The St Andrews Laidlaw Scholars Leadership Programme

**Programme goals**
Set out against the ‘Laidlaw Scholar Leader Attributes’, the leadership programme focuses on four areas:

- Develop an understanding of what leadership is (and how it fits into a variety of different contexts)
- Get Scholars to start thinking about their own leadership
- Compare and contrast different leadership styles and approaches, and understand when to use them
- Learn and practice leadership skills to use beyond the Scholarship

**Components of the leadership programme**
- Individual talks, events and reflection activities
- 4 intensive contact events (2 leadership weekends, 1 leadership development centre, 1 leadership day – 6 days total)
- Leadership discussions / action learning sets during the summer projects
- Reflective analysis tools (DISC)
- Ongoing online learning and development opportunities (Epigeum, Moodle, Panopto, Laidlaw Blog)

**Events**
An example of the St Andrews process in practice (more details on the following pages):
Year 1

Laidlaw launch event [March]
A meeting with Laidlaw Supervisors, Laidlaw Scholars and the St Andrews Laidlaw Team to start the Scholarship, including a guest talk by the Principal.
- Overview of the Scholarship and clarification of expectations (what we expect from the Scholars / Supervisor and also what they can expect from the Laidlaw Team)
- Scholars welcome by the Principal of the University (including a talk about her own leadership experiences, followed by a Q&A session)
- Presentation on research ethics (why and how is it important, what role do research leaders play in the success / failure of ethical approaches to research)
- Meeting with Mentors (each 1st year Scholar is paired with a 2nd year Scholar acting as a mentor to support and help them throughout their Scholarship)
- Access to Moodle online learning resources on leadership

Leadership weekend I – “how you understand leadership?” [March]
This first weekend takes place from Friday evening to Sunday evening (typically away from St Andrews) and focusses on student self-perception and understanding of leadership. It further serves to build community amongst the cohort and sets the student expectations for the summer research ahead. This includes:
- Several group and networking activities throughout the weekend
- Day 1: DISC profile, defining what we mean by leadership, understanding how leadership looks in practice (small group research projects), what attributes do we expect of current and future leaders
- Day 2: researcher information, discussion forum with postgraduate research students and past Scholars about some of the challenges of research, development of leadership skills for research (project planning, time management etc.)

Summer I – research and leadership [end-May to early September – St Andrews summer vacation time]
Scholars conduct 5 weeks of research during the summer. For each week of their research period, they also participate in a leadership development lunch. These alternate weekly between:
- Leadership guest speakers (covering a wide range of topics from experience in leading as an entrepreneur, being an academic leader, innovation and leadership, altruistic leadership, leading organisations etc.)
- Action learning sets – we run an exercise with the students, looking at structured ways to understand, analyse and address challenges and issues they are facing. This activity is frequently used in other leadership settings in order to better understand challenges and improve leadership.
- Book group of Scholar and Supervisor recommendations
In addition, each Scholar posts at least one blog post on our Laidlaw blog [https://laidlawscholarships.wp.st-andrews.ac.uk/] talking about leadership or research.

Laidlaw poster and video event (both year 1 and 2 cohorts) [October]
This event celebrates the completion of the summer research. Scholars produce, discuss and present their progress to date during the event with a diverse audience ranging from the Laidlaw Team, members of the Principal’s office, academics, fellow students and local schoolchildren.
- 3 minute video talking about their research experience
- An essay reflecting on their leadership experience (2000 words)

Leadership development centre I – “leadership development day – how others see you” [October]
Following the summer research, this event focusses on giving feedback to Scholars on how they come across to others.
- Assessment of students’ abilities through a mini, in house run, assessment centre. This day is followed by one on one meetings with a member of the Laidlaw Leadership Team. During this session, we look at outlining some individual leadership development goals that the student will focus on during their second year.
Year 2

Mentoring [March]
- Scholars become mentors for new year 1 cohort

Leadership day II - “leadership styles and approaches” [March]
A one-day session in St Andrews looking at different leadership approaches and hearing from a range of different situations requiring a variety of approaches to leadership. During this day students also reflect on their leadership.
- Return to original leadership statements (from the Scholarship application process), the leadership targets set following the previous leadership development day, and the Laidlaw Scholar Leader Attributes to establish updated leadership development targets for the year ahead
- Understanding how leadership requires different approaches depending on the situations.
- Dealing with other aspects contributing to leadership (followership, decision-making, emotional intelligence etc.).

Summer II – research and leadership [end-May to early September – St Andrews summer vacation time]
Scholars conduct 5 weeks of research during the summer. For each week of their research period, they also participate in a leadership development lunch. These alternate weekly between:
- Leadership guest speakers (covering a wide range of topics from experience in leading as an entrepreneur, being an academic leader, innovation and leadership, altruistic leadership, leading organisations etc.)
- Action learning sets – we run an exercise with the students, looking at structured ways to understand, analyse and address challenges and issues they are facing. This activity is frequently used in other leadership settings in order to improve leadership.
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- A research poster
- 3-5 minute video talking about their leadership development

Leadership weekend II - “global leadership and beyond – what next?” [October]
- Looking back at what was over the course of the programme and outlining how this can help move forwards into future leadership.
- Discussion of a diverse set of leadership topics, partially driven and organised by the Scholars (subjects include for example: women in leadership, altruistic leadership, coaching, academic leadership)
- Re-visiting of the discussion of what is needed of a leader in the future
- How can leadership make a difference?
- Further exploration of how leadership in academia and beyond.
- Reflection on the leadership goals from the beginning of the programme and the leadership goals set following the one-on-one sessions at the end of year 1 and the subsequent leadership day. These are used to better understand the Scholars leadership progression to date and look at strategies for future improvement beyond the programme.

Further development - [October onwards]
Following completion of the Laidlaw Programme Scholars have the opportunity to receive external coaching for the remainder of undergraduate degree to help them achieve their leadership goals.