JAPAN-UK HE COLLABORATION PROJECT

7 JUNE 2004

EWART WOOLDRIDGE CHIEF EXECUTIVE

THE LEADERSHIP FOUNDATION FOR HIGHER EDUCATION

“In a global economy, nothing is going to matter more than ideas, inventions, initiatives, insight. So building world-class universities is not just the educational challenge of our time it is the economic challenge of our time”

Rt Hon Gordon Brown – at the launch of LFHE – 24 March 2004
“In the years that come nothing is going to matter more for the success of our universities in defining their world-class status than good, strong, dynamic leadership.
Hence the importance not just to the universities themselves but to our economy and our society of the establishment of this Foundation today.”

Rt Hon Gordon Brown – at the launch of LFHE – 24 March 2004

VISION OF LEADERSHIP FOUNDATION

That the leadership, governance and management of UK higher education institutions is regarded as world-class and the practice of excellence in leadership is recognised and held in high esteem by the higher education sector.
Scope of the Leadership Foundation

- Leadership
  Management
  Governance
  Staff development
- Deliverer
  Commissioner
  Broker
- UK
  International

Leadership – some lessons from personal experience

- A ‘whole organisation’ activity – distributed and embedded
- Leadership capacity – not just leaders
- Leadership development going ‘with the grain of the business’
- Creating communities and networks of learning
- Recognising diversity in the widest sense
- Maintaining a ‘tight/loose’ balance
Core leadership behaviours

- Developing and communicating the vision
- Setting the direction
- Modelling the values
- Inspiring followership
- Motivating, empowering, supporting
- Being a pivotal change agent (‘energy’)
- Interpreting external environment
- Encouraging challenge

So what is the role of ‘management’ …?

Enablers for front-line leaders

Success of public sector leaders
- Connect strategic vision with day-to-day
- Use power of information to unblock
- Support staff through change
- Are good project managers
- Invest in professional development
- Understand the ‘WIIFM’
- Repeat the story of change
- Tell the good stories of success

(Professor Sue Richards, University of Birmingham)
Some Leadership Dimensions

• Distributed
• Transformational
• Servant
• Diversity

Chartered Management Institute (CMI) Research

Expectations from Public Sector Leaders
• Clarity of vision
• Integrity
• Sound judgement
• Effective relations with politicians and external partners

Where leaders are perceived to fail
• Communications skills
• Engaging employees with vision
• Creating an enabling culture
Perceptions of Leadership

- How is the leadership process viewed?
- How are leaders identified?
- What relative esteem is attached to leadership roles?
- Who leads change projects?

Leadership and Organisational Development (OD)

- How is external challenge built in?
- How is the ‘mirror’ held up?
- Use of EFQM and quality models?
- Individual and team self-awareness?
- Use of 360° - individually/in teams?
- Appreciative enquiry?
- Change networks (cross-sector)?
Framework of Work Programmes

- Developing individual leaders
  - open programmes
  - coaching, mentoring etc
  - key skills
  - ‘governors’ development

- Institutional capacity building
  - customised programmes
  - benchmarking
  - needs analysis

- Networks and communities of learning
  - alumni networks
  - working with specific groups (e.g. AHUA)
  - international links

- Futures Lab / Research
- Championing leadership – conferences, seminars

Context for Leadership Development in HE

- Expansion of HE – widening participation
- More competitive – nationally and internationally
- Partnership with business/knowledge transfer
- Diversifying income sources
- Agendas of regional government/devolved administrations
- Strategic HR issues/HE career
- Complex change – mergers, partnerships, alliances
- E-Learning, internet-driven solutions
- Equality and diversity
Research

- Future context of leadership, governance and management in UK HE: scenarios and issues
- Becoming a leader in HE: career paths and selection processes
- Models of Leadership – diversity of HEIs: widening participation, partnerships, leading research
- Leadership development: cross-sector evaluation of its contribution

Broader International Issues

- How best can the LF work with international partners on leadership development?

- How can we create really effective international networks?