

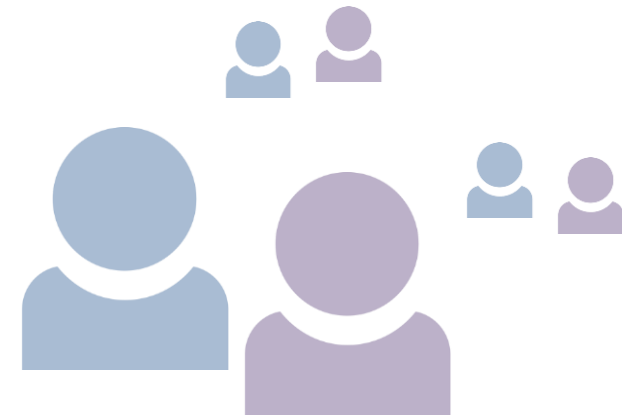
# Leadership Exchange Programme

Updated: 31 March 2017



## Browse our list of applicants currently looking for an exchange partner.

Leadership Exchange is open to leaders from all sectors (public, third, private) and at middle, senior, and executive level.



## Interested in an exchange?

Please contact Phili Wetton at [phili.wetton@acosvo.org.uk](mailto:phili.wetton@acosvo.org.uk). To be entered into this list, please complete the application form on our website [www.acosvo.org.uk](http://www.acosvo.org.uk).


# Application Profiles (by sector)

Click on a short profile to view the full application.

**PUBLIC**

**Operations Manager** Person 220


**Career level:** Senior  
Fife and Clackmannan



**PUBLIC**

**Chief Inspector** Person 244


**Career level:** Middle/Senior  
Aberdeen



**HEALTH**

**Resilience Manager** Person 268


**Career level:** Middle/Senior  
Scottish Borders



**HEALTH**

**Health Improvement Lead** Person 303


**Career level:** Middle/Senior  
South Ayrshire



**HEALTH**

**Associate Director** Person 306


**Career level:** Senior  
Glasgow



**LOCAL GOVERNMENT**

**Learning Centre Supervisor** Person 309

**Career level:** Middle  
Aberdeen



**LOCAL GOVERNMENT**

**Human Resources Business Partner** Person 311

**Career level:** Middle/Senior  
West Dunbartonshire



**LOCAL GOVERNMENT**

**Business Support Manager** Person 312

**Career level:** Senior  
West Dunbartonshire



**THIRD SECTOR**

**Chief Executive** Person 313

**Career level:** Chief Executive  
Northern Ireland




# Application Profiles (by sector)

Click on a short profile to view the full application.

**PUBLIC**

**Chief Inspector** **Person 315**

**Career level:** Middle/Senior  
Highlands



**THIRD SECTOR**

**Chief Executive** **Person 317**


**Career level:** Chief Executive  
Perth and Kinross



**THIRD SECTOR**

**Income Generation Manager** **Person 322**


**Career level:** Middle  
Edinburgh



**HEALTH**

**Senior Public Health Research Specialist** **Person 326**


**Career level:** Senior  
Glasgow



**THIRD SECTOR**

**National Director** **Person 328**


**Career level:** Senior  
Glasgow



**THIRD SECTOR**

**Manager** **Person 329**

**Career level:** Middle/Senior  
Edinburgh



**PUBLIC**

**Service Manager** **Person 330**


**Career level:** Middle  
Clackmannanshire and Fife



**THIRD SECTOR**

**Manager** **Person 331**

**Career level:** Senior  
Edinburgh



**PUBLIC**

**Leadership & Professional Development Facilitator** **Person 332**

**Career level:** Middle  
Glasgow



# Application Profiles (by sector)

Click on a short profile to view the full application.

THIRD SECTOR

**Business and Community Initiatives Manager** Person 333

**Career level:** Middle/Senior  
Edinburgh



THIRD SECTOR

**Director** Person 334

**Career level:** Senior  
Edinburgh



THIRD SECTOR

**CEO** Person 335

**Career level:** Chief Officer  
North Lanarkshire



PUBLIC

**Strategic Engagement Manager** Person 336

**Career level:** Middle  
Glasgow



THIRD SECTOR

**Learning and Development Coordinator** Person 337

**Career level:** Middle  
Scotland



PUBLIC

**Communications Manager** Person 338

**Career level:** Middle  
Perth and Kinross



THIRD SECTOR

**CEO** Person 339

**Career level:** Chief Executive  
Edinburgh



THIRD SECTOR

**Centre Manager** Person 340

**Career level:** Senior  
Falkirk



THIRD SECTOR

**CEO** Person 341

**Career level:** Chief Executive  
Edinburgh



# Application Profiles (by sector)

Click on a short profile to view the full application.

THIRD SECTOR

**International Director**

**Person 342**

**Career level:** Chief Executive  
Clackmannanshire



HEALTH

**Change Manager**

**Person 343**

**Career level:** Senior  
Glasgow



THIRD SECTOR

**Administration and  
Finance Manager**

**Person 344**

**Career level:** Middle/Senior  
Glasgow



HEALTH

**CEO**

**Person 345**

**Career level:** Chief Executive  
Edinburgh



PUBLIC

**Education Manager  
Lifelong Learning & Employability**

**Person 346**

**Career level:** Middle/Senior  
Midlothian



PUBLIC

**Senior HR Officer**

**Person 347**

**Career level:** Middle  
Perth & Kinross



THIRD SECTOR

**Director**

**Person 348**

**Career level:** Chief Executive  
Scottish Borders



PUBLIC

**Health, Safety and  
Wellbeing Manager**

**Person 349**

**Career level:** Middle/Senior  
Perth & Kinross



PUBLIC

**Misconduct Manager**

**Person 350**

**Career level:** Middle  
Glasgow



# Application Profiles (by sector)

Click on a short profile to view the full application.

**PUBLIC**

**Inspector** **Person 351**


**Career level:** Middle/Senior  
Edinburgh & Fife



**PUBLIC**

**Business Manager** **Person 352**


**Career level:** Middle/Senior  
Edinburgh



**PUBLIC**

**Inspector** **Person 353**


**Career level:** Middle/Senior  
Highlands



**THIRD SECTOR**

**Marketing & Communications Manager** **Person 354**


**Career level:** Middle  
Edinburgh



**PUBLIC**

**Statistician** **Person 355**


**Career level:** Middle  
Edinburgh



**HEALTH**

**Team Leader** **Person 356**


**Career level:** Middle  
Stirling



**HEALTH**

**Deputy Charge Nurse** **Person 357**


**Career level:** Middle  
Falkirk



**THIRD SECTOR**

**Operational Manager** **Person 358**


**Career level:** Middle  
Edinburgh



**THIRD SECTOR**

**Director** **Person 359**

**Career level:** Chief Executive  
Edinburgh



# Application Profiles (by sector)

Click on a short profile to view the full application.

**PUBLIC**

**Head Teacher** **Person 360**


**Career level:** Senior  
Perth & Kinross



**PUBLIC**

**Head of Public Affairs** **Person 361**


**Career level:** Middle/Senior  
Edinburgh



**PUBLIC**

**Head of Operations** **Person 362**


**Career level:** Senior  
Stirling



**PUBLIC**

**Inspector** **Person 363**


**Career level:** Middle  
North Lanarkshire



**PUBLIC**

**Inspector** **Person 364**


**Career level:** Middle  
Edinburgh



**THIRD SECTOR**

**Managing Director** **Person 365**

**Career level:** Senior  
Glasgow



**PUBLIC**

**Inspector** **Person 366**

**Career level:** Middle  
Clackmannanshire & Stirling



**PUBLIC**

**Senior Policy Executive** **Person 367**


**Career level:** Middle  
Glasgow & North Lanarkshire



**CROSS SECTOR**

**Founder & Director** **Person 368**

**Career level:** Senior  
Glasgow



# Application Profiles (by sector)

Click on a short profile to view the full application.

THIRD SECTOR

**Director of Operations  
& Development**

**Person 369**

**Career level:** Senior

Edinburgh





Person 220

## Operations Manager



I work mainly in the delivery of the organisation remit across Fife and Clackmannan. This includes line management / countersigning officer responsibility for 14 staff who work with designated sites to improve conditions and respond to planning applications. I also manage our Community Planning service nationally, which involves co-ordinating the activity of those staff doing community planning with Local Authorities and working to make sure they have the advice and information they need.



**Career Level:** Senior Manager

**Location:** Fife and Clackmannan

**Preferred target sector:** Scottish Government, Third Sector, Private sector.

Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Leadership</li> <li>• People Management</li> <li>• Performance measurement</li> <li>• Legislation</li> </ul>	<p>I have a good understanding of all water management issues. I have managed staff in small, large and dispersed teams for more than a decade, dealing with a range of performance issues over that time, I have a wide knowledge of natural heritage and of its associated legislation. I have recently been working on an internal behaviour change programme so have been working with behaviour change techniques. I have also worked for a large charity and occasionally do environmental consultancy work.</p>	<ul style="list-style-type: none"> <li>•Operational Issues</li> <li>•Strategic Planning</li> <li>•Processes, policies &amp; procedures</li> </ul>	<p>I would like to enhance my management skills in strategic thinking. Specifically, I would like to learn how to view issues in their wider strategic context and get practice in making the links to the policies of partner agencies and to Scottish Government.</p> <p>I would be interested in working with people from a different sector as I have been involved in environmental areas all my working life.</p>

Person 244

## Chief Inspector

**Career Level:** Middle/Senior Manager

**Location:** Aberdeen

**Preferred target sector:** Public – Justice, Scottish Government, Private sector.



I have been employed with the same organisation for approximately 27 years, I have held a variety of different roles during my employment. My current role involves the management of complaints, managing a team of investigators and their case loads and the reporting of these cases to the relevant body. I also deal with performance and conduct issues within the organisation including any early intervention work. I am part of a newly restructured large organisation governed by legislation.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Performance measurement</li> <li>• Building Teams</li> <li>• Change Management</li> <li>• Customer Service</li> <li>• Leadership</li> <li>• Performance Management</li> <li>• Conduct</li> <li>• Investigations</li> </ul>	<p>I currently manage a team dealing with staff conduct, performance and management of complaints at source. The team protect the reputation of the organisation and enhance standards within.</p> <p>I also liaise with partners which are independent bodies to whom we report.</p> <p>I have considerable experience in managing teams in a variety of roles mainly relating to critical incident management. I also have experience in corporate communications and change management during a recent organisational restructure.</p>	<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Performance Management</li> <li>• Conduct &amp; Performance</li> <li>• Prevention</li> </ul>	<p>I would like to gain an insight into another organisation with an individual who holds a similar role to myself. I have worked for the same organisation for some time and would like to broaden my horizons and experience.</p>

Person 268

## Resilience Manager



**Career Level:** Middle/Senior Manager

**Location:** Scotland

**Preferred target sector:** Private Sector, Third Sector.

I am a Manager with over 30 years' experience in a wide range of roles. I have been Resilience Manager for almost 5 years, responsible for ensuring that the organisation complies with the Civil Contingencies Act - this involves having robust, tested emergency plans and business continuity plans and for ensuring liaison with other category 1 and 2 responders in planning and response modes.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Effective working</li> <li>• Governance</li> <li>• Integration</li> <li>• Partnership working</li> <li>• People management</li> <li>• Stakeholder support</li> <li>• Working with communities</li> </ul>	<p>An insight into my role – legal framework, governance, extensive working with multi-agency partnership in both planning and response modes, relationship with Scottish Government and the voluntary sector. I can also provide information about the health sector beyond my immediate role.</p>	<ul style="list-style-type: none"> <li>• Resilience and emergency planning</li> <li>• Business continuity</li> </ul>	<p>Business continuity is a relatively new concept in the organisation, applying the British or international standard to a public sector organisation is not always straightforward. I have strived to make the subject and plan development as simple as possible for a wide range of professionals in the organisation. However, I would like to see implementation in another organisation - private or public as a useful benchmark with the potential to learn and apply some useful knowledge and skills in my own organisation.</p>

Person 303

## Health Improvement Lead

**Career Level:** Middle/Senior Manager

**Location:** South Ayrshire

**Preferred target sector:** Scottish Government, Justice, Police, Prison, Third Sector, Private Sector



My role within the Public Health Directorate is to plan and provide leadership for the development of high quality health improvement strategies and activities. I support the Assistant Directors in the development of strategic planning for health improvement and lead on the development of a pro-health culture with key partners in improving the health of the local population. I manage autonomously and provide specialist advice on a delegated budget and resources for areas of health improvement. I am a registered practitioner with the UKPHR and an experienced manager within a busy Public Health Department.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>Asset-based approaches</li> <li>Building teams</li> <li>Governance</li> <li>Partnership working</li> <li>Performance measurement</li> <li>Working with communities</li> </ul>	<p>I am the lead for Health Improvement for South Ayrshire within the Public Health Directorate and have experience of partnership working, governance, and asset-based community development with a variety of partners from public to third sector. I have responsibility for the development of our departmental performance management framework, Public Health Performs, which utilises the covalent system. I also chair a national Healthy Working Lives Implementation Group as Corporate Lead for that area of work.</p>	<ul style="list-style-type: none"> <li>Effective working</li> <li>Integration</li> <li>Leadership</li> <li>Shared services</li> </ul>	<p>Having worked within a variety of posts in Public Health, I have gained skills and experience that I feel would benefit others in similar working situations. I would like to gain some experience in regional/national activity such as shared services agenda and see how the integration agenda is progressing in other areas. I am keen to learn about ways of effective learning and to develop my leadership skills.</p>

Person 306

## Associate Director

**Career Level:** Senior Manager

**Location:** Glasgow

**Preferred target sector:** Private sector



I lead our Analytics and Intelligence team. We work with partners across health and social care and beyond to improve health and wellbeing through effective use of data. My main challenges are how we keep pace with the needs of our stakeholders through times of great change and also keep ahead of the game regarding technical and analytical advances.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Change management</li> <li>• Working with communities</li> </ul>	<p>I have many years' experience in driving change, both technical and cultural. I have been told I'm a good listener and I'm happy to share my stories in an open and honest way.</p>	<ul style="list-style-type: none"> <li>• Asset-based approaches</li> <li>• Change management</li> </ul>	<p>Learn how others are thriving or just plain hanging on in there through the pace and scale of change facing us. Insight into other organisations and ways of working. Some great conversations.</p>

Person 309

## Learning Centre Supervisor

**Career Level:** Middle Manager

**Location:** Aberdeen

**Preferred target sector:** Public Sector,  
Scottish Government, Third Sector



I have a varied background - Health, Safety, Education and Management. I currently work in Facilities and Health and Safety Operations.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Health and Safety</li> <li>• Facilities Management</li> <li>• Operations</li> <li>• Human Resources</li> <li>• Planning &amp; Control</li> <li>• Budgets</li> <li>• Working with Communities</li> </ul>	<p>I have experience in partnership working and an awareness of community challenges and expectations. With a background in operational management, having managed small to medium staff teams. I also have experience in budgetary control.</p>	<ul style="list-style-type: none"> <li>•Strategic planning</li> </ul>	<p>I would like to gain more experience in strategic planning to support my current role. Interested exchange sectors being public, third or Scottish Government.</p>

Person 311

# Human Resources Business Partner

**Career Level:** Middle/Senior Manager

**Location:** West Dunbartonshire

**Preferred target sector:** Scottish Government



Working for a Local Authority, I carry out the role of HR Business Partner, providing strategic and operational support to managers, whilst managing a team of professional HR staff. Areas of responsibility are Employee Relations, Workforce Planning, TU Partnership, Wellbeing, Attendance and Performance, Employee Engagement etc.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Human Resource Management</li> <li>• Organisational management</li> <li>• Managing Change</li> <li>• TU Partnership</li> <li>• Consultation</li> </ul>	<p>I have significant previous experience of managing within a fast paced, customer service focused organisation. This coupled with my senior HR knowledge and experience has resulted in strong HR and Organisational Management experience.</p>	<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Partnership</li> <li>• Project Management</li> <li>• Shared Services</li> <li>• Change Management</li> </ul>	<p>Experience of using my knowledge and skill in a new environment. Opportunity for self evaluation against alternative measures.</p>

Person 312

# Business Support Manager

**Career Level:** Senior Manager

**Location:** West Dunbartonshire

**Preferred target sector:** Public – Education / Health/ Police/ Scottish Government or Private Sector



In my current role I am responsible for managing the Business Support function around the specific needs of internal departments and external customers, and also ensuring infrastructure and support functions remain enabling and fit for purpose. I lead and support business change, benefits realisation, stakeholder management and risk management of programmes as an integral part of a transformation agenda. I manage a range of services in the development and operation of Welfare Reform, Housing Benefits administration, revenue collection and financial administration, HR Transactional services, Creditors, Debtors and Corporate Administration Support;



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Customer service</li> <li>• Finance</li> <li>• Governance</li> <li>• Integration</li> <li>• Leadership</li> <li>• Marketing</li> <li>• Partnership working</li> <li>• People management</li> <li>• Performance</li> <li>• Project management</li> <li>• Shared services</li> <li>• Stakeholder engagement</li> <li>• Strategic planning</li> <li>• Time management</li> </ul>	<p>I bring over 16 years of management experience in project and programme management, change management, stakeholder management, benefits realisation, risk and issue management, Strategy development and marketing both in the public and private sector, with complex governance structures. I can bring a fresh perspective on strategic issues across a range of service areas, operational experience and an awareness of challenges faced day-to-day in project management.</p>	<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Customer service</li> <li>• Effective working</li> <li>• Finance/effective use of resources</li> <li>• Governance</li> <li>• Integration</li> <li>• Leadership</li> <li>• Performance measurement</li> <li>• Shared services</li> </ul>	<ol style="list-style-type: none"> <li>1) Enable me to develop creative solutions that will benefit my teams and support my peers; allow me to harness the value of the diverse groups and individuals I will get to interact with;</li> <li>2) Increase my confidence to deal more effectively with other senior leaders across different Public and Private Sector organisations;</li> <li>3) Improve my strategic management and decision making skills through an enhanced understanding of how key financial challenges can be addressed, especially over the next 5 years, so I can contribute more fully to complex discussions about its future at senior level; and</li> <li>4) Provide me with clear focus and personalised solutions to challenges that I can implement immediately in my organisation.</li> </ol>



## Person 313

**Chief Executive****Career Level:** Chief Executive**Location:** Northern Ireland (but willing to travel to Scotland)**Preferred target sector:** Public Health

Driven by a concern for the welfare of vulnerable people, I have an avid interest in promoting education as a tool for empowerment; providing quality health services to those who can't afford them, and enhancing the quality of life of people in developing countries through overseas volunteering.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Asset-based approaches</li> <li>• Building teams</li> <li>• Ethical decision making</li> <li>• Shared services</li> </ul>	<p>6 years CEO experience of smaller mental health charities. Managed agency-wide change management programme which resulted in change to business model. Have served as interim executive and completed CO3 training.</p>	<ul style="list-style-type: none"> <li>• Asset-based approaches</li> <li>• Building teams</li> <li>• Shared services</li> </ul>	<p>Awareness of reality beyond the borders of N. Ireland insight to how other leaders lead and develop teams.</p>

Person 315



## Chief Inspector

**Career Level:** Middle/Senior Manager

**Location:** Highland

**Preferred target sector:** Health/local authority/prison/Scottish government/private sector

I am a Chief Inspector based in the Highlands and Islands, with experience in leading and managing large teams. I am currently responsible for an Investigation Department, co-ordinating service delivery across a large, complex geographical area. I work closely both internally and externally with partners to ensure that best use is made of resources to ensure effective service delivery and best manage shrinking public sector budgets. I currently mentor staff internally helping people realise potential and achieve their career goals. I am also a trained assessor and sit on promotion panels. I am open to learning and keen to experience how other organisations lead within the public sector.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>•Effective working</li> <li>•Change management</li> <li>•Governance</li> <li>•Financial</li> <li>•Resource management</li> <li>•Integration</li> <li>•Partnership working</li> <li>•Shared services</li> </ul>	<p>Ability to work collaboratively internally and externally/influence outcomes.</p> <p>Delivery of strategy into practice</p> <p>Critical incident management</p> <p>How to provide same/better service on reduced budgets</p> <p>Mentoring experience with an adaptive leadership style.</p> <p>Talent management.</p> <p>An ability to process large amounts of information under pressure and make ethical decisions</p>	<ul style="list-style-type: none"> <li>•Change management</li> <li>•Collaboration</li> <li>•Working with communities</li> <li>•Community participation</li> <li>•Strategic planning</li> <li>•Shared services</li> </ul>	<p>I would like to explore change management in more detail. I am also interested in embedding diversity in the work place and interested in partnership working to better understand how others see our organisation, its role and how we can continuously improve. I would also be interested to explore working with communities and community participation</p>

## Person 317

## Chief Executive

**Career Level:** Chief Executive

**Location:** Perth & Kinross

**Preferred target sector:** Public (Justice, Local authority, Scottish Government, Prison Service)



I have 20 years private sector experience and have recently moved in to the third sector where I am the Chief Executive of a specialist care and education provider. I lead teams of care and education staff to deliver positive outcomes for some of Scotland's most vulnerable young people. I also sit on a children's panel.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>•Change management</li> <li>•Effective working</li> <li>•Leadership</li> <li>•Partnership working</li> <li>•People management</li> <li>•Project management</li> <li>•Stakeholder engagement</li> <li>•Strategic planning</li> <li>•Time management</li> </ul>	<p>My core skills are project management and change management. I have a genuine curiosity about how people and organisations can work to effect change. I have worked at a senior level in the private sector and have developed good stakeholder skills, I believe in working in partnership with others.</p>	<ul style="list-style-type: none"> <li>•Governance</li> <li>•Leadership</li> <li>•Partnership working</li> <li>•Strategic planning</li> <li>•Fundraising</li> <li>•Working with communities/comm unity participation</li> </ul>	<p>Broaden my network and develop a better understanding of leadership across different sectors. Develop my understanding of local authority strategies and decision making. Develop my knowledge of fundraising strategies and resources across Scotland.</p>

Person 322

## Income Generation Manager

**Career Level:** Middle Manager

**Location:** Edinburgh

**Preferred target sector:** Private Sector



My role is to develop and implement an income generation plan for a charity. We are supported mostly through public funds and with growing cuts I am looking at developing new funding streams as well as develop relationships with the corporate sector. A basis of this plan is a need for a marketing and communications strategy that will build the profile of the organisation. I have experience in marketing, trust and foundation fundraising and sponsorship.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>•Change management</li> <li>•Marketing</li> <li>•Fundraising</li> <li>•Communication</li> </ul>	<p>Access to an understanding of the complexities of poverty and the impact it has on society as a whole. An understanding of the judicial system and of changes in Criminal Justice. Creative thinking, communications, presentation.</p>	<ul style="list-style-type: none"> <li>•Effective working</li> <li>•Strategic planning</li> <li>•Leadership skills</li> </ul>	<p>I have a large job and a mountain to climb. I sometimes find myself overwhelmed with different projects and would like to be able to talk through strategy so that I can feel more confident in my approach to the Board as well as to potential supporters/investors.</p> <p>Managing time whilst thinking creatively and ensuring I can measure results against strategy.</p>

Person 326

# Senior Public Health Research Specialist

**Career Level:** Middle Manager

**Location:** Glasgow

**Preferred target sector:** Public Health



I am a researcher with expertise in research and evaluation across a range of topics, all of which are pertinent to public health. My particular interests include asset-based approaches for health improvement (community-based and within service settings), resilience as a key concept for public health, and education / childcare in the early years related to health and wellbeing. As well as developing and implementing a range of research projects, and subsequently reporting on these, I act in an advisory capacity for research and evaluation projects.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Asset-based approaches</li> <li>• Resilience management</li> <li>• Research and evaluation</li> </ul>	<p>I can offer support and advice in developing and taking forward research and / or evaluation work. I can also provide a useful link to a vast array of expertise at the Glasgow Centre for Population Health, making contacts and signposting to useful research / publications / data and in-depth knowledge across many topics.</p>	<ul style="list-style-type: none"> <li>• Practical experience of Primary care</li> <li>• Early years provision &amp; education</li> </ul>	<p>My role is largely desk-based with periods of fieldwork. I would like to gain a much more solid understanding of Primary Care (in Glasgow in particular) in a practical sense and, if possible, would also value some insight into statutory and voluntary provision for the early years - both in terms of childcare and education (again, preferably within Glasgow).</p>

Person 328

# National Director

**Career Level:** Senior Manager

**Location:** Glasgow

**Preferred target sector:**

Public Health, Local Authorities, Justice, Education



I am the National Director of my organisation and have been for over 20 years now. I am passionate about support to my organisation’s cause and feel this is what drives it forward. I have had to develop many of the skills I now have on the job and through doing.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Partnership working</li> <li>• Areas of experience</li> <li>• Assets based approaches</li> <li>• Partnership working</li> <li>• Stakeholder engagement</li> <li>• Community engagement</li> </ul>	<p>I can offer a real view on how it is to work in the 3rd sector under pressure from lack of funding to engaging with hard to reach clients. I can offer the opportunity to spend time with the team at my organisation and see their resilient as workers but also how they build resilience in communities. I will offer honesty and support around understanding why people get involved and why they don't.</p>	<ul style="list-style-type: none"> <li>• Change management</li> <li>• Communications</li> <li>• Performance measurement</li> <li>•Commissioning</li> <li>•Strategic planning</li> <li>•Prioritisation</li> <li>•Leadership</li> </ul>	<p>I would like to be more confident in different environments and be able to get the message of my organisation across to others in a clear and succinct manner. I would like to find new ways of managing my time and how to pull myself out of the day to day issues of staff. I also want to become more strategic and be able to choose where and when is best to use my time.</p>

Person 329

## Manager

**Career Level:** Middle/Senior Manager

**Location:** Edinburgh

**Preferred target sector:**

Local Authorities, Scottish Government



I have been with working in my organisation for four and a half years, and in my current post as Manager for the past two and a half. I have worked in the Third Sector for 19 years and qualified as a social worker for the past 16 years. There are still many things I have to learn about management, and I am always eager to take on fresh perspectives.



### Expertise

- Working with communities
- Time management
- Partnership working
- Change management

### What can you offer to your Leadership Exchange partner?

I have a strong background in working with vulnerable groups and community engagement. My jobs have required co working with statutory and voluntary sector colleagues. These past 2 years I have had to manage a lot of change, (though it remains to be seen how well!). I am someone who is easy to explore ideas with, and open to new ways of working.

### Interested in exploring

- Building Teams
- Change management
- Leadership
- Marketing and communication
- People management

### What would you like to gain from a Leadership Exchange?

I would like to further explore different leadership styles and the most effective ways of managing people. I am probably not as good at promoting the work we do as I would like, and could benefit from seeing how other organisations do this.

Person 330

## Service Manager



**Career Level:** Middle Manager

**Location:** Clackmannanshire & Fife

**Preferred target sector:** Public - Fire & Rescue, Local Authorities, Scottish Government, Private Sector

My job entails, procurement of goods, staff management, financial observing of accounts, recouping of funds and research of new technology and processes.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Customer service</li> <li>• Effective working</li> <li>• Finance/effective use of resources</li> <li>• Leadership</li> <li>• People management</li> <li>• Procurement &amp; commissioning</li> <li>• Business development</li> <li>• Partnership working</li> </ul>	<p>I can offer access to a production environment going through a period of change, a modern working environment. I have grown the business and accept external partners work to offset costs. I can also arrange access to other business areas if required.</p>	<ul style="list-style-type: none"> <li>• Change management</li> <li>• Effective working</li> <li>• Ethical decision making</li> <li>• Finance/effective use of resources</li> <li>• Integration</li> <li>• Partnership working</li> <li>• Procurement &amp; commissioning</li> <li>• Project management</li> <li>• Shared services</li> </ul>	<p>I would hope to gain a wider knowledge of how other businesses operate, how they manage change, develop shared services, and manage projects required for change.</p> <p>I would also be looking to gain further knowledge of implemented workplace systems with regard to supply of internal materials and how they were networked into the current business.</p>



Person 331

## Manager

**Career Level:** Senior

**Location:** Edinburgh

**Preferred target sector:**

Public - Scottish Government, Private Sector



In my role as Manager, I am a senior staff member and line-manage 5 employees. Our charity provides practical and social support to people living with a terminal illness. Our services are delivered thanks to the support we have from our team of 75 volunteers. I have to 'wear many hats' to cover the multiple aspects of my role. A typical day involves attending to HR issues, submitting funding applications, speaking to service users and volunteers, and liaising with the Board of Directors.



### Expertise

- Partnership working
- Project management
- Strategic planning
- Fundraising
- Operational Reporting
- Leadership
- Working with volunteers

### What can you offer to your Leadership Exchange partner?

As a leader of a small charity, I can demonstrate how we make best use of our resources and demonstrate our efficiency to our funders. Our outcome reporting is strong and appreciated by funders, something others might benefit from. I can offer an insight into how we use a volunteer team to deliver effective and consistent services.

### Interested in exploring

- Strategic planning
- Prioritisation and delegation
- Governance
- Relationship building

### What would you like to gain from a Leadership Exchange?

Thinking about career progression, I would be interested in seeing how a leader of a larger organisation manages their time and resources. I am particularly interested in seeing the tools they use and hearing about their engagement with their own Board.

Person 332

## Leadership & Professional Development Facilitator

**Career Level:** Middle Manager

**Location:** Glasgow, West Dunbartonshire, East Dunbartonshire, Glasgow, East Renfrewshire, North Lanarkshire, Falkirk, Perth and Kinross, Stirling, South Lanarkshire

**Preferred target sector:** Public - Fire & Rescue, Local Authorities, Scottish Government, Health, Prison



I have previous experience from an HR / Recruitment background working in various large public sector organisations. I currently work in a large public sector organisation and am based within People and Development under Leadership and Professional Development. My role as a Leadership and Professional Development Facilitator is to enhance awareness / provide support within the organisation in relation to national promotion processes, national mentoring programmes, national appraisal processes and development tools that can be used to aid personal and professional development. I often sit on promotion selection panels and interview candidates for career progression. I also deliver various briefings and workshops to help enhance development opportunities and support. I have recently been involved in designing a national mentoring programme that will shortly be launching within the organisation.



### Expertise

- People management
- Performance measurement
- Mentoring / Recruitment / Promotion

### What can you offer to your Leadership Exchange partner?

An understanding of the challenges faced within a large public sector organisation in relation to the aim of changing current organisational culture. Information / support in relation to designing mentoring programmes, appraisal processes and promotion processes.

### Interested in exploring

- Performance measurement
- Programme evaluation / development tools

### What would you like to gain from a Leadership Exchange?

I would like to be partnered with someone in a similar role so that I can share best practice in relation to promotion / mentoring / development tools / appraisal processes.

Person 333

## Business and Community Initiatives Manager

**Career Level:** Middle/Senior Manager

**Location:** Edinburgh

**Preferred target sector:** Third Sector/ACOSVO member



I have managed the set up and am now running a social enterprise company. The company is growing fast. I have overall responsibility for its commercial growth, delivery and the community initiatives we will be engaging in with the community to support them in developing and delivering projects. I have written business and delivery plans and been involved heavily in budgets and forecasting. I love the balance between operational and strategic but the huge workload since operations began in October is not sustainable and I really don't want to lose my energy and commitment to the detriment of the company's success.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Staff management</li> <li>• Partnership working</li> <li>• Community engagement</li> <li>• Business Planning</li> <li>• Budgeting and Forecasting</li> </ul>	<p>I am a Manager who enjoys managing staff and team building. I have designed and delivered customer service training specialising in third sector approaches and challenges. I have extensive experience of developing community projects and partnerships in creative and collaborative projects.</p>	<ul style="list-style-type: none"> <li>• Business Growth</li> <li>• Strategic Planning</li> </ul>	<p>I would like to gain an external view in a fast growing commercial environment. The company will be diversifying and support to approach the broad spectrum of activities while all are developing would be beneficial.</p>

Person 334



## Director

**Career Level:** Senior Manager

**Location:** Edinburgh

**Preferred target sector:** Public - Education, Local Authorities, Scottish Government, private sector

I work in a voluntary organisation that has a combined purpose of influencing policy in order to better serve our service users, and offering direct support services. I head the national branch of a UK wide organisation - this comes with it's benefits and challenges. I have worked in different roles in the voluntary sector for several years and am learning a lot from the required autonomy of my current role, given the geographical location of my CEO line manager.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Change management</li> <li>• Customer service</li> <li>• Partnership working</li> <li>• People management</li> <li>• Stakeholder engagement</li> </ul>	<p>I can offer a perspective from a voluntary sector organisation in a relatively small service that requires partnership working and stakeholder engagement, as well as strategic consideration in order to meet our outcomes of delivering at a national level.</p>	<ul style="list-style-type: none"> <li>• Asset-based approaches</li> <li>• Effective working</li> <li>• Finance/effective use of resources</li> <li>• Governance</li> <li>• Leadership</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• Performance measurement</li> <li>• Procurement &amp; commissioning</li> <li>• Project management</li> <li>• Strategic planning</li> <li>• Time management</li> <li>• Working with communities/community</li> </ul>	<p>I would like to gain the opportunity to share advice and ideas with leaders from other organisations/sectors to allow me to develop my own skills and resources, and to consider benefits and opportunities of working in ways that are different to my own comfortable and familiar skill set.</p>

**Person 335**

## CEO

**Career Level:** Chief Executive

**Location:** North Lanarkshire

**Preferred target sector:** Public - Local Authorities



I have been CEO of my organisation for over 4 years. Previously to that, over a 23 year period, I led 3 different large organisations through considerable transformational change. I am supported by 2 senior managers and together we lead a staff team of 25. As part of my role, I oversee the work of a Therapy Centre and recently had overall responsibility for a relocation to a £1.1m new centre. This was a 2 year project. Now that I have a little more capacity, I am interested in this programme if the right match can be achieved.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Change management</li> <li>• Strategic planning</li> <li>• Innovation</li> <li>• Staff management</li> <li>• Volunteer management</li> </ul>	<p>Having worked in the charity sector for 27 years, I have strong experience of change management using minimal resources. I am aware of the need for clear strategic planning which becomes the primary driver of any change. I was involved in the Pilot light strategic planning process 4 years ago finding it invaluable and learning much about the importance of realistic and achievable goal setting. In recent years, I have taken part in a Leadership Management programme. I have staff and volunteer management experience.</p>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Effective working</li> <li>• Asset-based approaches</li> <li>• Marketing &amp; communication</li> </ul>	<p>Despite having a very supportive Senior Management Team and Board, I work very much in isolation. I look forward to the opportunity to spend time with someone else who has first hand experience of the challenges and demands of isolated leadership. In return I can share my third sector experience, insights and good practise workings which I believe are transferable to the Private and Public sector.</p> <p>I look forward to the opportunity to receive and share within an informal, relaxed and confidential space.</p>

Person 336

## Strategic Engagement Manager

**Career Level:** Middle Manager

**Location:** Glasgow

**Preferred target sector:** Public - Local Authorities, Third Sector/ACOSVO member, Private Sector



I am a manager on a temporary promotion within a busy economic development department. My team has recently been merged with that of another in the division. My role focuses on organising the right discussions between the right people to progress a range of economic development issues at a senior level. I encourage key stakeholders to collaborate effectively and shape the themes for discussion to lead to productive actions.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Diversity</li> <li>• Partnership working</li> <li>• Stakeholder engagement</li> <li>• Strategic planning and analysis</li> <li>• Policies and procedures</li> </ul>	<p>A calming and unstressed personality which feedback from colleagues has advised is a positive characteristic which has a relaxing impact on those I work with directly.</p> <p>I have experience in analysis, policy and delivery. I have worked closely with directors internally and been exposed to senior leaders and chief executives across a range of public sector organisations over a prolonged period and in different situations. This has offered insights in different approaches to leadership and the reaction those approaches have on others being led or observing the leading.</p>	<ul style="list-style-type: none"> <li>• Change management</li> <li>• Diversity</li> <li>• Integration</li> <li>• Leadership</li> <li>• Partnership working</li> <li>• Project management</li> </ul>	<p>Better understanding of what good leadership looks like in practice out with my organisation, and the opportunity to test and develop my own leadership approach in a safe environment. It is becoming increasingly apparent that strong leadership skills are essential to continue delivering more within tight public sector budgets and in a period of significant uncertainty. I want to learn from others and position myself to lead effectively within my organisation.</p>

Person 337

## Learning and Development Coordinator

**Career Level:** Middle Manager

**Location:** Scotland

**Preferred target sector:** Public - Education; Health, Third Sector/ACOSVO member"



My current role involves developing and implementing training programmes and other education initiatives, outdoor learning and wider educational initiatives. This involves resource production, delivery, networking and partnership working. I am also involved with volunteer management and project management, engaging with many cross Scotland initiatives. My current organisation is a charitable body working across Scotland, engaging with young people, teaching staff and over 800 volunteers. Pre-2013, I worked in Nottingham, managing an education centre.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Marketing &amp; communication</li> <li>• Staff Training</li> <li>• Partnership working</li> <li>• Project management</li> <li>• Event management</li> <li>• Stakeholder and volunteer engagement</li> </ul>	<p>Through operating on a national level I can provide insight into; operating large Scottish educational events; developing training programmes and partnership working. I can share ideas around engaging new audiences, developing new resources and overhauling volunteering systems.</p> <p>I have experience in engagement with a wide range of different stakeholders.</p>	<ul style="list-style-type: none"> <li>• Effective working</li> <li>• Governance</li> <li>• Leadership</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• Project management &amp; Evaluation</li> <li>• Stakeholder engagement</li> <li>• HR policies &amp; procedures</li> <li>• Working with communities/ community participation</li> </ul>	<p>I would like to gain an insight into programme evaluation and long term impact, together with ways of reaching out to communities.</p> <p>There are so many opportunities within our organisation to take new ideas forward and I would like to learn what has successfully worked for other organisations (and what to avoid).</p> <p>I would also like to share ideas on volunteering policies/practise and management and get a different perspective on projects and organisational management.</p>

Person 338

# Communications Manager



**Career Level:** Middle Manager

**Location:** Perth and Kinross

**Preferred target sector:** Public - Scottish Government, Public - Environment

I have worked in the environment sector for 25 years, and have had various roles, including research, policy, casework and now communications. I am now managing a small team working on stakeholder engagement, corporate reputation research, social media and Gaelic language planning.



## Expertise

- Marketing, research & communication
- People management
- Change management
- Stakeholder engagement
- Policies
- Digital and social media

## What can you offer to your Leadership Exchange partner?

I have introduced new approaches to stakeholder engagement, corporate reputation research and digital media to my organisation. I engage staff and management in designing and implementing new approaches to fit the needs and objectives of the organization.

I can also offer experience in dealing with staffing issues arising from staff cutbacks and constant changes to teams, and in dealing with stress in the workplace.

## Interested in exploring

- Marketing & communication
- Evaluation techniques
- Stakeholder engagement
- Corporate reputation research
- Digital and social media

## What would you like to gain from a Leadership Exchange?

I would like to find out more about how other organisations develop digital and social media for a wide range of communication objectives.

I would also like to learn more about evaluation approaches to help best find out what our stakeholders think of us, including our reputation, effectiveness, and how easy it is to work with us. In both of these areas, I would like to know how approaches differ to suit the needs of each organisation, and how to ensure our chosen approach is as strong as it can be.



Person 339



## CEO

**Career Level:** Chief Executive

**Location:** Edinburgh

**Preferred target sector:** Any

An optimist who enjoys a challenge and bringing about real positive change within organisations and to vulnerable people's lives. As CEO for over 2 years, of a well known 6 year old organisation, I have grown the organisation, service, annual income, and developed staff. However, there is still much to do! I believe I am a good listener. I am demanding of myself, lead from the front, and expect first class performance, but also appreciate people have issues and need support through them at times. I nurture a second family supportive atmosphere at work but also am ambitious. I have been on 5 Boards as a volunteer Trustee, worked for the Lottery for over 10 years and have over 30 years experience in the voluntary sector at senior management level.



### Expertise

- Stakeholder engagement
- Business development
- Change management
- Leadership
- Staff management
- Fundraising experience

### What can you offer to your Leadership Exchange partner?

A good listener and always learning. Enthusiasm and commitment. Vision and happy to pioneer. Extensive experience at CEO level managing much change. Well known and networked within the voluntary sector. First class knowledge of the third sector through working with over 200 different bodies per year working for the Lottery. Proven successful fundraising record.

### Interested in exploring

- People management
- Strategic planning

### What would you like to gain from a Leadership Exchange?

Insight into another world. Learning from experience of others. Fresh pair of eyes to help with issues that crop up. Blue sky thinking time and always planning about the future.

Person 340



## Centre Manager

**Career Level:** Senior Manager

**Location:** Falkirk

**Preferred target sector:** Public - Education Preferred, Public Health, Public Scottish Government, Third Sector/ACOSVO, Private Sector

I manage all aspects of a busy organisation. I line manager 10 staff who in turn are responsible for different aspects including Finance, HR, Centre User Activities, Building Maintenance, Fundraising, Recruitment and Training of Volunteers. Our organisation brings together practical advice, support, assessment and employment opportunities for people. I manage a partnership of 6 organisations including statutory and third sector bodies. My day to day role is varied. I am a member and a trustee for the Scottish Council. I am developing closer links with the local community and developing integrated services.



### Expertise

- Customer service
- Partnership Working
- Working with Communities
- Staff management

### What can you offer to your Leadership Exchange partner?

I have experience of working both in public sector (Middle Management) and Third Sector. I have a good understanding of the different work styles in both sectors. I am very creative, solution focussed and a good listener. I have developed a high number of effective partnerships with different organisations and would like to share my experiences. I believe it can be isolating at times working in a senior management capacity. I welcome the opportunity to find common ground with a like-minded Exchange Partner to discuss areas of common interest and provide a "sounding board" for ideas.

### Interested in exploring

- Asset-based approaches
- Building teams
- Finance
- Effective use of resources
- Performance measurement
- CRMs

### What would you like to gain from a Leadership Exchange?

I would like to gain knowledge of how a different organisation operates. I am interested to hear about lessons learned and to mutually generate new ideas. I am interested in finding out more about management tools such as CRMs and how these can help develop an organisation. I would like someone to act as my sounding board. I would like to gain a fresh perspective and insight into delivering a service and managing people.

Person 341



## CEO

**Career Level:** Chief Executive

**Location:** Edinburgh

**Preferred target sector:** Private Sector

I am the CEO of a small but dynamic voluntary sector organisation. We are a membership intermediary and our members are also intermediary bodies, ensuring we have a unique role in both supporting our members and representing their views and values. We work closely with both the Government and Parliament and are respected for our innovative work. I have been in a post I consider to be the best job in the world for 7 years and am excited to be part of this leadership exchange.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Governance</li> <li>• Shared services</li> <li>• Stakeholder engagement</li> <li>• Working with communities/ community participation</li> <li>• Advocacy</li> <li>• Policy Development</li> <li>• Volunteering Policy</li> </ul>	<p>The opportunity to experience the voluntary sector, a membership organisation and an intermediary body from the position of a unique and well respected organisation. I am open to ideas as to how a partner would feel they would best like to experience this.</p> <p>A safe space to reflect, share and discuss ideas.</p> <p>My personal commitment and enthusiasm for the exchange.</p> <p>Hopefully some expertise and experience which may help to shape discussions and generate ideas.</p> <p>A sense of humour!</p>	<ul style="list-style-type: none"> <li>• Effective working</li> <li>• Partnership working</li> <li>• People management</li> <li>• Performance measurement</li> <li>• Time management</li> <li>• Income generation</li> </ul>	<p>An opportunity to gain an insight into leadership in another sector.</p> <p>An insight into how another leader balances the many demands made of their time.</p> <p>A space to reflect, discuss and generate ideas and discussion.</p> <p>The perspective of another leader on opportunities, challenges and trends.</p> <p>A different perspective on income generation.</p> <p>A positive, shared experience with a sense of humour!</p>

Person 342



## International Director

**Career Level:** Chief Executive

**Location:** Clackmannanshire

**Preferred target sector:** Public - Health,  
Public - Scottish Government, Third  
Sector/ACOSVO member

I'm International Director of an organisation that works in the fields of health and development in a third world country, providing clinical care for people with disabilities from 3 centres, including staff training. We engage in community development work, focusing on people with disabilities and on poor communities in some of the remotest and poorest parts of the country. As International Director my role involves working with CEOs of all our partner organisations to set vision and high-level strategy. I provide support to CEOs and play an international ambassador role for our work.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Diversity</li> <li>• Effective working</li> <li>• Finance/effective use of resources</li> <li>• Governance</li> <li>• Leadership</li> <li>• Partnership working</li> <li>• People management</li> <li>• Stakeholder engagement</li> <li>• Strategic planning</li> </ul>	<p>Cross-cultural collaboration and strategic planning. Senior management support and faith-based leadership.</p>	<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Effective working</li> <li>• Leadership</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• People management</li> <li>• Strategic planning</li> <li>• Time management</li> <li>• International partnership development / disability</li> </ul>	<p>To learn and share leadership lessons that are learned at the coal face, particularly with someone who is coming from a related but different sector / perspective.</p> <p>To expand my leadership network in Scotland (given the nature of my work, most of the leaders that I work with are based in other countries).</p> <p>To gain insights into and from another sector.</p>

Person 343

## Change Manager

**Career Level:** Senior Manager

**Location:** Glasgow

**Preferred target sector:** Third Sector/ACOSVO member or Scottish Government



I am a change leader and coach with skills in organisational development, project management and a background in human resources, mostly gained in health sector with a focus on health & social care integration. I am passionate about improving the quality of conversation and engagement in general and during change, enabling everyone's voice to be heard. I'm currently working nationally in a change management role around digital and primary care working with stakeholders to understand the contribution of digital in relation to wider system transformations.



### Expertise

- Integration
- Governance
- Leadership
- Organisational Development
- Project management
- Change Management
- Human Resources
- Building Teams
- Coaching
- Partnership Working
- Digital

### What can you offer to your Leadership Exchange partner?

- I can offer insights to health & social care integration, developing good governance, working in partnership and developing strategic influencing approaches.
- I use change management in a range of contexts, programme management and process improvement.
- I build and lead motivated teams, creating coaching conversations to build ownership.

### Interested in exploring

- Working with communities/community participation
- Prevention and assets based approaches
- Partnership working
- Change management

### What would you like to gain from a Leadership Exchange?

I would like to gain insights to organisations and partnership working outwith health & social care. Either by working with another government department to understand strategies for change within government in order to better engage with citizens/partner organisations, or by working in Third Sector to understand the practical issues and benefits of assets based and prevention approaches.

Person 344

## Administration and Finance Manager

**Career Level:** Middle/Senior Manager

**Location:** Glasgow

**Preferred target sector:** Public - Scottish Government, Third Sector/ACOSVO member



I manage the office team in an inclusive development charity. I have a background in community arts project management, events and design. I work on HR and policies, communication and systems and financial planning. I manage a bookkeeper, marketing officer, administrator and fundraiser. I also co-ordinate wider tasks working with board members and volunteers, such as fundraising groups, the evaluation sub group, pensions planning and enterprise planning. I try to use my creative background to inform ways of working, and try to keep all information inclusive to those with learning disabilities. I'm also the green champion for the charity focusing on environmental improvement.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Ethical decision making</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• People management</li> <li>• Project management</li> <li>• Working with communities/community participation</li> <li>• Environmental, accessible information and working with those with learning disabilities</li> <li>• Event management</li> <li>• HR Policies and procedures</li> </ul>	<p>I hope to share issues we've had and what we learned from them. I use creative thinking and tackle problems in pre-planned ways that help people to look at them anew.</p> <p>I try to manage my team in a way that empowers them and lets them take ownership of their own role.</p> <p>I hope to offer friendship and patience to my Leadership Exchange partner, the ability to listen to the issues they are facing, discuss possible solutions and share how we would deal with similar issues within our organisation.</p>	<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Effective working</li> <li>• Ethical decision making</li> <li>• Finance/effective use of resources</li> <li>• Integration</li> <li>• Leadership</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• People management</li> <li>• Performance measurement</li> <li>• Prevention</li> <li>• Procurement &amp; commissioning</li> <li>• Stakeholder engagement</li> <li>• Strategic planning</li> <li>• Time management</li> <li>• Working with communities</li> <li>• Environment</li> <li>• Inclusivity</li> </ul>	<p>I'd like to gain a wider perspective of people working in similar roles to my own. I'd benefit from the time spent reflecting on issues. I also hope to broaden my knowledge of leadership methods. Also ideally, I hope to gain a genuine and valuable connection to a new organisation.</p>

Person 345

## CEO

**Career Level:** Chief Executive

**Location:** Edinburgh

**Preferred target sector:** Public - Health, Public - Justice, Public - Police, Public - Scottish Government



I am the founder of a new community interest company in Edinburgh. I work as the CEO of the organisation organising all the Strategic and Operational Business Planning.



### Expertise

- Leadership
- Strategic Planning
- Operational Planning
- Customer service
- Diversity
- Working with communities / community participation

### What can you offer to your Leadership Exchange partner?

I can offer leadership and strategic planning experience as well as an understanding of how best to engage with communities.

### Interested in exploring

- Change management
- Finance/effective use of resources
- Partnership working
- Performance measurement
- Procurement & commissioning
- Project management
- Strategic planning

### What would you like to gain from a Leadership Exchange?

I would like to develop my skills as a leader which will help me to develop my business ideas even more effectively.



Person 346



## Education Manager

**Career Level:** Middle/Senior Manager

**Location:** Midlothian

**Preferred target sector:** Public – Local Authorities

I have worked for different local authorities and health boards for the last 23 years. I currently manage the lifelong learning and employability service and lead this service through transformational change. I have previously worked in health promotion, community safety, regeneration and community learning and development. I have a degree in community education and a masters in public sector management.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Building teams</li> <li>• Change management</li> <li>• Shared services</li> <li>• Partnership working</li> </ul>	<p>Practical leadership of change management experience, strategic partnership working, evidence based decision making and management information, inspection experience, staff and team management, leadership, employability, developing Scotland's young workforce, health promotion and community safety knowledge.</p>	<ul style="list-style-type: none"> <li>• Change Management</li> <li>• Effective use of resources</li> <li>• Strategic financial planning</li> <li>• Leadership</li> <li>• Entrepreneurial</li> </ul>	<p>Strengthen existing skills and learning to manage and lead within a reducing funding environment yet support innovation and good quality outcomes for service users. Also to explore career development opportunities.</p>



Person 347

## Senior HR Officer

**Career Level:** Middle Manager

**Location:** Perth & Kinross

**Preferred target sector:** All sectors,  
Public - Scottish Government



20 years' experience in Human Resources in a mix of private and public organisations. My role as a middle manager drives the employability agenda including a Modern Apprenticeship programme, Developing Young Workforce, Graduate Schemes and a resourcing strategy which covers a broad range of activities, including recruitment & selection. I am also a qualified business coach.



### Expertise

- Ethical decision making
- Internal job market
- Human Resources
- Coaching and mentoring

### What can you offer to your Leadership Exchange partner?

Coaching and mentoring, innovative and creative thinking, people nurturing and personal development.

### Interested in exploring

- Leadership

### What would you like to gain from a Leadership Exchange?

Insights to progress my career.

Person 348



## Director

**Career Level:** Chief Executive

**Location:** Scottish Borders

**Preferred target sector:** Third Sector/ACOSVO member, Private Sector

I am a firm believer that everyone with support can achieve their full potential. I am passionate about the Third sector, especially supporting young people into work and the importance of social enterprises. I have been the Director at my organisation since 2005 helping organisations across the region grow and develop their services to meet challenges especially around long term sustainability. I have been a Disability for Scotland Ambassador and am a National Register of Access Consultant.



### Expertise

- Asset-based approaches
- Building teams
- Change management
- Diversity
- Effective working
- Ethical decision making
- Finance/effective use of resources
- Governance
- Leadership
- Marketing & communication
- Partnership working
- Procurement & commissioning
- Project management
- Working with communities/community participation

### What can you offer to your Leadership Exchange partner?

I have worked across all sectors and am a fierce advocate in breaking barriers to employment whilst also generating income for organisations. I have a business degree and have worked on developing an MSC in Social Return on Investment. I have considerable experience in partnership working and collaboration, a problem solver, supportive to many organisations and have provided strong national representative for the sector.

### Interested in exploring

- Asset-based approaches
- Change management
- Ethical decision making
- Integration
- Performance measurement

### What would you like to gain from a Leadership Exchange?

The opportunity to share knowledge, working closely with another organisation, and looking at how collaboration and close working can be used to develop lasting links and partnerships.

As resources become stretched I firmly believe we need to work more closely together and develop leadership that crosses all sectors, benefitting our staff and the organisations that we work with and for.

Person 349

## Health, Safety and Wellbeing Manager

**Career Level:** Middle/Senior Manager

**Location:** Perth & Kinross

**Preferred target sector:** Public – Local Authorities



I joined my organisation after 24 years in the Armed Forces and 6 years working as an Emergency Planning Officer. My current role includes responsibility for developing and maintaining a health and safety strategy and delivery model as well as providing a strategic and professional lead to a Health, Safety and Wellbeing Team. I am also responsible for leading the approach to emergency planning and response, business continuity and community resilience. I engage closely with partner agencies and authorities across the country. I am a Chartered Fellow with the Chartered Management Institute, a Fellow of the Institute of Civil Protection and Emergency Management and a Graduate (awaiting Chartered confirmation) Member of the Institute of Safety and Health.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Customer service</li> <li>• Diversity</li> <li>• Effective working</li> <li>• Ethical decision making</li> <li>• Governance</li> <li>• Integration</li> <li>• Leadership</li> <li>• Partnership working</li> <li>• People management</li> <li>• Prevention</li> <li>• Strategic planning</li> <li>• Time management</li> <li>• Working with communities/community participation</li> </ul>	<p>I can offer experience and knowledge in Leadership and Management, dysfunctional teams, empowering and developing individuals and teams.</p> <p>I have recently overseen the transition to a new health and safety delivery model, introducing a standardised approach across a variety of different services. This included working closely with elected members, trade union representatives, all levels of managers and staff.</p> <p>I also have experience of working with individuals and groups from different communities, voluntary and statutory organisations.</p>	<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Partnership working</li> <li>• People management</li> <li>• Strategic planning</li> </ul>	<p>I am interested in increasing my knowledge of all aspects of my work so that I can benchmark and learn from others.</p>

Person 350



## Misconduct Manager

**Career Level:** Middle Manager

**Location:** Glasgow

**Preferred target sector:** Public - Local Authorities, Third Sector/ACOSVO member, Private Sector

I work to maintain, promote and improve professional and ethical standards, to protect the integrity and reputation of my organisation. The focal point of this function surrounds the management of organisational or reputational risk, from members of the public who demonstrate a level of dissatisfaction with service received or from staff acting outwith expected standards. My current areas of responsibility include; managing receipt, assessment and appropriate handling of complaints, and investigation of alleged misconduct.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Diversity</li> <li>• Effective working</li> <li>• Ethical decision making</li> <li>• Governance</li> <li>• Leadership</li> <li>• Prevention</li> </ul>	<p>An insight into the way my organisation manages reputational risk. An explanation of process followed, management tools and procedures. Complaint Management is an important, developing area of our business which is proving very successful. This knowledge and best practises can be shared to help improve other organisations' processes and procedures.</p>	<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Finance/effective use of resources</li> <li>• Leadership</li> <li>• Partnership working</li> <li>• Benchmarking of approaches to complaints and complaint handling.</li> <li>• Learning from effective approach elsewhere.</li> </ul>	<p>Fresh thinking - the ability to compare different approaches to similar issues. An ability to measure where training relates to formal qualification and experience.</p>

Person 351

# Inspector

**Career Level:** Middle/Senior Manager

**Location:** Edinburgh & Fife

**Preferred target sector:** Public - Fire & Rescue, Public - Scottish Government, Third Sector/ACOSVO member, Private Sector



I lead and supervise staff from various locations. I enjoy achieving both staff and self-development, and have gained a wide variety of leadership experiences with my current employer and also as a volunteer team leader for a UK-wide children's charity. I have a background in Diversity, Project Management and am a member of the Scottish Institute of Business Leaders.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Diversity</li> <li>• Ethical decision making</li> <li>• Leadership</li> </ul>	<p>An open and honest insiders perspective on live-time decision making for high-risk operational incidents.</p> <p>Experience of leading people in times of change, maintaining morale, motivating staff, making difficult decisions, both operational and relating to staff members.</p> <p>I have extensive experience leading national projects, against shrinking timescales and budgets.</p> <p>I also have a background in Diversity Training and Development in a variety of previous roles.</p>	<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Diversity</li> <li>• Ethical decision making</li> <li>• Project management</li> <li>• Leadership</li> <li>• Partnership working</li> <li>• People management</li> </ul>	<p>I would like an alternative perspective on a variety of my daily challenges and approaches.</p> <p>I think my organisation and I have a lot to learn from other partners and sectors. I would like a peer friend and co-mentor who can act as a sounding board and repository of ideas and experience gained from their own background.</p> <p>This will provide me with the opportunity to gain lots of transferrable learning into my own current and future roles.</p>

Person 352

## Business Manager

**Career Level:** Middle/Senior Manager

**Location:** Edinburgh

**Preferred target sector:** - Public - Fire & Rescue; Justice; Local Authorities; Police, Third Sector/ACOSVO member & Private Sector



In my current role I ensure support for a department of 40 plus a small administration team of 3. I deal with all staffing costs including salaries, budget management, forecasting annual costs & reporting cost efficiencies. I co-ordinate meetings for a Professional Advisors Forum, have set up a document library and expertise skill-set for division wide use. I deal with all asset management, contract recording, service level agreements and procurement. My experience previous to my current public sector role includes: Retail management – staff management of 30 employees. Finance sector – staff management of 8 banking team employees. Exporting, importing, shipping and manufacturing. I am very supportive of others with a unique management approach which has served me well throughout all my employment roles. I am always eager to learn new things and share ideas/listen to others ideas.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Customer service</li> <li>• Effective working</li> <li>• Finance/effective use of resources</li> <li>• Leadership</li> <li>• People management</li> <li>• Performance measurement</li> <li>• Procurement &amp; commissioning</li> <li>• Stakeholder engagement</li> <li>• Time management</li> </ul>	<p>I am a very good listener and can explain things clearly, providing 1-to-1 assistance and training where required. I am patient and enjoy helping others.</p> <p>I enjoy problem solving, developing action plans and making ideas happen. I am a fast learner, self motivated and perceptive in identifying efficiencies.</p> <p>I have strong project management and people management skills.</p> <p>I enjoy training and developing others.</p>	<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Leadership</li> </ul>	<p>I would like the opportunity to work in other areas to develop further, see how others work and gain new skills and experience.</p> <p>I am interested in developing my Project/Programme Management skills. I would also like the opportunity to develop my leadership skills.</p> <p>I would happily welcome the opportunity to develop further and am especially interested in the areas of public- justice, fire and rescue.</p>

Person 353

## Inspector

**Career Level:** Middle/Senior Manager

**Location:** Highlands

**Preferred target sector:** Private Sector



My current role involves leading a team of 30 people across 2 locations. It involves people management, performance management, crisis / incident management, partnership working (internally and externally) and the creation of effective partnerships at a time of reduced budgets. This involves lateral thinking whilst remaining focused on the strategic intention and key objectives of the organisation. Customer expectation is increasing as is external scrutiny by government and local elect. This results in change management across process, application and attitude being a daily challenge. Prior to my current position I have had experience within training, public relations and project management during a major national reform process and prior to joining the organisation I worked for a charity teaching outdoor education. Outside work I have an interest in walking, reading and travel.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Staff management</li> <li>• Operational management</li> <li>• Leadership</li> <li>• Change management</li> <li>• Performance measurement</li> <li>• Partnership working</li> <li>• Working with communities/ community participation</li> </ul>	<p>I could offer experience in 'quick time', dynamic decision making based on changing information that could potentially be scrutinised at the highest level many years down the line. Decisions must be ethically sound, legally compliant, evidence based, accountable and withstand intense scrutiny. Effective time management skills are essential in my role where I work on the basis that people and processes drive performance, whilst not losing sight of individual's expectations and cost efficiencies. I could also offer an exchange partner experience in organisational change and how to lead staff through that change whilst demanding increased performance. Horizon scanning skills and recognising how external decisions / factors will impact upon your work and putting measures in place to deal with those factors. Also, how best to develop and train staff during a time of tight budgetary controls.</p>	<ul style="list-style-type: none"> <li>• Performance management</li> <li>• Staff management</li> <li>• Strategic planning</li> <li>• Change management</li> <li>• Ethical decision making</li> <li>• Partnership working</li> <li>• Working with communities/ community participation</li> </ul>	<p>A better understanding of the private sector, performance management, target setting and different ways of getting best value.</p> <p>To get different perspective on leading teams and understanding of ethical decision making in the private sector. Does the private sector have partners, is partnership working important to them and how do they plan strategically in a constantly changing world whilst remaining focused on their core business/key objectives.</p> <p>Someone who will challenge me on personal development and goal setting.</p>



Person 354



## Marketing & Communications Manager

**Career Level:** Middle Manager

**Location:** Edinburgh

**Preferred target sector:** Public - Scottish Government, Private Sector

My organisation provides learning & development opportunities for the 3rd sector predominantly, but some also for public & private sectors, to enable greater social change through supporting people & organisations. The focus is on leadership, entrepreneurship, coaching & social impact measurement. Through recent piloting of a social franchise approach, we now have start up hubs across the globe. My role within the organisation includes overall operational management of a small team of staff with responsibility for; IT, website development, digital projects, graphic design, marketing, training resource development as well as infrastructure and operational support for all our Scotland and International Hubs.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Customer service</li> <li>• Effective working</li> <li>• Ethical decision making</li> <li>• Integration</li> <li>• Leadership</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• People management</li> <li>• Project management</li> <li>• Strategic planning</li> </ul>	<p>I can experience in delivering communications, operations and project support across an organisation as well as the ability to work through live issues, ideas and solutions.</p> <p>As an internal 'business partner' I need to continually influence and prioritise, innovate and negotiate with a range of stakeholders, whilst supporting and developing a small team to deliver a high quality service. This involves matrix management, strategic planning and a creative use of resources!</p> <p>I have good active listening and coaching skills and have developed effective leadership and stakeholder relationship management techniques.</p>	<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Customer service</li> <li>• Effective working</li> <li>• Ethical decision making</li> <li>• Integration</li> <li>• Leadership</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• People management</li> <li>• Project management</li> <li>• Stakeholder engagement</li> <li>• Strategic planning</li> <li>• Time management</li> </ul>	<p>An opportunity to share learning, develop my experience, leadership and management style.</p> <p>To find out how another organisation operates and communicates, helping establish an effective continuous improvement strategy within my own organisation.</p> <p>To develop my team management experience and awareness of other sector staff development systems and approaches.</p> <p>I am interested in learning about challenges and successes of others, so it would be great to be partnered with someone happy to have an honest, open exchange approach.</p>



Person 355

## Statistician



I am a statistician, managing a team of individuals responsible for reporting criminal activity statistics.



**Career Level:** Middle Manager

**Location:** Edinburgh

**Preferred target sector:** Public – Health; Local Authorities; Police; Prison, Third Sector/ACOSVO member, Private Sector

### Expertise

- Partnership working
- People management
- Performance measurement
- Stakeholder engagement
- Analysis and use of evidence

### What can you offer to your Leadership Exchange partner?

I can offer an insight into the role of a statistician/analyst within a large public sector organisation.

Our department's outputs being responsible for supporting our colleagues to make informed policy decisions.

I have experience of; stakeholder management, analysis and use of evidence, performance measurement and management, people management.

### Interested in exploring

- Building teams
- Effective working
- Leadership
- People management
- Project management
- Strategic planning
- Time management

### What would you like to gain from a Leadership Exchange?

I would like to gain more experience and knowledge in the following areas; leadership, people management, staff development, project management and strategic planning.

I would also like to develop a relaxed relationship with an exchange partner whom I can meet / speak informally with, sharing learning and benefitting from each other's experiences.

Person 356

## Team Leader

**Career Level:** Middle Manager

**Location:** Stirling

**Preferred target sector:** Public - Scottish Government



I am the clinical lead for adults with learning disabilities in the community and inpatient settings. I have both clinical and managerial roles. I line manage and supervise 3 staff and am part of integrated health and social care teams. I am responsible for service delivery and development within a specific clinical area for adults with learning disabilities.



### Expertise

- Partnership working
- Staff management and development
- Service delivery and development
- Customer service

### What can you offer to your Leadership Exchange partner?

Knowledge and experience of communication, networking, clinical skills, conflict resolution, co-ordination, line management, supervision, team working across various geographical areas, adapting to different working environments in office and clinical settings.

Organisation and co-ordination of staff development with performance management experience. Delivery of training to staff and carers.

Project and service development, partnership working with social care and third sector partners.

### Interested in exploring

- Asset-based approaches
- Leadership
- Operational issues

### What would you like to gain from a Leadership Exchange?

Knowledge and understanding of how other systems and processes work and if they could be adapted to my current work environment.

I would like a broader picture of where I and my small team fit into the great scheme of things and how I can make my leadership more effective.

I would like to learn more about different approaches and where to go to find out more information about these.

Person 357

## Deputy Charge Nurse

**Career Level:** Middle Manager

**Location:** Falkirk

**Preferred target sector:** Public –  
Education



I have been in my current leadership role for over 2 years which has involved a lot of multi-tasking and the opportunity to develop my leadership skills on the occasions when I have deputised for my senior manager. This exchange programme would be very beneficial and rewarding for my career goals and aspirations.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Leadership</li> <li>• People management</li> <li>• Operational management</li> </ul>	<p>I have developed my people and operational management skills whilst in charge of running a ward.</p> <p>Good, clear communication leads to effective direction. Open information sharing results in efficient operational management.</p> <p>I have experienced challenges and rewards through my role deputising for senior management.</p> <p>I can openly discuss my learning experiences and share leadership techniques with an exchange partner.</p>	<ul style="list-style-type: none"> <li>• Effective working</li> </ul>	<p>To support me with further promotion, I would like to gain an insight into other leadership styles and techniques, developing my confidence, experience and skill set.</p>

Person 358



## Operational Manager

**Career Level:** Senior Manager

**Location:** Edinburgh

**Preferred target sector:** Public – Health,  
Private sector

For almost five years I have been Head of my organisation. We are a membership organisation for local authorities and housing associations. We provide them with data insight and analysis to drive business efficiencies and improvements to deliver better outcomes for their tenants. I have spent over 20 years working in the social housing sector and have had roles which let me work nationally across Scotland since 1999. I am passionate about making a difference to the services tenants receive. I am responsible for all of our activities in Scotland and managing a small staff team. I work as part of my organisation's operational management team. I have been a member of the Chartered Institute of Housing since 1994 and more recently (2010) a board member. This board role enables me to put something back into the sector for the benefit of other professionals and tenants.



### Expertise

- Working with communities/community participation
- Partnership working
- People management
- Performance management
- Stakeholder engagement
- Working with communities
- Community participation
- Building team

### What can you offer to your Leadership Exchange partner?

I am a very experienced facilitator and networker, have excellent communication skills and have led the business development of my organisation for almost five years.

I am a people focussed individual, passionate about honesty, integrity and quality. I am therefore happy to provide honest and open feedback to my partner.

I am a good listener, providing supportive leadership to my team. I am focused and committed to the values of the social housing sector and through our services I want to make a difference to the outcomes for tenants living in some of Scotland's poorest communities

### Interested in exploring

- Strategic planning
- Customer service
- Effective use of resources
- Leadership
- Marketing and Communications
- Strategic planning

### What would you like to gain from a Leadership Exchange?

I would like to gain an insight from a leader within another sector about how to make best use of limited resources, how to achieve effective business growth, how to positively deal with competitors in the market place, how to improve my strategic planning - I am good at the 'doing' and less good at the sitting down and writing plans and strategies.

I would like to be challenged and stretched by the opportunity for interaction with a new person through the leadership exchange programme. I also would look forward to the opportunity to debate some of my practice with a new contemporary out with the housing sector.

Person 359

# Director

**Career Level:** Chief Executive

**Location:** Edinburgh

**Preferred target sector:** Public – Education; Local Authorities; Scottish Government, Third Sector/ACOSVO member, Private Sector



I'm the executive head of my organisation, leading a team of 15 staff. The organisation represents the interests of other leaders within our sector. I have a lead role in developing sector policies on issues of interest to senior and executive members. I also stand as the sector's leading advocate to Government and Parliament, and spokesperson to the media on issues of common concern to members. Previous to this role, I held a number of senior roles within the civil service.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Governance</li> <li>• Leadership</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• People management</li> </ul>	<p>I can offer perspective from my own diverse leadership roles in government and in my current third-sector role.</p> <p>I have a particularly high-intensity role in working with an exceptionally senior and demanding membership, and being at the sharp end of influencing government and parliament, and that may be of interest to some other leaders.</p>	<ul style="list-style-type: none"> <li>• Change management</li> <li>• Effective working</li> <li>• Finance/effective use of resources</li> <li>• Leadership</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• People management</li> <li>• Performance measurement</li> <li>• Stakeholder engagement</li> <li>• Time management</li> </ul>	<p>I would like to refresh my leadership of this organisation by learning from the experience and insight of a leader in a different environment.</p> <p>I want to be challenged to think differently in the role which I have now been in for 7 years, and to develop towards my next leadership challenge.</p>

Person 360



## Head teacher

**Career Level:** Senior Manager

**Location:** Perth & Kinross

**Preferred target sector:** Third Sector/ACOSVO member, Police, Third sector, Private, Or other

I am the Head of a teaching establishment, responsible for a team of approximately 100 adults and 800 young people. My role involves leading learning and ensuring that all young people get the best education we can offer against a backdrop of decreasing resources, increasing deprivation and staff pressures.



### Expertise

- Leading conflicting interests
- Staff management
- Operational management
- Change management
- Strategic planning

### What can you offer to your Leadership Exchange partner?

A unique insight into the leadership of a complex organisation. I operationally manage, multi task and prioritise situations on a daily basis – some situations often requiring immediate action. This requires balancing urgency with longer term strategic planning to best meet the demands of local and national priorities.

I juggle the duty of care that I have for staff with the duty of care for young people which means that skills of diplomacy, restoration and calm are essential.

### Interested in exploring

- Building teams
- Change Management
- Marketing and Communication

### What would you like to gain from a Leadership Exchange?

Insight and support from a leader in a pressurised environment into being more effective at juggling the strategic demands with the operational.

Time to develop aspects of my own professional learning through dialogue and exchange with another leader.

Person 361

## Head of Public Affairs

**Career Level:** Middle/Senior Manager

**Location:** Edinburgh

**Preferred target sector:** Public - Scottish Government, Third Sector/ACOSVO member



I lead a small, high-performing team of 3 people within my organisation, which is involved in campaigning and advocacy. I am focused on public affairs including parliamentary engagement and media management. Translating policy objectives into public-facing persuasive campaigns and messages is a big part of my role. I have experience working for a membership organisation, working with very senior people, and working in a high pressure, deadline-driven environment.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Marketing &amp; communication</li> <li>• Stakeholder engagement</li> </ul>	<p>I can offer perspectives on influencing and campaigning in Scottish politics.</p> <p>I would be happy to share my own experience working to influence policy, funding and legislative outcomes in Holyrood and Westminster and my experience of leading a small, low-budget public affairs team.</p> <p>I am experienced in working with policy colleagues and translating their objectives into messages and campaigns that will attract support. I am also experienced in dealing with segments of the Scottish press both proactively and reactively and would be happy to offer this to an exchange partner.</p>	<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Effective working</li> <li>• Leadership</li> <li>• Partnership working</li> <li>• People management</li> <li>• Project management</li> <li>• Strategic planning</li> <li>• Time management</li> </ul>	<p>To gain fresh understanding of similar roles in different organisations/sectors. I have been with this organisation for over 10 years, building up the existing team and practices.</p> <p>I would be interested in the processes others use for efficiency and effectiveness. As an organisation we have put more emphasis on creativity in our approach and whilst I am comfortable with this concept I would welcome having others to go to, in a similar role &amp; level, to test ideas and learn from.</p> <p>The demands and expectations placed on us are increasing at a time when resource is not, so I would welcome a steer on managing that better and gaining more from the team.</p>

Person 362

## Head of Operations

**Career Level:** Senior Manager

**Location:** Stirling

**Preferred target sector:** Private Sector



I have worked for over 20 years for my organisation in a variety of roles. We are a Non-Departmental Public Body that is a lead adviser for Scottish Government. A year ago I became the Head of Operations with responsibility for overseeing operational delivery by our 30+ offices across Scotland and I'm looking to exchange ideas and advice with others so I can improve the way I deliver this role.



### Expertise

- Change management
- Workforce planning
- Service delivery
- Partnership work

### What can you offer to your Leadership Exchange partner?

I promise to commit time to discussion and be honest and open about the challenges I have faced and still face.

I have been involved in Common Purpose and Scottish Government Collaborating for Outcomes and I'm keen to focus on practical actions rather than discuss theoretical notions of leadership.

### Interested in exploring

- Stakeholder engagement

### What would you like to gain from a Leadership Exchange?

I'd like to develop new skills, ideas and tools to help me deliver my job.



Person 363



# Inspector

**Career Level:** Middle Manager

**Location:** North Lanarkshire

**Preferred target sector:** Private Sector

My current role has responsibility for community partnership working, problem solving and strategic planning. I have line management responsibility for staff and also have the local lead for absence and Health and Safety. I have been involved in a number of local initiatives, recognised locally and nationally including overseeing the Team of the Year at the recent Scottish Woman's Development Forum and leading a project recognised as the winning entry at our organisation's Excellence Awards Ceremony. In addition I take pride in the manner that I develop staff under my line management responsibility.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Asset-based approaches</li> <li>• Building teams</li> <li>• Change management</li> <li>• Customer service</li> <li>• Diversity</li> <li>• Effective working</li> <li>• Finance/effective use of resources</li> <li>• Governance</li> <li>• Leadership</li> <li>• Partnership working</li> <li>• People management</li> <li>• Project management</li> <li>• Performance measurement</li> <li>• Prevention</li> <li>• Stakeholder engagement</li> <li>• Strategic planning</li> </ul>	<p>I am a forward looking middle manager with a commitment and desire to offer the best possible service to the local community.</p> <p>Courting feedback from my staff I consider myself to be highly motivated and seeking to get the best out of my workforce whilst ensuring their welfare and job satisfaction remains high.</p> <p>I am always looking for areas of improvement and opportunities to pilot new and exciting local initiatives.</p>	<ul style="list-style-type: none"> <li>• Shared services</li> <li>• Stakeholder engagement</li> <li>• Strategic planning</li> <li>• Time management</li> <li>• Working with communities/community participation</li> </ul>	<p>I would like to be partnered with a colleague from private industry to gain an understanding of the working practices, challenges and focus of private industry.</p> <p>Having been part of a professional body with strict rules and protocols, I would like to witness this from a different perspective. Eg. Staffing matters, conflict and discipline.</p> <p>Similarly I would like to understand the performance culture and strategic planning of a profit making industry as opposed to the public sector. From this I would like to identify good working practices which have the potential to benefit the public sector, welfare of staff and performance. I believe there is enormous potential for learning and sharing.</p>

Person 364



## Inspector

**Career Level:** Middle Manager

**Location:** Edinburgh

**Preferred target sector:** Public - Scottish, Third Sector, Scottish Government, Local Authorities

I currently work within Executive Support, focusing on community service and protection. The business area is very varied offering a good opportunity for someone from another organisation to see how our organisation operates in a variety of portfolio areas.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Prevention Areas</li> <li>• Prevention</li> <li>• Partnership working</li> <li>• Customer service</li> <li>• Working with Communities</li> </ul>	<p>The opportunity to gain an insight into community service and protection operations throughout the country.</p>	<ul style="list-style-type: none"> <li>• Partnership working</li> <li>• Prevention</li> <li>• Understanding of third sector relevant to my role</li> </ul>	<p>Understanding of partnership working, specifically third sector organisations such as Prevention organisations that might benefit in closer working with my organisation.</p>

Person 365

## Managing Director

**Career Level:** Senior Manager

**Location:** Glasgow

**Preferred target sector:** Public – Education; Scottish Government; Third Sector/ACOSVO member; Private Sector



I work within a social enterprise involved in educating the community about lifesaving techniques and procedures by selling health supplies & workplace training to businesses. This enables them to meet their health & safety requirements. I direct the organisation's operations, giving strategic guidance to the Board and staff, ensuring we adhere to our mission and attain demanding and aspirational objectives.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Customer service</li> <li>• Integration</li> <li>• Leadership</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• People management</li> <li>• Strategic planning</li> </ul>	<p>The organisation has completely changed in the last few years both operationally and strategically. We have moved from being a social enterprise, run as a charity to one which is now run as a business, with the positive social impact still being at the heart of everything we do.</p> <p>We have encountered many challenges but are now strategically stronger and have an engaged, motivated staff.</p> <p>Negotiating the tactical changes needed has brought its stresses, however, now they are implemented we are seeing lasting benefits. These gains have benefitted us both financially as well as improving our communication and culture.</p>	<ul style="list-style-type: none"> <li>• Effective working</li> <li>• Governance</li> <li>• Performance measurement</li> <li>• Project management</li> </ul>	<p>This would be a great opportunity to get a unique insight into other third sector organisations. It is rare to get the chance to exchange expertise on leadership and management issues.</p> <p>I would also like to share learning which could potentially bring a fresh perspective to our work practices. Having a confidential sounding board into some of the challenges that are faced at a senior level within another charitable company and how these issues are addressed would be really useful.</p> <p>We are considering starting a new social enterprise; as we have a shortage of project management expertise so it would be helpful meet with someone who had skills in this area or that of governance.</p>

Person 366

## Inspector

**Career Level:** Middle Manager

**Location:** Clackmannanshire & Stirling

**Preferred target sector:** Private Sector



I am responsible for managing a team of staff across the East and North of Scotland, delivering a national staff training package to those with specialist roles. I update stakeholders regularly to ensure service quality is maintained. I am also responsible for asset management, audits, managing overtime budgets and the creation of bespoke training for students. I deliver courses nationally, quality assure staff, carry out risk assessments and plan lesson plans for delivery. I support my line manager with the creation of reports and am responsible for annual training quality assurance reporting.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Shared services</li> <li>• Change Management</li> <li>• Asset based approaches</li> <li>• Building teams</li> <li>• Operational management</li> <li>• Training</li> <li>• Customer service</li> <li>• Budgetary control</li> <li>• Quality assurance</li> <li>• Risk assessments</li> <li>• Diversity</li> <li>• Effective working</li> <li>• Leadership</li> </ul>	<p>I can offer an insight into working within an organisation who are trying to save money whilst still maintaining the delivery of specialist training under tight time constraints.</p> <p>Various parts of my role entail strict guidance particularly in relation to health and safety and equality issues.</p> <p>I can also provide detail around the management of training and sharing best practice for in excess of over 250 staff.</p>	<ul style="list-style-type: none"> <li>• Marketing &amp; communication</li> <li>• Change Management</li> <li>• Effective working</li> <li>• Integration</li> <li>• Marketing and Communication</li> <li>• People Management</li> </ul>	<p>I have gained a variety of skills and experience which I feel would benefit others in similar situations.</p> <p>I would like to gain experience in how other organisations manage their staff with competing demands and financial constraints.</p> <p>How are others changing how they work and get best use of their resources with little investment and how are they integrating with other business areas within their organisation?</p> <p>I'm also keen to learn how others deliver training and maintain standards.</p>

Person 367

## Senior Policy Executive

**Career Level:** Middle Manager

**Location:** Glasgow & North Lanarkshire

**Preferred target sector:** Public - Local Authorities, Private Sector



I work within a team involved in supporting and encouraging entrepreneurial activity across local communities and businesses. We help restore local economic vibrancy and assist more people from diverse communities to engage in enterprising ways so we can promote Scotland internationally as a key place for business.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Change management</li> <li>• Marketing &amp; communication</li> <li>• Partnership working</li> <li>• Stakeholder engagement</li> <li>• Economic development</li> </ul>	<p>I have significant experience of working in a policy environment across further education, employability and entrepreneurship spheres.</p> <p>In my current role I have been involved a lot in organising events and other kinds of marketing/cultural activity to help deliver mind-set change and encourage effective collaboration across public, private and third sector partners.</p> <p>I have also had a lot of international engagement in current and previous roles.</p>	<ul style="list-style-type: none"> <li>• Asset-based approaches</li> <li>• Leadership</li> <li>• Prevention</li> </ul>	<p>From a career development perspective, it would be good to gain insight into leadership, delegation and balancing a range of priorities.</p> <p>I would at the same time like to continue learning about how to promote cultural and mind-set change for long-term social and economic value.</p>

Person 368



## Founder & Director

**Career Level:** Senior Manager

**Location:** Glasgow

**Preferred target sector:** Public - Justice, Local Authorities, Police, Scottish Government

I am a highly motivated individual with strong integrity and professionalism. Having working in Human Resources for the last 20 years in public, private and 3rd sectors, I decided there was a gap in the market, so set up my own business. Within 2 months of operation, I was selected as the only Human Resources supplier to the UK's largest ICT Buying Group. This relationship provides me with UK wide clients, and has supported my growth locally, currently providing HR services to some of the largest local employers.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Change management</li> <li>• People Management</li> <li>• Building Teams</li> <li>• Performance Management</li> <li>• Project Management</li> </ul>	<p>I can offer guidance and support when managing people within a business, growing a business and when struggling with difficult situations and people. My key skills are body language analysis, coaching individuals to manage better, and looking at ways to realign working structures and strategies.</p>	<ul style="list-style-type: none"> <li>• Change management</li> <li>• Time Management</li> <li>• Partnerships</li> <li>• Marketing and Communication</li> </ul>	<p>I am an entrepreneur who is growing a business organically. I would therefore like support and assistance with how best to manage my time, how to further develop partnerships and how to communicate most effectively with potential clients.</p>

Person 369



## Director of Operations & Development

**Career Level:** Senior Manager

**Location:** Edinburgh

**Preferred target sector:** Public – Health, Public - Local Authorities, Public - Scottish Government, Private Sector

I am a senior manager in a third sector membership organisation. I am responsible for the development and sustainability of the organisation, the day-to-day provision of services and oversight of the staff team. My previous experience was a senior leader looking after operations in the military leading organisations at squadron, station and larger, with time also spent in multi-national organisations at home and overseas.



Expertise	What can you offer to your Leadership Exchange partner?	Interested in exploring	What would you like to gain from a Leadership Exchange?
<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Customer service</li> <li>• Effective working</li> <li>• Finance/effective use of resources</li> <li>• Governance</li> <li>• Leadership</li> <li>• People management</li> <li>• Performance measurement</li> <li>• Project management</li> <li>• Stakeholder engagement</li> <li>• Strategic planning</li> </ul>	<p>I have a wide ranging background in both the military (at single service, joint service and multi-national level) and the third sector. I'm interested in increasing efficiency of organisations to enable them to achieve their objectives despite the complexity and ambiguity of the modern working environment. As an operations manager I have experience leading and operating in both 'normal' and 'crisis' scenarios, ensuring risk management processes are in place and contingency plans are in place and practiced.</p>	<ul style="list-style-type: none"> <li>• Building teams</li> <li>• Change management</li> <li>• Customer service</li> <li>• Effective working</li> <li>• Finance/effective use of resources</li> <li>• Governance</li> <li>• Leadership</li> <li>• People management</li> <li>• Performance measurement</li> <li>• Project management</li> <li>• Strategic planning</li> </ul>	<p>I am interested in learning and understanding how organisations in different sectors configure, plan for the future and the unexpected so as to be resilient and successful whatever comes their way.</p>