

IN THE DRIVING SEAT

Jim McGoldrick and Alastair Work have both been very active in helping to establish the work of the Leadership Foundation in Scotland over the last 2-3 years, and worked directly with Anne Sibbald on establishing the Heads of Department Series in Scotland and delivering, promoting and supporting the work of the Scottish Advisory group.

We were only too pleased to be able to invite them both to take forward all the main aspects of our work in Scotland whilst we look to recruit a new director for Scotland to replace Anne who has now joined the team at Glasgow Caledonian University.

Jim was a member of the Scottish Higher Education Funding Council, and a member of the original Funding Council Review Group on Leadership. He also played a key part in designing and steering the needs analysis in 2004. Alastair, who

was secretary at St Andrews, has been responsible for delivering the Heads of Department programmes both in Scotland and the rest of the UK, and is also on the team delivering the Top Management Programme. Both Alastair and Jim continue to be key associates of the Leadership Foundation.

Between them, they will make sure that we not only cover our full programme of work which is underway as a consequence of Anne Sibbald's initiatives, but will be working to identify new opportunities and issues. They will also be responsible for keeping in close touch with all our key stakeholders, and you should not hesitate to contact either of them by email for advice and to find out what is happening in Scotland.
E: jim.mcgoldrick1@bopenworld.com
or E: alastair@workhouse8.co.uk

SUPPORTING YOUR DEVELOPMENT

Natalie Poyser joined the Leadership Foundation last autumn as project administrator to assist with our programmes and other development activity in Scotland. Prior to joining the Leadership Foundation, Natalie worked in student recruitment and admissions at the University of Salford. If you would like more details on any of our work in Scotland then please contact her
E: scotland@lfhe.ac.uk T: 0131 225 0718.



SUPPORTING NEW SCOTTISH GOVERNORS

"Really Valuable", "Very stimulating and thought provoking" and "Thanks to everyone involved in making the event so worth worthwhile" is just some of the positive feedback from participants who attended the Induction Seminar for Recently Appointed Governors in Scottish HEIs last November, organised in collaboration with the Committee of Chairs of Scottish HEIs.

This annual induction seminar is designed to enable court members or governors to make a more effective contribution by

being better informed about good governance in higher education and understanding some of the key issues facing the sector. The dates for the 2007 seminar have now been confirmed as Thursday 15 November to Friday 16 November 2007 at the University of Stirling Management Centre, Stirling.

Full details and a booking form can be found at www.lfhe.ac.uk/governance or by emailing **Melissa Scuteri**, programmes and office assistant at melissa.scuteri@lfhe.ac.uk

STRATEGIC THINKING

Edinburgh is the venue for the Leadership Series workshop Leading Strategy with Implementation in Mind on 14 June. The workshop provides an introduction to strategy based on the 'Island of Paradise' approach, which has been formulated from case studies and real examples of strategic planning by the day's facilitators Cairnforth. The workshop is highly interactive, involving group and individual work on applied strategic planning. Further details and a booking form can be accessed at www.lfhe.ac.uk/support/leadership

HEAD START

“A VERY WORTHWHILE COURSE!”

Carol Clugston, Faculty Administration Manager,
Clinical Medicine, University of Glasgow.

With two cohorts having passed through the Heads of Department in Scotland Series and two more currently being assembled for 2007. Alastair Work, the programme leader for the series, gives an insight into the experience so far.

There is as much diversity of mission and culture between Scottish universities as there is between those of any country in the English speaking world. Surprisingly, however, the heads of department, those front-line leaders who occupy such a crucial position in the success of institutions, have roles with a great deal in common, more than enough to enable them to profit from the time spent together on the Heads of Department Series in Scotland.

During the Series, which was specifically conceived for Scottish HEIs, heads are given an opportunity to reflect on their role, their leadership style, their impact on their colleagues and on some of the big external issues impinging upon them as leaders in higher education. Alongside practical skills like how to build effective networks in the institution and what questions to ask internally in order to get things done, heads have had the chance to hear and challenge the views of vice-principals, principals, civil servants, journalists and those with an international perspective on what the sector looks like from where they sit.

One of the most valuable aspects of an off-campus learning event is the opportunity it

gives to participants to learn from one another. Time spent over coffee or in the bar is often cited as essential to the learning experience, as delegates share experiences, contemplate challenges together and exchange stories of life as a head of department. The Heads Series seeks to extend these opportunities, not just by allowing space in the programme for such informal interactions, but also by the use of action learning sets, in which delegates follow a structured approach to setting out and starting to address the workplace issues that are most pressing to them.

Between the residential meeting and the final Masterclass, each learning set meets at the institution of one of its members to continue this work and to report on progress. Beyond the limits of the programme, learning sets established on the Heads Series are encouraged to continue to meet on the same basis for as long as it is useful to them to do so.

Even in the short time they spend together, delegates build trust and an understanding of one another that allows them to engage without inhibition in more demanding but rewarding development exercises. These are offered as part of the people management Masterclass that concludes the formal part of the Series. Indeed, when asked to role-play the part of an awkward colleague, delegates launched themselves into these behaviours with such gusto, that they posed one another

very realistic and demanding challenges. Apart from being fun, these provided much food for learning about personal effectiveness in challenging interpersonal situations.

The Heads Series is designed to strengthen the capabilities and self-confidence of this vital group of leaders. Acceptance on the Series depends upon nomination by their institution and commitment by participants that their attendance should bring benefit not just to themselves but also to their institutions. The impact of the Series is the subject of a formal and independently conducted evaluation and we expect to be able to report findings from that study in the next Scottish Update.

The next run of the Series, run 3, starts with a two day residential on **Tuesday 27 and Wednesday 28 March**. Full details of this and the fourth run can be found at www.lfhe.ac.uk/support/head/scothod.html

We are particularly keen to ensure that the Series dovetails appropriately with in-house leadership programmes for Heads of Department and with the training needs analysis for individuals in that group. If anyone responsible for the design and delivery of such programmes would find it helpful to have more about the objectives and format of the Series, please contact Alastair Work who will be happy to discuss it with you.
E: alastair@workhouse8.co.uk

If you need further information or wish to comment or contribute to this newsletter please contact **Marc Whittaker**, marketing and communications manager. E: marc.whittaker@lfhe.ac.uk