

What can the leader's vision of leadership say about organisations opportunities to meet future demands and challenges?

Today we experience a huge global competition that demands efficiency and short-term optimisation of each company and organisation. However, in order to survive the companies and organisations must also think and act on long-terms. These challenges put very high demands on the company and organization's management group. For many public companies the situation is that their budgets for education and development have been reduced. The management group has strong focused on delivering results at minimum cost.

The main purposes of organisations, whether private or public, are to meet a target or provide a service. What will happen in an organisation dealing with education, if the long-term perspective, including the need for development and renewal, are downgraded at the expense of short-term goals?

How can I understand leader's views on good management through the Leadership Pipeline?

For the first line manager good management seems to be about setting goals and define criteria for good problem-solving. Good management also appears to be about creating and maintaining the big picture. Finally, good management seems to be about acknowledgement and situated management.

For the manager of manager good management seems to be about having a unified management perspective, for example in relation to seeing own area of responsibility in conjunction with other parts of the organisation. Good management also appears to be about ensuring match of expectations.

For the functional manager good management seems to be about achieving results by having a spacious and an appreciative approach to management. Good management also appears to be about delegation of assignments and responsibilities, and communication of visions.

For the enterprise manager good management seems to be about perceiving the organisation as one common unit. And good management seems also to be about having a holistic approach and to ensure that it makes sense to the functional managers.

When managers are having this point of view to management, what are then the learning implications of the organisation's ability to meet future needs and challenges?

Opportunities for learning seem to be present. The question is how the managers prioritise and what context for stimulating reflection they choose. As long as the managers are stimulating single-loop learning the opportunities to respond to future needs and challenges are not being addressed.

Thus, the learning effect seems to be dependent on the managers' attention, priority and skills - as well as to which extent the leaders are aware of managing in both short term and a long term perspective.