

**ENGAGING
WITH LEADERS
IN HIGHER
EDUCATION**

**Global Education Conference
Warwick**

4 July 2006

**Leadership
Foundation**
for Higher Education

**Ewart Wooldridge CBE
Chief Executive**

“It’s hard to lead a cavalry charge if you think you look funny on a horse”.

Adlai Stevenson

What do we mean by leadership?

- Leadership : Management
- Leadership : Governance
- Internal : External
- Distributed : Unitary
- Individual : Team
- Collegial : Corporate

What makes a successful leader?

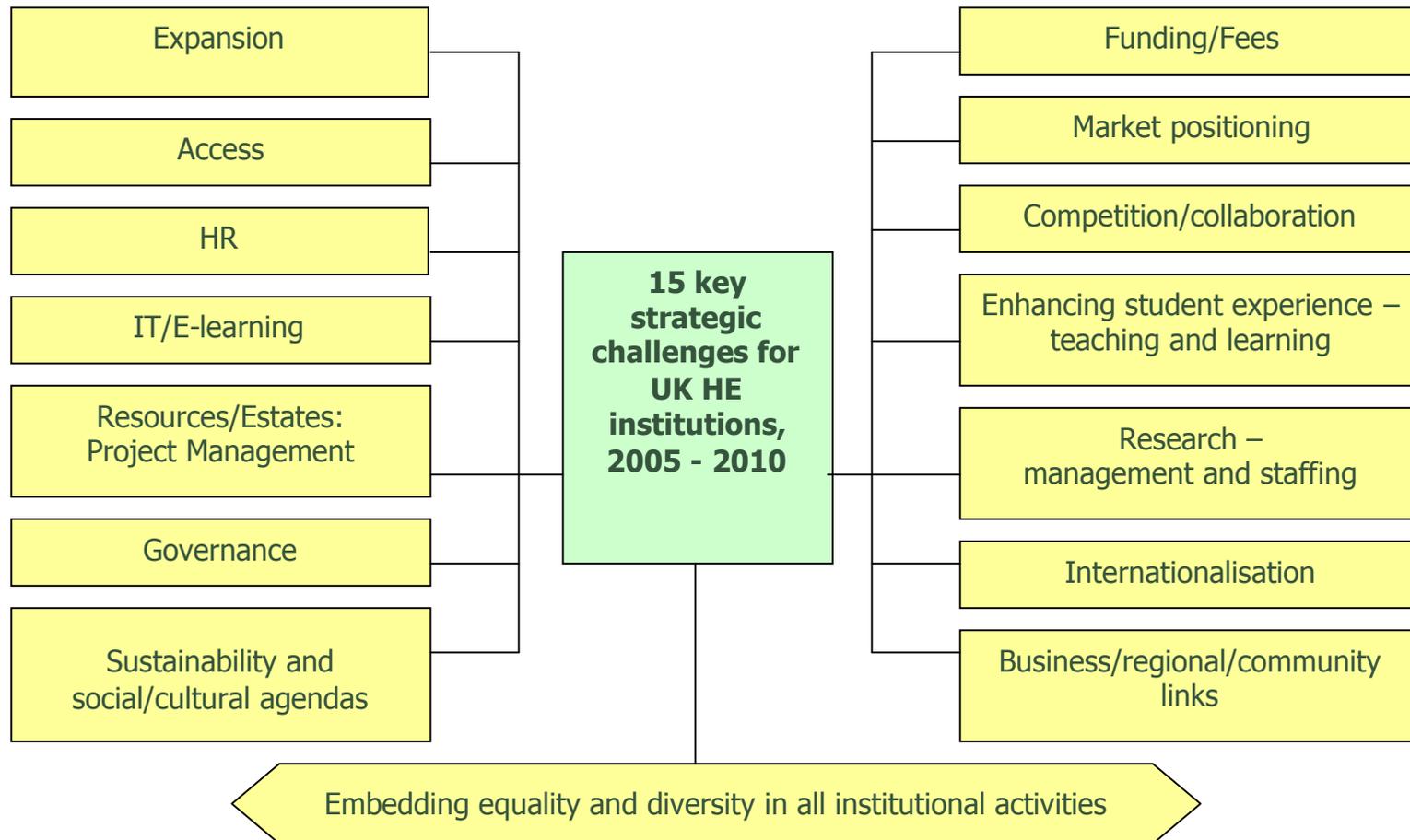
- Connect strategic vision with day-to-day
- Use power of information to unblock
- Support staff through change
- Are good project managers
- Invest in professional development
- Understand the 'WIIFM'
- Repeat the story of change and success
- Provide energy

(Professor Sue Richards, University of Birmingham)

What is distinctive about leadership in HE?

- Not an end in itself
- Leading a 'community'
- Collaborations/partnerships
- Role model
- Thought leader / corporate leader / team leader

Challenges facing HE leaders



How can we nurture and support leaders of tomorrow?

- Identify them early enough (talent management)
- Expose them to other challenges/cultures
- Use mentoring/coaching
- Personal self-awareness and strategic understanding
- 'Challenge and support'
- Foster the sense of a development journey
- Create some 'rites of passage'?

- Succession planning – selecting and nurturing leadership talent
- Market positioning of HEIs – brand; student perceptions; community/regional/global
- Coping with change
- Developing senior teams and project teams
- Leadership of collaborations, partnerships, alliances
- Middle management development
- Evolving governance context
- Leadership of teaching and research
- Diversity

- Developing **individual** leaders
- Strengthening leadership **teams**
- Promoting learning **networks**
- Disseminating research, **ideas** and practice

- Action and reflection
- Engaging with networks
- Filling specific 'skills' gaps
- Thinking 'outside the box' (cross-sector and international)
- Challenge and support
- Finding 'space'

Paradoxes of leadership

- Ahead of consensus **but** trusted
- Dreaming the future **but** focused on delivery
- Corporate **but** collegiate
- Strategic **but** connecting with operational
- Entrepreneurial **but** managing risk and scrutiny
- Delegate effectively **but** accountable for operational failure
- Strong vision **but** flexible and responsive
- Give direction **but** listen
- Succeed! Succeed! Succeed! **but** model of life/work balance

- The connected leader – **vision and delivery**
- **Values-driven** leadership
- The HE '**deal**' – or 'psychological contract'
- **Collaborative** leadership – across boundaries

Excellence in **leadership** in HE attracting the same esteem as excellence in research, teaching and learning.