



# International Women's Day

Tuesday 8 March

#BreakTheBias





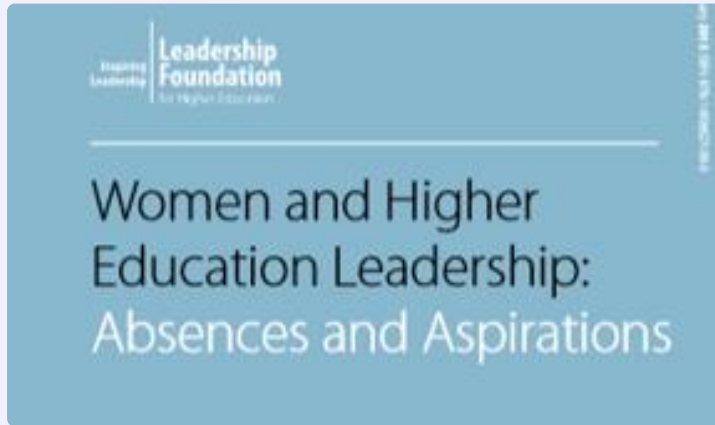
University of the  
Highlands and Islands  
Oilthigh na Gàidhealtachd  
agus nan Eilean

Learning and  
Teaching Academy  
Acadamaidh Ionnsachaidh  
is Teagaisg

# Supporting leadership aspirations through the lens of the Aurora Leadership Programme

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Learning and Teaching Academy UHI

# Advance HE Aurora Leadership Development



Stimulus

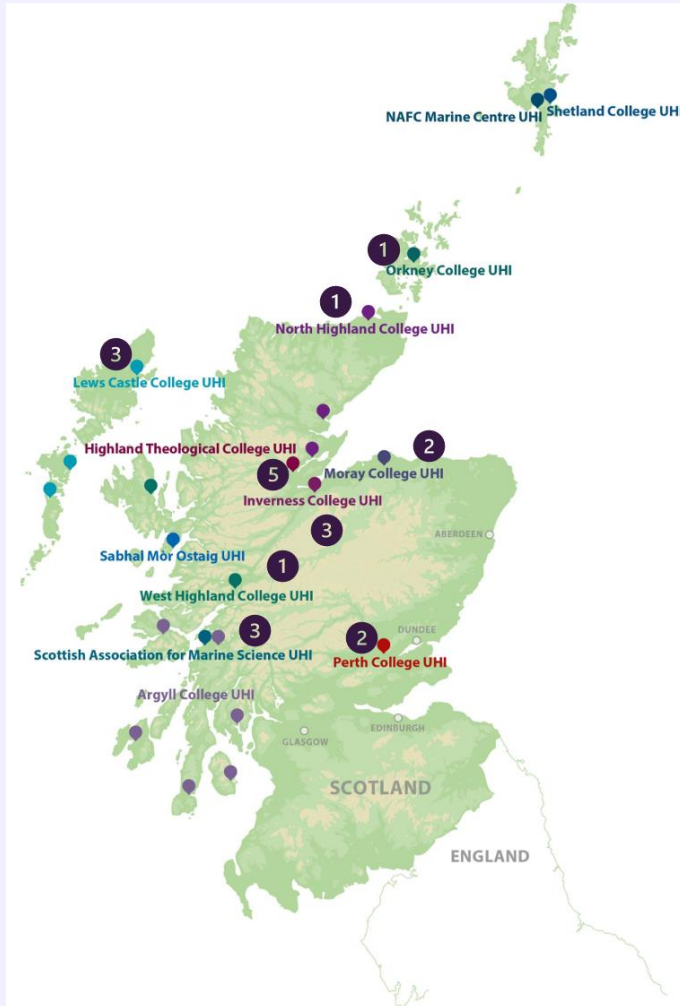


Founder



#IAmAurora

# Aurora at UHI: Inclusive and sustainable



## Guiding principles of Aurora at UHI

Transparency and openness

Rigorous selection process

Further development opportunities with LTA

Building participant confidence

Belonging to a growing community

Supporting leadership approaches grounded in practice

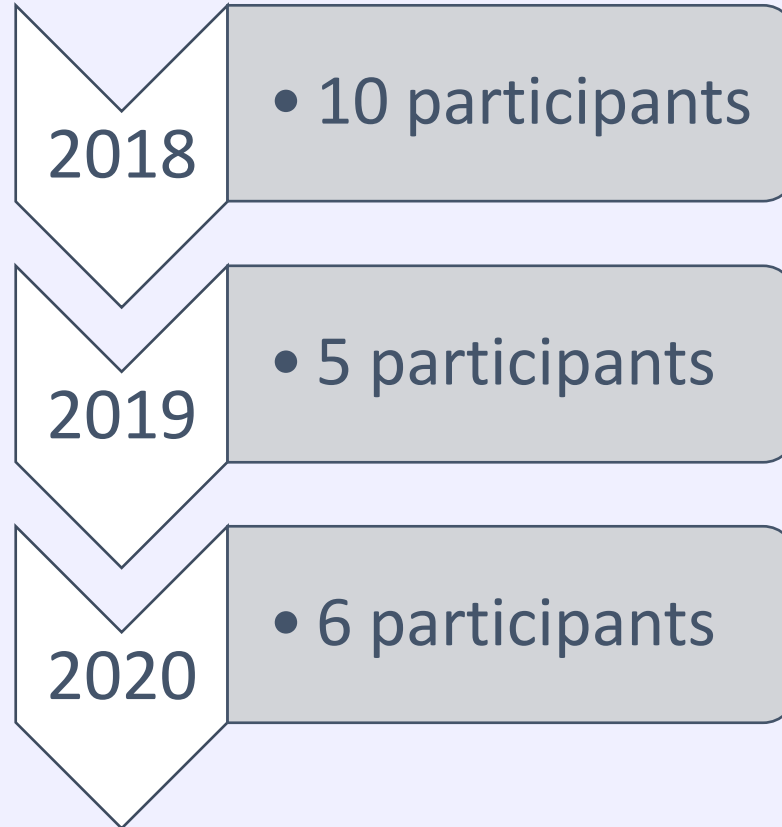
Building momentum

Participating in evaluation and research

# Championing Aurora in UHI



- ❑ What do I do?
- ❑ Advance HE's Aurora Champion's network
- ❑ What have I learned?
- ❑ The best thing?



# UHI Aurorans 2021-2022



Sharing their reflections ....



# Research findings: Emboldening effect of Aurora



- ✓ Growth in confidence in their practice of leadership
- ✓ A sense of belonging through a new internal network
- ✓ An exploration of the nature of leadership (theirs and others)
- ✓ Identification as a leader / acknowledgement of their leadership practice
- ✓ UHI Aurorans, as a critical mass, have the potential to influence positive organisational change

# Research findings: Missing opportunities



## 2018/19 Evaluation ... A lack of:

- Opportunity to utilise new skills developed from the programme
- Supportive institutional workplace cultures and practices
- Identification of potential opportunities
- Recognition of the demands of balancing home and working life.

## 2019/20 Research Study: Not about fixing us

- “those positions don't exist.”
- “There is no obvious trajectory for leadership progression.”
- “There are no obvious institutional opportunities apart from voluntary ones which do not then fit in contracted hours.”
- “it's not about fixing us. It's about fixing structures and cultures.”

## 2020/21 Research Study: Leadership development is peripheral

- Lack of recognition or value of leadership enactment and behaviours
- Aurora seen as peripheral undervaluing its offering and potential impact.
- Impact of Covid 19 has permeated all aspects of leadership practice, leadership development and the challenges of organisational structures and cultures
- Period of institutional change has not yet created more leadership opportunities or revised approaches to leadership development and recognition



## Research findings: Widening the focus



“addressing gender inequality requires changes in organisational cultures and structures and ... this will require a critical exploration of how leadership is enacted, valued, rewarded and developed. By moving beyond approaches preoccupied with ‘fixing the women’ these changes can be grounded in what is valued in leadership.” (Tilbury 2021:99).

# Inclusive leadership development: Exploring and sharing your thoughts



## **Breakout room activity (10 minutes) Facilitated by a UHI Auran or Champion**

1. What would inclusive leadership recognition and reward look like and from whom do we want it?
2. What would inclusive leadership cultures, behaviours and practices look like?

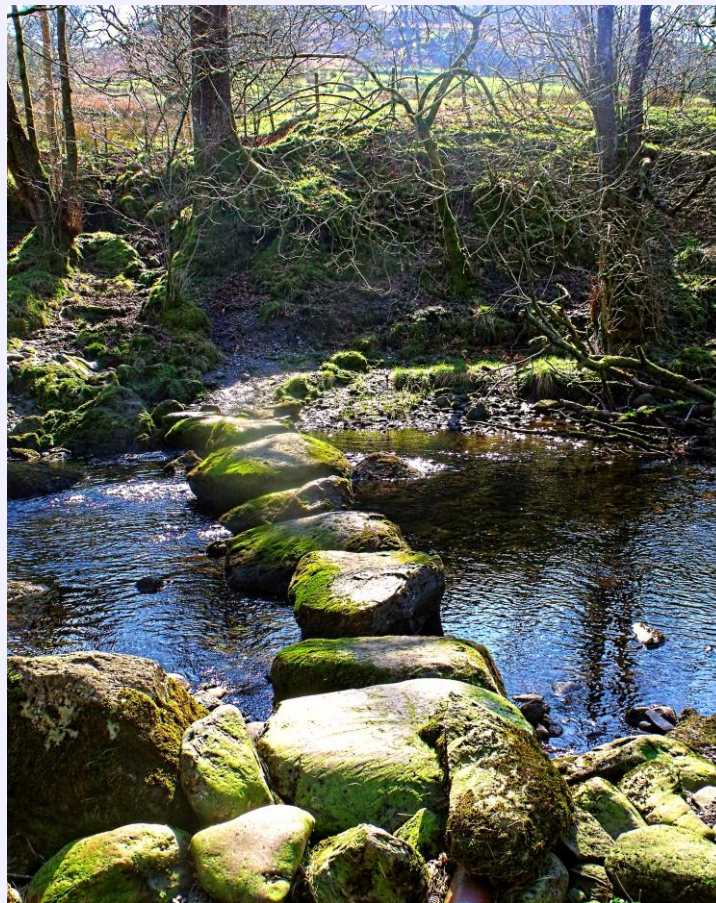
# Breakout room activity feedback



1. What would inclusive leadership recognition and reward look like, and from whom do we want it?
2. What would inclusive leadership cultures, behaviours and practices look like?

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## Next steps



[Pixabay](#)

# Photo opportunity for #BreakTheBias



[Photo](#) by [Elliott Chau](#) on [StockSnap](#)