



## World-Changing Glasgow Transformation

### 5 Questions for Professor Neal Juster

**At this stage, what do you think is the most significant achievement or milestone in our transformation?**

We have recruited some high-quality staff to the WCGT team from both inside and outside the University. In addition to this, the team has been substantially strengthened through secondments from across the university. The team has started to shape and deliver on a number of innovative initiatives, an example being the improved service delivery model that will support the operation of the James McCune Smith Learning Hub when it opens next year – aspects of which are being piloted in the Library and the Fraser Building. I am also pleased we have created a change network of over 340 staff who are being given the skills to help effect change and extend the work of the WCGT team across the University.

**Large scale transformation is challenging- what lessons have you learned on the journey so far?**

There are many staff who are excited by the changes and the opportunities that this presents to continue to improve the performance and reputation of the University and many who are nervous about how change will impact their day-to-day work activity. Clear communication and meaningful consultation are vitally important to ensure that as a University wide community we collectively create an inspiring future for the University.

**Many universities are transforming- what do you feel makes our transformation unique?**

As you say a number of universities are running transformation programmes. Some universities are focused on improving single aspects of their services (e.g. HR support) and some are more intent on saving costs rather than improving services. We are taking a holistic approach to enhancing the experience for students and staff across all that we do. This makes it a very large programme and it can't be done all at once. There are very few transformation programmes across the sector that have built their own internal team enabling them to grow change capabilities across the organisation. This is the approach we are taking. I am hopeful that as we make changes they will last because we have a large number of staff invested in the change. If, like I have seen in other universities, there is too much reliance on external consultancy, when the consultants finish their assignments change can stall because change has been done **to** staff rather than **with** staff.

**As Senior Vice-Principal and Deputy Vice Chancellor, how do you champion transformation across the University?**

I champion the transformation in a number of ways including through advocacy at the Senior Management Group and working with SMG to design elements of the programme. I consult regularly with the Heads of School and Directors of Professional Services in a number of forums and attend events of the change network. I am also currently conducting a set of over 50 consultations on the University's 2020-25 strategic plan with all operational units across the University which gives me an opportunity to discuss the ambitions staff have for the University and how we can meet them.

**We have been asking staff to tell us one thing that would improve their daily working life. What would yours be?**

Clear meeting objectives, including a clear outline on why each person is in the room and what meeting is set up to achieve. Not all meetings need to focus on decision making and/or generating actions but we should always ask ourselves are there more effective ways to achieve what we are in the room for. Being more efficient with meetings would release substantial chunks of time for many staff.