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Identify a leader that you admire, note the key characteristics that this leader demonstrates?

In pairs/threes discuss the characteristics you have identified – match these, where possible, to the aspects of leadership (given on page 29 of the *QualiTraining Guide*), **moral, strategic, managerial, collaborative, interpersonal, distributed.**

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Developing a Quality Culture

When you visit or work with another institution what indicates to you that the institution has made a commitment to quality?

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Leadership for Quality

Scenario: A secondary phase state Language College

In this scenario the Language College currently has a low capacity for quality. There are a number of problems:

- managers encourage staff to overcome these but the existing structures do not enable staff to work together

- a number of managerial tasks are devolved to staff but they are not given the autonomy to deal with new tasks

- the Language College is involved in many different initiatives. There is little coherence and it is difficult to make links between initiatives

- the focus on teaching and learning is not strong

- staff are expected to use innovative teaching methods but have limited time and very few opportunities to test and develop new ideas

- staff work mainly in informal groups on an 'ad hoc' basis. They find it difficult to understand how their work fits with other developments

- staff work long hours to achieve success with their students. There is high staff turnover

Leadership for Quality

What steps could a new leader take to help move this organisation to one with high capacity for quality?

Preparing the culture

Creating opportunity

Developing the organisation

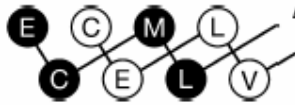| **Empowering and Embedding** |
| --- |
| |

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Self-Learning

What changes has your institution made in the last three years to provide for -

1. new ways of viewing knowledge

2. new understanding about the nature of learning

3. changing career pathways

4. new patterns of global interaction between organisations

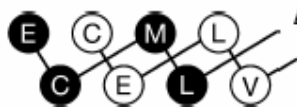5. new information technologies

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Self-Learning

Note down the changes you have identified

1.
2.
3.
4.
5.

Discuss your findings with the group. Is there any commonality across different institutions?

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Leadership for Culture

How do we know we have a culture of quality?

A continuum is a useful tool for providing a picture of the current position. For the following assessment activity a simple continuum of 1 – 5 is suggested

Consider the examples given in the descriptors, where would you place your own institution on the following continuum? What reasons would you give for the positioning of your institution in each instance?

- *Institutional values are not shared, and are rarely discussed*   1 2 3 4 5   *Institutional values are shared, they are real and acted on constantly*

- *Leaders are mainly concerned with procedures and systems*   1 2 3 4 5   *Leaders are involved with people*

- *Communication in the institution is always 'top down'*   1 2 3 4 5   *There is open, effective dialogue and communication with all in the institution*

- *Working groups have limited sense of purpose*   1 2 3 4 5   *Confident, self-managing teams are evident*

-

- *Lack of success is considered a failure*   1 2 3 4 5   *Mistakes are learned from and different strategies tried*

- *Risk taking is discouraged*   1 2 3 4 5   *Risk taking is viewed as part of the learning process*