

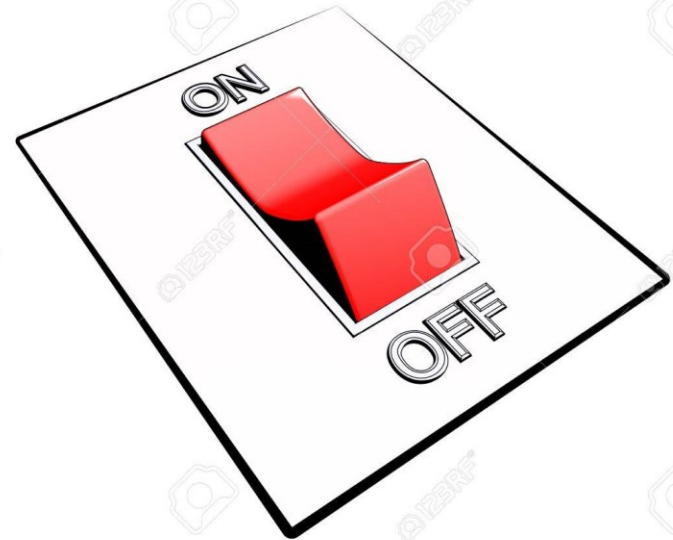
Managing complexity - new requirements for management training in long term care



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„Sei nicht vorbereitet, sei bereit“

„Don't be be
prepared, be ready“



Challenges of VUCA and specific challenges in long-term care are mutually reinforcing

- Volatility
- Uncertainty
- Complexity
- Ambiguity
- Lack of resources
- Staff situation
- Remuneration
- Lack of involvement in decision-making
- Image

„leadership barometer long term care“, Sept 2021,

(Karl Landsteiner Institut für Human Factors & Human Resources EUCUSA)

Managers need the ability to rebalance the complexities

Changes needed (according to the leadership barometer):

- Adaptation of rules for the benefit of the individual
- Increased personal responsibility
- Increased focus on successes
- Improve cooperation

Competences:

- Reduce and overlook complexity, decide consciously
- Ability to communicate clear, fact oriented with emotional impact (downwards and upwards)
- Resilience – to decide and act solution-oriented even under pressure

Enabling managers to find solutions instead of teaching solutions

- **Focus on key qualifications**
- **Focus on diversity**
- **Permanent review of own assumptions on both sides**
- **Value group dynamics as a field of learning**
- **Promote impact-based-thinking**
- **Implementing course content in everyday work**

„Well trained,
educated and
experienced
managers to
provide good
quality social
services in Europe“