



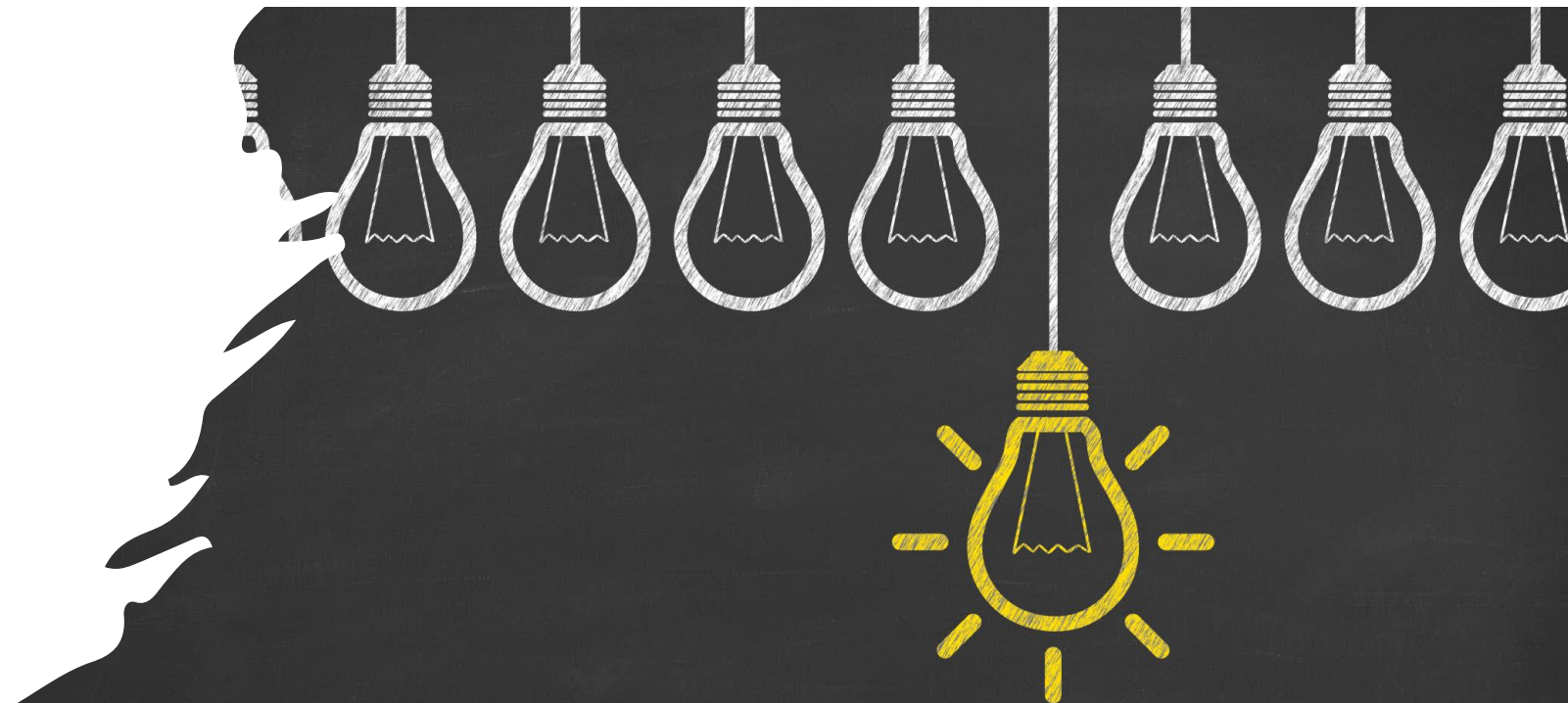
# QA LEAD

Equipping Institutional Leaders to Maximise Gains from Quality Assurance

## Strategic Leadership

There is no one size fits all in various levels of Leadership and No ideal system to be used by all.



However different National systems of Further and Higher Education do face some common dilemmas.







# LEADERSHIP

I used to Manage by Example, but since that was a FIASCO we will spread the leadership around.


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- The common elements which also affect Leadership nowadays are:
  - Strong governance –focusing on whole Institution choices and resources
  - An enhanced developmental Periphery-build external relationships and client contracts
  - A diversified funding base- enlisting nongovernment patrons to meet rising costs
  - A stimulated academic culture- engaging scholars in wider Institutional context
  - An entrepreneurialial culture- able to adapt Institutional agendas to departemental projects
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- In Doug Toma's book, Building Organizational Capacity there are 8 elements that Leaders must contemplate upon (To discuss)
  - Purposes
  - Structure
  - Governance
  - Policies
  - Processes
  - Information
  - Infrastructure
  - Culture
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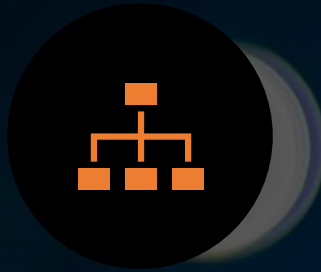
# Question

- How well aligned are Toma's 8 elements in your own Institution? Is there a common view of the balance between these elements, or do some groups think the Institution is skewed too far in one direction or the other?

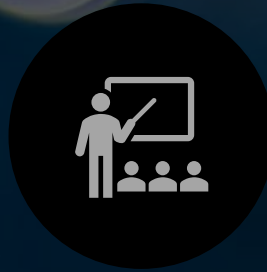
# Example: The University Dean

- What are the activities of the Dean?
  - Strategic Management, including participation in setting Institutional strategies and responsibilities for Faculty strategy
  - Operational Management, including resource allocation and support services
  - Human resource Management, including overseeing teaching and research programs and the faculty's relationship with its student
  - External stakeholder relationship management.
  - Deans are expected to combine academic expertise with managerial competence.
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# Centralized and Decentralized Systems



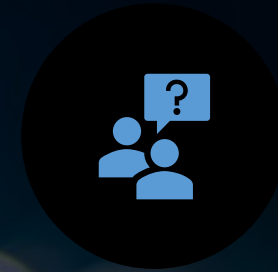
QUALITY MANAGEMENT- SHOULD THIS BE CENTRALIZED OR DECENTRALIZED?



CENTRALIZED YOU WILL HAVE CONTENT SPECIFICATION BY SENIOR MANAGEMENT AND CENTRAL IMPLEMENTATION WHILE DECENTRALIZED THE CONTENT AUTONOMY IS THAT OF FACULTIES AND INDEPENDENT IMPLEMENTATION



WHAT ARE THE CHALLENGES AND ADVANTAGES OF CENTRALIZED AND DECENTRALIZED?



TO ANSWER THE ABOVE YOU WILL NEED TO LOOK AT THE FOLLOWING:



Size of Institution



Diversity



Geographic  
Dispersion



Quality Notion and  
Model



Context, institutional  
setting and tradition



External rules and  
demands



Budget and  
resources



# Roles and Responsibilities

All type of Leaders must embrace their quality culture by:

Examining quality cultures

Facilitating organizational reflection

Translate between languages

Be cultural brokers

Be Meaning agents

# The Two Cultures

Academic problems with  
Management

Less time to do core  
tasks due to increased  
administration load, rise  
of corporate culture and  
individual needs ignored

Softening of key  
distinction between  
academic and support  
staff

Erosion of core values of  
commitment to discipline  
and professional control

# The two Cultures



# Leadership Communication

Excellent Leaders develop and facilitate the achievement of the mission and vision, develop values required for long term success and implement these via appropriate actions and behaviours, and are personally involved in ensuring that the organisations management system is developed and implemented

During periods of change they retain a constancy of Purpose. Where required, such leaders are able to change direction of the organization and inspire others to follow.

# Leadership: areas for Analysis

Comprehending	Comprehending the internal and external drivers for change and their implications
Developing	Developing Change Plans
Securing	Securing resources and investments to support change
Communicating	Communicating Change plans with opportunity for feedback from all stakeholders
Supporting	Supporting managers and staff for the change transition
Measuring	Measuring effectiveness of change



Appoint 'Change Agents' who work closely with Leaders at all levels

Personal and inclusive communication which promotes dialogue

Commend existing best practice and build on it while analysing and managing risks associated with Change

Have clearly defined outcomes set at the beginning, against which performance and effectiveness can be measured.

# Exercise

What are the Leadership issues that trouble you and your Institution?

How do you cope with these as a Leader?

How does your Institution cope with these?



# 8 Step Model- John Kotter





# How to communicate properly

Sell the WHY?

Engage early

Know your audience

Keep the end game in sight

Enact law

Remember two way is better than one way

WIIFM

Celebrate outcome

Be consistent

Evaluate and review