- **Reflecting on survey & research evidence**

- **What does 'challenge' mean to you?**

- **Updated HE Challenges**

- **'Meta-themes' from the research**

- **Implications for institutions**

- **Implications for individuals & groups**

Management of student numbers

Widening participation

HR issues

ICT

Resources and Estates Development

Governance

Sustainability and corporate social responsibility

15 key strategic challenges for UK HE institutions, 2005 - 2010

Institutional Funding

Market positioning

Competition & collaboration

Enhancing the student experience

Research management

Internationalisation & Bologna

Business, regional & community interactions

Embedding equality and diversity

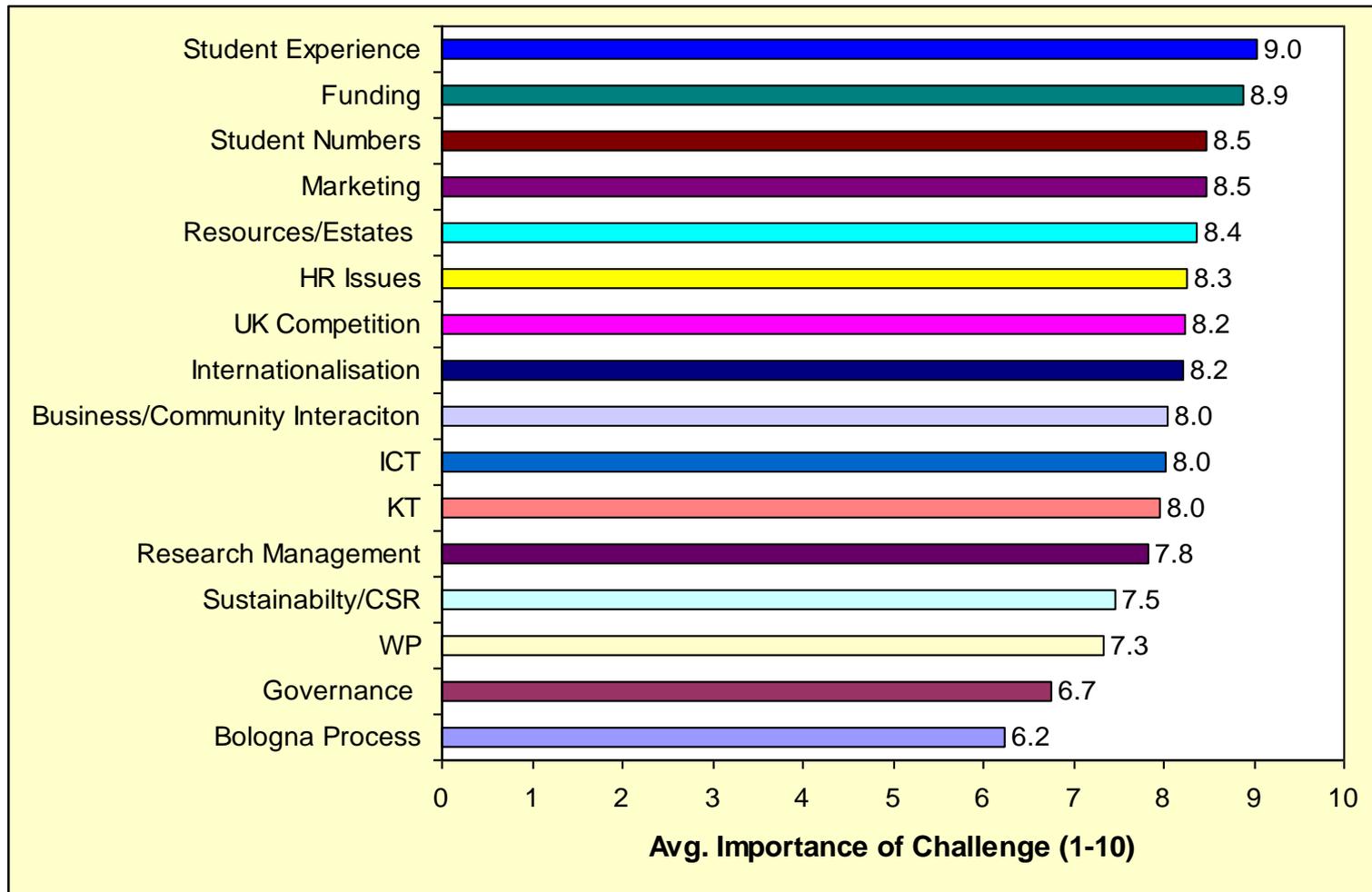Leadership
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- **Importance of strategic challenges over 3-5 years?**

- **Confidence in HEI capacity to respond to strategic challenges?**

- **Perceptions of development needs in relation to the challenges?**

- **Small-scale 'snapshot' as prompt for debate: 100 responses, majority from senior HE staff + other biases....**
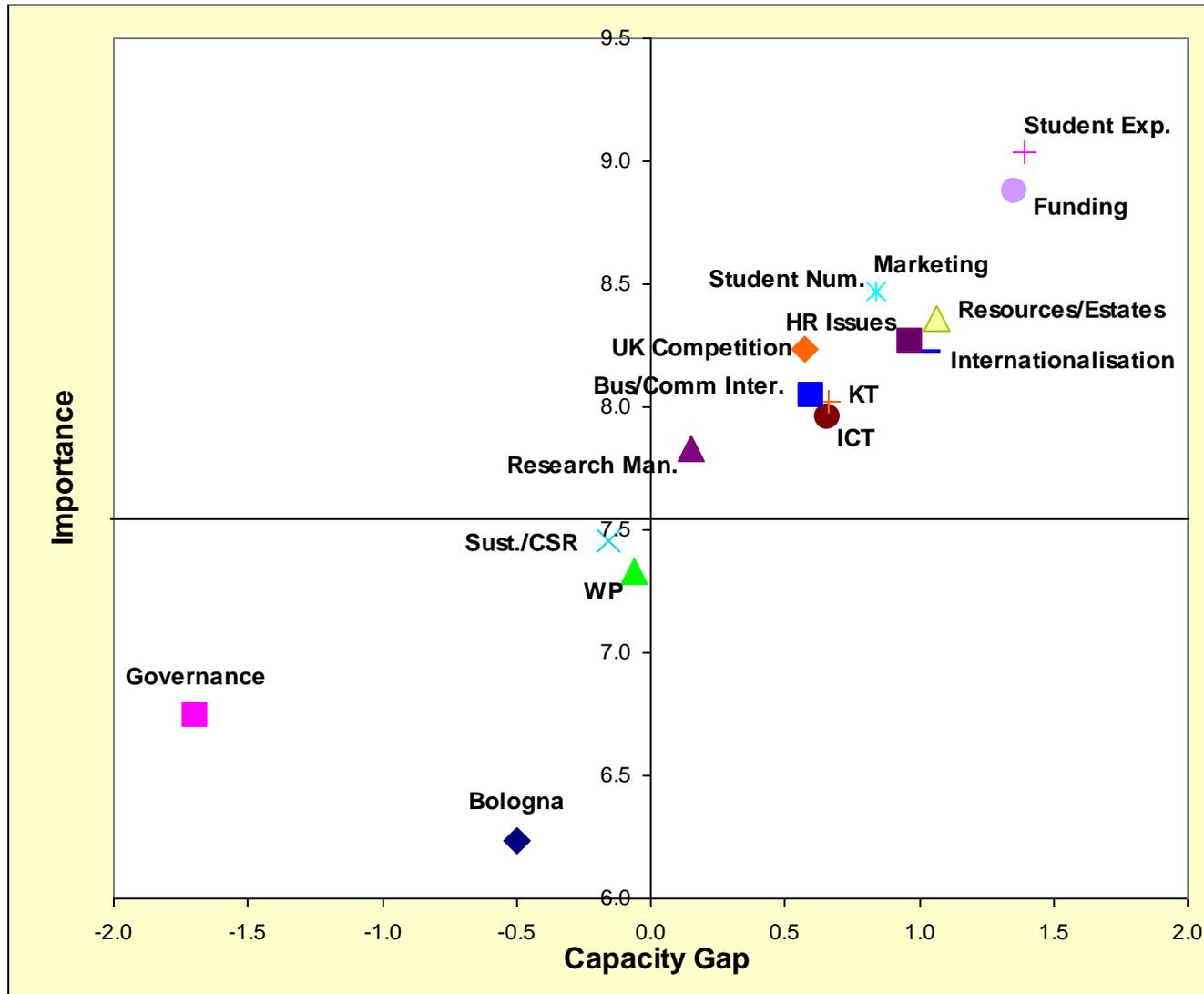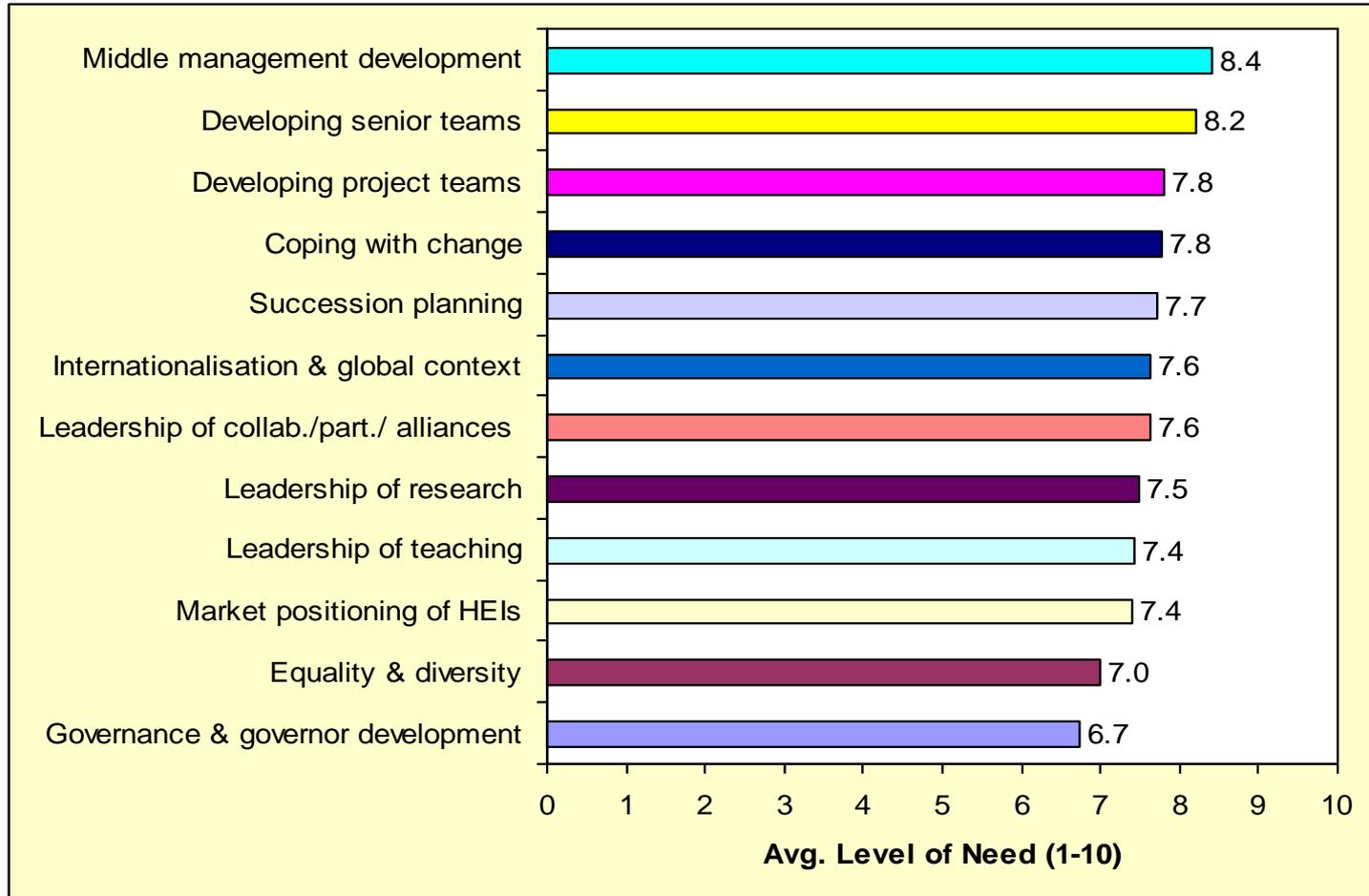
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LMG Challenges for HEIs

Avg. Importance of Challenge (1-10)

Challenge	Value
Student Experience	9.0
Funding	8.9
Student Numbers	8.5
Marketing	8.5
Resources/Estates	8.4
HR Issues	8.3
UK Competition	8.2
Internationalisation	8.2
Business/Community Interaciton	8.0
ICT	8.0
KT	8.0
Research Management	7.8
Sustainabilty/CSR	7.5
WP	7.3
Governance	6.7
Bologna Process	6.2

Total Sample (100)

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- **Analysis by 'sector group' showed subtle (& only indicative) differences**
  - **internationalisation v UK competition**
  - **managing research v student numbers**
  - **Sustainability & CSR important to GuildHE members**

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Development Needs

Avg. Level of Need (1-10)

- Middle management development: 8.4
- Developing senior teams: 8.2
- Developing project teams: 7.8
- Coping with change: 7.8
- Succession planning: 7.7
- Internationalisation & global context: 7.6
- Leadership of collab./part./ alliances: 7.6
- Leadership of research: 7.5
- Leadership of teaching: 7.4
- Market positioning of HEIs: 7.4
- Equality & diversity: 7.0
- Governance & governor development: 6.7

Total Sample (100)

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- **'Middle-level' development & developing senior teams rated highest across all SGs**

- **'Leadership of teaching' rated higher outside Russell/94 Group; management of research higher within**

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- **Future context & shape of LMG in HE**
- **Becoming a Leader**
  - **Career trajectories & selection**
- **Leadership in Practice (general)**
  - **Evolving roles, structures & cultures**
- **Leadership in Practice (specific)**
  - **Teaching, Research, Strategic Partnerships, Diversity**
- **Leadership Development**
  - **Evaluation of contribution to individuals, teams & organisation**

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- **New directions?**
  – **Change & adaptation**
  – **Roles, structures, relationships & identity**

- **Dilemmas?**
  – **Approaches to leadership**
  – **Tensions**
  – **Organisational cultures changing?**

- **Unfinished business?**
  – **Gaps in research**
  – **Issues for HEIs**
  – **Issues for individuals & groups**

Continuity & change

- **Time-frames for change**
  - Value of longitudinal studies & building on previous research
- **Incremental change, quality enhancement v step change**
- **Adaptive v transformational leadership**
- **Need for step-change?**
- **Is leadership at all levels fit for (new) purpose(s)?**

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- **Roles**
  - **Adaptation: numbers, portfolio range, influence & delegated powers (PVCs, DVCs)**
  - **Bounded & crossing boundaries: hybrid, multi-professional roles (PMs, PVCs)**
  - **New professions emerging**
  - **Variety, flux, many drivers of change**
  - **'Squeezed', 'shared', overlapping, mixed line-relationships**

New Directions?

- **Structures & re-structuring**
  - **Larger & devolved, top team structures, 'structured networks'**
- **Relationships & Identities**
  - **Informal & social, professional networks, project working groups**
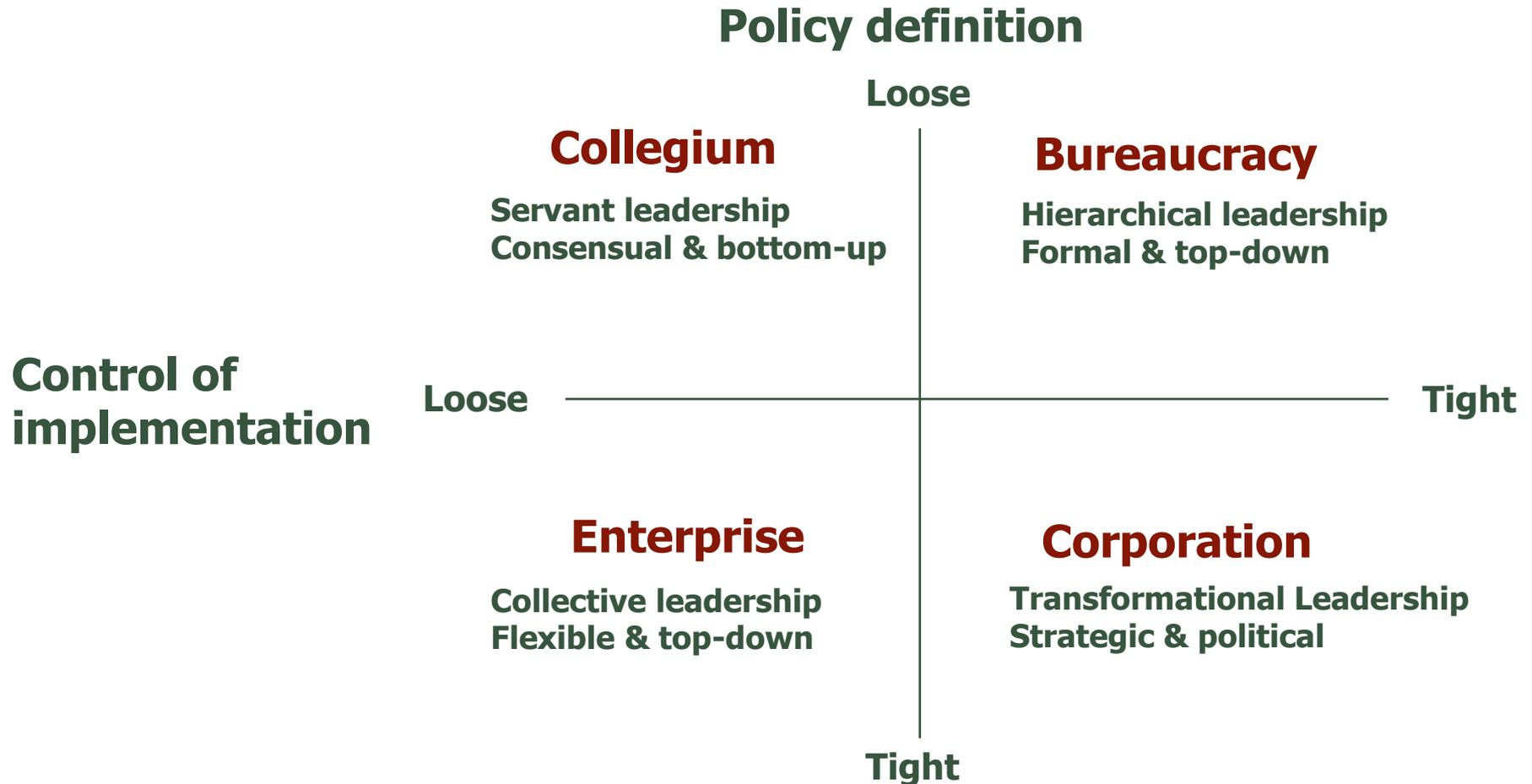 - **Balance between 'cosmopolitan & local'**

- **Approaches to Leadership**
  - **Heroic & distributed > 'blended'**
  - **Horizontal & vertical**
  - **Multiple sources of power & authority, many leaders**
  - **Contribution to organisational effectiveness?**
  - **Rhetoric & reality**
  - **Positive & negative leadership actions, behaviours**
  - **Context (and timing) are key**
  - **Importance of effective *management***

'A leadership web?'

- **Autonomy**
- **Individualism**
- **Top down, planned**
- **Ambiguity**
- **Formality**
- **'Administrators'**
- **Specialists**
- **Strategic**
- **Collegiality**

- **Direction**
- **Collective action**
- **Bottom-up, emergent**
- **Clarity**
- **Informality**
- **'Academics'**
- **Generalists**
- **Operational**
- **Managerialism**

'A dynamic system, a system in transition?'

Gaps & new research?

- **Links to wider social science & management literatures**

- **Comparative research:**
  - Different HEIs, different disciplines/professions
  - Academic & other staff groups

- **Working constructively with conflict**

- **Cross-sector & collaborative working**

- **"Performance" and "effectiveness" (link to LD)**

- **Integration, engagement & 'citizenship'?**

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Unfinished Business?

Issues for HEIs

- **Achieving integration & engagement**
  - Language, perspectives, priorities, structures & systems v people & relationships

- **Motivation & measurement of 'performance'**
  - Nature, determinants, who's responsible?

- **Role tensions & career routes**

- **Educating recruiters and selectors**

- **Preparation for entry and exit from roles**

- **Cultural analysis, understanding values**

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"If we want things to stay as they are, things will have to change"

Giuseppe Tomasi di Lampedusa (1896-1957)

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