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| Approach: **Creating the right conditions** |
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| During the UG re-approval and curriculum design process, we changed the way we did things. The Department has a range of interrelated and multi-disciplinary courses and in order to avoid some of the territorialism experienced in the previous re-validation  process we gave subject groups and course teams greater autonomy to work with employers and professional bodies to understand what was appropriate for the market place and create individual course identities.  In the past we have been too prescriptive. ***This was about giving greater freedom to the teams to develop courses they believed in shaped by the opportunities out there.*** By bringing together different leads to work collaboratively it created great enthusiasm .   There were conflicts but generally these were positive conflicts, people challenged each other but not for territorial and negative reasons. Also there were those who were normally quiet put themselves forward and came up with amazing ideas. It was marvellous to see old divides and barriers being broken down as people worked toward a shared ambition, including the talent from professional services.   There were lots of examples where decisions were made that I wouldn't have made. Although we had some overarching design principles I didn't step in as that would have hindered their ownership and creativity - which as a control freak was really hard!  Staff challenged us and made us think differently.  It’s important you show trust and respect, I believe that's how you get the best out of people. If you don't and just do the hard leadership then you only get compliance, and lose the goodwill and commitment.   When staff trust and respect you even when they don’t necessarily like a decision they will go with it and go the extra mile |