

Welcome to Scottish Update

Since our last edition of "Update" there has been a great deal of activity from the Leadership Foundation throughout the UK, but particularly in Scotland.

Many of you will be aware that we built project groups around a number of the issues determined by the needs analysis (see Scottish Update Issue One). In addition we have partnered with Scottish Enterprise and the Scottish Funding Council to run a Masterclass and a "think tank" on Leadership Research Capability.

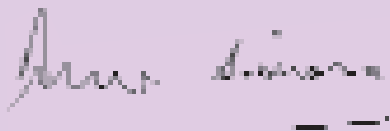
In June, we held our first event around the Framework for Pay Modernisation and in October The Marketing Programme took place in Dundee. Each event was well received and the latter is covered in this edition of Scottish Update.

We have been keen to embrace your feedback and build it into our work. The principals for example, expressed the desire for us to internationalise our work. To this end, I spent part of the summer working with the universities of Hong Kong on a senior leadership programme and in August, we had a visit from Pamela Waller, the former head of staff equity and development at the University of Melbourne to discuss the design and development of Melbourne's Heads Programme. We are continuing to talk to both institutions and hope to use these contacts fruitfully in our new heads of department series which will go live in March 2006, the development and design of this new development project is being supported by the Scottish Funding Council. This will augment the Leadership Foundation's suite of open programmes which includes the Top Management Programme, Senior Strategic Leadership, Preparing for Senior Strategic Leadership and Head of Department Programme and will take account of the special features that are particularly relevant to Scottish institutions.

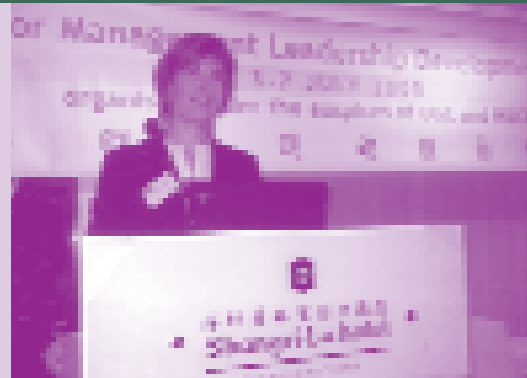
In responding to the demand for more Leader Development, we are partnering with the Scottish Leadership Foundation and will be offering a coaching facility for HEIs in Scotland in 2006. I am most grateful for the support I have received from the Scottish Advisory Group, chaired by Professor Christine Hallett, the principal of the University of Stirling. They are an active sounding board and many members have also been involved in the project groups (see page 3 for the full list of Scottish Advisory Group members). I am also pleased to have Susannah Lane join me as a project administrator, albeit on a part time basis. Susannah has already proved to be a great support as our work continues to blossom.

I hope that you find the Scottish Update of interest and would welcome any feedback from you on the articles, or on any other Leadership Development ideas you have.

Warmest wishes for the festive season.



ANNE SIBBALD
Director, Leadership Development and Diversity
E anne.sibbald@lfhe.ac.uk



ANNE SIBBALD SPEAKING IN HONG KONG LAST SUMMER

SHARING OUR ACHIEVEMENTS

To tell you a little more about our achievements to date and our future delivery plans, on Tuesday 24 January 2006 we are hosting a stakeholder event at the Point Conference Centre in Edinburgh from 10.30 through to 14.30. We are delighted that Professor David Megginson has agreed to give a keynote address on the theme, Organisational Learning. David has had an extensive career in the field of continuing professional development. He has written and researched extensively about mentoring and coaching and has worked with the Royal Bank of Scotland, Pricewaterhouse-Coopers and Commercial Union, to name but a few, in his career as a consultant.

On the day, we also hope to receive feedback from you about your expectations from the Leadership Foundation in the future. Christine Hallett, principal of the University of Stirling, will be chairing the day in her capacity as chair to the Scottish Advisory Group of the Leadership Foundation in Scotland.

If you haven't as yet confirmed your attendance or would like to attend, please contact Susannah Lane.

T: 0131 260 0715

E: susannah@universities-scotland.ac.uk

THE MARKETING PROGRAMME



DELEGATES AT THE MARKETING PROGRAMME DISCUSS STRATEGIES

The Marketing Programme aimed at higher education professionals and self-confessed non-marketers, was successfully delivered at the Dundee Contemporary Arts Centre in October, writes Clare Sender.

Over twenty delegates attended the intensive one-day event which gave higher education staff a comprehensive understanding of the principles and practice of marketing and its importance in the higher education sector.

Marketing skills emerged as an important need within the higher education sector at the LFHE Blue Skies for Strategic Leaders event, held last February, as well as at meetings of the Middle

and Professional Development Sub Committee (Universities Scotland) (MPDSC) Group. Institutions wanted support in this area as they face an increasingly competitive marketplace and an even more complex and diverse set of customer needs from potential students.

The programme was delivered by Rosemary Stamp and Alan Warner, brand directors at Euro RSCG Riley, who were chosen for their experience and expertise in education marketing. Euro RSCG Riley has designed highly successful marketing strategies for several universities throughout the UK, making them well placed to equip an enthusiastic group of higher education professionals with a toolkit of

knowledge and skills and to discuss with colleagues some of the opportunities and challenges in their own institutions.

Concepts of identity and branding were explored; as well as the importance of establishing a genuine customer focus. There was a good balance between theory and hands-on practical sessions which gave delegates the opportunity to apply the concepts to their own institutions.

The Marketing Programme, which was over-subscribed, received extremely positive feedback from delegates:

The team, working behind the scenes on this project, hoped to deliver something that would have a life-span beyond the event itself. We're delighted that the vast majority of delegates indicated that they have returned to their institutions armed with a marketing action plan to implement.

The LFHE is currently looking at the future development of The Marketing Programme within Scotland and in other parts of the UK.

Clare Sender is head of student recruitment & admissions, at the University of Aberdeen and was a member of the development group for The Marketing Programme.

MUSIC TO MY EARS

The Leadership Foundation Staff Development Conference, with the theme of Orchestrating Change: Development Challenges in HE, took place in November in Bristol.

The Orchestrating Change Conference was a welcomed gathering! Scotland is "a wee" country and it was wonderful to have the opportunity to meet with fellow higher education organisational and staff developers and hear some inspirational tales, writes Lisa Lind.

The combination of inspirational speakers, workshops and networking at social events kept the energy, curiosity and learning levels high. I particularly enjoyed the key note speakers Sir Michael Bichard and Baroness Rennie Fritchie who shared their personal insights into the challenges facing individuals in the workplace and how these challenges might be overcome. Their "human approach" to leadership struck me and it was wonderful to hear two key leaders speak about the people side of organisations and not focus on strategies, finance and action plans. Additionally the wonderful workshop led by Jonathan Wyatt, University of Oxford which explored the unconscious at work, again confirmed the need for focus on the human element of organisational life and the need to constantly question our beliefs and

assumptions and ways of doing things. We should engage in true dialogue with our colleagues and stakeholders about how to improve things.

The need to constantly develop the creative element of our working lives was also explored. On one occasion we created "a sea symphony" through the creative use of a variety of objects and working as a team. Neil Oliver of Keele University explored the use of poetry in developing organisations and people. It was completely inspiring!

Higher education is currently experiencing huge change and organisational development and on top of that my own institution is going through the process of applying for university status and also preparing for relocation in 2007. Exciting times all round!! The successful transition of where we are all now and where we want to be is very much down to the "people making it happen" and organisational, leadership and staff development should be at the core.

The conference confirmed for me that organisational and people developers are now being given a wonderful opportunity to "shine" and contribute to the continued success of higher education in the UK.

Lisa Lind, development adviser, HR, joined Queen Margaret University College in March 2005 and this was her first Staff Development Conference.

Some feedback from The Marketing Programme participants:

"Good induction to marketing principles and excellent advice on how to apply these to the higher education environment"
University of Stirling

"Extremely informative and provided greater knowledge and understanding in order to deal with internal customers who do not understand the concept of marketing"
University of Aberdeen

"Really enjoyed the practical elements and it was very well run"
University of Edinburgh

THE ADVISORS

The Leadership Foundation is grateful to the ongoing support that it receives from the Scottish Advisory Group. The involvement of members in the project groups ensures that our programmes meet the needs of Scottish HEIs. Members include:

- David Briggs, Director of Human Resources, The Robert Gordon University
- Frances Dow, Honorary Fellow, University of Edinburgh
- Dr David Duncan, Secretary to the University of Dundee
- Professor Christine Hallett, Principal and Vice-Chancellor, University of Stirling (Chair of the Scottish Advisory Group)
- Ann Kettle, Honorary Senior Lecturer, University of St Andrews
- Susannah Lane, Project Administrator (Scotland), LFHE
- Dr Alistair Mair, Chancellor's Assessor, University of Aberdeen
- Professor Marilyn McDougall, Learning Consultant and Visiting Professor of Human Resource Development, Glasgow Caledonian University
- Jim McGoldrick, Chair, Fife NHS Board, and SHEFC Council Member
- Anne Sibbald, Director of Leadership Development and Diversity, LFHE
- Lorna Sinclair, Staff Development Advisor, University of Edinburgh
- Professor Nicholas Terry, Vice Principal, Planning and Resources, University of Abertay Dundee
- Dorothy Wright, Director of Human Resources, Queen Margaret University College



PROFESSOR CHRISTINE HALLETT

INSPIRATION FROM DOWN UNDER

The Leadership Foundation was pleased to welcome Pamela Waller, the former head of staff equity and development at the University of Melbourne, to a discussion group held in Edinburgh last August, writes Sandy Wilkie. One of the main LFHE projects in Scotland this year has involved determining the requirements for a new series to be developed and launched in Scotland for heads of department. Speaking to members of the LFHE HoDs Project Group and other key staff, Pamela described how she made the case for change and created development programmes for heads of academic departments at Melbourne. Using the metaphor of a journey, she had devised three distinct elements to the overall approach: a 'Head Start' theme for potential new heads of departments, a series of 'Headway' orientation workshops and discussions for recently appointed heads of departments and an ongoing series of 'Head Spaces' development events which were open to all heads of departments.



PAMELA WALLER

Pamela's experience of launching new initiatives at Melbourne that engaged academic Heads of Department was a fascinating one. The Leadership Foundation has now secured funding to develop a new series for heads of departments in Scottish HEIs during 2006 and we will be looking to learn from the international dimension as our project moves forward.

Sandy Wilkie is staff development manager at the University of St Andrews and has just completed a six month secondment as an LFHE project manager.

HERE TO HELP: SUSANNAH LANE JOINS THE LEADERSHIP FOUNDATION



SUSANNAH LANE

Since joining the Leadership Foundation's team in Scotland, in early September, I have been busy getting up to speed with the many projects the Leadership Foundation is planning to run in Scotland as a result of the needs analysis of 2004. As I am new to the higher education sector, as well as to the position, I have also been coming to terms with all of the acronyms used in higher education; I must be getting there as meetings no longer feel like they are being spoken in a different language!

My role is that of projects administrator, supporting Anne Sibbald, director for leadership development & diversity, on a part-time basis. Since graduating from the University of Leeds with a BA in Political Studies I have worked in project support roles and I get a great deal of satisfaction from seeing something through from concept to completion; so I'm sure I will find this position very rewarding.

I'm really looking forward to kick-starting 2006 with the event for stakeholders in January. Having worked at a membership organisation before I appreciate the importance of involving and consulting with members and it will be a good opportunity to meet some of you!

I'm also working on both the Leadership Foundation coaching and heads of department series that will start rolling out across Scotland in 2006, to name but two things. My role also provides support to Scotland's LFHE Advisory Group which meets quarterly. I certainly feel like I have enough to keep me occupied for now!

If you would like further information on any Leadership Foundation projects within Scotland or, if I can be of any assistance please do not hesitate to contact me on

T: 0131 260 0715

E: susannah@universities-scotland.ac.uk

Scottish Stakeholder Event – a by invitation event to debate the theme of Organisational Learning, with contributions from Professor David Megginson and Professor Christine Hallett

Date: 24 January 2006,
from 10.30am – 2.30pm,

Venue: Penthouse Suite of the Point Conference Centre, Bread Street, Edinburgh, EH3

For additional information on the above event please contact Susannah Lane

T: 0131 260 0715

E: susannah@universities-scotland.ac.uk

THE LEADERSHIP SERIES

An ongoing programme of high level seminars for senior managers to engage in open and honest conversation about current issues and hot topics that are high on their agenda. Six sessions of the series take place at the Edinburgh Conference Centre.

Best Practices in Leadership Development

Date: Thursday 12 January 2006, 1 – 5pm

Venue: Edinburgh Conference Centre

Price: £225 (LFHE Members),
£325 (non LFHE Members)

Mastering the Merger

Date: Thursday 26 January 2006, 1 – 5pm

Venue: Edinburgh Conference Centre

Price: £225 (LFHE Members),
£325 (non LFHE Members)

Managing Conflict in Senior Teams

Date: Thursday 16 February 2006, 10am – 5pm

Venue: Edinburgh Conference Centre

Price: £325 (LFHE Members),
£425 (non LFHE Members)

Developing an International Strategy

Date: Thursday 2 March 2006, 1 – 5pm

Venue: Edinburgh Conference Centre

Price: £225 (LFHE Members),
£325 (non LFHE Members)

Leading Complex Change

Date: Thursday 27 April 2006, 10am – 5pm

Venue: Edinburgh Conference Centre

Price: £325 (LFHE Members),
£425 (non LFHE Members)

Creating a Coaching Culture

Date: Thursday 18 May 2006, 1 – 5pm

Venue: Edinburgh Conference Centre

Price: £225 (LFHE Members),
£325 (non LFHE Members)

For full information on all the Leadership Series Seminars visit the website at www.lfhe.ac.uk or to reserve a place on any of the above, please contact Chikodi Nwaiwu

T: 020 7841 2707

E: chikodi.nwaiwu@lfhe.ac.uk

TOMORROW'S LEADERS

Leadership development programmes structured to meet the development needs of senior leaders at different levels within higher education

TOP MANAGEMENT PROGRAMME

A personal and professional development programme for those operating at the most strategic levels in HEIs.

TMP 11

Application Deadline: 31 March 2006

■ Orientation: 22 September 2006
Rubens Hotel, London

Week 1

■ Strategic Leadership & Change:
16 – 20 October 2006
Elvetham Conference Centre,
Hartley Witney, Hampshire

■ Action Learning: 14 November 2006
■ Coaching: 12 or 13 December 2006
(either)

Week 2

■ International Visit: 23-26 January 2007
Rubens Hotel, London &
Metropole Hotel, Brussels

■ Action Learning: 13 February 2007

Week 3

■ Strategic Leadership & Change:
19-23 March 2007
Dalmahoy Hotel, Edinburgh

Price: £11,000

SENIOR STRATEGIC LEADERSHIP PROGRAMME

An intensive 5 day programme that provides the practical skills and principles for those already operating at a senior level in key positions

SSL2

Application Deadline: 20 January 2006

■ Module 1: The Reality of Leading Change
6 – 8 March 2006

■ Module 2: Personal Impact Analysis
25 – 26 April 2006

Venue: York Marriott

Price: £3,800

PREPARING FOR SENIOR STRATEGIC LEADERSHIP

PSSL is a 5-day programme over 3-4 months for those about to take up, or new in post as academic and administrative leaders (eg deans of faculty, heads of school, heads of administrative departments). It is designed to engage and assist those facing the challenges of the strategic leadership planning and change agenda. Its focus is on preparation for a senior cross-institutional strategic role in higher education.

PSSL2

Application Deadline: Friday 31 March 2006

■ Module 1: Unpacking Strategic Leadership
15 – 17 May 2006

■ Module 2: Strategic Leadership in Action
4 – 5 July 2006

Venue: York Marriott

Price: £3,500

HEAD OF DEPARTMENT PROGRAMME

HOD is a UK wide, six-month programme involving four contact days and one-to-one feedback and three action learning sets, for those who are holding head of department posts in academic, administrative or professional services environments.

HOD2

Extended Application Deadline:

Friday 16 December 2005

■ Module 1: 31 January – 1 February 2006

■ Module 2: 13 – 14 June 2006

Venue: York Marriott

Price: £2,800

For full information on all the Open Programmes visit the website at www.lfhe.ac.uk or to reserve a place on any of the above, please contact Lara Faulkner

T: 020 7841 2822

E: lara.faulkner@lfhe.ac.uk

GOVERNOR DEVELOPMENT PROGRAMME

A series of development and networking events for Governors and Chairs of Governors in HEIs.

The Pensions Challenge Facing Governing Bodies

Date: 16 January 2006,
refreshments from 5pm,
5.30pm start – 7.30pm finish

Venue: University of Strathclyde,
Glasgow

Price: £95

Developments in Audit and Risk

Date: 16 February 2006

10am – 4.15pm

Venue: Capita Centre,
St Andrew Square, Edinburgh

Price: £325

Encouraging Institutional Collaboration in Scotland

Date: 25 May 2006,
refreshments from 5pm,
5.30pm start – 7.30pm finish

Venue: Capita Centre,
St Andrew Square, Edinburgh

Price: £95

For full information on all the Governor Development Programme visit the website at www.lfhe.ac.uk or to reserve a place on any of the above, please contact Chikodi Nwaiwu

T: 020 7841 2707

E: chikodi.nwaiwu@lfhe.ac.uk