LEADING INTERNATIONALLY

Leadership Development: Achieving Impact

David J. Lock
Director of International Projects
Going Global 2014

Inspiring Leadership
Leadership Foundation for Higher Education

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The Problem

'Half of our Leadership development is wasted: the trouble is we don't know which half!' (After John Wanamaker)

Insufficient attention paid to Leadership Development

- By Ministries
- By Institutions
- By staff

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Omissions

- Not commissioning the right programmes/leadership development opportunities
- Not consulting the right people
- Not setting clear expectations
- Not selecting participants wisely
- Not preparing the participants properly
- Not supporting participants
  - Before, during and after
- Not following up

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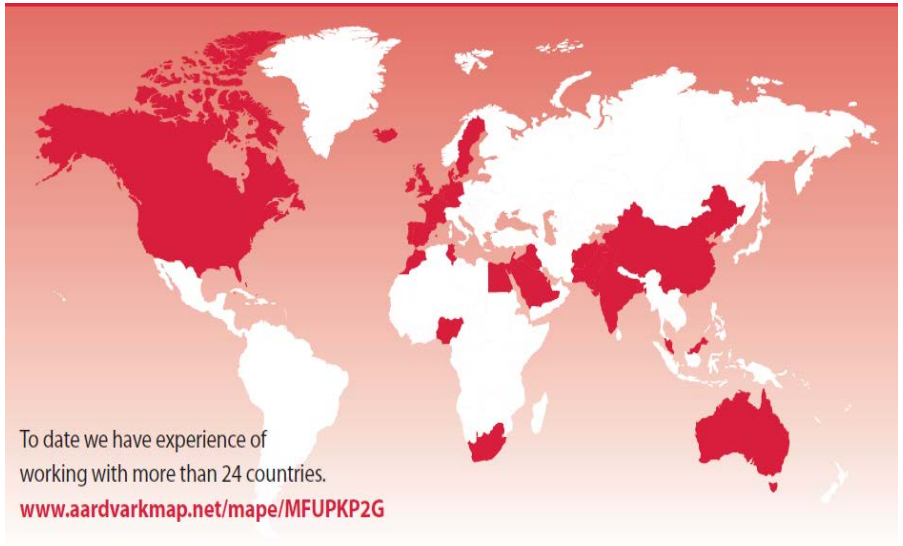
The Leadership Foundation for Higher Education

- UK and International
- Projects range from National HE strategy to performance of Institutions and Individuals
- Scoping studies
- Programmes
- Leadership at all levels
- Student Leadership
- 32 countries



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Getting more impact from Leadership Development 1

- **Invest in Leadership Development *and* expect a return**
  - From People –medium to longer term (Proficiency and confidence = improved performance)
  - From Projects – short to medium term (Quality, Efficiency etc.)
  - From Partnerships generated through Leadership Development (Local and International)
- **Diversify Leadership Development Menu**
  - From: Self, Team, Institution, Environment (and PhD)
  - To include
    - Technology
    - International and cultural
    - Political understanding

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Getting more impact from Leadership Development 2

- **Select Leadership Development Opportunities that add value**
  - Linked to a strategic objective
  - Linked to internationalisation objectives
  - Linked to a current problem
- **Vary the diet**
  - Externally provided open programmes
  - In-house commissioned programmes
  - Bespoke for individuals
- **Start young**
  - All levels
  - Talent pool

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Examples of Impact

- Regional
  - AArU Leadership Network
  - TEMPUS Leadership centres and outcomes
- National
  - Regime change/post conflict
    - Libya, Iraq – confidence for investment and autonomy
  - Strategic Development
    - Pakistan
      - National Research Funding Strategy
      - More strategic approach
      - More effective engagement of Rectors
- Institutional
  - Identifying and achieving Strategic Direction
  - Changing culture – solvency – staff engagement
  - League table positions

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The Benefits

- Commitment to strategy/reform/improved HE system (from participants *and* patrons)
- Building of valuable and sustainable international partnerships
- Research-based action
- Personal support and confidence
- Greater success
  - Individually
  - Institutionally
  - Nationally

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