
GOVERNANCE DEVELOPMENT PROGRAMME

CONTINUOUS IMPROVEMENT

22 September 2009

Governance Development Programme

- **Corporate Governance**

exploring techniques and good practice ideas for improving personal effectiveness

- **Strategic Leadership**

focusing on the nature of leadership as a non-executive; achieving change; communication

- **Continual Improvement**

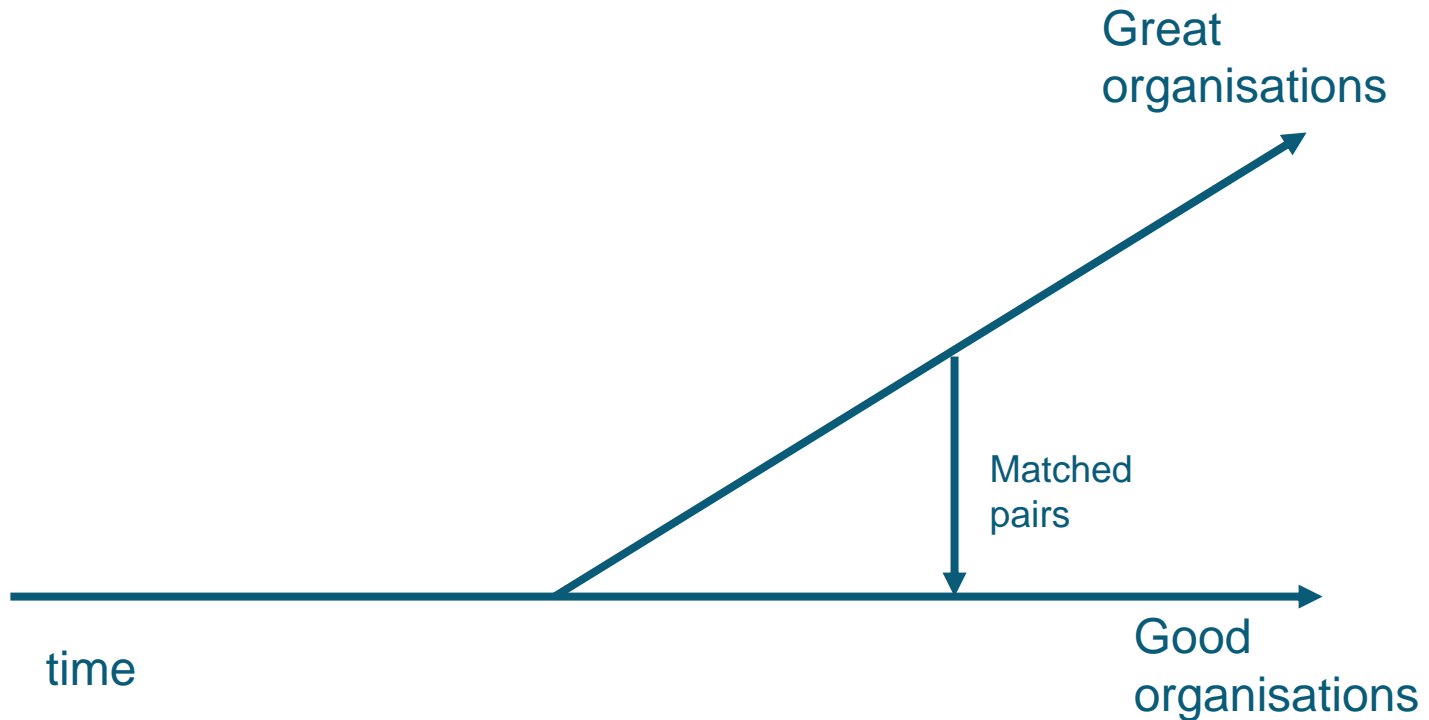
instilling an ongoing culture of continuous improvement; self assessment; succession planning; team building

The Challenge of Excellence

**How can the Board help it's
College move from Good to Great?**

Session One

The Good to Great Gap



Scottish Further Education Unit (SFEU) is part of the Scotland's Colleges brand



How to Measure Greatness?

‘A great organisation is one that delivers a superior performance and makes a distinctive impact over a long period of time’

Inputs – the staff we employ; the buildings we provide; the money we allocate

Outputs – the students we attract? Pass rates? Retention levels?

Outcomes – the lives we change? The job placements we achieve? The skills gaps we fill?

From Good To Great

INPUTS OF GREATNESS

Disciplined People

Disciplined Thought

Disciplined Action

Building to Last

OUTPUTS OF GREATNESS

Delivers superior performance

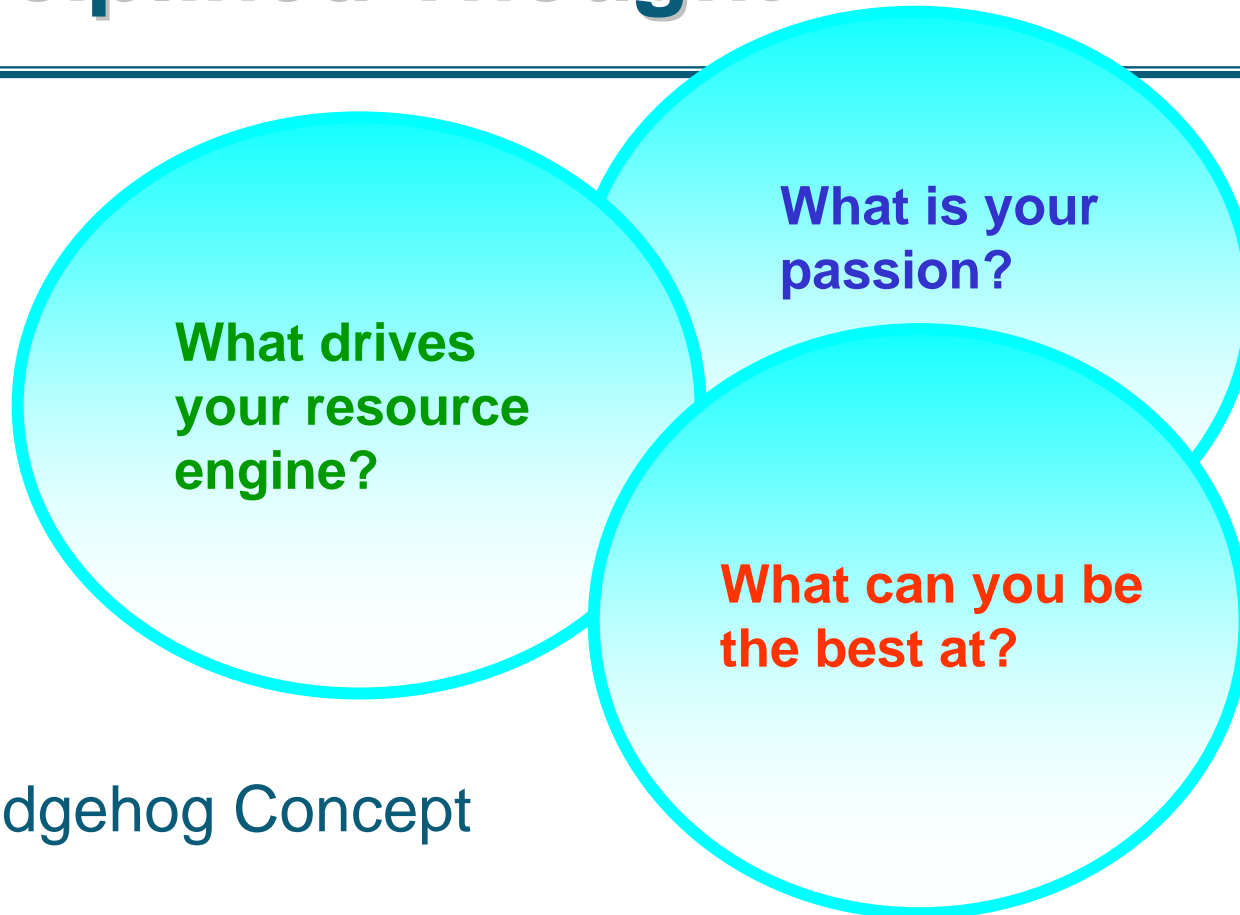
Makes a distinctive impact

Achieves lasting endurance

Disciplined People

- Level 5 Leadership
 - Ambitious for the organisation not oneself
 - Do whatever it takes to deliver greatness
- First Who, then What
 - Get the right people on the bus
 - Early assessment mechanisms are key
 - Less need to ‘motivate’ staff

Disciplined Thought



The Hedgehog Concept

Disciplined Thought

- The Hedgehog Concept
- Confront the Brutal Facts
 - Maintain faith in your vision
 - Confront constraints but go on to identify what you do now to build a pocket of greatness

Disciplined Action

- Be brave enough to say NO to activities outside your Hedgehog Concept
- Build the Brand
 - Potential backers should believe not only in your mission but also your capacity to deliver on that mission

What is Quality?

The Board's role in the Quality Framework

Session Two

SFC Framework

- Baseline Reports submitted end 2008
- Annual Reports (first due by November 2009) including results of annual strategic institution-led reviews
- Learner Engagement
- College responses to HMIE reports
- Considerable scope to decide on meaning of 'quality'

Role of the Board

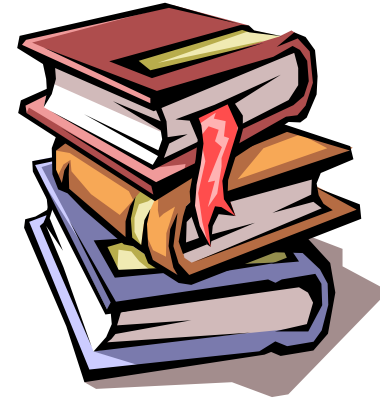
- *‘it is a matter for each institution to decide for itself how the governing body discharges its responsibility in quality issues’*
- *‘the Council recognises ... the important role of the governing body in quality issues, both in terms of statutory responsibilities and in relation to Council’s accountability requirements’*
- *‘the Council [wants] a clearer understanding of the arrangements by which the governing body ensures accountability for quality’*

Quality Framework

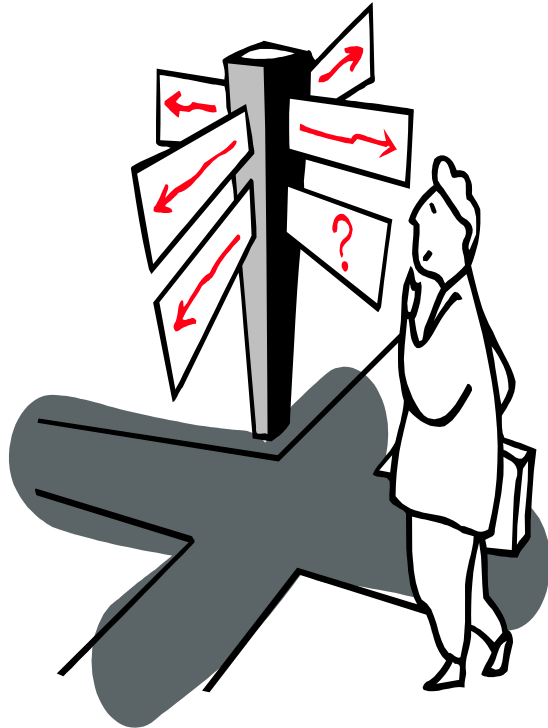
Is this a process to keep the SFC informed or an opportunity for strategic leadership?



What do we mean by quality?



Gathering Evidence of Progress



- from students?
- from staff?
- from employers?
- from others?

Maintaining Board Quality

Reviewing succession planning etc.

Session Three

Quality Tools

- Recruitment
- Induction
- Role Descriptions
- Performance Evaluation
- Continuous Development
- Succession Planning

Recruitment

- Skills Matrix/Audit
- Diversity & Equality
- Recruitment Methods?
- Incentives?
- Understanding of Role

Induction

- Induction Pack / Process
- Shadowing / Buddy System
- Don't forget Board role & Culture

While 81% of non-executive directors received a briefing before starting, only 24% received formal induction post appointment (Higgs 2003)

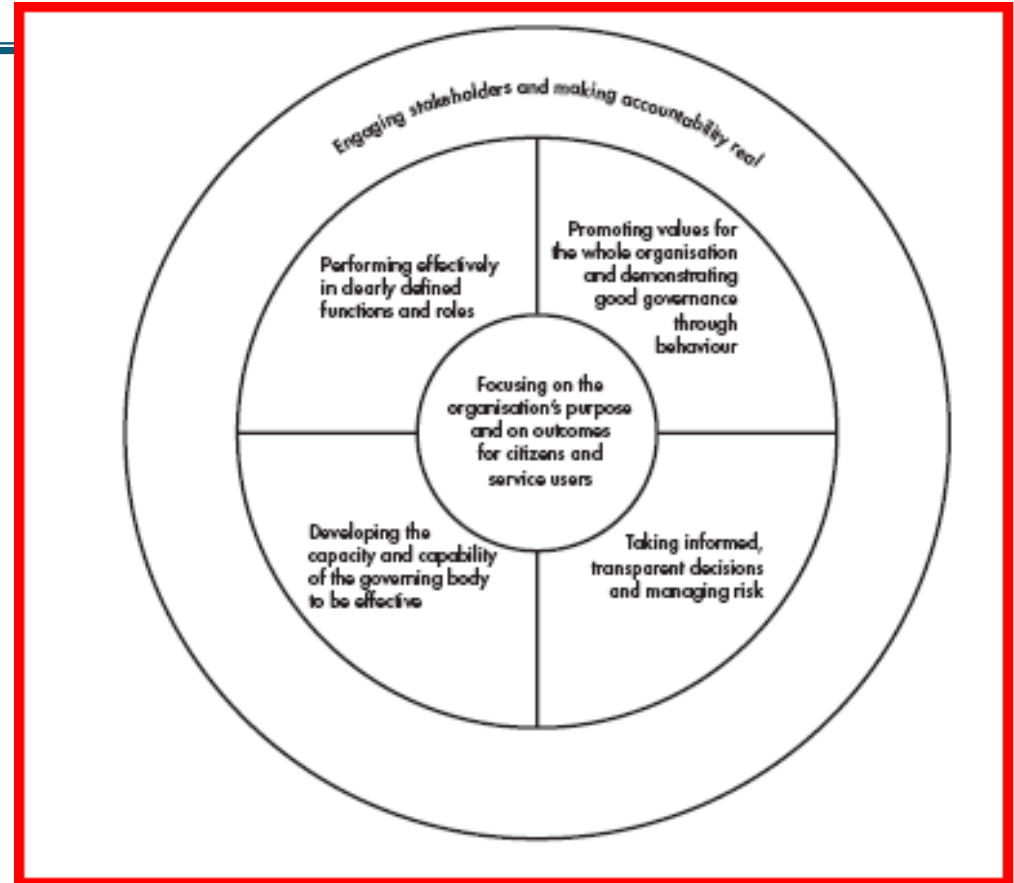
Companies appear to be more interested in introductions than inductions (Tracy Long 2008)

Induction is one of the weaker areas of the governance model in the Scottish College sector (DTZ 2007)

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Role Descriptions

- Board
- Board Member
- Chair
- Committees
- Staff/ Students



Performance Evaluation



- Board performance
- Individual performance
- Adding value – how?
- Benchmarking?
- Evidence?
- Demonstrate progress

Training & Development

- Build on Evaluation Results
- External visits
- Meetings without Executives or Chair
- Team building
- Staff/Board activities
- Continuation of Induction
- Everyone should learn something new each year

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Succession Planning

- Skills matrix
- Co-options
- Observers
- Shadowing

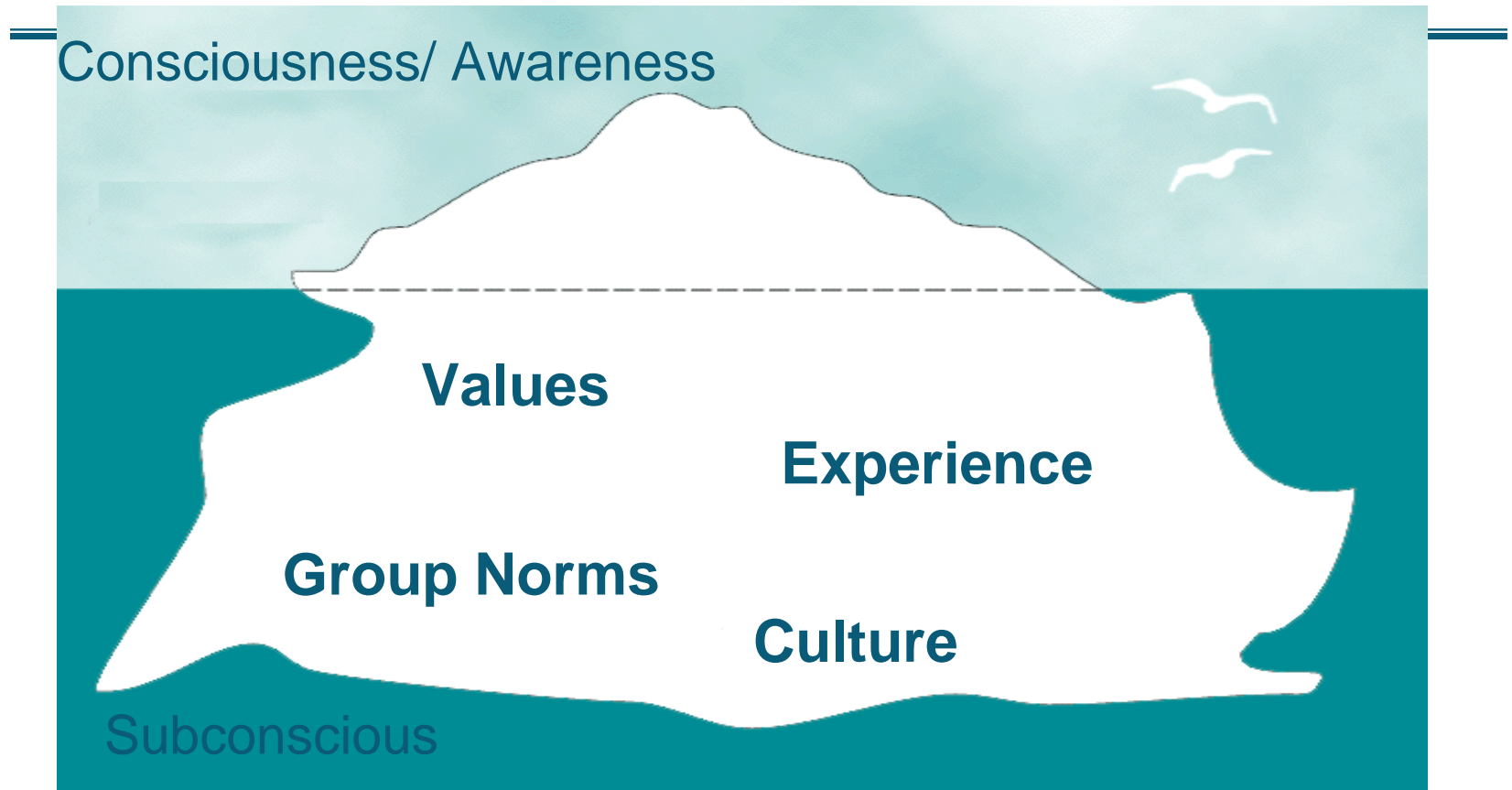


Board Dynamics

Building an Effective Team

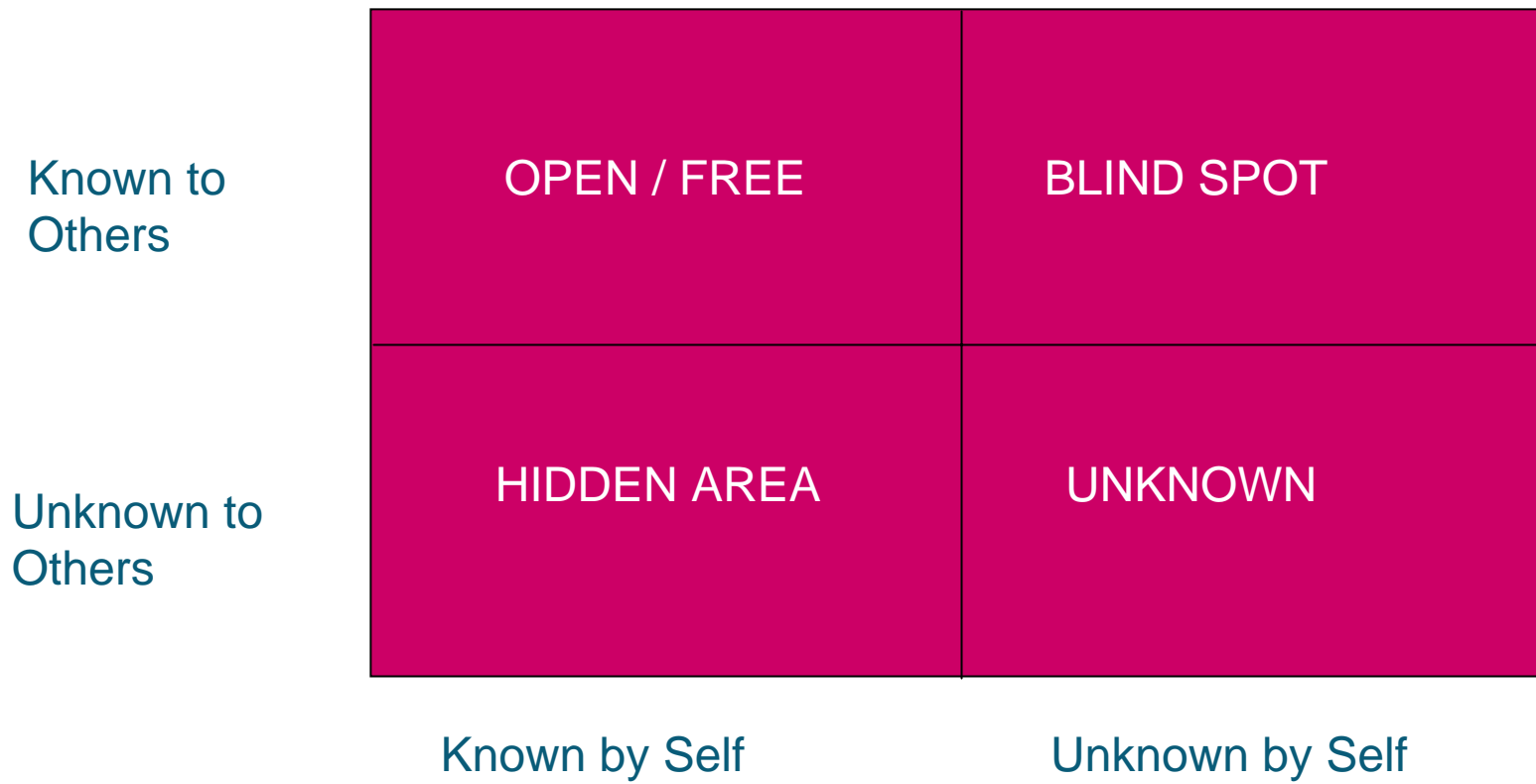
Session Four

Human Behaviour Iceberg



Johari Window

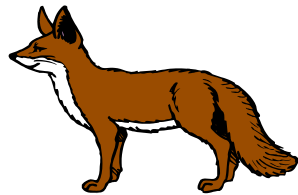
Source: Ingham & Luft



FOUR STYLES OF BEHAVIOUR

Politically aware

CLEVER

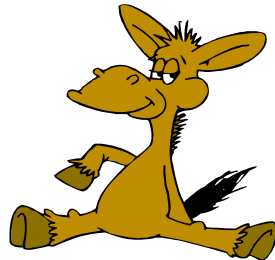


WISE



Level of
political
awareness

INEPT



INNOCENT



Self oriented

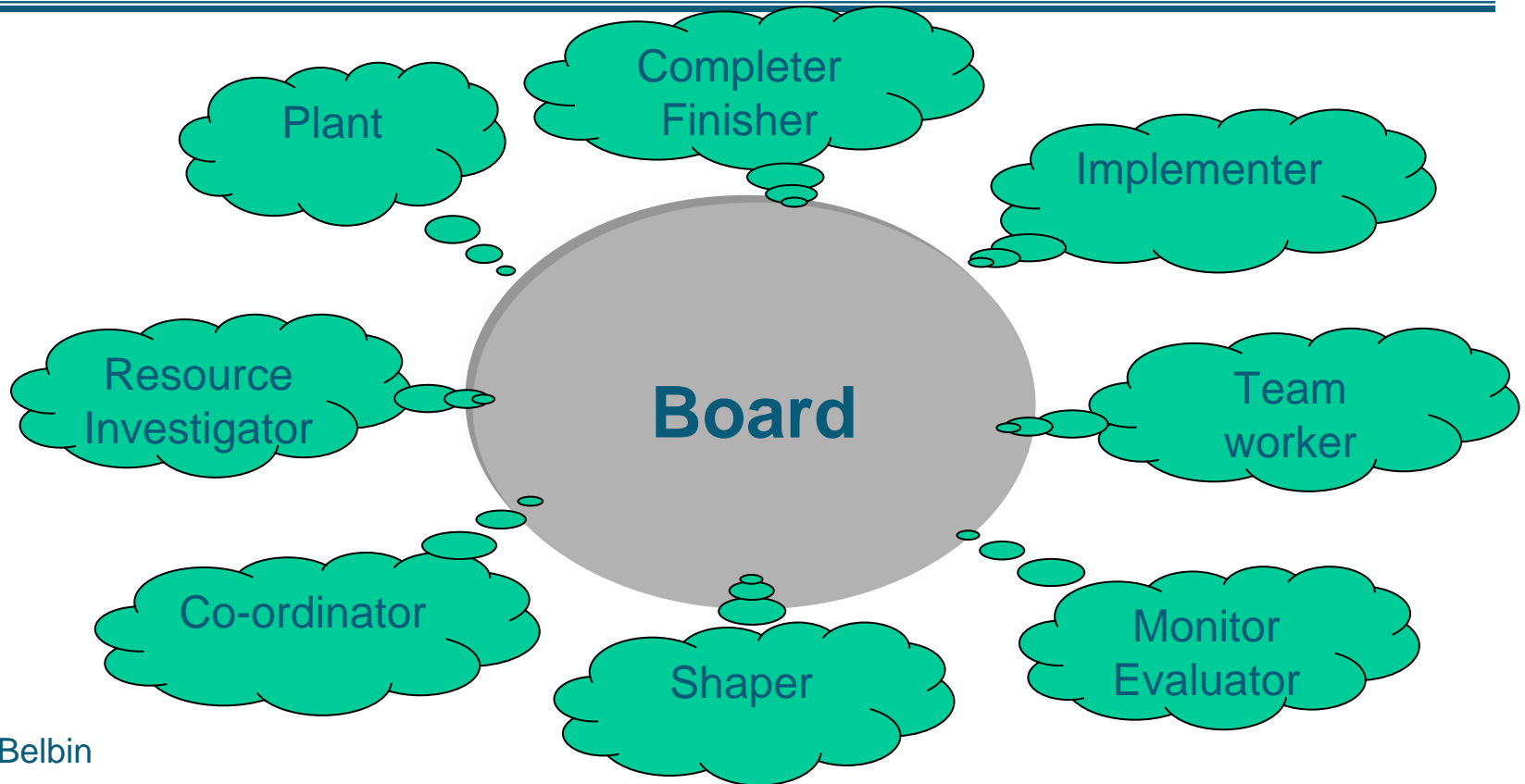
Organisation oriented

Politically unaware

Orientation of behaviour

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Belbin - Board Roles



Source: Belbin

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Star Trek



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