

# Leadership Exchange CASE STUDIES

**What would it feel like...**



**...to walk in the shoes of another?**

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The Leadership Exchange Programme is a workstream of Workforce Scotland that is led by ACOSVO.



If you would like to learn more about the Leadership Exchange Programme please see:

[www.workforcescotland.com/leadership-exchange](http://www.workforcescotland.com/leadership-exchange)

You can also contact us on:

[exchanges@workforcescotland.com](mailto:exchanges@workforcescotland.com)

0131 243 2755

# Leadership Exchange

## Case study: The Scottish Government



**Fiona Wilson**

Head of News and Digital  
The Scottish Government



### Leadership Exchange - do it!



When I saw the blurb about the Leadership Exchange Programme a few years ago I was immediately attracted to it as a way of getting out of my bubble and seeing if the challenges and opportunities I saw were replicated across similar roles.

And when I was matched with Louise Macdonald, Chief Executive of Young Scot, I knew I was on to a winner! A former Comms specialist and all round energetic force of nature, we immediately hit it off.

The programme is flexible and suggests days of work shadowing and sharing expertise in ways to suit the partners. We started by setting some objectives and agreed from the outset that ours might not be the most traditional exchange. Busy schedules and continual last minute demands meant it was always going to be that way.

However, Louise did spend a day at a multi-agency session I was chairing on stakeholder management and I saw first-hand her role in a Young Scot Conference where the enthusiasm and no nonsense approach of the young people made me realise why she loves her job. I also roped her into being one of the key speakers at our first SCN event in Edinburgh and got some real insight into the work she does, how she motivates her staff and how she herself stays motivated.

We continued to meet for coffee and catch-ups for the rest of the year, using each other more as peer support after realising that we both faced similar management and policy challenges. Seeing things from a different perspective was more than just a momentary insight, it helped me leave my bubble and look around me, something I still make myself do every day.

We met most of our objectives and it was a hugely valuable experience for me. We still keep in touch to this day and find time for the occasional coffee.

So, if you get the chance of taking part in the Leadership Exchange – do it. You will meet some great people and find a renewed enthusiasm for your work. Not to mention a bubble free zone!



# Leadership Exchange

## Case study: Health & third sector



**Claire Stevens**  
Chief Officer  
Voluntary Health Scotland



**Stuart Cable**  
Programme Director  
NHS Education for Scotland

**Highly recommended as a refreshing, flexible and effective approach to both personal and organisational development.**

Having met at a Leadership Exchange speed networking event, Claire and Stuart arranged a series of meetings to explore common areas of interest, share experiences, opportunities and contacts. Here they reflect on their exchange...

**How often did you meet?** Every 6 weeks for around 1-1.5 hours.

**What was the format of your meetings?** We contracted to a series of meetings to explore common areas of interest, experiences, opportunities, insights and contacts that each could provide. We met at our offices and at events, and attended meetings of third parties.

**What were the highlights?** Strengthening cross sectoral understanding, improving strategic development and governance, providing different perspectives on policy consultation responses and participating in learning exchanges have been just a few of the opportunities and outcomes that have been achieved through Leadership Exchange. A particular highlight was Stuart speaking at an event co-organised by Claire called "Working Towards a Collaborative Culture", held at Victoria Quay in April 2015.

**Which topics did you explore?** Health and Social Care Integration, policy, governance, engagement, organisational development, leadership development, and many more.

**What did you think of your Leadership Exchange?** It was an extremely positive, light-touch and flexible approach to understanding another's perspective and gaining opportunities for organisational development from another sector. The meetings have proved not only to have been developmental for each partner but also beneficial for our respective organisations both strategically and operationally.

# Leadership Exchange

## Case study: third sector



**Liz Howarth**

External Services Co-ordinator  
ACVO Aberdeen's Third Sector Interface

“ I don't think I could have had a better opportunity at this particular point in time, it has been fantastic. ”

Liz Howarth from ACVO, Aberdeen's Third Sector Interface was paired with Councillor Lesley Dunbar from Aberdeen City Council. We caught up with Liz to see how they got on...

**What was the format of your exchange?** The great thing about Leadership Exchange is that we set our own agenda and format, therefore we can make our meetings as formal or as relaxed as suits us. We meet either in our places of work, or often before or after one of the meetings we are attending as part of our exchange. We also keep in regular contact by email.

**What were the highlights?** The Integration of Health and Social Care is a huge feature in my role at ACVO, and Councillor Dunbar is the Chair of Shadow Integrated Joint Board for Aberdeen City. Having the opportunity to attend one of these monthly meetings was undoubtedly one of the highlights of this exchange for me. What I have found most enjoyable is the response we have received when attending meetings. When I go along with Councillor Dunbar and am introduced to the other people in the meeting, people are always very welcoming and interested to learn more about my role at the Third Sector Interface.

**Which topics did you explore?** Because Councillor Dunbar has such a wide remit it is always interesting to discuss what meetings she has coming up in her diary that would not only be very interesting to attend, but also support my learning and CPD. I particularly wanted to be matched with Councillor Dunbar because of her role in Health and Social Care, but also because I had been really interested to know more about what was involved in the role of a Ward Councillor, and our conversations are always very enlightening to me.

**What did you think of your Leadership Exchange?** The flexibility and the duration of the Leadership Programme is what made this opportunity manageable to me in terms of time and commitment. For learning and CPD, I don't think I could have had a better opportunity at this particular point in time, it has been fantastic.





# Leadership Exchange

## Case study: third sector



**Hilda Campbell**

Chief Executive  
COPE Scotland

**Working and learning together we really can make a difference.**

Hilda Campbell, Chief Executive of COPE was paired with Dr Anne Hendry, National Clinical Lead for Integrated Care at the Joint Improvement Team for a Leadership Exchange. Here Hilda discusses how she found the programme...

**What was the format of your Exchange?** We shared some e-mails around what we both hoped to get from the programme and then met for a proper chat about our aspirations. We had a common vision around improving individual's well-being and building links between services.

**Which topics did you explore?** We explored many topics which were of interest to us both: health and social care integration, community development and co-design and co-production, links to wider national policy developments and an exchange of ideas and opportunities.

**What were the outcomes?** My confidence as a leader has increased and the work of COPE has had a chance to be shared to a wider group e.g. Anne invited us to provide a pop-up at an event. Also, our understanding of the challenges our statutory colleagues face has improved, and how we can better work together in a spirit of co-operation and respect.

**What did you think of your Leadership Exchange?** The Exchange was really useful and I am pleased to say Anne and I now having built this connection intend to continue it. Working together, COPE is now exploring how we can improve referrals from social work for people on tier 3 and 4 to the third sector around issues of early intervention and prevention. I would highly recommend this programme.

# Leadership Exchange

## Case study: Executive NDPB



**Yvonne McIntosh**  
Planning and Management Accountant  
Scottish Natural Heritage

**Leadership Exchange broadened my horizons and allowed me to meet a very interesting individual.**

Yvonne, Planning and Management Account at Scottish Natural Heritage was paired with Calum Macaulay, Chief Executive at Albyn Housing Society. We met with Yvonne to hear what she thought of her Leadership Exchange.

**What was the format of your exchange?** Calum and I contacted each other through email initially to confirm a date, venue and general content. We chose a neutral place, to ensure no interruptions (coffee shop) for around 2 hours and covered topics of interest. We have met twice so far and are working on a once a quarter expectation.

**What were the positive outcomes for you?** It has been beneficial to understand how others work and the problems that they face internally are often very similar. New approaches to work have been suggested and taken back to the workplace. On a personal note, it has proved to be a positive experience as I feel I would continue to engage with Calum even after our initial exchange is complete to share ideas.

**Which topics did you explore?** Communication, external influences, strategy, financials, internal reporting and operating.

**What did you think of your Leadership Exchange?** A worthwhile and positive experience which has broadened my horizons and allowed me to meet a very interesting individual.

**Anything else you'd like to tell someone who is considering to participate in the programme?** Make time and prepare so that the time spent together is worthwhile.