

# ENGAGING WITH LEADERS IN HIGHER EDUCATION

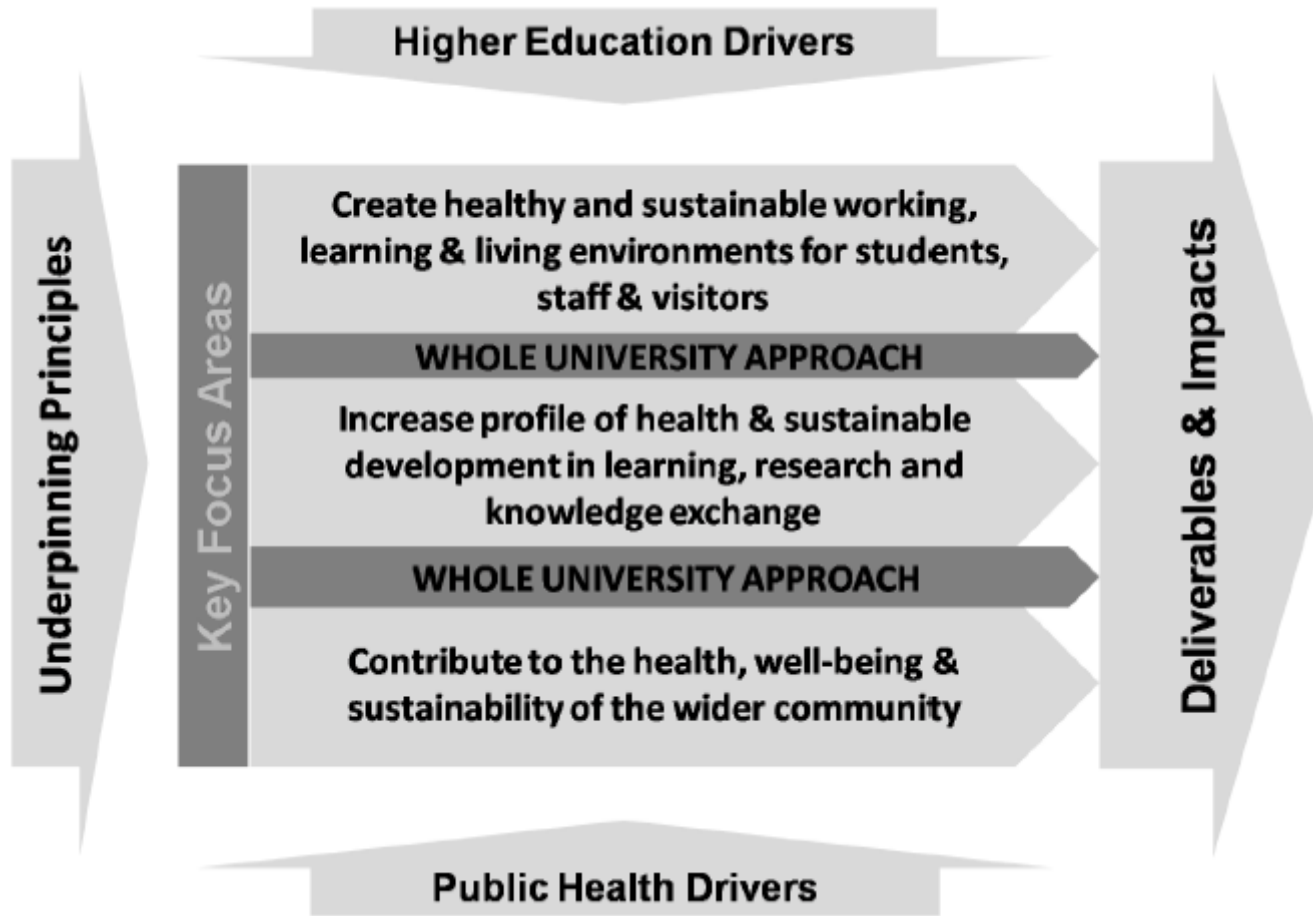
**Healthy Universities  
National Network meeting**

**Leeds Trinity College  
17 September 2010**

**Leadership  
Foundation**  
for Higher Education

**Ewart Wooldridge CBE  
Chief Executive**

# Healthy Universities: Whole University model



## **Culture: “The way things are done round here”**

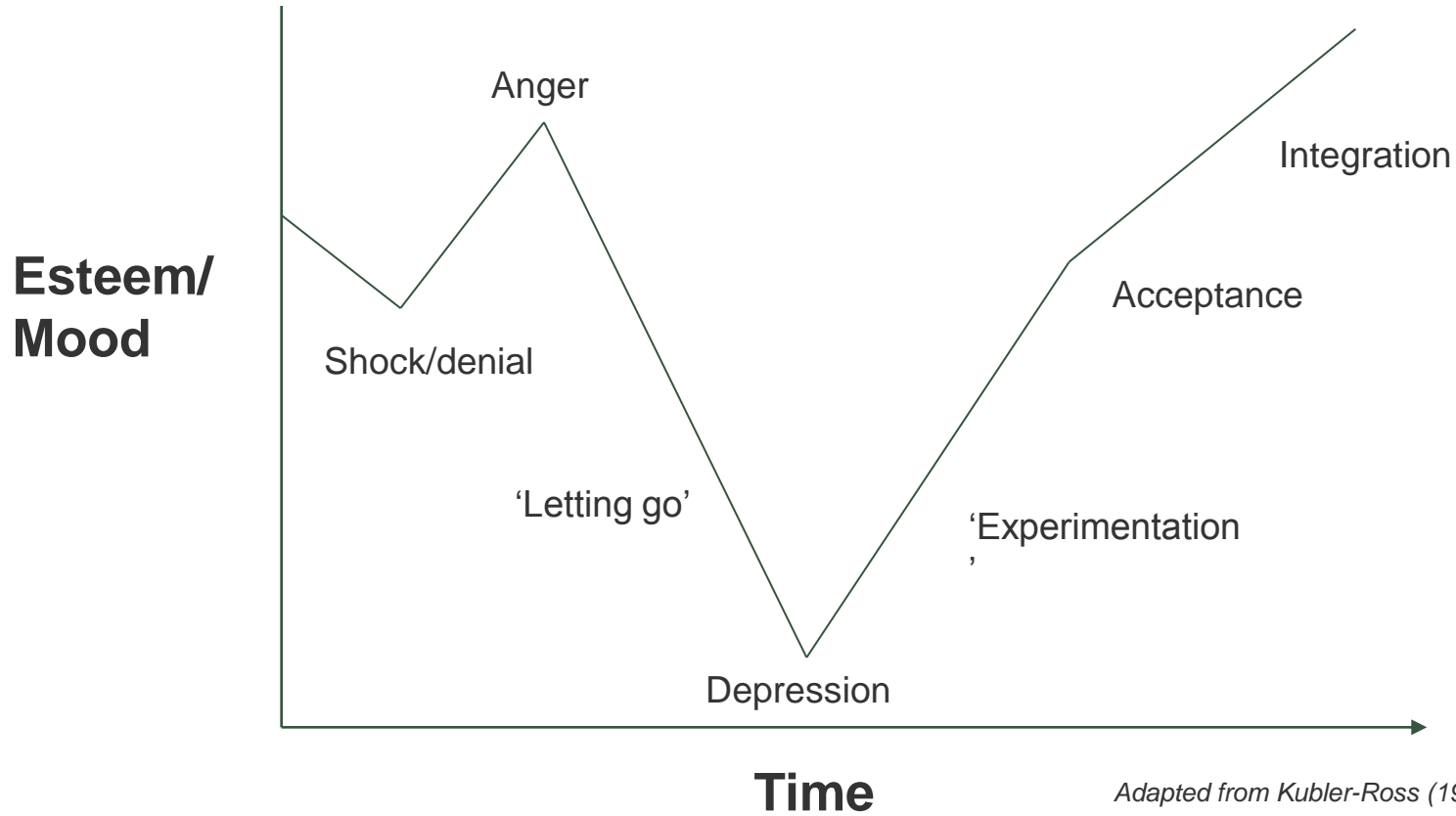
- communities
- norms
- values
- tribal behaviour
- collegiality
- corporate values

## **Psychological contract: Aggregate of reciprocal expectations between institution and its members**

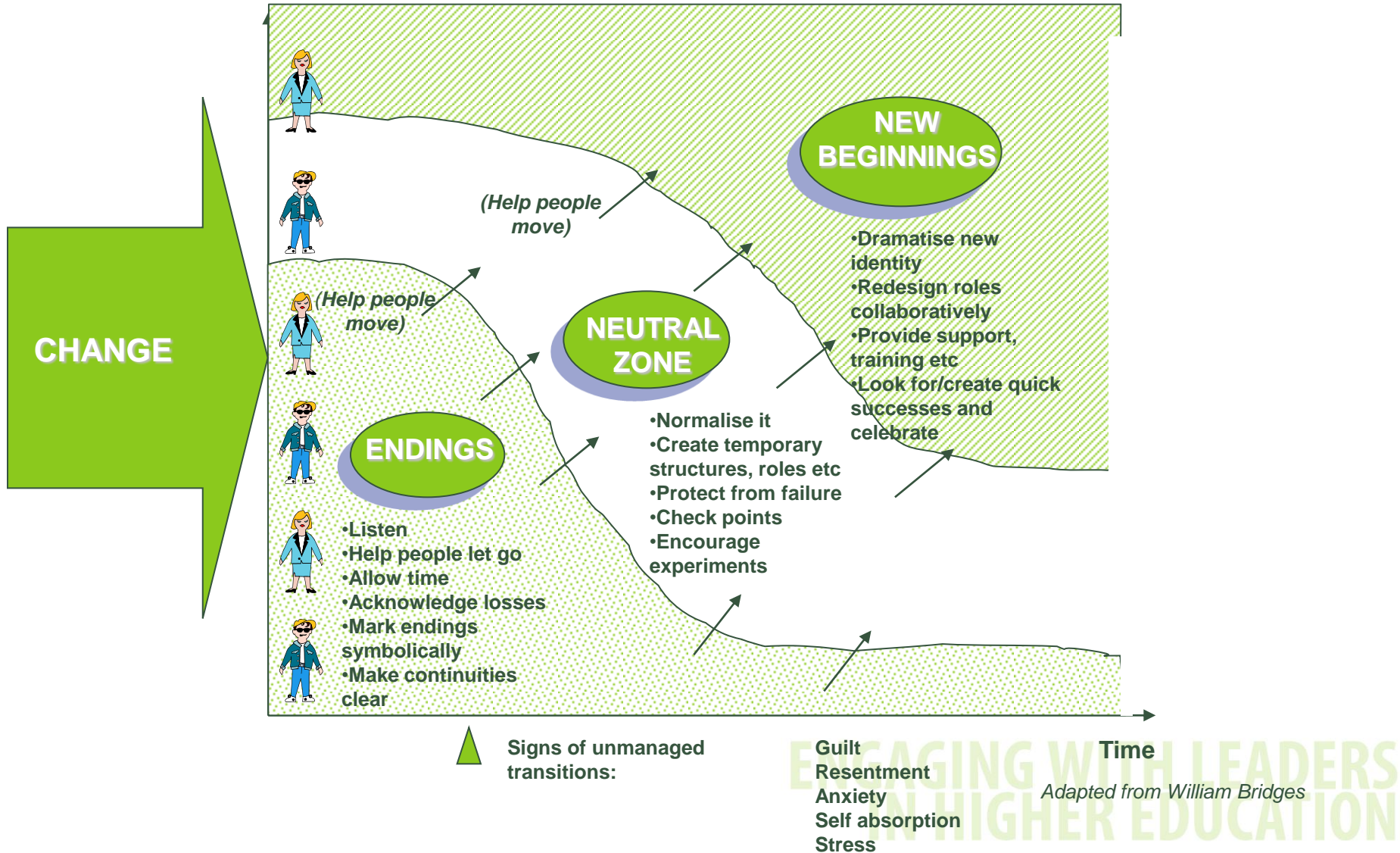
- sense of fairness/“fair deal”
- dignity at work
- collegial v corporate
- expectations/perceptions of leadership

- Handling transitions (William Bridges)
- Unfreeze / Refreeze (Kurt Lewin)
- Tight / Loose (Charles Handy)
- Compelling Narrative/storyline
- Guiding Coalition (John Kotter)
- Authentic leadership (Goffee and Jones)

# The Transition Curve



# Transitions (William Bridges)



“It isn’t the changes that do you in, it’s the transitions. Change is situational; new policy, new boss, new site. Transition is the psychological process people go through to come to terms with the new situation. Change is external; transition is internal”.

(William Bridges)

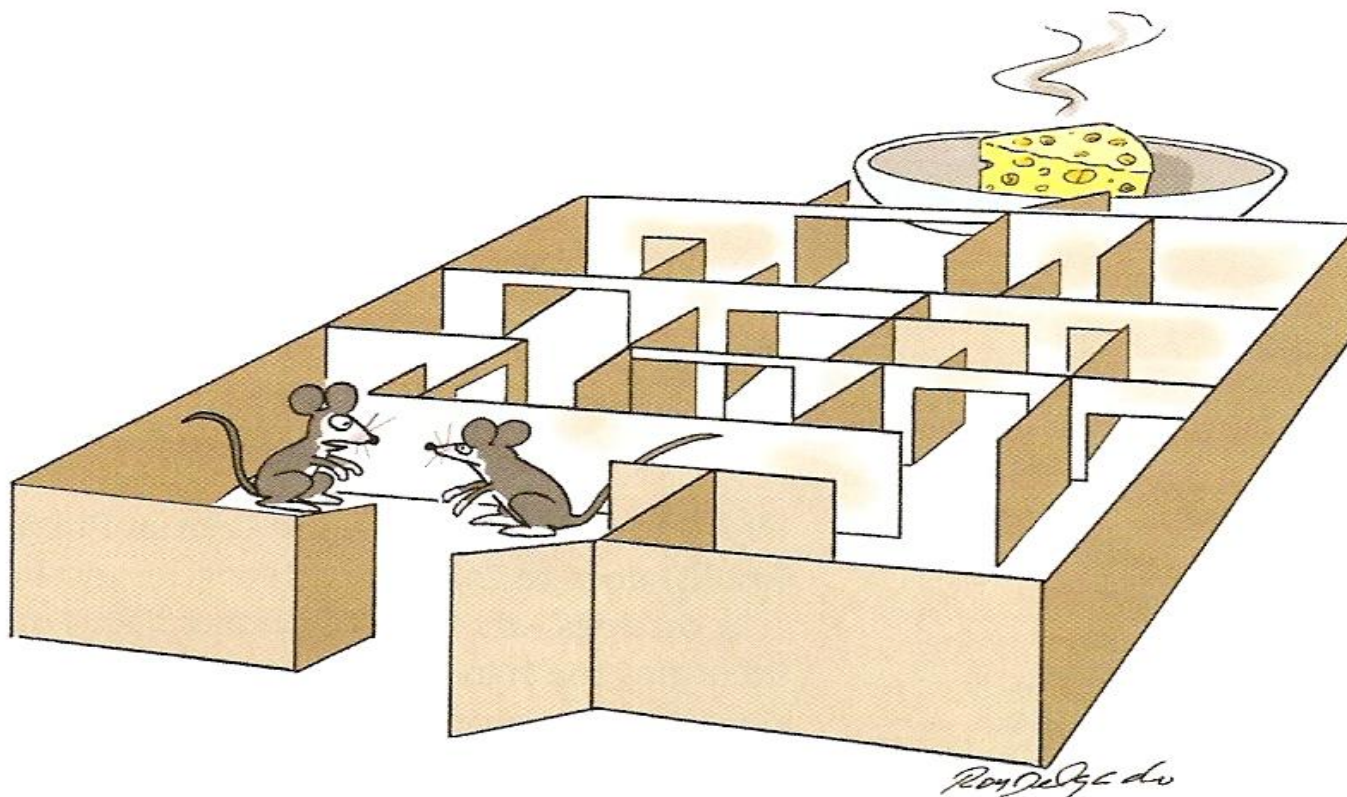
- Identify who's losing what
- Accept the reality of subjective losses
- Don't be surprised at over-reactions
- Accept signs of grieving
- Give people information – over and over again
- Mark the endings
- Treat the past with respect
- Get people to accept **problems**, not just the solutions
- Show how endings ensure continuity of what really matters



# Some contrasts 2003 : 2010

2003	2010
Change = growth	Change = survival
Missions = Convergence	Missions = Differentiation
New providers no threat	New providers a threat (FE, private)
Funding regime benign	Funding regime a threat
Universities have positive image	Lost trust of Government?
Concept of "customers" unattractive	Consumer/Client voice vital
Academic freedom unchallenged	Impact and "ROI" a key factor

**“For me, it’s more about a job well done and less about the cheese.”**



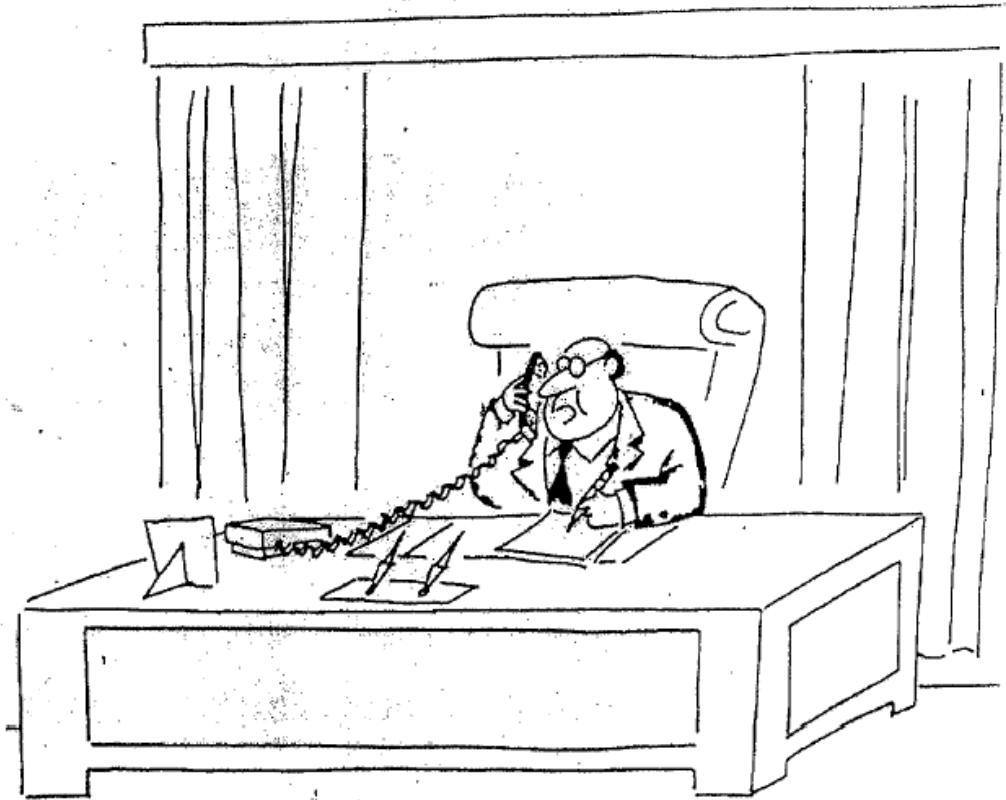
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“For me, it’s more about a job well done and less about the cheese.”

(Harvard Business Review)

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**'Stevens, get in here and give  
me some positive feedback.'**

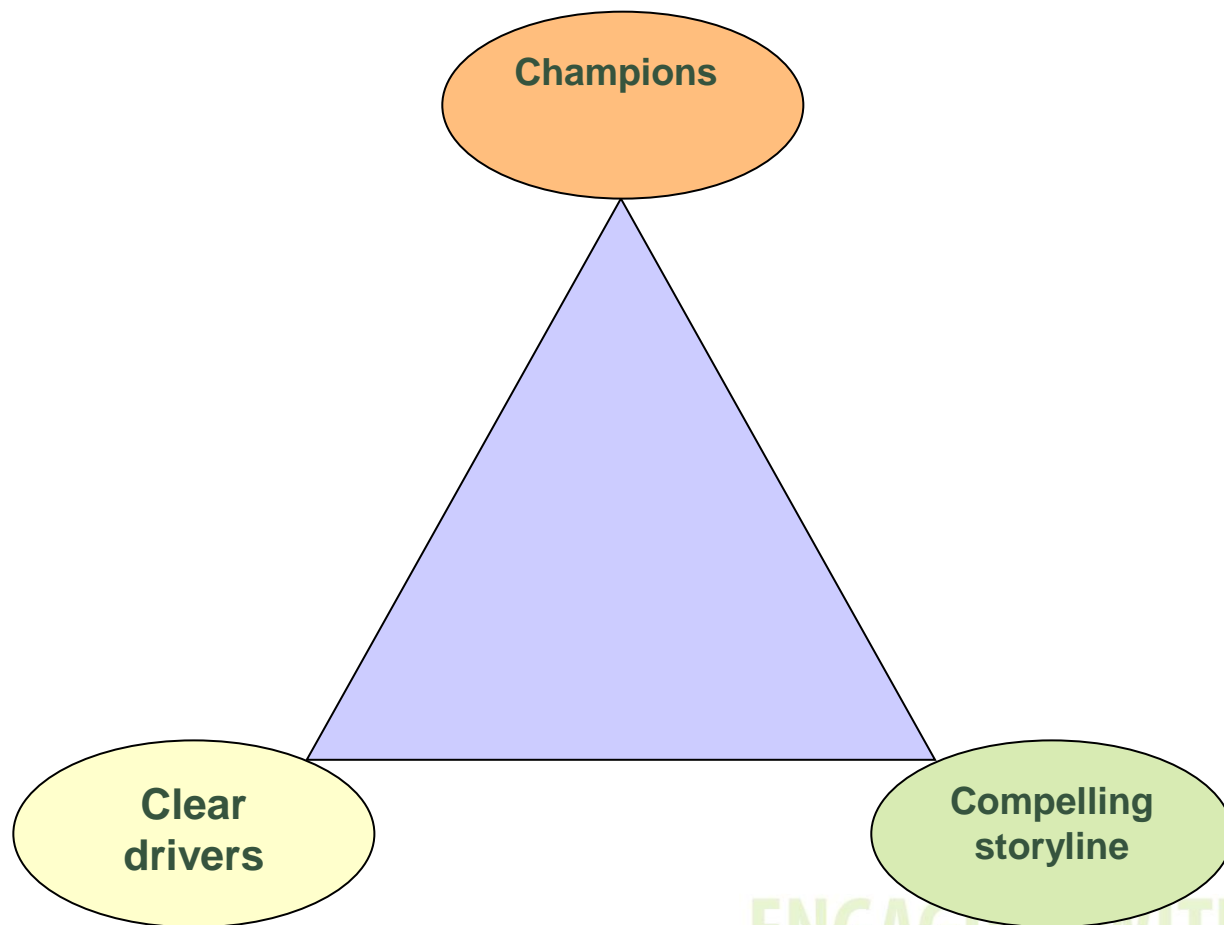


MIKE SHAPIRO

"Stevens, get in here and give me some positive feedback."

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# Creating the energy and momentum of change



Identify at least five techniques of organisational change management that support the concept of 'healthy universities' – and five that don't!