7 C theory of Executive Leadership before the first session.
Assignment. Apart from attendance and participation, each student will also complete a 1500 word Personal Management Development Plan. The following is a general template.

In Session 4 we will thumbnail this assignment, which is not actually due until February 13th. Please place in my doorbox by noon.

Grading is S/U

Participants at the end of session 1 will select a management task to try and we will report back at the beginning of the next session.
In this session the overall structure and elements of the minicourse are presented. We will cover material on the nonprofit sector. A brief discussion of organizational theory is presented. The 7 C framework is presented, Some organizational Theory is presented, including a discussion of organizational structure.

Read: Organizational Theory Piece
The 7C piece
Slides 1-24

Session 2  
Getting Into Management  
January 10th PM

We begin with a discussion of different ways social workers enter management, follow with a discussion of high performing Organizations, review managing 5 ways, Discuss the skill hierarchy and differences between management and leadership

Slides 25-41
Session 3

January 24th AM

Report on what you tried.
Planning, Programming, Strategic Planning, Gantt & PERT
Slides 48-57

January 24th PM

Project Management and Costs of Change
Slides 57-End

Readings

Tropman and Wooten
Tropman and Nicklett
Skills the Nonprofit Sector Requires
Source Readings

Tropman, John  *Supervision and Management in Nonprofits and the Human Services*

[Image]

Cumbay, Tracy  *Managing all-in-one for Dummies*

[Image]

Kettner, Peter,  *Achieving Excellence in the Management of Nonprofit Organizations*

[Image]

Tropman and Wooten,  *The 7 Cs*
Tropman  And Nicklett  *Organizational theory*