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Experience teaches that securing real change ahead of emerging threats and/or opportunities materialising in the macro operating environments is rare, just as it is teaches that it is context specific, often a marathon rather than a sprint. Some sectors have however evolved to become hard wired to change. Such prescient capacity has been evident for the past two hundred years in Academia's College sector, both within the UK and across Europe.

Scotland's trailblazing City of Glasgow College is internationally recognised as a centre for excellence in the delivery and applied research of organisational change. It has established itself as the GO-TO Institution to study:

- successful large scale complex multi-college mergers;
- exemplary achievement in public/private consortium financing and procurement as exemplified in our €300M world class campus development project;
- lean staff restructuring programmes delivering €34M of efficiency savings without a single compulsory redundancy or industrial tribunal;
- development of a super brand promoted across five continents;
- and for pioneering personalised learning post-16 at technician, associate professional and higher professional levels delivered through innovative Industry Academies.

The fundamental concepts of EFQM have provided us with a framework over a period of many years through which we have been able to prioritise areas for quality improvement, set targets and measure and evaluate progress. The City of Glasgow College actively champions the transformative power of learning for individuals and organisations. We have identified 7 Cornerstone Capabilities for agile change management that, if nurtured would enable most organisations to deliver real change. These organisational capabilities are:

- Constancy of Purpose
- Communication
- Core Values Driving Behaviour
- Concurrent Project Management
- Constant Performance Review
- Concentration on Leadership
- Can Do, Delivery not Delay, ethos.

Through development of these capabilities and enablers we strive to deliver what EFQM recognises as sustainable excellence. This commitment to long term excellence requires real focus with respect to planning and knowledge and understanding of our operating environment. The City of Glasgow College uses the 'STEEPLE' approach to environmental scanning, cross-referencing this comprehensive analysis with very extensive stakeholder engagement. This in

1 Social, Technological, Economic, Ethical, Political, Legal, Environmental



turn is widely debated to condense our strategic planning to a single page of Guiding Principles and 7 strategic priorities and an accessible planning document. Expressed clearly and succinctly this forms the bedrock of our shared Constancy of Purpose which is implemented through a balanced scorecards approach.

In defining the key concept of 'Managing with Agility', EFQM places emphasis on the ability of excellent organisations to respond efficiently and effectively to both opportunities and threats. Fundamental to this is our huge emphasis placed on timely and accurate communication. Communication directly from the top where I, as Principal & CEO, meet directly with every staff team on a roadshow format. In addition I meet all 1200 core staff together addressing their most pressing questions without the support of the experts from my senior management team. Additionally powerful communication is achieved by a team of enthusiastic volunteer staff Communication Facilitators anonymously brokering sensitive questions, publishing all answers on the intranet. Our focus is less on e-mail and more on team briefings establishing a culture of no surprises with transparency as a bedrock to our approach to change.

Professional project management protocols are adopted to plan, monitor and report on milestones in both 'business as usual' contexts and the integration of new systems and structures. Performance dashboard technology has also been introduced to track in real time key performance indicators amidst the deluge of data generated. These in turn help to focus us on results whether these are results be related to customers, business or any other of the key results quadrants.

Over the past few years as we sought to establish and expand our New College, now one of the largest in Europe, we stayed true to the wise words of excellence guru Stephen Covey who said: "The main thing is to keep the main thing the main thing". Our students reported that our 4 way merger had not disrupted their learning.

My final reflection is to pay tribute to our amazing Team City, my leadership and staff team. Transformational change cannot be managed it can only be led, with a can do attitude from the top, middle and in the classroom. Pace is its lifeblood, egos its Achilles heel and inspired people its heroes.

A worldclass mindset is truly awesome.

About City of Glasgow College

Home to an international community of over 32,000 students and 1,200 staff, City of Glasgow College hosts over 2,000 courses and global links with academic institutions and employers.

In 2015 and 2016, it will open the doors of its new £228m twin-campus development in the heart of Glasgow – Scotland's largest city. It will be one of the largest colleges in Europe, a powerhouse for innovation and skills development. The industry standard learning environments will incorporate cutting-edge specialist facilities including classrooms for the future, student-run shops, 360 degree ships' bridge simulator, aircraft training cabin, renewable energy centre and ships engine room.