



**UNIVERSITY OF
STIRLING**

In 2016, the University of Stirling set itself the challenge of developing a “culture of confident and skilled leaders” who could enable and support their teams and also deliver the university’s ambitious strategic plan.

Having gained accreditation from the Institute of Leadership and Management, Stirling established three innovative ILM programmes to help university managers at all levels. Bespoke training was provided to team leaders, line managers and mid-level managers, particularly those who oversee a number of teams and other managers.

Training involved a “360-degree” feedback exercise to seek constructive comments from junior and senior staff alike as well as online blended learning programmes.

“This programme has encouraged me to distance myself from my work to look at it objectively and from a more strategic viewpoint,” explained one line manager, while a senior university manager said that their course “should be compulsory for anyone in a leadership role”.

“It helped to ground me as a leader and develop a shared leadership style that would empower those I work with,” another senior manager said.

Some 30 individuals took part in the first training cohort in 2016-17, followed by 49 in 2017-18, and 100 per cent of participants polled rated the course as very good or excellent and said that they would recommend it to others.

Our judges said that Stirling had achieved “strong levels of participation in a short time period” and that its external evaluation process showed a “strategic commitment to ensuring sustainable development was maintained and continued into the future”.