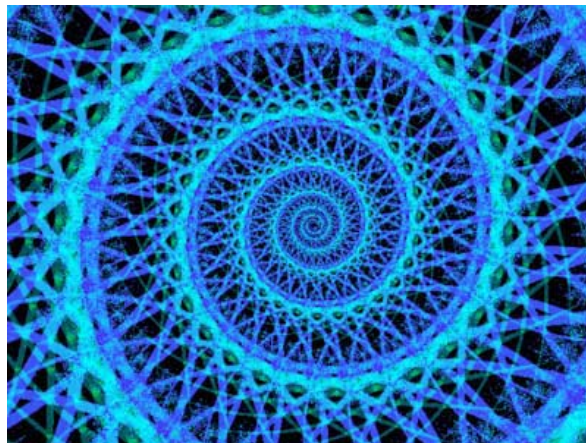


Leadership in Further Education



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What's the challenge ? (1)

To grow the cultures in colleges that will enable them to make the journey

from average

to **good**

to

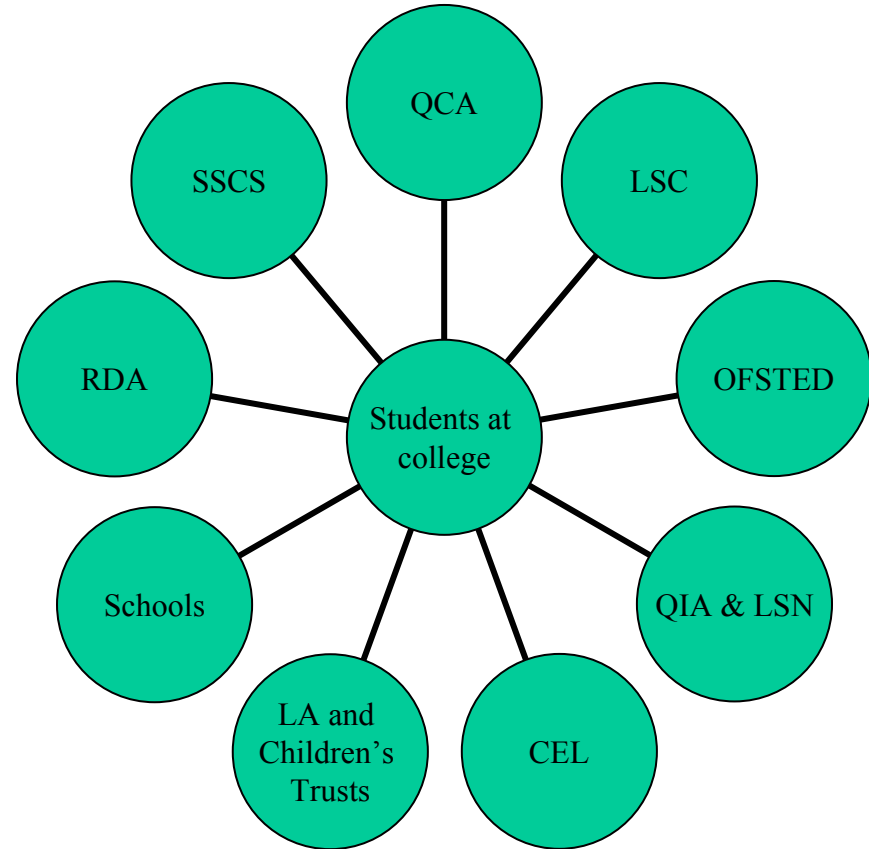


....because we've seen at first-hand the profound difference that you can make to people's lives.



What's the Challenge? (2)

- To transform the college's relationships with all its stakeholders so that a new 'we' is created from an 'us and them'



What's the Challenge? (3)

- To move from a 'Must Try Harder' model; to a 'How can we learn together and by doing so transform ourselves' model
- To put/keep the Learner and Learning centre stage

How and what can we all learn by being engaged in this together?



What are the Benefits?

- Raised achievement levels that feed economic prosperity
- People learning and developing and achieving their dreams
- Leadership through not just college leadership teams but the network of local stakeholders
- More learningful relationships with DfES, Learning and Skills Council, etc
- A connected consultancy capacity within the sector, with experience in successful transformation work
- A greater educative capacity amongst teachers and lecturers leading to an enhanced experience for learners.

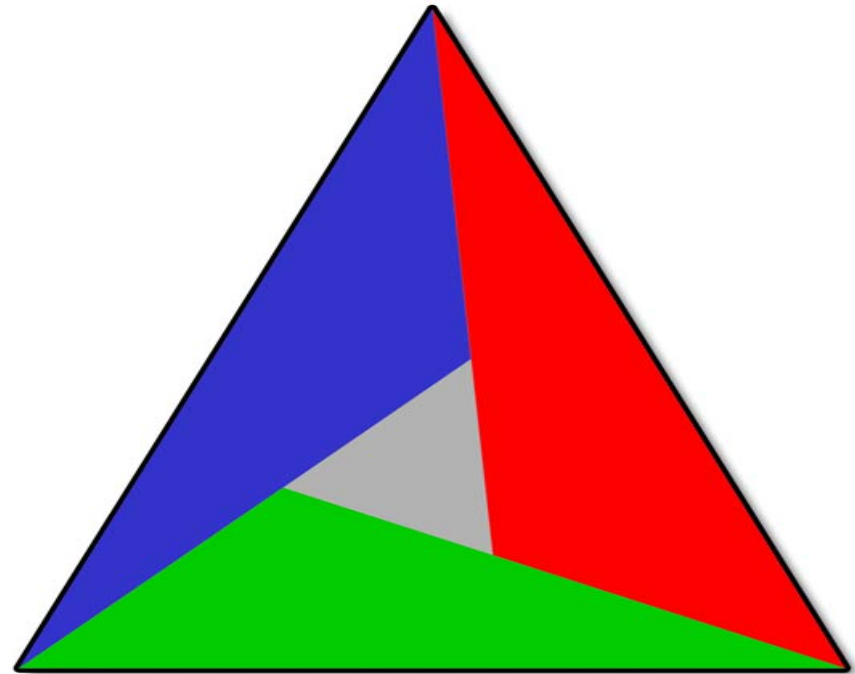
What Assumptions Shall We Choose to Start From (2)

In public service, the demands placed on us by others will always be contested, conflictual, and exceed the supply of immediate resources



What Assumptions Shall We Choose to Start From? (3)

Change happens when leadership, culture and strategy are aligned

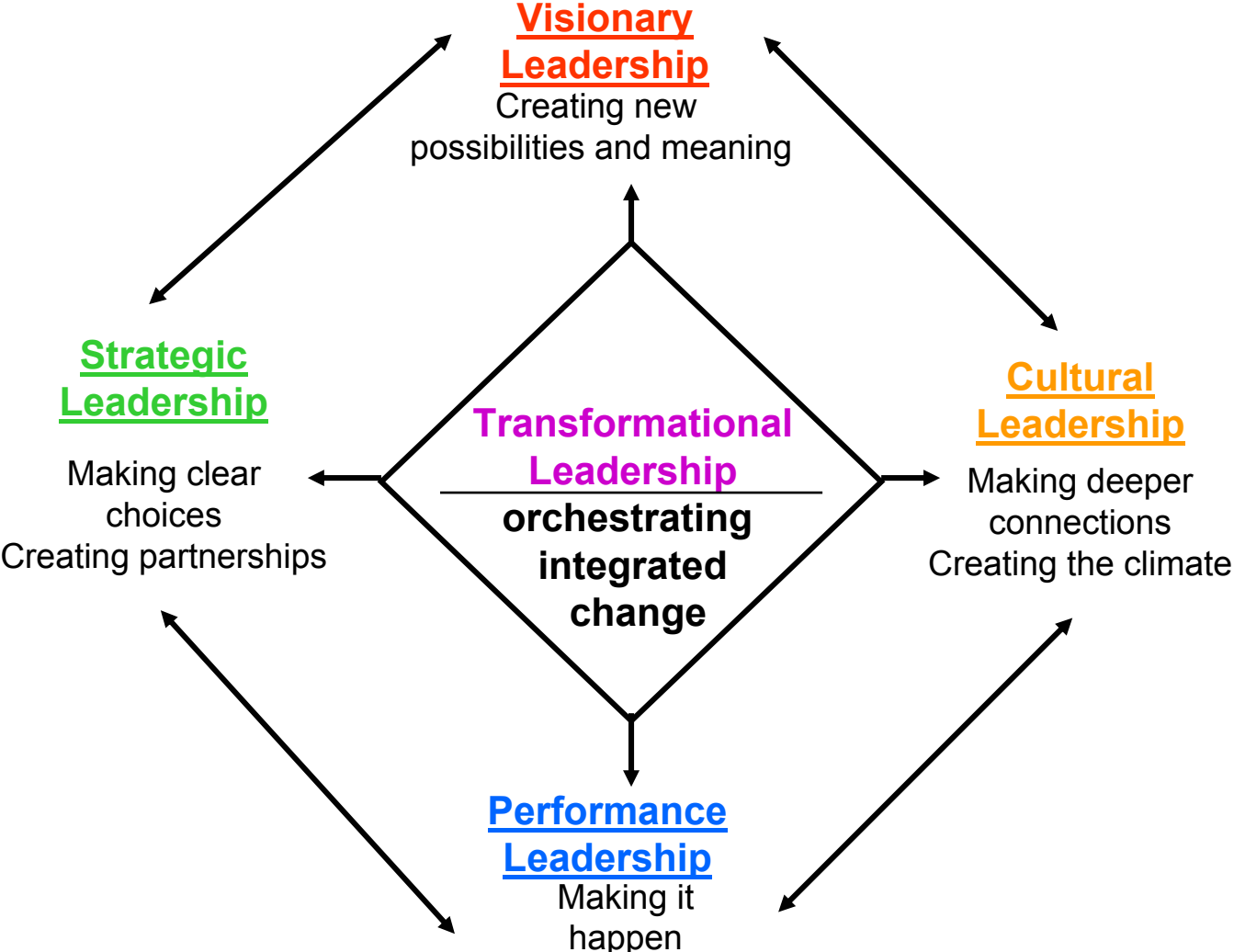


What Assumptions Shall We Choose to Start From? (4)

“Real leadership is connected, involved and engaged. It’s often more quiet than heroic. Real leadership is about building an organization slowly, carefully and collectively.”

(Binney et al, *Living Leadership: A practical guide for ordinary heroes*, 2005)

Aspects of Integrated Leadership



What Do We Mean by Culture?

“The taken-for-granted and shared meanings that people assign to their social surroundings.”
(Wilkins, 1983)

- Culture resides, not just in the people, but in the habituated patterns of relationship both within the organisation and with stakeholders.



Dilemmas Colleges May be Facing

Colleges may be trying to resolve a number of dilemmas. Our experience is that organisations can't successfully choose one over the other, so the question is how can we go forward by transcending the dilemma whilst honouring the best of both 'horns' in each dilemma?



Change Dilemmas Colleges May Be Facing

Change Dilemmas

1. Importing solutions	v	Self-generated solutions
2. Top-down	v	Bottom-up
3. Led from the top	v	Change-team led
4. Engineered	v	Emergent
5. Start with end in mind	v	Joint problem ownership
6. Endless consultation	v	Unilateral change
7. Death by 1000 initiatives	v	Light 1,000 fires
8. Focus on the future	v	Honour the past
9. Policy change	v	People development
10. Self blame	v	Blame other