

Looking down-Reaching out
The university in the 21st century

*Perspectivas de la Gestión en
la Universidad del Siglo XX*

Regarder d'en haut- tisser des liens
l'université au 21^e siècle



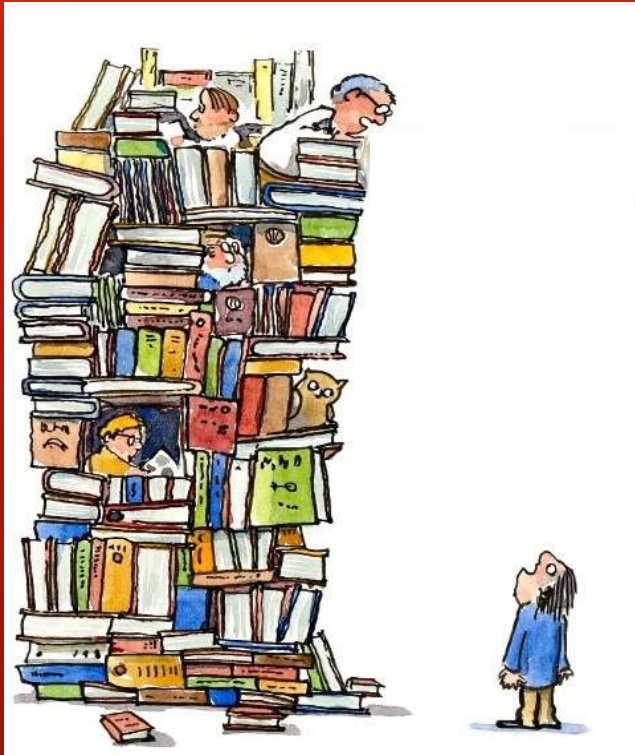
Mintzberg & Mintzberg

Inter-American Organization for Higher Education
April 19, 2021

Shaker la cabane: réflexions sur l'université actuelle



Ivory Tower model Looking down



Perched
Objective
Rigor
Evidence

Octopus model Reaching out

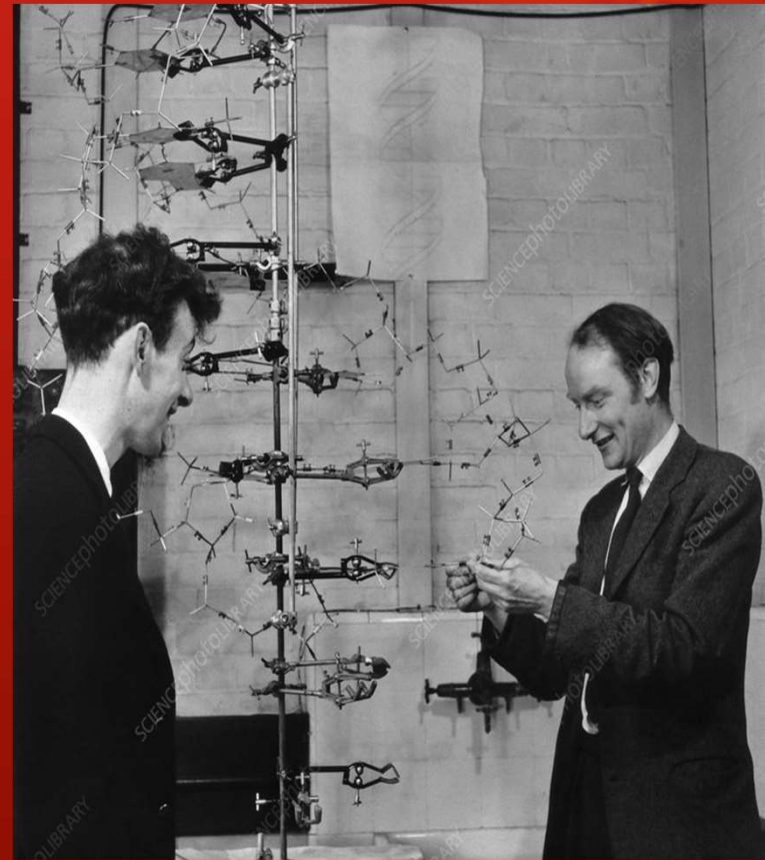


Grounded
Connected
Relevance
Experience

Researching



Looking down



Reaching out

Disseminating

Broadening End-of-Life Comfort to Improve Palliative Care Practices in Long Term Care

Tamara Sussman,¹ Sharon Kaasalainen,² Susan Mintzberg,¹ Shane Sinclair,³ Laurel Young,⁴ Jenny Ploeg,² Valérie Bourgeois-Guérin,⁵ Genevieve Thompson,⁶ Lorraine Venturato,³ Marie Earl,⁷ Patricia Strachan,² John J. You,⁸ Robin Bonifas,⁹ and Margaret McKee¹⁰

RÉSUMÉ

Cette étude qualitative canadienne rapporte les résultats de 19 groupes de discussion comprenant 117 participants, incluant des bénéficiaires, des familles et des membres du personnel. Elle avait pour objectifs : 1) d'explorer les soins palliatifs offerts en soins de longue durée (SLD) en vue de faire face aux tensions associées à la prestation de soins aux personnes qui sont encore bien vivantes et celles en fin de vie dans une même communauté de soins et 2) d'identifier des améliorations qui pourraient être apportées aux pratiques en soins palliatifs afin de mieux répondre aux besoins de tous les bénéficiaires en vie ou mourants dans les établissements de SLD, ainsi que celles des familles et du personnel qui leur apportent du soutien. Notre étude a montré que les perspectives liées au confort en fin de vie du personnel en SLD, celles des bénéficiaires et de leurs familles étaient appliquées à ceux qui se trouvaient en fin de vie ou aux familles qui les soutenaient. Cette compréhension du confort limitait l'intégration des principes de soins palliatifs lors des derniers jours de vie des bénéficiaires. Les résultats de notre étude ont aussi suggéré que le fait de recueillir les perceptions des bénéficiaires liées au confort en fin de vie, de partager l'information à propos de la mort d'un bénéficiaire d'une manière plus personnelle, et de s'assurer que les bénéficiaires, leurs familles et le personnel aient des occasions de participer dans les soins de confort pour les bénéficiaires mourants pouvaient accroître le confort en fin de vie et soutenir une plus grande intégration des principes de soins palliatifs en SLD.

ABSTRACT

This study aimed to (1) explore how palliative care in long-term care (LTC) addresses the tensions associated with caring for the living and dying within one care community, and (2) to inform how palliative care practices may be improved to better address the needs of all residents living and dying in LTC as well as those of the families and support staff. This article reports findings from 19 focus groups and 117 participants. Study findings reveal that LTC home staff, resident, and family perspectives of end-of-life comfort applied to those who were actively dying and to their families. Our findings further suggest that eliciting residents' perceptions of end-of-life comfort, sharing information about a fellow resident's death more personally, and ensuring that residents, families, and staff can constructively participate in providing comfort care to dying residents could extend the purview of end-of-life comfort and support expanded integration of palliative principles within LTC.

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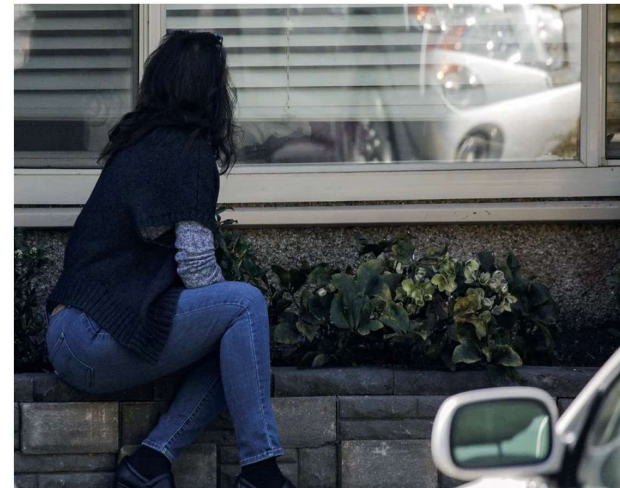
MONTREAL GAZETTE

Opinion / Columnists

Opinion: It's essential to allow families back into seniors' residences

Let's open our eyes wider and be honest about the role of families in long-term care homes. They are not merely visitors or guests.

Susan Mintzberg • Special to Montreal Gazette
Apr 14, 2020 • April 14, 2020 • 3 minute read • 5 Comments



Looking down

Reaching out

Educating



Looking down



Reaching out

Administrating

"Top" management

Maestro myth

Machine model

Strategic planning

Measuring like mad

University as business

Grounded management

Communityship

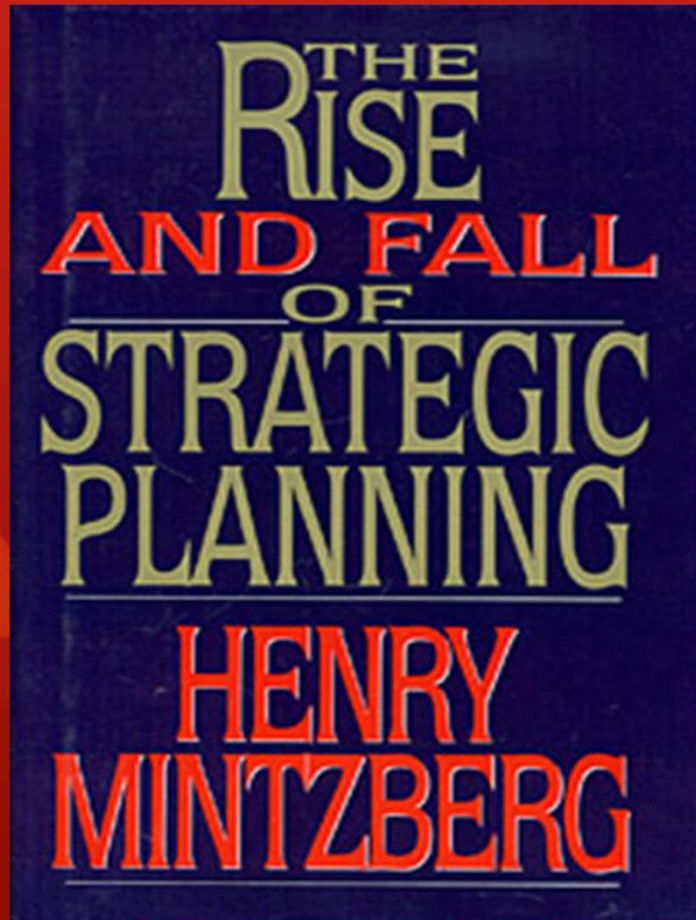
Professional model

Strategic venturing

Serving with soul

University with mission

Strategy



Looking down

Strategic Management Upside Down: Tracking Strategies at McGill University from 1829 to 1980

Henry Mintzberg
McGill University

Jan Rose
NPD Group, Inc.

Abstract

A number of the fundamental premises of strategic management are put into question in a study that tracks the realized strategies of a prominent university over a century and an half. Amidst continual change in detail, there was remarkable stability in the aggregate, and nothing resembling quantum or revolutionary change in strategy ever occurred. This may be explained in some of the terms most popular in business today: "empowerment", "venturing", and especially "knowledge work". Thus, while the typical university may seem very different from the typical corporation, its behaviour may in fact contain sobering messages for the strategic management of businesses.

Résumé

Le présent article suit, sur une période de plus d'un siècle et demi, l'évolution des stratégies d'une université bien connue et remet en question un certain nombre de prémisses élémentaires de la gestion stratégique. Au cœur d'incessants changements qui affectent les détails, on note dans l'ensemble une remarquable stabilité et l'absence de tout changement global ou révolutionnaire dans la stratégie. Cette situation peut s'expliquer par les termes les plus en vogue, de nos jours, dans le milieu d'affaires, à savoir : « autonomisation », « développement commercial », et tout particulièrement « travail intellectuel ». Donc, bien que l'université type puisse paraître bien distincte de la compagnie type, son comportement peut en fait contenir d'importants messages pour la gestion stratégique des entreprises.

Frederick W. Taylor (1911) popularized the term "one best way" almost a century ago. It remains alive and well in the thinking of strategic management, which has stepped from one best way to another over the course of its short history: from the strategic planning of the 1960s and 1970s (e.g., Ansoff, 1965; Steiner, 1979), to the strategic positioning of the 1980s (notably Porter, 1980, 1985), to the core competencies of the 1990s (notably Prahalad & Hamel, 1990). That all of this has worked as prescribed remains an open question; that any of it has worked in the university setting is the subject of this paper.

There has certainly been a steady stream of calls over the years for universities to engage in strategic man-

agement and strategic planning (e.g., Holdaway & Meekison, 1990; Hosmer, 1978; Ladd, 1970; Lutz, 1982). Yet seldom have the fundamental differences in strategy been addressed between universities and corporate organizations, for which almost all of these prescriptions have been developed.

Consider mission and product-market strategy, the essence of positioning. The mission of the university is research and teaching: to create and to disseminate knowledge. Yet these, especially research, are largely under the control of individual professors (Hardy, Langley, Mintzberg, & Rose, 1983, 1984). A university of one thousand professors might be described as pursuing one thousand different research strategies, and many different teaching strategies. Other key strategic issues—for example, the hiring of professors and the rules for tenure—are often determined collectively: not by the careful conception described in the strategic management literature so much as in the give and take of complex interactive processes. How, then, do prescriptions

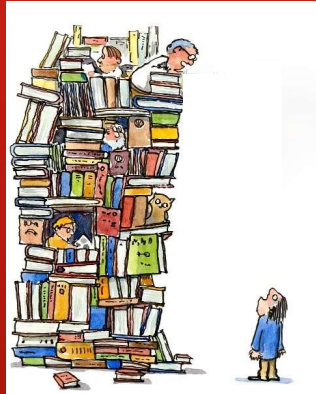
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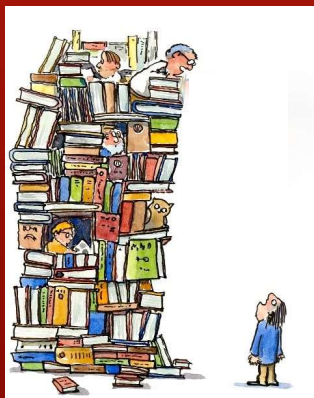
Reaching out

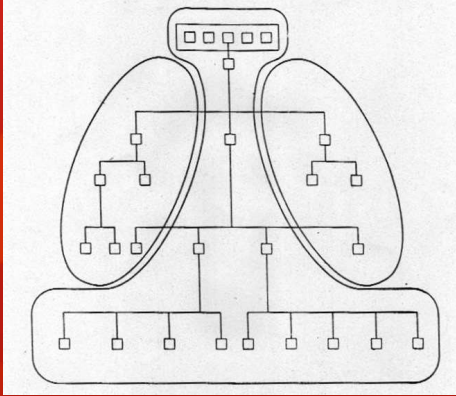
The university in the 21st century

More open and connected...



but away from both extremes...





The times they are a-changin'



Academia pre-pandemic



Academia during pandemic

Onward...



Thank you!

¡Gracias!

Merci!

A few references: Ivory Tower and Octopus style

Henry Mintzberg

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