



**Education  
Scotland**  
Foghlam Alba



**Standards Council  
Scotland**

# Leading CLD

**Day 4: CLD Leadership – Practice and Partnership**  
**6th June 2024**

For Scotland's learners, with Scotland's educators

# Today's programme

- Welcome & housekeeping
- Bridging task follow up
- CLD leader input
- Break (10.45am)
- Input & discussion with HMle
- Lunch (12.30pm)
- Leadership competency activity
- Short break (2pm)
- Coaching conversation
- Marion Allison CLDSC
- Evaluation & next steps



# Connector

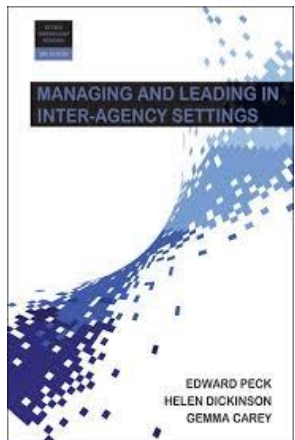
- What resonated most from last time?
- A podcast or book you'd recommend?



# Leading CLD

## Session 4 - learning outcomes

- Participants will have an opportunity to hear from and reflect on the leadership journeys of an experienced CLD leader
- Participants will have an opportunity to hear from HMle and reflect on what this means in their setting
- Participants will have the space and time to reflect on their commitment to 'leadership in action'
- Participants will have an opportunity to build on previous coaching experiences and further develop their coaching skills
- Participants will consider further opportunities to invest in their leadership development journey (e.g. broaden professional networks, and identify professional learning)



# Follow up on bridging activity

Table 2.3 Desirable personal characteristics of boundary spanners

Personal attributes	Description
Respect for others and their views	Appreciating, comprehending and accommodating diversity and difference in people's perspectives and opinions. The key word here is respect, which does not mean agreement, but valuing other people's right to their own views. It is also considered important to look for opportunities to demonstrate this respectfulness, and to be tolerant of other's positions on various matters. Innate curiosity about the 'bigger picture' is thought to be an invaluable personal attribute.
Honest, straight and trustworthy	Evidenced by being open in dealings with people, not being underhand or devious, or going behind their back.
Approachable	This is about people who are accessible and not standoffish; sometimes amusing, talkative and interesting.
Diplomatic	Actors with well-honed political antennae who are careful in their use of language.
Positive and enthusiastic	These people constantly champion and extoll the virtues and benefits of partnership working.
Confident and calm	People who exude good judgement and are firm where necessary.

Source: Dickinson and Carey (2016, p51) Adapted from Williams (2005)

Table 2.2 Collaborative leadership competencies

Attributes	Skills	Behaviours
Collaborative mindset	Self-management	Stakeholder identification
Passion towards outcomes	Strategic thinking	Stakeholder assessment
Systems thinking	Facilitation skills	Strategic issues framing
Openness and risk taking		Convening working groups
Sense of mutuality and connectedness		Facilitating mutual learning processes
Humility		Inducing commitment
		Facilitating trusting relationships among partners

Source: Dickinson and Carey (2016, p50) Adapted from Williams (2012, p134)

## Box 2.5 Partnership life cycle

- **Activation** involves identifying the right people and resources for the efforts of the partnership.
- **Framing** includes facilitating agreement on leadership and administrative roles, helping to establish a culture and develop a structure.
- **Mobilising** is the aim of inducing enthusiasm to the collaborative and ensuring support from key external stakeholders
- **Synthesising** involved helping to create productive and purposeful interaction between members of the collaborative.
- **Sustaining** means ensuring that new networks and collaboration are maintained beyond initial bursts of activity.

Source: Dickinson and Carey (2016, p52)

# Dominique Carlise-Kitz, CLD Service Manager

**Aberdeenshire**  
COUNCIL

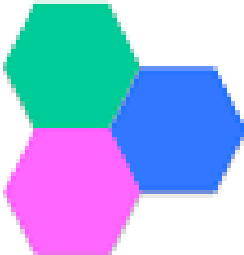




# Simon Ross & Sheila Brown, HMle



How good is our community learning and development?  
4<sup>th</sup> edition



For Scotland's learners, with Scotland's educators











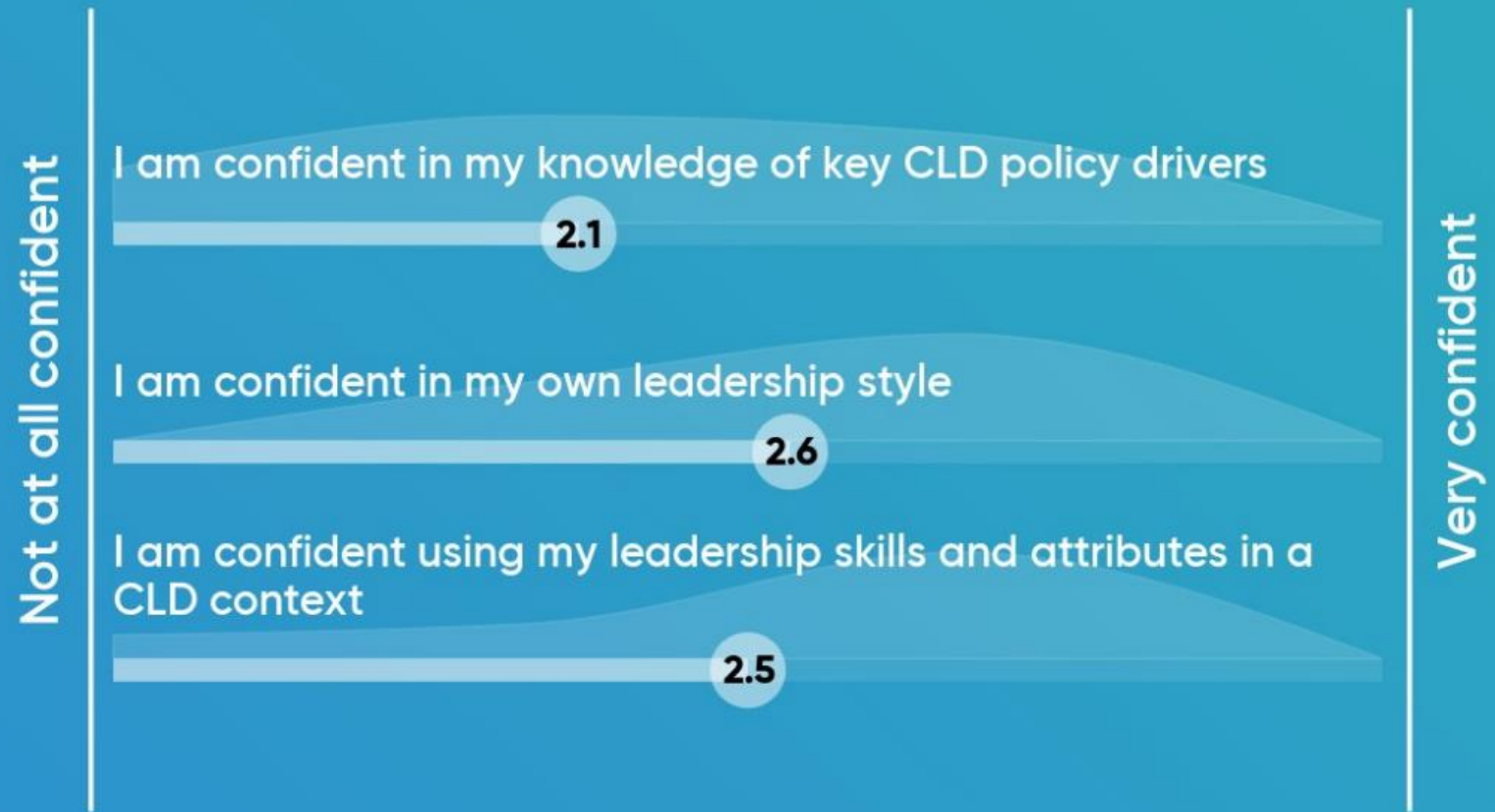
# Catching Confidence activity

[www.menti.com](https://www.menti.com)

5800 7193



# Leading CLD



# Catching Confidence activity

[www.menti.com](https://www.menti.com) 5800 7193



# Leading CLD

Not at all confident

I am confident in my ability to make decisions as a leader using a collaborative approach.

2.9

I am confident in the application of CLD values, ethics and competences in practice

2.6

I am confident in my ability to self reflect as a leader and am aware of the impact my leadership style has on others

2.8

Very confident



# MEETING YOUR EXPECTATIONS

## What are your expectations from the Leading CLD programme?

Confidence in preparation and delivery of new CLD plan in line with national priorities

Greater understanding of key policies and practices to help develop CLD locally

I want to refresh my knowledge and perspectives about leadership styles and actions. I want to feel more confident in my abilities

That I will have the skills, knowledge and experience will help influence CLD recognition and practice within my organisation.

Help identify any potential blind spots I have in leading a team.

To be more confident in ensuring CLD is embedded in wider council priorities and the role CLD has to offer.

Greater understanding of CLD policies and practices

connections with other authorities sharing best practice - new ideas increased knowledge and understanding

# MEETING YOUR EXPECTATIONS

## What are your expectations from the Leading CLD programme?

Increase knowledge on leading CLD, be able to build relationships with peers and know what I'm already doing is in line with what CLD leaders should be doing!

Learn how my skills and experience can contribute to leading within the wider service using a CLD approach

Develop a network of critical friends and improve my critical reflection skills and understand better and deliver better leadership in CLD

confidence in delivery CLD and supporting my team to do so also. building better relations across different authorities

I am hoping to understand more about CLD. I am new to the Service and would be good to build my knowledge on CLD approaches and practices, also the leadership side of things.

More confidence in knowledge of policies, practice and leadership.

Develop a peer group with other authorities

[www.menti.com](https://www.menti.com)

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Your Leading CLD  
experience in 1  
word



## To finish up

- Community of practice
- Stretch sessions
- Menti activities
- Evaluation & feedback
- Certificates of completion

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*Thank You!*