

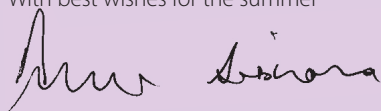
Welcome to Scottish Update

As we approach the summer, I reflect upon how creative the year has been. The needs analysis bore some really interesting products from partnership working through to a newly developed Heads of Department Series. The latter was well attended by a wide variety of HEIs in Scotland and allowed the opportunity for participants to share and address challenges in a safe environment.

The year's work has afforded me the chance to meet with colleagues, both within HE and from other environments, such as the Scottish Executive. I have also been encouraged that Scottish staff actively attended the Leadership Series, some of which have been held at Heriot-Watt University.

I shall continue to attend meetings of the various communities in Scotland, but also would encourage you to contact me personally if you feel the LF could be working with your HEI in any particular way; we are open to suggestions!

With best wishes for the summer



ANNE SIBBALD

Director, Leadership Development and Diversity

Eanne.sibbald@lfhe.ac.uk



Alastair Work, pictured left, is a former vice-principal and secretary of the University of St Andrews and is an organisational development specialist. He has joined the Leadership Foundation's register of Key Associates, and is a lead facilitator on the Heads of Department in Scotland Series and as a member of the Leadership Foundation OD group, would deliver an Organisational Healthcheck.

HEADS ABOVE

"It must be cost-effective; it has to focus on skills; it needs to have an international dimension; it has got to be distinctively Scottish." So said the Sector, when consulted. "We want to understand the role better; we have to know how to influence within our institutions; we need to be able to deal with people effectively; we would like some support with the challenges facing us." So said the participants, as they prepared.

The first run of the Heads of Department Series in Scotland carried high expectations and early feedback suggests that it is not disappointing. For participants, the series involves being nominated by their institutions, undertaking an introductory conversation with a course leader, some pre-course homework, an intensive two-day residential course, including input from the Scottish Executive and speakers with international experience, membership of a learning set, attendance at a masterclass and post programme networking with other members of the cohort.

For institutions, it offers a place to which they can send their newly appointed heads for development in the company of their peers, in addition to their own training. The Leadership Foundation is conducting a longitudinal evaluation of the Series, to include its impact, not just on individual participants but also on institutional effectiveness.

The Series is modelled on the practice of the University of Melbourne (see Scottish Update Issue 2), where heads are sustained in their role before, during and after their periods of office by means of a sequence of development events and conversations. However, because the Heads of Department Series is a national programme, it is important for participants to be able to integrate the personal learning and the contextual input they experience from the Series with the procedural frameworks of their own institutions. We would be very pleased to discuss with institutional managers and developers how best to link the Series with complementary development opportunities, formal and informal, that already exist within institutions. Dates for the next run of the Series can be found in the Calendar.

**For more information on the Series visit
www.lfhe.ac.uk/support/headscot
or contact anne.sibbald@lfhe.ac.uk**

ORGANISATIONAL HEALTHCHECK

In January 2006, the Leadership Foundation launched an Organisational Healthcheck Questionnaire as a practical resource for institutions wishing to assess and prioritise the major challenges facing them.

The Questionnaire emerged from the work of a group chaired by Kevin Clarke, secretary of the University of Stirling. The challenge they faced was to render the essence of organisational development in a form that would allow institutions to apply it practically and effectively. Anyone in the group would readily admit that it agonised about how to address the issue in front of it, so, if the value of something can be related to the difficulty of obtaining it, then this tool is surely one to be revered!

The Questionnaire comprises 10 (plus one) sharp questions that all organisations would do well to ask of themselves. Each question is in two parts, asking first how effective the organisation is in a particular area and then what it does to sustain and develop that effectiveness. This snapshot then enables the organisation to prioritise how to further improve performance. The Questionnaire can be used with or without an external facilitator. The advantage of having a facilitator is that it brings some discipline to the process of addressing the questions, allows all members of the team to contribute freely and gives the possibility of a confidential written report being fed back to the team by someone with understanding of the sector but an external perspective of the organisation in question.

To find out more about arranging an Organisational Healthcheck for your HEI contact

Anne Sibbald T: 0131 226 1111 or E: anne.sibbald@lfhe.ac.uk

WORKING IN PARTNERSHIP

Partnership Working: An Awareness Raising Seminar took place in Dundee last April.

“A partnership is an interest-based relationship – that is a relationship based not on simply power or rights, but on the satisfaction of mutual as well as separate interests”. ACAS

Willie Coupar, director of IPA (Involvement Participation Association) led what was a very interesting and informative afternoon session on partnership working. His style was very relaxed and he put forward a persuasive argument for partnership working in the Sector using live examples of good practice. Success stories are always persuasive!

He recognised the challenges partnership working poses particularly in a sector where there is not a history of working in this way. He argued that the Framework Agreement represented a good opportunity for establishing formal partnership arrangements because the majority of institutions are currently working to a partnership model informally.

As ever at development events one of the positive aspects is the opportunity to network and this was very much the case at this event. The opportunity to network with the Unison representatives who were present was particularly good as it brought a whole new dimension to the discussions.

Margaret Cook is director of HR at Heriot-Watt University, and she participated in the Partnership Working event last April.

GOVERNANCE IN SCOTLAND – INDUCTION SEMINAR FOR RECENTLY APPOINTED GOVERNORS IN SCOTTISH HEIS

Governors or court members of HEIs can make a more effective contribution if they are better informed about good governance in higher education and understand some of the key issues facing the sector. In recognition of this need, an annual induction seminar has been held for the past few years for governors in Scotland. For the first time the 2006 event, taking place at the **Paramount Stirling Highland Hotel in Stirling** on **16 and 17 November** is being organised by the Leadership Foundation in collaboration with the Committee of Chairs of Scottish HEIs.

The 24 hour residential seminar is designed to provide an overview of the key issues affecting governing bodies specifically for new or recently appointed Scottish governors, although it may well be of interest to those who are more experienced and need a 'refresher'. The event is intended to supplement any induction programmes which are offered by individual institutions; by the end of the event delegates should be more informed about the task of being an effective member of their court or governing body, and have a clearer idea of the challenges facing them in the specific context of Scottish higher education.

Full information on this event can be found on our website at www.lfhe.ac.uk/governance or by emailing chikodi.nwaiwu@lfhe.ac.uk

CALENDAR

Full details on all programmes and activities can be found at www.lfhe.ac.uk

HEAD OF DEPARTMENT IN SCOTLAND SERIES

This new programme supported by the Scottish Funding Council and Universities Scotland has been developed specifically for heads of academic and service departments within Scottish HEIs.

Series 2

Application Deadline:
Friday 4 August 2006

Residential:
Tuesday 12 – Wednesday
13 September 2006

Venue: Dunkeld House Hotel & Country Club, Dunkeld, Perthshire

Action Learning Day:
Tuesday 10 October 2006

Venue: To be determined by the group

Managing People Seminar:
Tuesday 7 November 2006

Venue: Edinburgh venue – TBC

Price: £1,250

Series 3

Dates for Series 3 will be confirmed shortly

For more information or to reserve a place please contact Susannah Lane

T: 0131 225 0715

E: susannah@universities-scotland.ac.uk

GOVERNOR DEVELOPMENT PROGRAMME

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

INDUCTION SEMINAR FOR NEW GOVERNORS IN SCOTTISH HEIS

Date: Thursday 16 – Friday 17
November 2006

Venue: Paramount Stirling
Highland Hotel, Stirling

Price: £375

For more information or to reserve a place please contact Chikodi Nwaiwu

T: 020 7841 2707

E: chikodi.nwaiwu@lfhe.ac.uk