‘Great Expectations – Are you ready?’

HE Academy Conference
University of Manchester
3 July 2012

Inspiring Leadership
Leadership Foundation
for Higher Education

Ewart Wooldridge CBE
Chief Executive
Leadership Foundation

HE Academy and Leadership Foundation – Working together

- Change Academy
- New development Programme – Leading Transformation in Learning and Teaching
- Research – 'Leading and Managing the Student Experience: Academics and Professional Services in partnership'

So what's in a title?

"Great Expectations" – HE Academy Annual Conference

"Greater Expectations" – AMOSSHE Annual Conference

"Hard Times"?

Hard Times (1)

"Now, what I want is, Facts. Teach these boys and girls nothing but Facts, Facts alone are wanted in life. Plant nothing else, and root out everything else. You can only form the minds of reasoning animals upon Facts; nothing else will ever be of service to them."

Mr Grandgrind (Hard Times – Charles Dickens)

Hard Times (2)

"There is a wisdom of the head, and...there is a wisdom of the heart."

Mr Grandgrind (Hard Times – Charles Dickens)

Great Expectations: Reciprocal expectations

The Psychological contract in HE

- The sum total of **reciprocal expectations** between an institution and its stakeholders (internal and external)
- Collegial v. Corporate
- Collaborative v. Competitive
- Sense of a 'fair deal'
- Expectations/perceptions of leadership
- Sense of reciprocity in key relationships

Stefan Collini':
"What are Universities for?" (1)

"Universities are perhaps the single most important institutional medium for conserving, understanding, extending and handing on to subsequent generations the intellectual, scientific and artistic heritage of mankind..." we are merely custodians for the present generation of a complex intellectual inheritance which we did not create – and which is not ours to destroy"

Stefan Collini':
"What are Universities for?" (2)

.. "the background implication in the comments of some journalists and politicians that ...many academics are little better than middle-class welfare scroungers indulging their hobbies at public expense"

The Coalition View

'I expect to see, in a university sector faced with the onset of more competition and more demanding students, a ferment of creative thinking on how to redesign course structures and manage major change among staff so as to promote higher quality but lower-cost teaching. I may be missing something, but I haven't seen much evidence of this.'

Rt. Hon. Dr Vince Cable MP,
Secretary of State for Business, Innovation and Skills
Hefce conference, 6 April 2011

New psychological contract for HE- a paradigm shift?

- Students as customer? Co-creator? Citizen?
- ‘Comprehensive’ to ‘differentiated’ institutions?
- Collaborative to competitive?
- HE Sector to HE ‘system’?
- Trusted to challenged?
- Certain to uncertain?

Who provides academic leadership?

'Academic Leadership' – Bolden et all – LFHE 2012

Academic leadership...a developmental perspective

- ***Who provides you with leadership in terms of your academic work?'***

  "People I've never met, mostly – some of them dead....And my supervisor of my doctorate degree as well..... As a more mature academic, I've enjoyed working with collaborators. But that's not leadership.

  I really dislike this concept of leadership, because once you're grown up, you don't want to be led, you want to work as a member of a team".

'Academic Leadership' – Bolden et al – LFHE 2012

Academic Leadership - reflections(1)

.. "Now perhaps more than ever, leadership is seen to be associated with those who manage to create and promote a compelling and meaningful sense of shared values and identity. This is nothing unique to higher education, but the way in which it is accomplished, is highly context specific."

'Academic Leadership' – Bolden et al – LFHE 2012

Academic Leadership – reflections (2)

.. “What we have discovered, and rediscovered, is that leadership is not the private reserve of a few charismatic men and women. It is a process ordinary people use when they are bringing forward the best from themselves and others. What we’ve discovered is that poeple make extraordinary things happen by liberating the leader within everyone.’

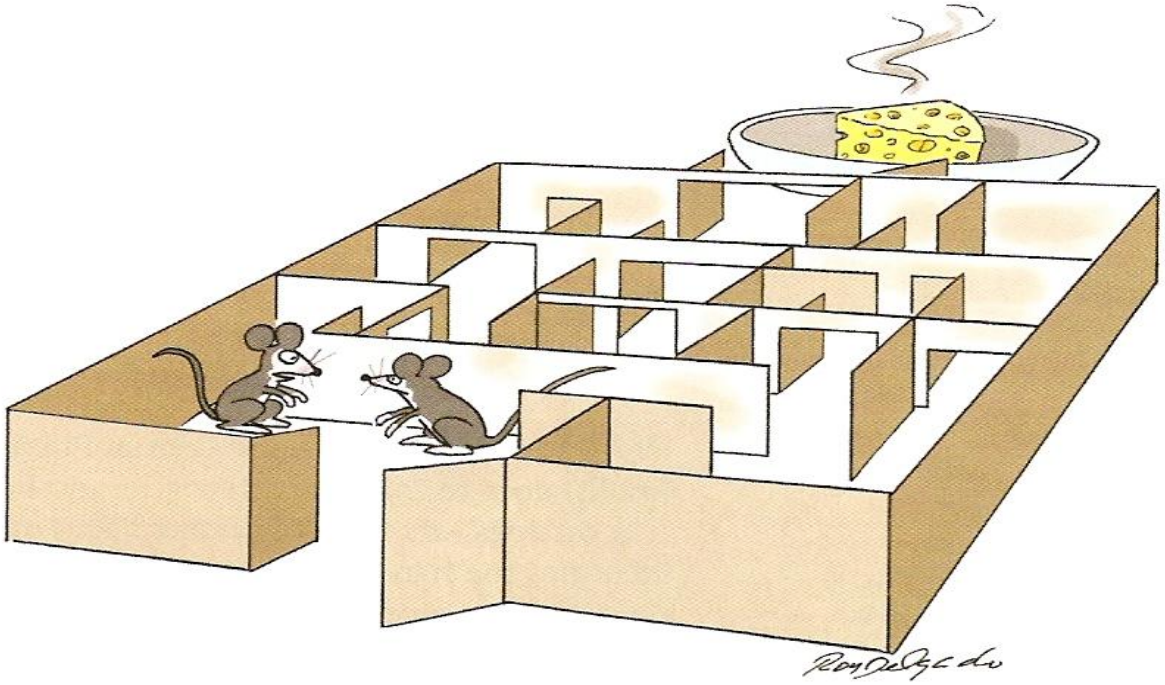
Kouzes and Posner 2002 “The Leadership Challenge”

New leadership qualities of challenge and support

- The interpretative leader – giving meaning
- Confidence building in the face of uncertainty
- Balancing support with strong challenge
- The entrepreneurial/business focussed leader
- Offering a clear narrative
- Encouraging collaboration
- Building alliances
- Energising

Alignment

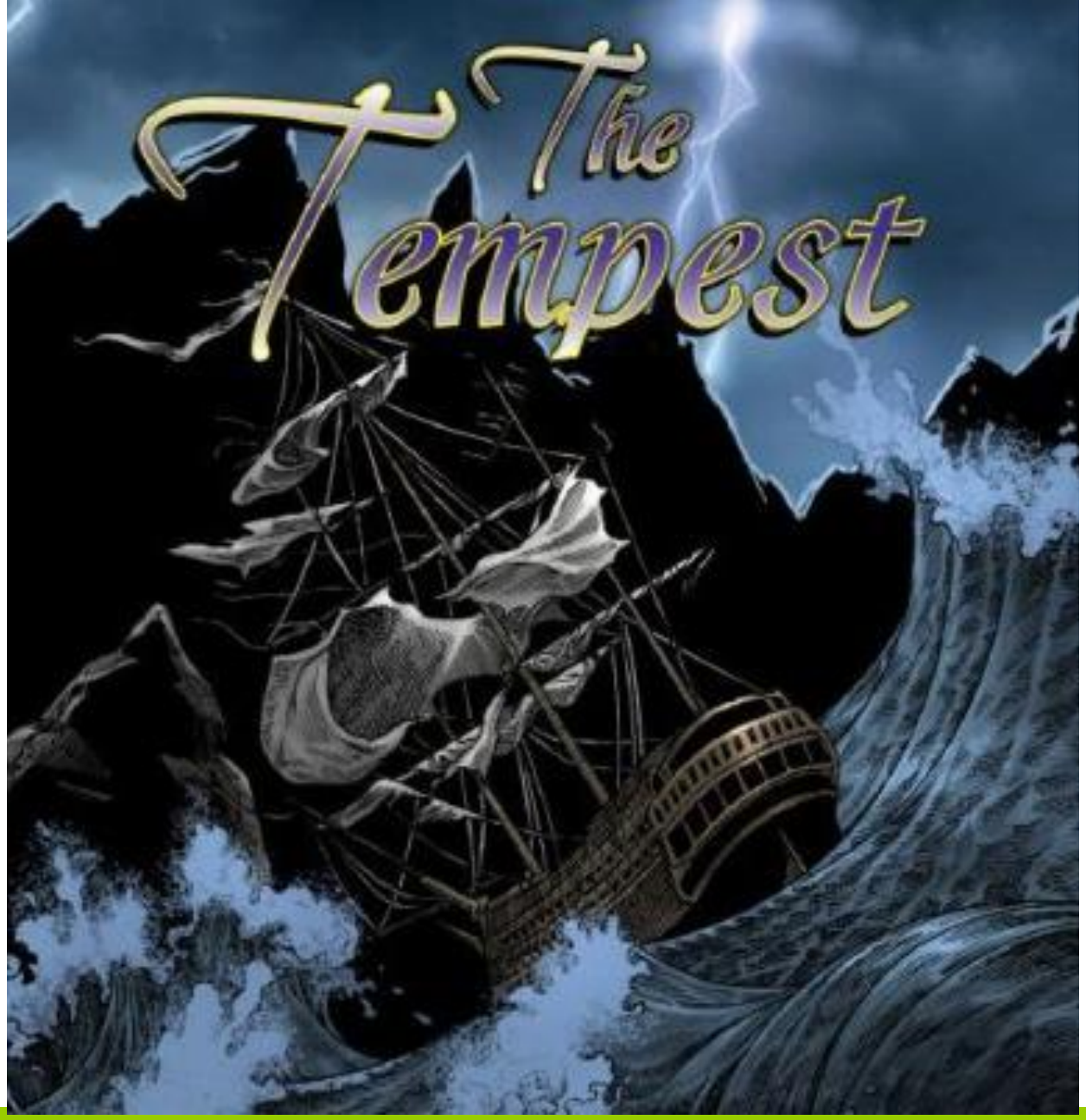
"For me, it's more about a job well done and less about the cheese."



"For me, it's more about a job well done and less about the cheese."

(Harvard Business Review)

Strategy, Teams and Improvisation



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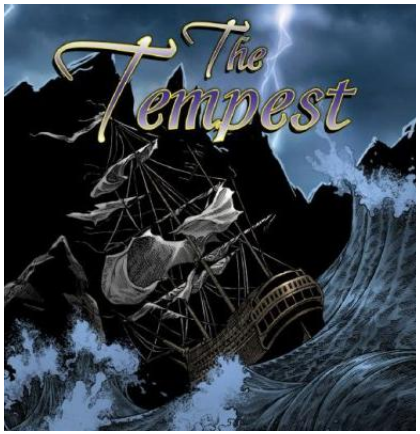
Leadership lessons from the Tempest:



- Perfect storm?
- Shipwrecked universities?
- Prospero's magic and leadership

Where do we find the magic in leadership in HE?

- Seeing new connections
- Transforming the obvious
- Crossing boundaries
- Using humour
- Underpinning with trust and respect

From an article in THE,
by Andy Westwood GuildHE

Some reflections:

- Agility
- Alliances
- Alignment
- Acapella

Living to learn

"The world is not divided between good and evil, but between those capable of learning and those who are not"

Aung San Suu Kyi British Council event, 25 June 2012

"Live as if you were to die tomorrow. Learn as if you were to live forever".

Mahatma Gandhi