

# 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 (eg 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?