



University of Glasgow

Designed to encourage inspirational leadership at all levels, the University of Glasgow's Inspiring People strategy is an ambitious effort to provide the right support, development, infrastructure and environment for current and future leaders.

After a wide-ranging staff consultation to identify effective leadership behaviours, the university designed a "360-degree" feedback tool that helped those participating in leadership programmes to reflect upon their strengths and also to give thought to areas for improvement.

The strategy, which was aimed at both academic and professional services staff, focused on three different levels of seniority: aspiring, emerging and strategic. This "from the ground up" leadership model allowed the framework containing 35 behaviours to have a distinctively "Glasgow" approach, the university said.

One lecturer said that the programme encouraged colleagues to be "frank" and provided a "reality check" about her leadership, while an estates manager described the one-to-one coaching and advice as "invaluable".

"It has been incredibly helpful to have academic and professional services colleagues working together on this leadership course," explained one professor, who added that it "allows everyone to see things from different perspectives and better understand the challenges in different roles".

Our judges said this initiative created a "common language of leadership within the university" and would "be used comprehensively to underpin recruitment and selection, learning and development and talent management".