



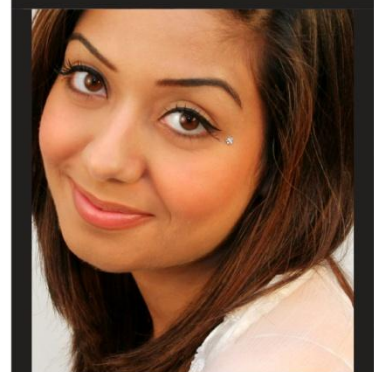
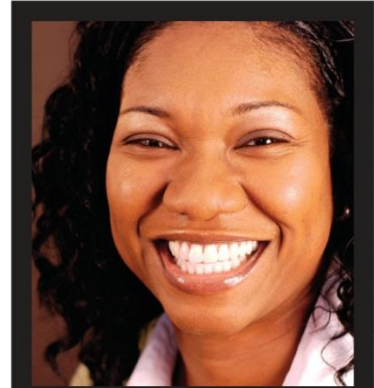
# Black Leadership Initiative®

*British Diversity Award for Education 2005*

## Work shadowing

Rajinder Kaur Mann

Date: 25<sup>th</sup> May 2011



# Activity



- Identify an area of work that has been outstanding for you.
- Then in pairs talk through the key learning points for achieving and improving.
- Focus on personal insights and learning
- Record what the benefits were of doing the exercise with your group.
- Report back key points to whole group



# Programme aims:



- Give participants an insight into a senior role
- Provide an opportunity to share experience and knowledge
- Facilitate observations of good practice
- Provide practical experience
- Time for reflection
- An opportunity to experience the role
- Support shadows in clarifying their goals and career plans
- Develop peer networks
- Connect with new networks
- Raise participant profiles
- Increase participant visibility



# Context for the Project



- The Commission for Black Staff in FE
- Glass ceiling
- Community cohesion, widening participation and social inclusion
- Recruitment & retention crisis in FE
- The business case for a positive action
- Social and economic/moral case for equality



# Commission's Report



- Some barriers to progression identified by the report
  - Under-representation of Black staff at senior level
  - Under-representation compounded by Black staff being more likely to be on fixed-term contracts
  - Many colleges don't acknowledge racism as an issue or know how to tackle it effectively
  - 'Glass ceiling' preventing progression
  - Qualifications, experience and contributions of Black staff undervalued
  - Organisational change resulting in discriminatory practices
  - Marginalisation of Black staff



# The Black Leadership Initiative



- Positive Action Programme funded by LSIS
- Initially a pilot sponsored by the LSC (2002 - 2006)
- Funded by CEL (2004 - 2006)
- Nov 2006, BLI transferred to the NBP
- Reputable quality brand
- Partnership with WLN
- Highly regarded by DIUS, sector agencies, and across



more than a network  
the public sector

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# The Black Leadership Initiative



- Unequivocal emphasis on career progression:
  - Secondments
  - Work Shadowing inc. Ofsted
  - Career Development Workshops
  - Policy Seminars
  - Networking
  - First/Next Steps to Leadership
  - High Fliers



# BLI® Shadowing Approach



- Shadowing within a career development context
- Empower and encourage shadows to gain real insight into another role
- Leverages the knowledge, skills and experience of the person being shadowed



# BLI® Shadowing continued:



- Opportunities to witness a leader/senior manager in operation
- Offer participants an insight into operating a strategic level
- Create a visibility and personal profile
- Provide networking opportunities



# Shadowing

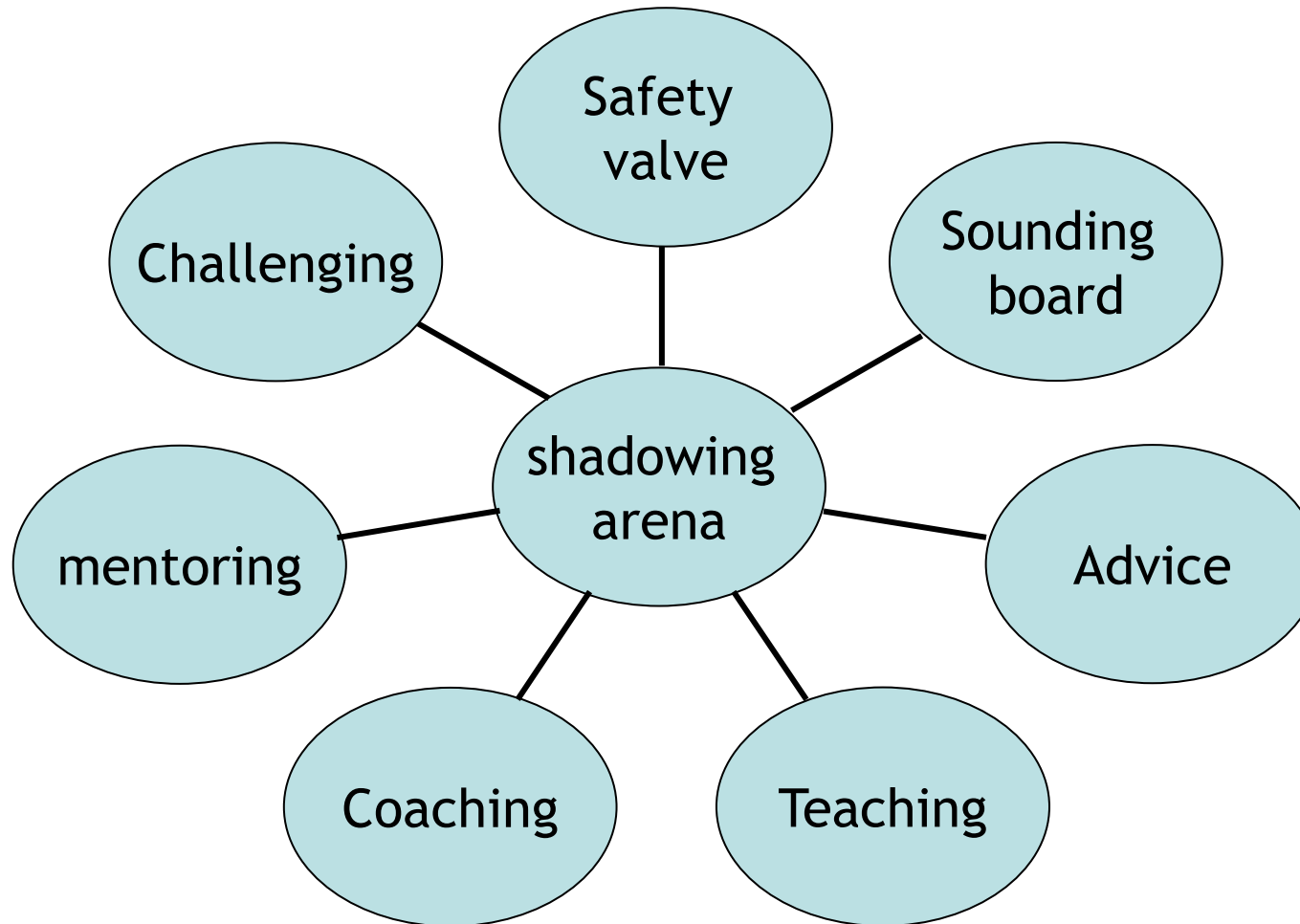


Another 'flagship' programme

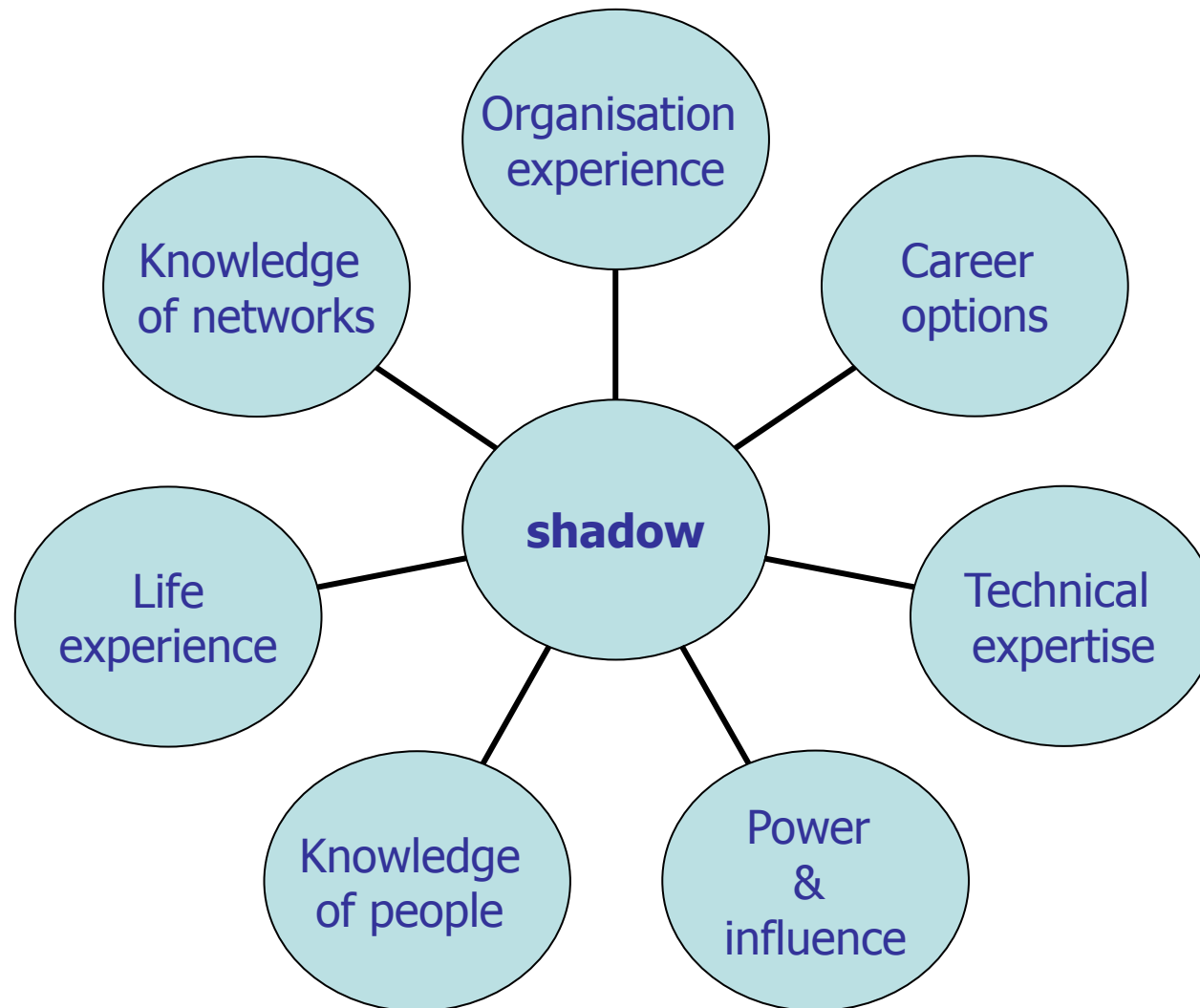
- Focused on individual career development
- A great way to pick up valuable experience
- Hands on experience
- Observing others and reflecting
- Increase job prospects
- Expand contacts and networks



# Types of interaction when shadowing



# The shadow's contribution



# Benefits for the shadow



- Opportunity to reflect on own practice
- Sharing expertise and knowledge
- Enhances job satisfaction
- Develops professional relationships
- Enhances peer recognition
- It uses ones experience for the benefit of another



# Benefits for the shadow



- It widens your understanding of the organisation and the way it works
- It enables you to practice interpersonal skills
- It provides personal satisfaction through supporting the development of others



# Inspiring others



A lot of people have gone further than they thought they could because someone else thought they could.



# Shadowing



..... is a brain to pick, an ear to listen, and a chance to observe.





# The Black Leadership Initiative

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