



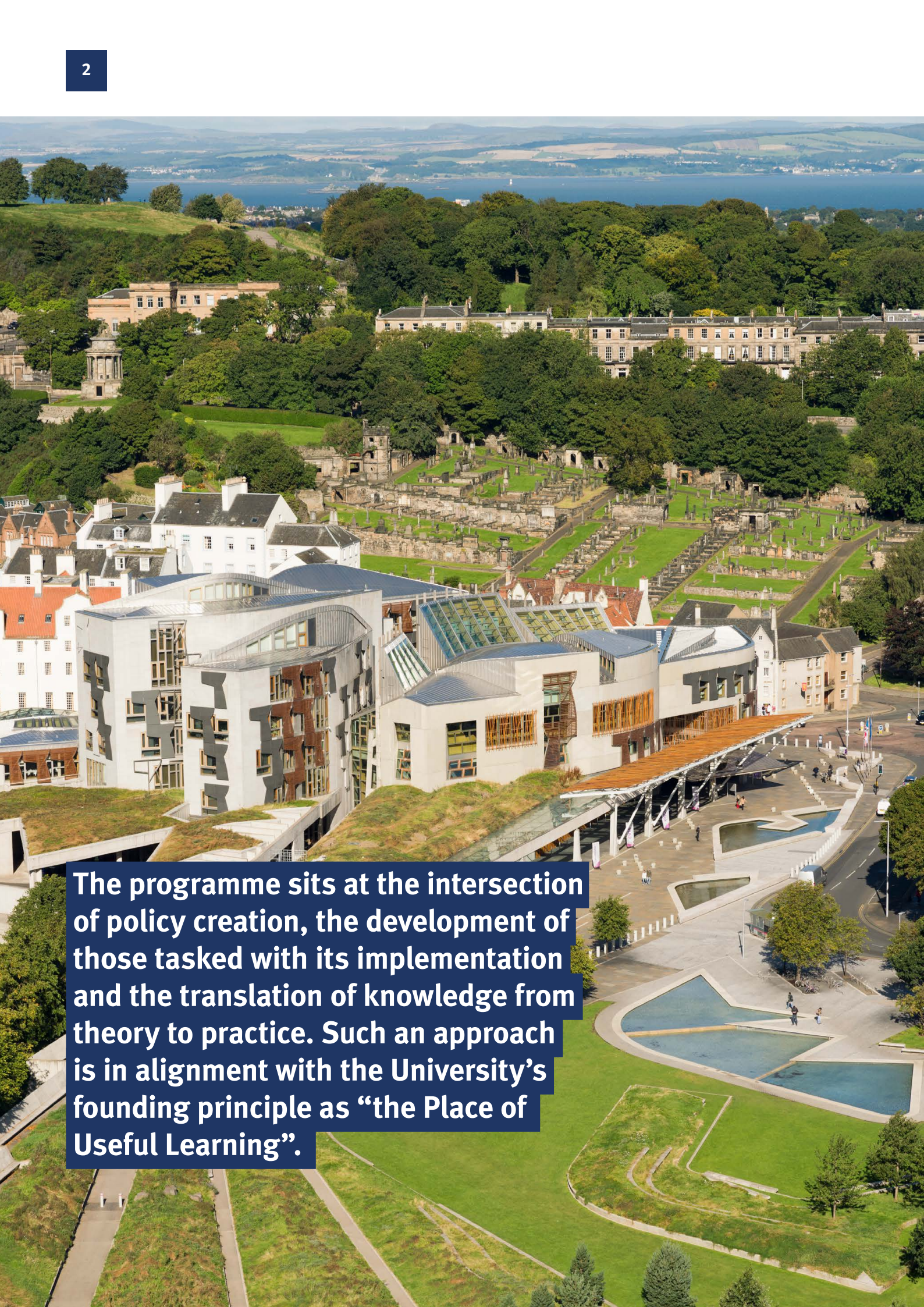
University of
Strathclyde
Glasgow

Strathclyde Economic Policy Leadership Programme



Scottish Government
Riaghaltas na h-Alba
gov.scot





The programme sits at the intersection of policy creation, the development of those tasked with its implementation and the translation of knowledge from theory to practice. Such an approach is in alignment with the University's founding principle as "the Place of Useful Learning".

Strathclyde Economic Policy Leadership Programme

Welcome from the Principal of the University of Strathclyde, Professor Sir Jim McDonald



I am delighted to welcome you to the Strathclyde Economic Policy Leadership Programme. The programme sits at the intersection of policy creation, the development of those tasked with its implementation and the transfer of knowledge from theory to practice. At the heart of our approach is

our understanding that policy solutions do not sit in isolation or in siloes – instead they require a whole system approach to developing the integrated solutions needed for these most turbulent of times. Our centres, including the Fraser of Allander Institute, the European Policies Research Centre, the Institute for Inspiring Children’s Futures, the Centre for Education & Social Policy, the Scottish Centre for Employment Research, the Centre for Health Policy and the Centre for Energy Policy, have international reputations with globally important policy research outputs. This gives the University unrivalled expertise in the interdisciplinary development, analysis and support of policy creation & delivery. In addition, Strathclyde Executive Education and Development delivers high impact programmes to

senior managers and executives underpinned by our philosophy of applied, experiential and personalised learning. All of our programmes are co-created to ensure direct relevance to the organisations – as might be expected from the University founded as a ‘Place of Useful Learning’.

The Strathclyde Economic Policy Leadership Programme brings together our expertise in both policy and executive education to create a cross faculty, cross disciplinary, cross functional programme for experienced and emerging leaders in Scotland. The programme acts as a laboratory, allowing policy makers to collaborate in the development, delivery and measurement of policy outcomes - to learn from each other and from thought leaders in Scotland, the UK and beyond.

Welcome to the programme and to the University of Strathclyde.

A handwritten signature in black ink that reads "James McDonald". The signature is fluid and cursive.

Professor Sir Jim McDonald

Principal and Vice-Chancellor, University of Strathclyde



Strathclyde Economic Policy Leadership Programme

Aims and objectives

- To establish an ambitious and innovative programme of Executive Leadership training – drawing on expertise across private, public and academic sectors
- To develop a pan-Scotland network of ‘next generation’ leaders with skills, experience and confidence in economic policy
- To inspire and empower future leaders in the areas of policy and economic development
- Each cohort will continue to learn, debate, discuss and work collaboratively on ideas and solutions for ‘grand challenges’ of the future

Benefits

- An applied personalised learning journey - an experiential approach to programme design and delivery
- Access to leading edge thinking and materials - a dedicated e-learning site for programme members
- Development of a peer to peer learning community - facilitated through classroom discussions and embedded via action learning sets
- Development of critical analytical skills - underpinned by an understanding of tools, techniques and frameworks for decision making and implementation



Scottish Government
Riaghaltas na h-Alba
gov.scot

The Scottish Government has bold ambitions for achieving a dynamic, inclusive and low-carbon economy. This requires new ways of approaching policy development and involves developing creative solutions to complex adaptive problems and a systems approach to policy making. Policy-makers both shape, and are shaped by, their context, and the challenges of leading the policy profession are many and varied.

Policy making is undergoing a trans-formation whereby ‘grand challenges’ now have to be addressed. These challenges have common themes: environmental threats; socio-demographic changes; technological innovations and economic uncertainty are contextualised by political turbulence and uncertainty.

Whilst this context may create risk – which must be managed – it also provides us with the opportunity to design policy that is premised on collaboration, is connected, innovative and delivers better outcomes. Economic factors are common throughout the challenges and opportunities, with impacts that are much more significant with the fiscal powers now held by Holyrood.



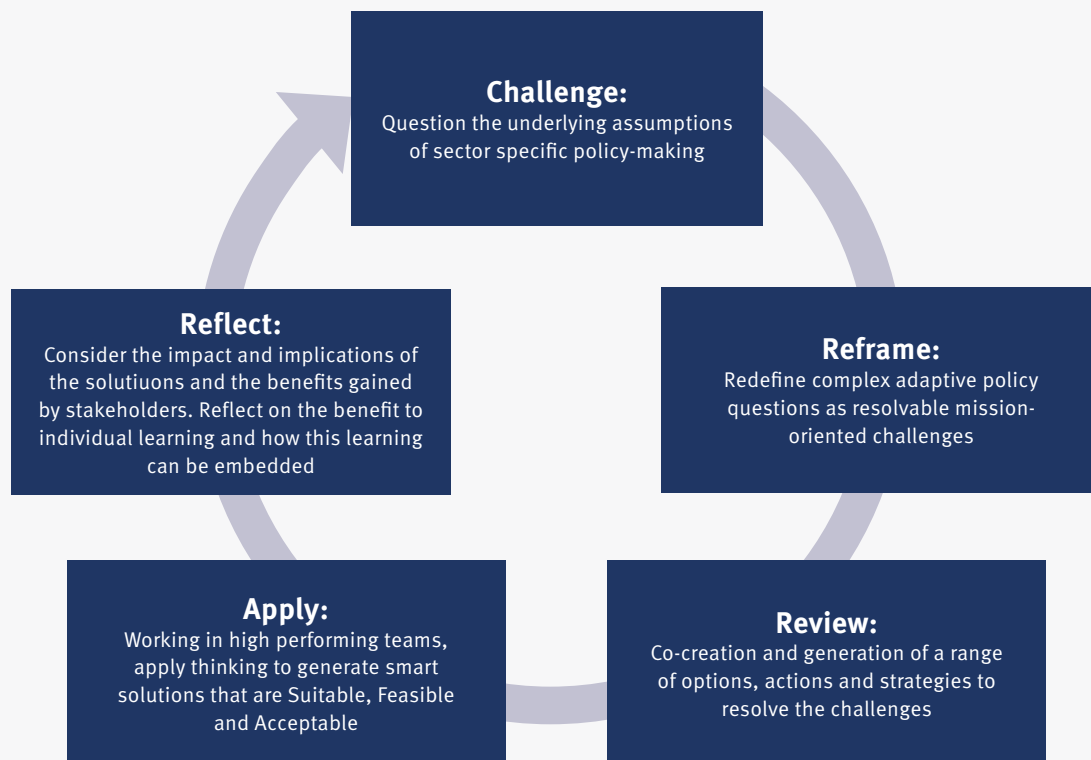
Programme Structure and Learning:

Applied, Experiential and Personalised Learning

The Strathclyde Economic Policy Leadership Programme (SEPLP) consists of an induction day followed by 6, two-day applied workshops that have been co-created by Policy at Strathclyde and the Scottish Government.

The learning is structured around a series of ‘grand challenges’. The programme provides a supportive environment where experienced and knowledgeable policy leaders and future leaders apply their learning

– and learning is both embedded and personalised through our facilitated Action Learning Sets. The SEPLP journey involves a challenging but impactful journey that begins with an induction day to set the programme culture, vision and values. The induction day forms a vital part of SEPLP as it is where we explain our learning process (outlined below) and how we benefit from the combined experience of the group and integrate this into content delivered by subject matter experts and senior practitioners.



The Strathclyde Economic Policy Leadership Programme focuses on Grand Challenges – however all of these challenges have common themes: complexity, demographic pressures, environmental impact and social inclusion. Economic factors are common throughout the challenges and the Scottish context of new fiscal powers means that we need senior leaders to be more economically literate.

Eleanor Shaw, Professor of Entrepreneurship and Senior Vice Dean, Strathclyde Business School

The SEPLP asks participants to challenge their assumptions about the traditional view of policy-making – and our workshops help with this process by showing participants how an evidence-based approach can be adopted. This helps to reframe the challenges into broad, mission-oriented themes whereby collaboration and stakeholder engagement are key to success.

The SEPLP supports this process by giving programme participants access to a broad range of inputs from sector leaders, from alternative thinkers and by bringing the experience of the groups to bear on the problems being discussed. This leads to the “Review and Apply” elements of our learning process where, through systems-thinking and options generation, alternative solutions are developed and then applied.

These solutions must meet criteria set by both the SMART test and the SFA standard of Suitability, Feasibility and Acceptability to the wider stakeholder groups.

Finally, we work at group and individual level to reflect on the impact and implications of the policy solutions, and to identify how benefits might be measured and rolled out as widely as possible.

Grand Challenges

The specifics of the challenges have been designed in partnership with the Scottish Government, Each challenge has been allocated a subject matter expert, a practitioner expert and a policy expert to ensure that the inputs are both relevant and contemporary. The areas being examined are:

- Inclusive Growth
- Climate Change
- Competition, State Aid and Regulation
- The changing nature of labour market: Fair Work / Demographics
- Regional Economic Development – the policy of place (including Housing)
- Technology, Innovation & the 4th Industrial Revolution
- Productivity (Internationalisation / Competition)

Each workshop is themed around one of these challenges and will include keynote speakers, subject matter input, tools, frameworks and models, community and project visits and meetings with key stakeholders.

Each “Grand Challenge” requires an application of core concepts delivered by subject matter experts, organisational elements of resource allocation and understanding of the context and personal commitment from the SEPLP participants to developing solutions and options that can be implemented and that involve public, private and third sector groups.

Grand Challenges are also mapped to the UN Sustainable Development Goals (SDGs) to give an understanding of the wider global policy context in which policy-making operates.

Executive Education at the University of Strathclyde

Our Executive Education programmes are firmly built around research about how senior managers and leaders learn.

Our programmes recognise that leaders learn best by ‘doing’. This means our programmes are designed with fully integrated action learning elements providing participants with opportunities to immediately put their new knowledge into practice.

Our programmes are rigorously designed to fully engage participants in peer-to-peer learning and to provide access to: relevant and inspirational guest speakers; mini-case studies and vignettes which illustrate and ground conceptual frameworks; toolkits and techniques, bringing them to life and making them relevant.

Delivered in our custom-built Executive Education suite, our facilities and our attention to customer service create a context where senior managers have a learning experience tailored to their needs.



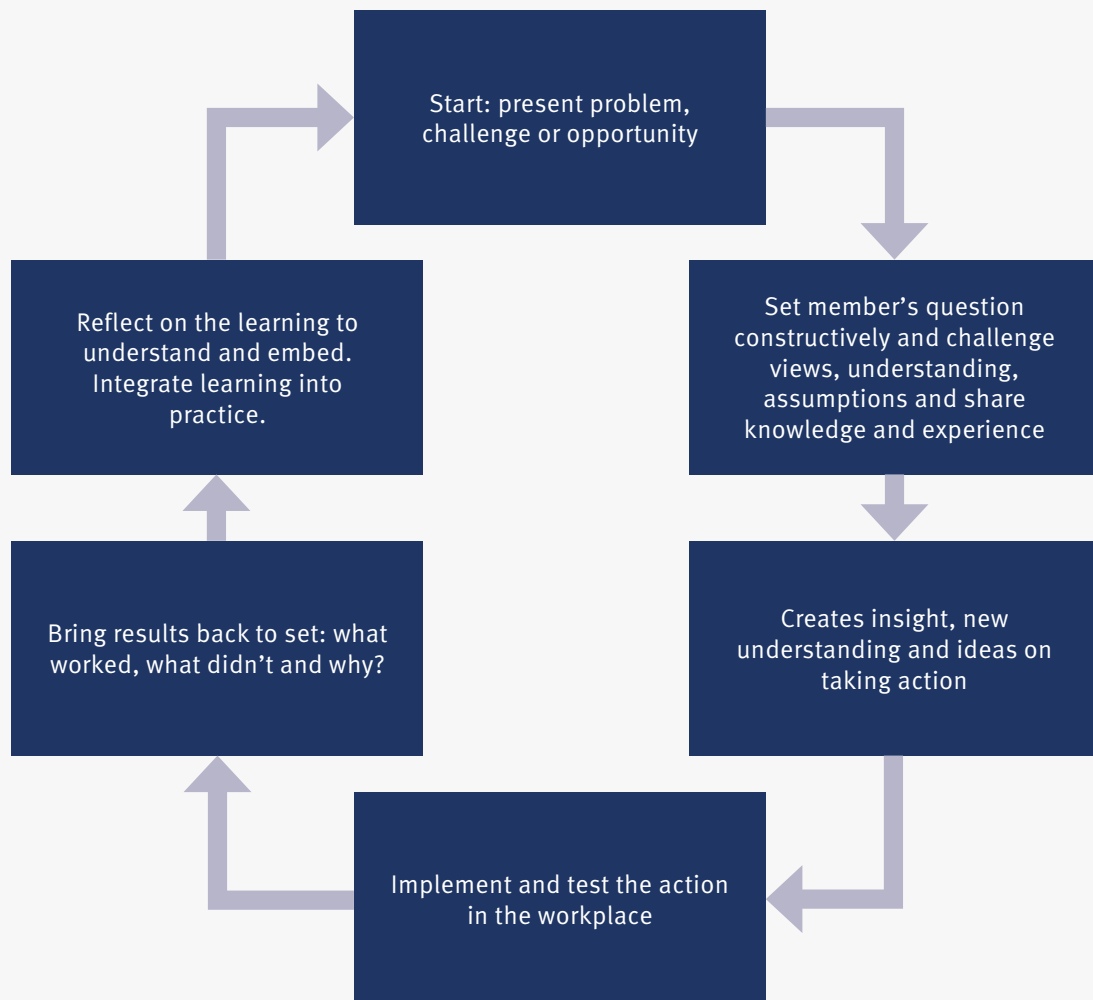
An Action Learning Approach

Encouraging a new approach to policy-making and implementation is not without its difficulties and underpinning this change are our facilitated action learning sets. Action Learning is a structured and facilitated approach to individual and organisational development. Much of it is premised on the work of Reg Revans (1907 – 2003) who believed that:

‘...there is no learning without action and no (sober and deliberate) action without learning’

The SEPLP brings people together to exchange, support and challenge each other in action and learning and our approach underpins the personalisation of learning by providing a safe space for experimenting and trialing new approaches and different ways of thinking.

The SEPLP Action Learning Process



The Strathclyde Economic Policy Leadership Programme brings together thought leaders and practitioner to critically examine the key policy issues facing Scotland, the UK and beyond. To achieving the goals of a dynamic, inclusive and low-carbon economy requires new ways of approaching policy – and the system wide perspective of this programme will undoubtedly help to achieve this.

Dr Phil Considine, Director of Executive Education, Policy at Strathclyde

Key contacts for this programme:

Professor Graeme Roy

Head, Department of Economics
e: graeme.roy@strath.ac.uk
t: +44 (0) 141 548 3582

Dr Phil Considine

Director of Executive Education
e: phil.considine@strath.ac.uk
t: +44 (0) 141 553 6021



the place of useful learning

University of Strathclyde
199 Cathedral Street
Glasgow G4 0QU

The University of Strathclyde is a charitable body, registered in Scotland, with registration number SC015263