



**EVOLVING STRATEGIES
TO OVERCOME NEW
CHALLENGES IN
UNIVERSITY
ADMINISTRATION**

CHIEF MOJISOLA LADIPO, mni

our world is changing at a much faster pace

that we can comprehend it and **our**

identities are 'continually being built

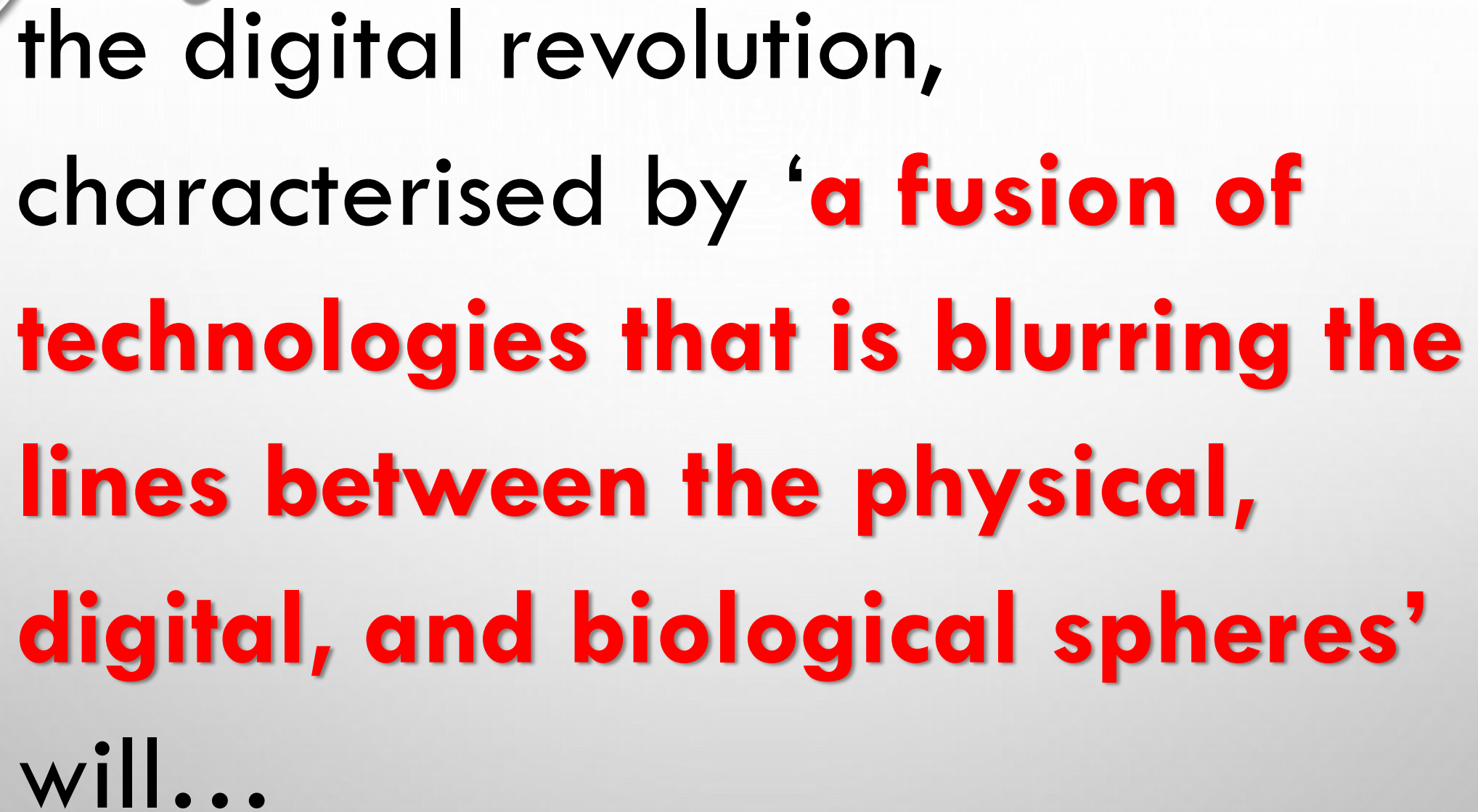
and modified by the second, driven

by advances in science, technology,

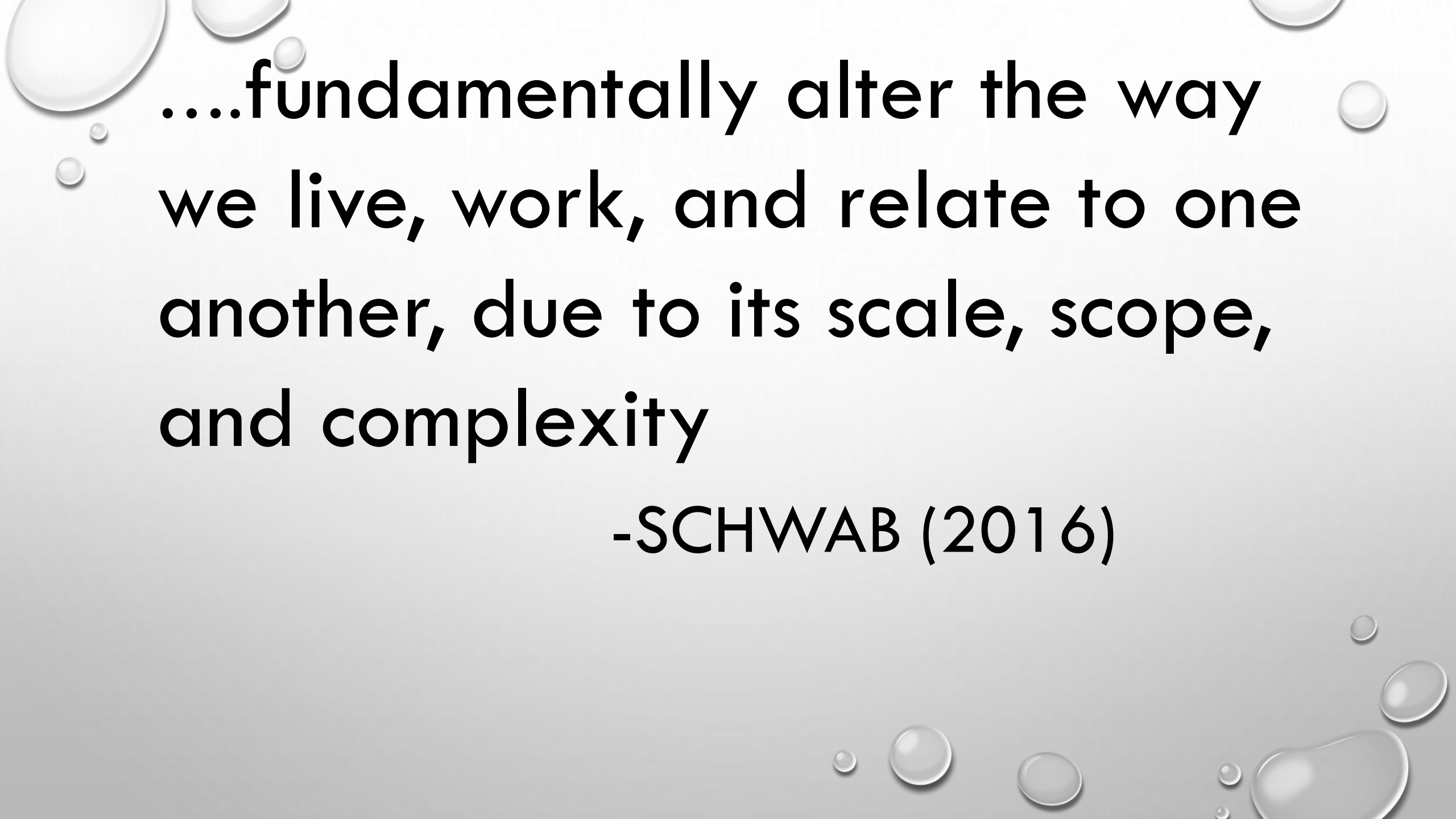
medicine, population demography,

among others

- BERTMAN (2006)

The background of the slide is a light gray gradient, decorated with several realistic water droplets of various sizes. Some droplets are in the top left corner, some are in the top right, and a cluster of droplets is in the bottom right corner. The text is centered on the slide.

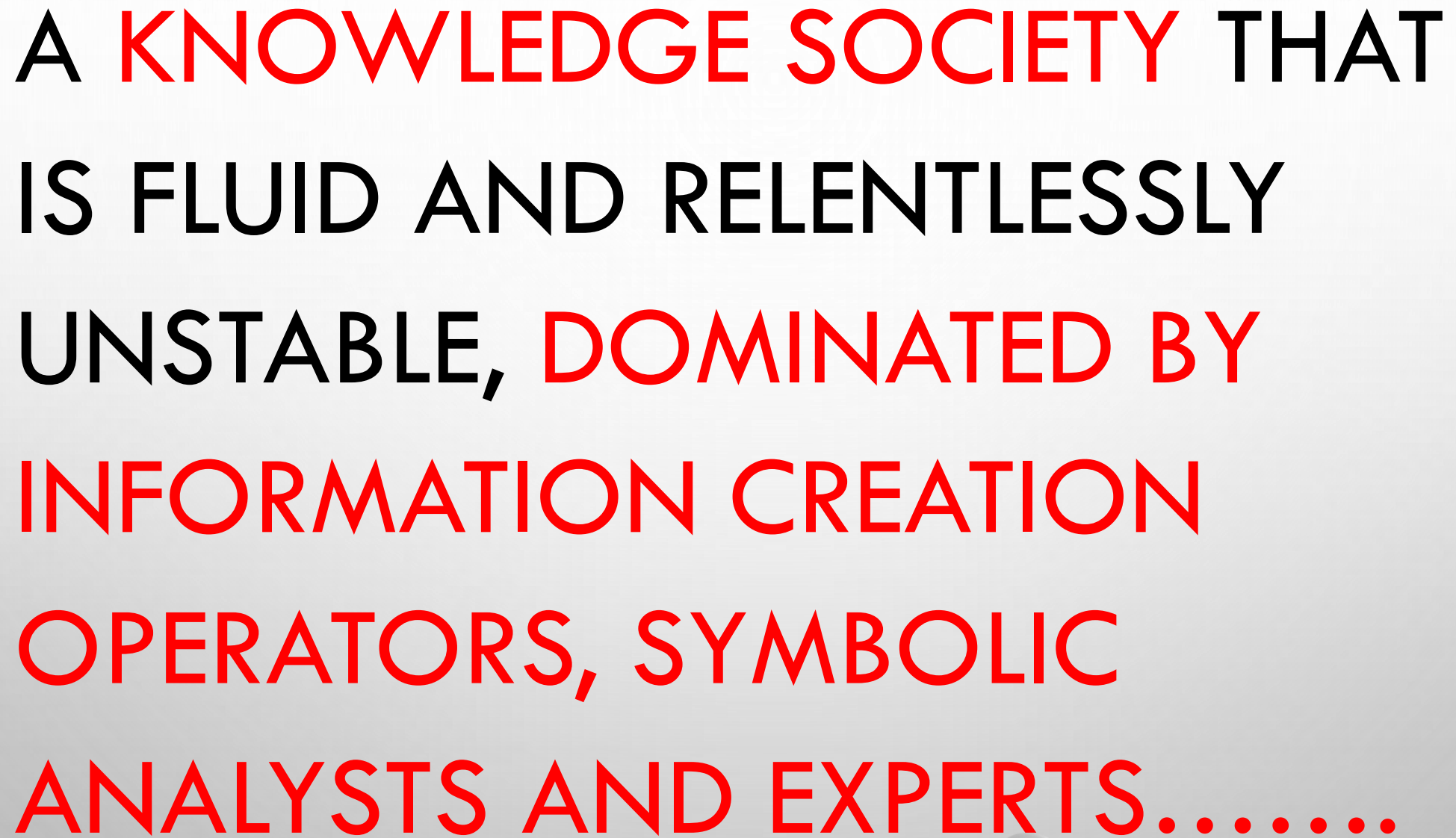
the digital revolution,
characterised by **‘a fusion of
technologies that is blurring the
lines between the physical,
digital, and biological spheres’**
will...

The background of the slide is a light gray gradient, decorated with several realistic water droplets of various sizes. Some droplets are in the top-left corner, some are in the top-right, and a cluster of droplets is in the bottom-right corner. The text is centered and reads:

....fundamentally alter the way
we live, work, and relate to one
another, due to its scale, scope,
and complexity

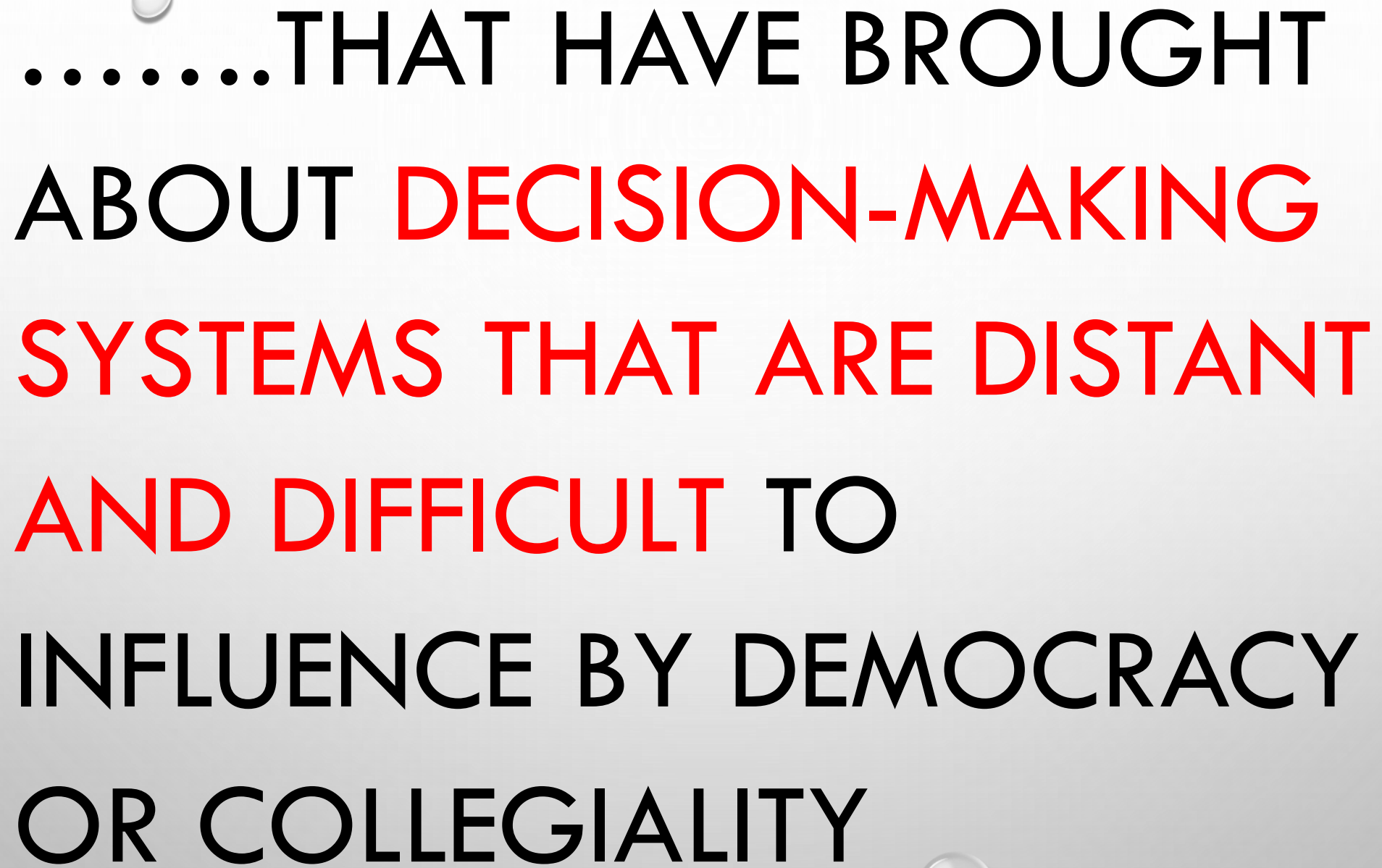
-SCHWAB (2016)

- A **DISRUPTION** OF ALMOST EVERY INDUSTRY AND A **TRANSFORMATION** OF 'ENTIRE SYSTEMS OF PRODUCTION, MANAGEMENT AND GOVERNANCE'

The image features a light gray background with several realistic water droplets of various sizes scattered around the text. The droplets have highlights and shadows, giving them a three-dimensional appearance. The text is centered and reads:

A **KNOWLEDGE SOCIETY** THAT
IS FLUID AND RELENTLESSLY
UNSTABLE, **DOMINATED BY**
INFORMATION CREATION
OPERATORS, SYMBOLIC
ANALYSTS AND EXPERTS.....

- A NEW CONCEPT OF **THE WORLD OF WORK AND THE HUMAN AGENDA** ARE DRIVING EMPLOYMENT, COMPENSATION, RETENTION, QUALITY AND QUANTITY OF EMPLOYEES, GENDER ISSUES, HIERARCHY, LOYALTY AND ACCESS TO INFORMATION.

The background of the slide is a light gray gradient, decorated with several realistic water droplets of various sizes. Some droplets are in the top-left corner, some in the top-right, and a cluster of larger droplets is in the bottom-right corner. The text is centered and reads:THAT HAVE BROUGHT ABOUT **DECISION-MAKING** **SYSTEMS THAT ARE DISTANT** **AND DIFFICULT TO** INFLUENCE BY DEMOCRACY OR COLLEGIALLYITY

.....THAT HAVE BROUGHT
ABOUT **DECISION-MAKING**
SYSTEMS THAT ARE DISTANT
AND DIFFICULT TO
INFLUENCE BY DEMOCRACY
OR COLLEGIALLYITY

- 
- **THE CHALLENGES IN
UNIVERSITY
ADMINISTRATION,
MANAGEMENT AND
GOVERNANCE CANNOT BE
DIVORCED FROM GLOBAL
AND LOCAL DEVELOPMENTS**

- IDENTIFY THE DEVELOPMENTS GLOBALLY THAT ARE IMPACTING OUR EVERYDAY LIVES AND CHANGING THE CONCEPT OF WORK AND THE WORKPLACE AND THE SOCIETY IN GENERAL



- **DEFINE THE EFFECTS ON UNIVERSITY OPERATIONS, MANAGEMENT AND ADMINISTRATION**

- **CONSIDER THE STRATEGIES AND COMPETENCIES NEEDED, IN THE LIGHT OF GLOBAL BEST PRACTICES, TO MANAGE THESE IMPACTS**



The image features a light gray background with a subtle grid pattern. In the top-left and bottom-right corners, there are several realistic water droplets of varying sizes, some overlapping. The text is centered in the middle of the page.

THE GLOBAL CHALLENGES

- THE DIGITAL REVOLUTION
AND THE INFORMATION AGE
- THE CHANGING WORLD OF
WORK
- EROSION OF INSTITUTIONAL
AUTONOMY

The image features a light gray background with a subtle grid pattern. In the top-left and bottom-right corners, there are several realistic water droplets of various sizes, some overlapping. The text is centered in the middle of the page.

A FEW PREDICTIONS FROM THE PAST

- IN 1873, SIR JOHN ERIC ERIKSEN, THE SURGEON-EXTRAORDINARY TO QUEEN VICTORIA SAID: “THE ABDOMEN, THE CHEST, AND THE BRAIN WILL FOREVER BE SHUT FROM THE INTRUSION OF THE WISE AND HUMANE SURGEON
- IN 1876, AMERICAN PRESIDENT RUTHERFORD B. HAYES TOLD ALEXANDER GRAHAM BELL: “THE TELEPHONE IS AN AMAZING INVENTION, BUT WHO WOULD EVER WANT TO USE ONE?”

- IN 1939, THE *NEW YORK TIMES* PROCLAIMED: “THE PROBLEM WITH TELEVISION IS THAT THE PEOPLE MUST SIT AND KEEP THEIR EYES GLUED ON A SCREEN; THE AVERAGE AMERICAN FAMILY HAS NO TIME FOR IT.”
- IN 1949, MATHEMATICIAN JOHN VON NEUMANN SAID: “IT WOULD APPEAR THAT WE HAVE REACHED THE LIMITS OF WHAT IS POSSIBLE TO ACHIEVE WITH COMPUTER TECHNOLOGY.”



- THE EVENTS AND IMPACTS OF **CHANGE ON THE INDUSTRIAL REVOLUTIONS** PROFOUNDLY AFFECTED SOCIETY AND ESPECIALLY THE WORKPLACE IN MANY DIMENSIONS AND BROUGHT US TO WHERE WE ARE TODAY



THE INDUSTRIAL REVOLUTIONS

We Are All Moving Forward



1st Industrial Revolution
STEAM

1700s



2nd Industrial Revolution
ELECTRICITY

1800s



3rd Industrial Revolution
COMPUTING

1900s



4th Industrial Revolution
CONNECTED

Today

FOURTH INDUSTRIAL REVOLUTION



THESE DEVELOPMENTS HAVE
CONVERGED AND LED TO THE DIGITAL
AND INFORMATION AGE, ALTERED
THEORIES OF MANAGEMENT AND
ENTERPRISE, REDEFINED PHYSICAL AND
SPATIAL IDEA OF THE WORKPLACE
INCLUDING TEACHING, LEARNING AND
SERVICE TO SOCIETY.



**TECHNOLOGY, THE DIGITAL
REVOLUTION**

&

THE INFORMATION AGE





THE DIGITAL REVOLUTION

- THAT SHIFT FROM THE MECHANICAL AND ANALOGUE ELECTRONICS TO THE ADOPTION AND PROLIFERATION OF DIGITAL COMPUTERS AND DIGITAL RECORD KEEPING AND ITS DERIVED TECHNOLOGIES THE INTERNET AND CELLULAR PHONES.

Top 10 skills

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity

From management of work to

- Team work
- Emotional Intelligence,
- Facilitation



Source: Future of Jobs Report, World Economic Forum

- **CRITICAL SKILLS :**
- **PEOPLE MANAGEMENT**
- **EMOTIONAL
INTELLIGENCE**
- **COGNITIVE FLEXIBILITY**

- **UNIVERSITIES ARE
INCREASINGLY BECOMING
TECHNOLOGY-ENABLED,
AUTOMATING MUNDANE
ADMINISTRATIVE AND
TECHNICAL JOBS**

- THE GOOD NEWS IS UNIVERSITIES CAN ACHIEVE THEIR OBJECTIVES AND ENHANCE TEACHING, LEARNING AND MANAGEMENT MORE EFFICIENTLY AND EFFECTIVELY WITH LESS 'PEOPLE CLUTTER'

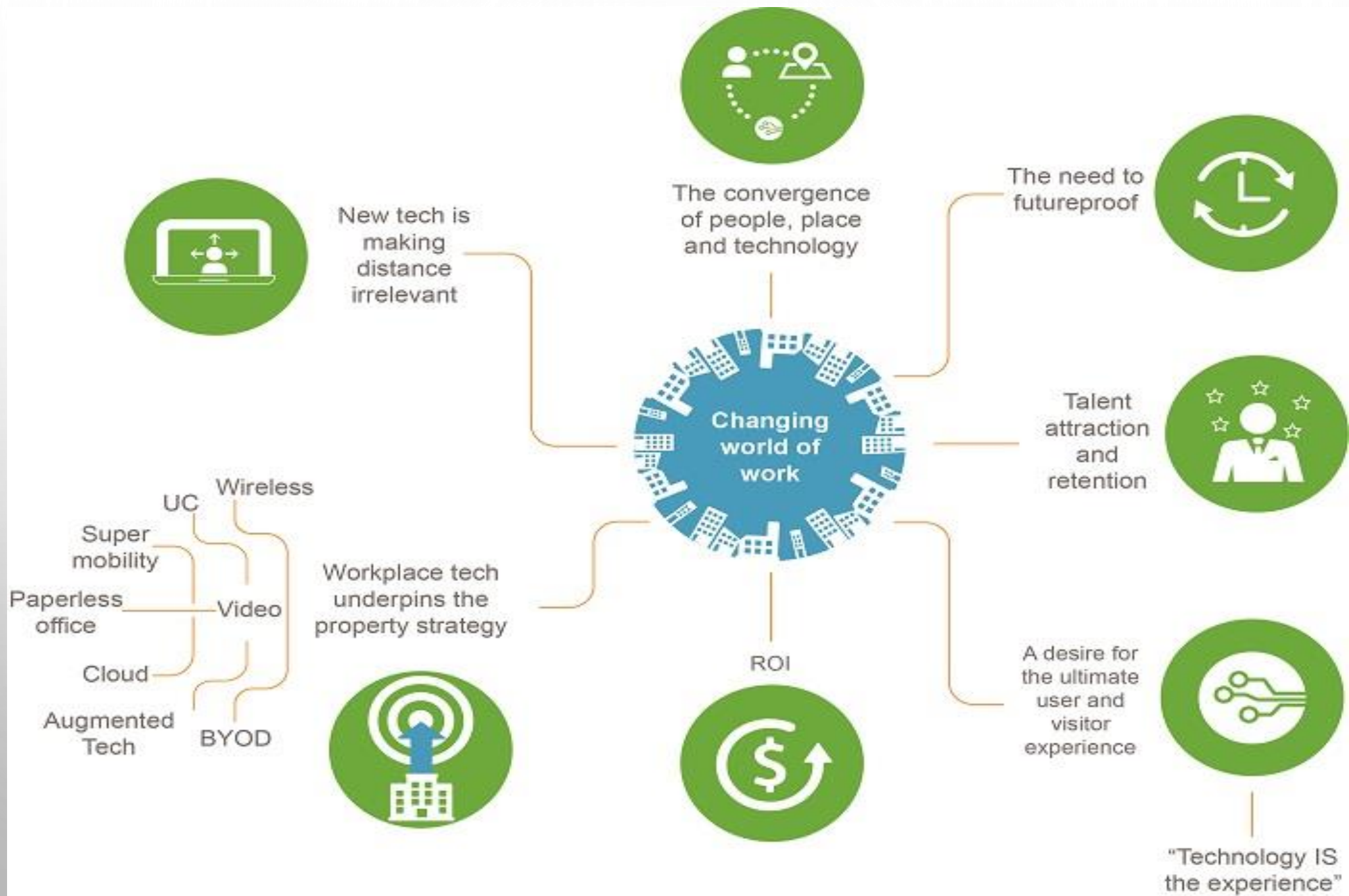
- THE DISPLACEMENT OF WORKERS BY TECHNOLOGY WILL, IN AGGREGATE, RESULT IN A **NET INCREASE IN SAFE AND REWARDING JOBS**, OPENING UP **NEW SPECIALISATIONS AND THEIR SPIN-OFFS** WITH ATTENDANT IMPLICATIONS FOR GOVERNANCE, MANAGEMENT, PROFESSIONALS AND ADMINISTRATORS.



- **THE CHANGING WORLD
OF WORK**

THE FIVE TRENDS SHAPING THE FUTURE OF WORK





- ‘THIS KNOWLEDGE SOCIETY DRIVEN BY SCIENTIFIC AND TECHNOLOGICAL ADVANCEMENT, SPORADIC EDUCATION HAS HAD TO GIVE WAY TO LIFE-LONG LEARNING’, WHICH WOULD INCLUDE NEW SKILLS AND COMPETENCIES..’

- GRANADOS (2011)

- **‘MULTIPLE GENERATIONS STRADDLING AT LEAST THREE TO FOUR GENERATIONS CONSISTING OF BABY BOOMERS, GENERATION X, MILLENNIALS, AND GENERATION Z’ ALL CONVERGING IN THE WORK-PLACE AT THE SAME TIME’**

- PONLE (2019)



THE MILLENNIALS & GENERATION Z



- ‘DIGITAL NATIVES’
- HIGHLY MOBILE AND DYNAMIC
- PREFERENCE FOR JOB SATISFACTION
BASED ON ‘FREE FLOW OF
INFORMATION, FLAT CORPORATE
CULTURE AND MORE IMMEDIATE
FEEDBACK



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The Five Trends Shaping the Future of Work

- CHALLENGE OF TALENT MANAGEMENT, STAFF DEVELOPMENT AND TRAINING, RETENTION AND COMPENSATION IN HUMAN RESOURCE MANAGEMENT
- CHALLENGES THE ABILITY AND CAPACITY OF THE REGISTRY TO DELIVER EXCELLENT SERVICE FOR THE ACTUALISATION OF UNIVERSITY MISSION

- TASKS THE INGENUITY AND INNOVATIVENESS OF THE REGISTRAR IN THE MAINTENANCE OF THE BUREAUCRACY FOR THE COORDINATION OF ACTIVITIES IN THE UNIVERSITY, OPERATING THE COLLEGIATE STRUCTURE AND MAINTAINING CONTINUITY AND PRESERVATION OF INSTITUTIONAL MEMORY

- **THE WEAKENING INFLUENCE OF TRADITIONAL REGULATIONS AND THE EMERGENCE OF NEW COMPETITIVE FORCES, DRIVEN BY CHANGING SOCIETAL NEEDS, ECONOMIC REALITIES, AND TECHNOLOGY, ARE ALREADY DRIVING A RESTRUCTURING OF THE MANAGEMENT OF UNIVERSITIES AND THE WAY WE ADMINISTER**



- **EROSION OF INSTITUTIONAL
AUTONOMY**

- **GOVERNMENT INTERFERENCE
AND MICRO-MANAGEMENT**
- **OVERBEARING COUNCIL
CHAIRMEN**
- **EXTERNALISATION OF ISSUES**

STRATEGY

A HIGH-LEVEL PLAN TO ACHIEVE
ONE OR MORE GOALS UNDER
CONDITIONS OF UNCERTAINTY
TO GET TO 'DESIRABLE ENDS
WITH AVAILABLE MEANS.'

•THE CAREER ADMINISTRATOR WHO WILL SURVIVE THIS ONSLAUGHT IS NOT JUST A GENERALIST, BUT ONE WHO IS NO LONGER CONTENT, JUST TO RECORD OTHER PEOPLE'S OPINION OR BE A CHIEF CLERK, FILING AWAY UNIVERSITY RECORDS.

- **THE ADMINISTRATOR MUST BE PROACTIVE, ABLE TO ADAPT TO THE CONSTANTLY CHANGING ENVIRONMENT AND RESPONSIVE TO THE NEEDS OF THE CUSTOMER AND THE VARIOUS PUBLICS THAT THEY SERVE**



- **THE WAY FORWARD**

- TECHNOLOGICAL SKILLS AND MANAGEMENT KNOWLEDGE ARE MANDATOR

- SOFT SKILLS, EMOTIONAL INTELLIGENCE AND OPEN-MINDEDNESS ARE MORE CRITICAL

Top 10 skills

in 2020

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- **ONE-CAP-FITS-ALL SOLUTIONS,
EITHER IN ADDRESSING STUDENT
MATTERS, HUMAN RESOURCE
ISSUES OR CUSTOMER SERVICE
ARE NO LONGER FEASIBLE**

- THE ERA OF BEING HIRED FOR A PARTICULAR ROLE AS A LONG-TERM CAREER IS DEAD WITH THIS GENERATION. THEREFORE, CONTINUOUS AND DELIBERATE SUCCESSION PLANNING AND TALENT MANAGEMENT ARE ESSENTIAL FOR CREATING A VIRILE GROUP OF LEADERS AND SENIOR MANAGEMENT

- . DEVELOPMENT OF LEADERSHIP QUALITIES FROM THE MIDDLE-LEVEL TO INCLUDE PERSONAL RESILIENCE, EMOTIONAL INTELLIGENCE AND COGNITIVE FLEXIBILITY

- ENCOURAGEMENT OF TEAM WORK ACROSS SPECIALITIES TO INSPIRE APPRECIATION OF CROSS-CULTURAL, CROSS-GENERATIONAL AND CROSS-SPECIALITY ATTRIBUTES AND CONTRIBUTIONS.

- OPENNESS TO AND WILLINGNESS TO EMBRACE CHANGE FOR PERSONAL DEVELOPMENT AND INSTITUTIONAL ADVANCEMENT.



- **CONCLUSION**

- WE EXAMINED SOME OF THE GLOBAL CHANGES THAT HAD DRIVEN SOCIETY OVER TIME, CUMULATING IN THE FOUR INDUSTRIAL REVOLUTIONS THAT HAVE SHAPED AMONG OTHER THINGS THE WORLD OF WORK

- ATTENTION TO THE DIGITAL REVOLUTION AND THE INFORMATION AGE, THE CHANGING WORLD OF WORK GLOBALLY AND LOCALLY

- **THE CONVERGENCE OF MANY GENERATIONS IN THE WORKPLACE AND ESPECIALLY THE PECULIARITIES OF THE MILLENNIALS AND THE Z GENERATION AND THE EFFECT OF THEIR HIGH MOBILITY AND DIFFERENT WORLD VIEW ON LABOUR STABILITY IN OUR REGISTRIES.**

- EROSION OF INSTITUTIONAL AUTONOMY IN GOVERNANCE AND ADMINISTRATION AND THE RESULTANT WEAKENING OF THE EFFICACY OF THE LAWS, RULES AND REGULATIONS IN GOVERNANCE, MANAGEMENT AND DAY-TO-DAY ADMINISTRATION

- A TOTAL COMMITMENT TO EMBRACING CHANGE, EVOLVING TO SERVE A NEW AGE WITH CREATIVITY, ACQUIRING NEW SKILLS, ESPECIALLY SOFT SKILLS THAT ARE RESPONSIVE AND EMOTIONAL INTELLIGENCE THAT ENABLES THE ADMINISTRATOR TO DEAL WITH ISSUES, SOMETIMES OUTSIDE THE TRADITIONAL DEFINITION OF THEIR ROLE.



- **THANK YOU ALL**