



National College for
School Leadership

Inspiring leaders;
improving children's lives

Fellowship Programme 2008 Prospectus



www.ncsl.org.uk

EXPERIENCED
HEADTEACHERS

Programme

Foreword

Welcome to NCSL's 2008 Fellowship Programme Prospectus.

I am delighted that you have chosen to be considered for the Fellowship Programme.

The College has always intended that National Leaders of Education (NLEs) would form a cadre of exceptional leaders which would include people who are interested in influencing the wider educational landscape as system leaders. The programme has been aimed at the best leaders in education and will examine cutting edge theory and practice of leadership and management. Together, we aim that participants will help to address some of the most pressing educational challenges.

The programme will provide access to the highest academic thinking and will expose you to leaders across a range of different sectors, enabling cross-sector sharing and learning.

There is much we can learn from business and other public sector leaders and conversely there is much those leaders can learn from educational leaders.

Excellent leadership is the key to truly transforming education and the lives of young people and I am delighted you want to be a part of this exciting programme.

A handwritten signature in blue ink that reads "Steve Munby". The signature is fluid and cursive, with the first name "Steve" and the last name "Munby" clearly distinguishable.

Steve Munby, Chief Executive
National College for School Leadership

Contents

Programme structure

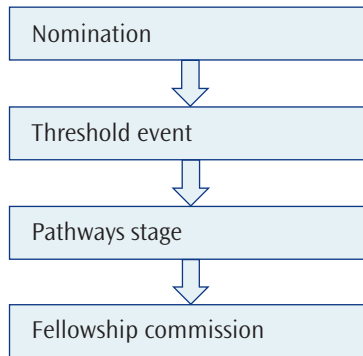
- threshold event (23–24 September 2008)
- pathways stage (various options)
- fellowship commission (23–27 March 2009, TBC)

The pathway stage providers

	page
1. Ashridge Top Leader Journey	9
2. Common Purpose 20:20	12
3. Cranfield Business Leaders Programme	13
4. Cranfield Director as Strategic Leader	15
5. Henley Mastering Leadership	17
6. Lancaster University Management School Advanced Leadership Programme	18
7. London Business School High Performance People Skills for Leaders	19
8. National School of Government Top Management Programme	22
9. Oxford Said Business School Strategic Leadership Programme	24
10. Singapore International Exchange Programme	26

Programme structure

The programme is set up as follows:



Threshold event

The threshold event will take place over two days and bring together all participants giving you an opportunity to explore the substance, expectations and aspirations of the programme. It allows you to consider both your personal goals and the ways in which you, collectively, can develop as a strategic group.


There will be an opportunity to speak to a number of the business school providers whose programmes feature in the pathways stage of the programme and engage in a one-to-one coaching session.

Beforehand, participants will complete NCSL's Advanced Leadership Diagnostic, a 360° tool which has been especially commissioned by NCSL. This will inform the coaching session and provide some steer towards which of the pathways programmes might be particularly well-matched to your preferences.

In addition, you will as a group, start thinking about both local and national challenges. We have a number of national figures from education and policy who will be joining us for the event to lead the debate.

The threshold event will set the direction for the rest of Fellowship Programme. Having participated in the event, we hope that you will feel enthusiastic about both your personal development provision and the programme as a whole. However, if you felt that it was not suitable for you at present, you would have the opportunity to withdraw at that stage.

Nonetheless, we are confident that this provides a unique opportunity to work closely with a group of leading heads on individual and collective development and we are looking forward to developing the programme with you.



The dates for the threshold event are:

23 and 24 September 2008

Venue: Park Plaza Hotel County Hall,
1 Addington Street, London SE1 7RY



Pathway stage

The key objectives of the pathway stage are:

- To support participants in further developing self-knowledge and leadership skills at the highest level in a way tailored to their specific personal needs and contexts, and generally involving a practical task ‘at the interface of thought and action’ (Mintzberg et al 1998), as well as more conventional learning methods.
- To enable participants to work with top leadership colleagues outside education and the public sector, in order to strengthen and widen their leadership learning. It will also equip them to deal more effectively with leadership challenges, both in the wider roles opening up in the local provision of education and children’s services, and in the challenges to be explored in the fellowship commission.

To this end, NCSL has reserved places for fellowship participants on certain top leadership programmes offered by other leadership centres or business schools as detailed below.

There will be some common elements, but also different formats and emphases, enabling participants to be assigned to pathway programmes closely attuned to their own individual needs, circumstances and contexts. This will provide challenge, focus on personal leadership development and expose all participants to different perspectives and networks.

In the next section, we have provided details of the confirmed offers for the pathways stage.

We would urge you to find out about each of these offers, by following the website links listed and perhaps by speaking to the programme provider, prior to the event in September.

Please note that places on each programme are strictly limited, so while we will ask you to express your preferences, which we will try to accommodate, we can make no guarantees. NCSL reserves the right to assign participants to pathway stage provision on the basis of its own judgement about the contribution which a particular assignment will make to the overall objectives of the Fellowship Programme.

We are satisfied that all the programmes listed are of the quality, and aimed at the right level of participant, to suit the Fellowship Programme participants' needs.

A further last option would be for a participant to identify an alternative provision which meets the requirements of the pathways stage of the Fellowship Programme. NCSL would reserve the right to approve a participant's choice or not.

To meet approval, the provision would need to be aimed at senior strategic leaders; it would need to offer personal challenge, development and exposure to other perspectives (ideally from other sectors); it would need to be delivered by a credible leadership centre or business school and be within the financial limits determined by NCSL.

We will contact you before the end of term to have a brief discussion around your preliminary thoughts on the pathways stage and ascertain which of the external programmes you may have a preference towards.



Fellowship commission

The Fellowship Programme culminates with the fellowship commission, when the whole group comes back together in spring 2009 to work intensively for one week on a major national educational challenge.

This will be the main opportunity for forging a common experience and common purpose amongst the group and for undertaking some real work of national significance in the education policy arena. We see it as essential that this commission provides a world class experience, and that the challenge the group undertakes during the course of the Commission is a real one for education policy makers.

During the week, the intention is that participants will:

- Review learning on the pathway programmes.
- Hear presentations on wider issues by eg an international figure such as a minister of education or business leader who has successfully led a complex change process in a multi-dimensional and changing environment.
- Be presented with a significant policy challenge facing education and children's services, and undertake, as a whole group and in sub-sets, the necessary enquiry, information-gathering, debate, analysis and development of proposals to be able by the end of the week to present a coherent response to the challenge owners (senior policy figures or politicians).
- Give thought together to the next meeting of your fellowship cohort, how the entire experience of the Fellowship Programme will help you to contribute in future, and how the fellowship is to be used to build the system.

Details of Pathway provision

1. Ashridge Top Leader Journey

Introduction

The Top Leader Journey programme will enable participants to explore the capabilities required to operate at executive level. It will involve an intensive appreciation of participants' skills, understanding and insight into the context in which they work, and the particular strengths and blindspots they bring to the role.

Based on Ashridge's most recent research into senior executive successes and reasons for failure, Top Leader Journey offers tailored and confidential development for leaders who want to perform at the highest possible level.

Run by senior and experienced faculty of high achievers for high achievers, this is an opportunity to build a leadership relationship that is sustainable for participants and their organisations.

The programme is restricted to 12 top leaders so that it can be tailored specifically to learning needs.

Benefits

Working alongside fellow leaders who will challenge, support and broaden their approach to leadership at this senior level, participants will aim to leave with:

- Improved confidence and the resilience to improve and then sustain their performance.
- Tools to amplify their impact by getting top teams working with and for them.
- The ingredients of successful leadership from current industry winners.
- Techniques to help them prioritise when everyone wants a piece of their time.

Programme includes:

The content of the programme is adjusted depending on the needs of the group. Stimulating plenary sessions based on recent research will complement open discussions. These include:

Leadership perspectives – get outside self-imposed cognitive limits, use diverse thinking to create the extraordinary.

Coping with immunity to change – even the brightest and most motivated people support an immunity to change based on powerful world views which are largely unconscious. Participants will be taken out of these self-imposed limitations and helped to overcome resistance to change at a very deep level.

Multiple strengths feedback – taking feedback to a new level, based on the concepts of ‘positive jolts’ and appreciative inquiry. In addition, there will be exploration of what energises participants compared to others, and participants will assess how they build on existing effectiveness as a preparation for new challenges.

Top Leader Journey research insights – what senior managers learned about making a big jump in responsibility and how they had coped with the pressures. Using the sometimes counter-intuitive stories that were told, there will be debate with participants about how they can make use of this material in their own organisation.

Leadership as a performing art – authenticity is part of leadership. Using a mixture of techniques drawn from the theatre and from business, participants will explore the relationship between personal vulnerability, gravitas and emotional connectivity.

Sustainable leadership – how to ensure that participants’ leadership is sustainable. The session finishes with the creation of a sustainable learning plan to support participants’ development of a sustainable style during and beyond the programme.

Continuing the leadership journey – between the modules we ask participants to:

- Mentor someone and be mentored by someone.
- Take on a task that for participants is a stretch.

- Join a network that participants wouldn't otherwise have joined.

Post heroic leadership – ego is not an essential part of leadership. Participants can encourage colleagues to shoulder their share of the organisation's leadership burden without feeling a loss of power or influence.

Complexity and ambiguity – review how participants handle uncertainty and ambiguity. Practical ways to develop strengths and to minimise the effects of weaknesses.

Your leadership strengths – making sense and making use of the feedback participants have given themselves and received from others about how and where they can make best use of their strengths.

Power, personal resilience and the vision process – how do leaders exercise power and how will participants influence the political processes in their own organisation? Understanding their deepest motivation patterns and those of others to create powerful personal and organisational visions.

Programme dates

This programme is scheduled as two modules: one four-day and one three-day: 7–10 October 2008 and 10–12 December 2008.

Pre-programme

Before module one, participants are asked to collect some items that can be used as part of their introduction to the group and to think about how they have used their strengths. Before module two, participants have several brief tasks that link and sustain learning from module one to module two.

Between modules

Participants work with their coach on multiple strengths feedback process.

The programme

Time spent at Ashridge on the two residential modules consists of short plenary workshops and individual activities along with work in action-learning groups.





Post-programme

This is participants' opportunity to apply the personal learning blueprint developed over the two months.

Further information

www.ashridge.org.uk/Website/Content.nsf/wOPN/Top+Leader+Journey~Fact+File?opendocument.

2. Common Purpose 20:20

Introduction

20:20 is Common Purpose's programme that brings together senior leaders from across the UK. It aims to provide a cross-sector group of senior decision-makers with a wide-angle view of the way the UK works, where it sits in an international context and what its long-term future holds.

Benefits

Participants have the opportunity to:

- Evaluate their strategies in the European and global context.

- Develop their understanding of the workings of government, equipping them to work with and influence the decision-making process more effectively.
- Expand their horizons and develop their strategic thinking by honing their understanding of international trends.
- Generate new ideas that will take their organisations and communities forward.
- Learn about the implications of managing diversity in the light of demographic changes and increasing globalisation.
- Stand back from the day to day and consider the long-term, reducing the risk of getting derailed by the unexpected.

Programme includes:

20:20 has two central themes: governance and wealth creation. These are explored using speakers, case studies, debate and team-based tasks. The programme is demanding and highly participatory.

Through briefings from top-level business people, politicians, civil servants and economists, the participant group assesses the economic, political, technological and social trends that will shape the UK in years to come.

Programme dates

20:20 is a five-day residential programme. The 20:20 week includes days in both Westminster and Brussels visiting key institutions in the cities and examining how they operate and who holds power: 3–7 November 2008.

Further information

www.commonpurpose.org.uk/home/programmes/2020.asp

3. Cranfield Business Leaders' Programme

Introduction

The Cranfield Business Leaders' Programme asks participants to think about their contribution as a

strategic leader, develop a new perspective on their organisational leadership and discover how to lead with greater success. The aim is that they will access the latest thinking in business leadership with a level of personal attention rarely experienced on executive development programmes. Participants will leave with a clearly defined implementation plan that translates this understanding into direct business benefit.

Benefits

- **New insights** into what a participant can achieve as an inspirational business leader.
- **A greater strategic and external perspective** on their business, leadership and the wider global marketplace.
- **Clarity** about what to change and what to help flourish in their business.
- **A new perspective** on change management, and how to integrate key contributions to the business.



- **An enhanced ability** to build high-quality relationships with key internal and external stakeholders.
- **The ability** to create sustained business performance.
- **A high-level integrated understanding** of the core components of business strategy formation and implementation and the personal capabilities required to achieve this.

Each participant's organisation will gain:

- Clearer strategic direction.
- Senior executives able to lead the business to greater achievements.

Programme includes:

Focusing on practical skills throughout, the business leadership programme is designed to ensure participants can always relate the content directly to themselves and their own business. Sessions will focus on:

- Leadership at top and senior levels.

- Distinguishing strategy from operations.
- Building and implementing business strategy.
- Financial performance and business strategy.
- Making people truly central to business strategy.
- The role of marketing and supply chains in business strategy.
- Managing knowledge to create strategic innovation.
- Organisational change and constructive organisational politics.
- Comprehending the global business environment.

The programme is designed to be an integrated and holistic development experience that comprises:

- **An engaging blend** of interactive presentations, case studies, syndicate work, individual assignments, and business-related projects to stimulate innovative thinking about participants' business and leadership.
- External speakers who will challenge their thinking.

- Profiling questionnaires that offer new insights into their business leadership style and impact.
- Realistic business projects to highlight and develop personal capabilities.
- Peer and tutor feedback to clarify personal impact and to support development.
- **One-to-one coaching** with the programme director that supports a significant transition in business outlook and leadership behaviour.
- A 100 day action plan with clear objectives, activities and timescales that supports the application of business learning and the successful application of each participant's business plan.
- Three month and twelve month review modules to support change, consolidate learning, to re-evaluate contribution and development needs, and to plan for continuing development.

Programme dates

Five plus seven days, residential and 24 hour review module (after 3 months) and 24 hour review module

(after 12 months):

Module 1: 30 March–3 April 09

Module 2: 31 May–5 June 09

Further information

www.som.cranfield.ac.uk/som/executive/course/overview.asp?id=17.

4. Cranfield Director as Strategic Leader

Introduction

The Cranfield Director as Strategic Leader programme aims to enable participants to be an effective leader by understanding strategic leadership and their role in the process by looking at the responsibilities and skills required of them as a director.

It deals with strategy, change and leadership, and is, Cranfield believe, widely recognised as one of the most practical and effective programmes in developing directors skills in strategic leadership.

Benefits

The programme aims to enable participants to:

- Understand the process of strategic leadership and their role in it.
- Stand back and think about themselves and their organisation.
- Apply the learning, through ‘application syndicates’, to their current situation.
- Obtain feedback on their situation and strategies.
- Return to work with a better understanding of the practical strategy and organisational change requirements.
- Understand what personal actions they need to take to implement strategic changes.

It aims that their organisations will gain:

- A tangible strategic plan ready for discussion and implementation.
- Strategic issues dealt with confidence and competence.

- Development of effective strategies for the organisation’s context.
- Implementation of strategy with emphasis on the individuals as leaders.

Programme includes:

- Strategic thinking and the process of strategic management.
- The competitive environment.
- Gaining and sustaining competitive advantage.
- Managing change.
- Effective leadership.

Programme dates

Duration: five days residential: 2–7 November 2008

Further information

www.som.cranfield.ac.uk/som/executive/course/overview.asp?id=81.



5. Henley Mastering Leadership

Introduction

The aim of the three day Henley Mastering Leadership programme is to help those in senior leadership positions develop their capacity for creating vibrant organisations – a term defined by characteristics that include engaging the creative potential of all members, demonstrating purpose and enthusiasm and releasing the energies of all those who work within it. The practical issues involved in achieving this is tackled on an individual and group basis and participants will confront the boundaries, blind spots and limitations of their current leadership practice.

Benefits

Participants are to understand how, profoundly, appropriately and effectively, to:

- exercise power and authority
- inspire others
- create a vibrant organisation
- sustain stamina and resilience

Programme includes:

The exploration of participants' relationship to:

- effective use of power and authority in complex organisation
- visions and values
- authenticity, transparency, integrity, honesty and trust
- positive organisational climate
- dynamic, functional or dysfunctional organisation cultures
- leading complexity and systems that they cannot control
- sustaining self-supporting and self-managing teams in rapidly changing organisational conditions
- influencing without power
- harnessing difference, diversity and inclusion
- fostering innovation and creativity
- fostering organisation change
- harnessing organisational values as a foundation for decision-making



- surviving setbacks and failure
- operating within organisation ambiguity
- recognising and resolving conflicts, negative capabilities and dysfunction
- their fit-for-purpose characteristics, including their own limits, flaws and shadow traits
- leadership loneliness
- neutralising hostility
- creating their legacy

Programme dates

This three day programme is residential:
9–11 December 2008 and 10–12 March 2009.

Further information

www.henleymc.ac.uk/henleymc03.nsf/pages/sp_masteringleadership.

6. Lancaster Advanced Leadership Programme (ALP)

Introduction

Lancaster University Management School (LUMS) is one of the UK's top five management schools, and is accredited by all three of the leading international bodies for business schools (AACSB, EQUIS and the Association of MBAs).

Since 2004, LUMS has worked with Henry Mintzberg, the Canadian management guru, on a Global Advanced Leadership Programme aimed at multinational companies and their senior managers around the world. This unique programme makes its focus real company challenges, creating 'friendly consulting' processes that utilise the insights of participants and faculty.

LUMS is now developing a UK version of the ALP based on an intensive five day residential module, which will feature the parallel processes of personal and organisation development that have made the global ALP such a success.

Benefits

The benefits offered by the ALP cover the spectrum of organisational and personal development:

- Exposure to different perspectives on leadership challenges, from world-class experts and from high achieving peers in other sectors.
- Opportunity to work on a real challenge in your existing job in collaboration with others on the pathway stage sharing a similar challenge.
- The ALP is designed to have senior managers step back and reflect on their own experience.

Programme includes:

The Lancaster ALP includes:

- Input from some of the world's leading experts in leadership and strategy eg Henry Mintzberg, Cary Cooper, Gerry Johnson.
- 'Friendly consulting' processes that create a powerful learning and development climate of challenge and change.

- Personal coaching opportunities linked to the ALP process.
- The ALP combines creative problem solving with thoughtful executive development.

Programme dates

2–6 February 2009.

Further information

www.lums.lancs.ac.uk.

7. London Business School High Performance People Skills for Leaders

Introduction

High Performance People Skills for Leaders helps individuals to understand the impact that they have on other people and shows them how to develop strategies to improve their people skills. This is an intensive, hands-on and practical leadership development programme. It creates a supportive learning environment in which participants can



examine and discuss the challenges and successes they face in the day-to-day management of their people.

The programme is primarily directed at senior professionals or executives for whom interaction with other people is a key element of their role, and where their position is one which requires them to build effective working relationships, within the organisation or externally. Essentially the programme is about 'being smart with people and getting results'.

Benefits

Some of the key benefits and outcomes for participants include:

- Gaining insight into the key people skills for high performance.
- Enhancing personal effectiveness through feedback and self-knowledge.
- Improving teamwork and teambuilding abilities.
- Gaining skills to understand and manage subordinates, peers and superiors.

- Developing new techniques for influencing and leading others and communicating effectively.
- Confronting poor performance and dealing with difficult people.
- Motivating and generating enthusiasm.
- Developing a personal action plan for the next six months.

Self-knowledge

An awareness of unique personal skills and resources. This programme is not about making participants a different person, but helping them to 'be themselves' with greater confidence and effectiveness.

Insight into others

A set of skills and activities that will help participants in one of the most difficult aspects of management – how to tune their approach to the unique biases and motives of each individual they work with, whether direct report, client, peer or boss.

Programme includes:

The programme is founded upon a powerful model of personal effectiveness. It has three components, each of which is a set of skills that the programme is designed to enhance:

- **Interpersonal problem solving.** This can only be achieved by being confident in self-knowledge and insight into others. These enable participants to develop the best strategies for influencing and motivating people, and for confronting problems in the most effective way possible.
- **Practical applications.** Practical exercises rather than simulations are used and there is a consistent emphasis on participants practically applying their learning to their own work challenges and problems. Participants examine and learn from ‘real life’ work problems – each participant brings a map of their organisational structure and a ‘people problem’ to be examined during the programme.
- **Personal feedback.** Before the programme a Leadership Skills Survey, or 360-degree survey will

be completed by participants’ colleagues to provide data on management skills and development needs. Participants will learn about how people perceive their strengths and weaknesses and have the opportunity to develop strategies to reshape their impact on others and how they’re seen. Discussions and exercises are based on this 360-degree survey, which links directly with performance and colleagues at work.

The identified development needs help to form the basis of an action plan that is gradually refined as the programme progresses and then implemented on return to the workplace.

Programme Dates

23–28 November 2008 at the London Business School.

Further information

There are likely to be two further options for the London Business School element details of which will be available at a later date. www.london.edu/executiveeducation/hpps.html.



8. National School of Government Top Management Programme

Introduction

The Top Management Programme (TMP) is the cabinet secretary's flagship leadership development programme for the top slice of senior leaders in the civil service and the private and wider public sectors, who must all be in senior executive management positions and have the potential to reach the very highest levels in their organisations.

TMP is an intensive programme that brings together some of the leading academics and practitioners in the fields of leadership development, strategy, change management, innovation and strategic communication.

Benefits

TMP provides an opportunity for participants to step back from everyday pressures and rethink their approach while gaining powerful new personal and organisational perspectives. The aim is that they will bring back to their organisation new tools, techniques

and creative behaviours that will significantly increase their effectiveness as a leader.

TMP also creates the opportunity for a supporting manager or deputy to step up to a different role for a period – creating a development opportunity for two.

Programme includes:

The programme covers the following themes:

- personal and organisational leadership
- futures and systems thinking
- leading across frontiers in a global economy
- leading strategy development and implementation
- driving change and results
- effective communication both within and outside the organisation
- collaborative/partnership working

The programme uses a wide variety of activities to ensure participants get the best learning experience possible. It actively draws on the vast array of skills

and experience that participants bring with them. Many participants have done difficult jobs in the public eye and in the National School of Government's (NSG) experience, the most profound learning can often come from sharing insights with other leaders.

Participants have the opportunity to learn by doing – acting in 'consultancy mode' during live consultancy challenges in which they gain unique access to an organisation, can talk to staff at all levels and gain insight into key operational and strategic challenges the business faces. Participants generally provide feedback to the challenge host at board level. Participants will also hear top speakers relate the story of their own leadership journeys and will have the opportunity to try a number of tools and techniques that they can continue to use with their own organisations.

During the programme, participants have the opportunity to work in plenary, in small groups and have time for personal reflection. They have the chance to both give and receive personal feedback in a safe and supportive environment and to try out some of their

learning in a low risk setting. Most importantly, they have much needed space to think about themselves, their career to date and where they want to go next.

Programme themes and content:

No two programmes are exactly the same – NSG constantly revises and refreshes the programme content to ensure that it tracks the latest business agendas and examines the major issues and dilemmas facing today's top leaders.

The programme is organised into four parts followed by a consolidation day:

- Self and others (personal leadership, organisational culture, value of collaboration).
- The world outside (global perspectives, complexity, futures and systems thinking).
- The leader as organisation developer (organisational design, building innovative and creative organisations, using political and emotional intelligence to foster collaboration).

- Leadership and power (understanding the overt and covert dynamics of power and influence, the relationship between politics, the media and lobbyists).

International module

The role of the transformational leader in today's organisation has become even more challenging, with leaders now handling greater complexity within a global context. TMP has been enhanced, to include a final action-focused week abroad providing a global learning experience which enables leaders to understand quickly the wider social and economic issues which affect our world.

It provides them with new insights to enable them to identify and address effectively and with energy, these unique leadership challenges. The final week will build on the personal development, organisational development, systems thinking and scenario planning from the previous two modules.

Programme dates

This is a 17 day programme taken over 12 months.

It is made up of four parts and is followed, after six months, by a consolidation day:

13–17 October 2008, five days, Sunningdale Park
 24–28 November 2008, five days, Sunningdale Park
 2–6 February 2009, five days, 12 November 2009, one day.

Further information

www.nationalschool.gov.uk/tmp.

9. Oxford Said Business School Strategic Leadership Programme

Introduction

The Oxford Strategic Leadership Programme aims to be 'the programme for senior executives who are ready for an in-depth exploration of what leadership means for them'.

The approach focuses on praxis, in the sense of learning the practical art of leadership through examining the challenges it presents.

The programme concentrates on the learning and application of sound practical judgement in a leadership context.

Benefits

The programme aims to provide for each participant:

- A chance to step back from daily life and reflect.
- Exposure to cutting edge theory and practice.
- New perspectives and networking benefits.
- A personalised approach – the flexibility of the programme allows participants to concentrate on their own learning agenda. Focused tutorials, optional seminars on practical leadership topics and personal study time can be combined to meet individual learning needs. Participants have the chance to get to know each other well and to mix with members of the faculty. Resident faculty frequently join participants for meals and other social events and conversations on these occasions become extensions of the learning process.

Programme includes:

- chaos and creativity
- one to one and small group teaching
- thinking ahead
- fractal vision
- imagination

The programme is built around the concept of the tutorial, which has been the cornerstone of Oxford University's teaching for centuries. The programme is essentially a tutorial writ large. In place of a single tutor it introduces a variety of speakers and practical exercises that are designed to throw new light on the challenges of leadership. It offers different viewpoints – often consciously contradictory – against which participants can test and clarify their own thinking. It is conducted in a spirit of collaboration and joint intellectual endeavour that is about as far from the conventional model of executive education as it is possible to get.

The participant to faculty ratio is no more than six to one. This facilitates conversation and the exchange of ideas and experiences between participants and allows them to have plenty of one-to-one time with faculty.

Programme dates

16–21 November 2008.

Further information

www.sbs.ox.ac.uk/execed/leadership/sl/overview.htm.

10. Singapore International Exchange Programme

Leaders, Schools and Systems

Introduction

The Singapore International Exchange programme is a new and exciting professional development opportunity. This prestigious programme, developed collaboratively between NCSL and the National Institute of Education in Singapore and supported

by both ministries of education, offers successful school leaders the unique opportunity to explore key leadership issues in a national and international context.

Programme includes:

Participants will identify key areas for study. In exploring and reflecting upon these areas, participants will be asked to consider the following key questions:

- In what ways might the learning impact on my leadership practice?
- In what ways might these changes in my leadership practice impact on my institution?
- In what ways might the changes in my leadership practice impact on the system?

Participants will be required to produce a brief group report for their respective ministries.

Programme structure

Participants will be required to commit to two full weeks of study as detailed below as well as independent research before, during and after the visits.

The structure of the visit is likely to include a high quality, thought provoking workshop on world class schools, opportunities to visit a range of different educational contexts both in the UK and in Singapore, and participation in stimulating, facilitated discussion.

Programme dates

- Singapore headteacher visit to UK: 22–29 November 2008.
- UK headteacher visit to Singapore: 10–17 January 2009.

Final details of this programme will be advised at a later date.



Contact

If you have any queries or questions about the information contained in this prospectus please contact Jenny Hill, Senior Programme Co-ordinator at NCSL on 0115 872 2529.

**Publications and resources also
available from NCSL:**

Publications and resources
available to download and order.

www.ncsl.org.uk/publications

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unique resource bringing together
some of the best leadership and
management thinking from around
the world. **[www.ncsl.org.uk/
leadershiplibrary](http://www.ncsl.org.uk/leadershiplibrary)**

**National College for
School Leadership**

Triumph Road
Nottingham NG8 1DH

T: 0845 609 0009

F: 0115 872 2001

E: enquiries@ncsl.org.uk

W: www.ncsl.org.uk

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