



Leadership Exchange Programme

Participant Expectation Document

Programme Benefits

To date these have included the following:

- See the challenges another leader experiences
- Gain a fresh perspective on your own role, improving leadership skill capacity
- An insight into a different sector, with its own cultures, languages and environments
- Peer support and the ability to share best practice
- Develop a new relationship with a cross sector colleague
- Gain essential connections and future networking opportunities
- Encourage collaborative working, new initiatives and strategic development potential

Previous Participant Feedback

“The flexibility and the duration of the programme is what made it manageable in terms of time and commitment. For learning and CPD, I don’t think I could have had a better opportunity at this particular point in time, it has been fantastic.” (External Services Coordinator, Aberdeen Council of Voluntary Organisations (ACVO))

“For sure, give it a go! There are lots of great people out there and it’s good to share your ‘challenges’ with a fresh pair of eyes” (Programme Manager, The Improvement Service)

“Seeing things from a different perspective was more than just a momentary insight, it helped me leave my bubble and look around me..... You meet some great people and find a renewed enthusiasm for your work”. (Head of News and Digital, The Scottish Government)

“The Leadership Exchange Programme has been a refreshing way for me to take time from the day to day of my organisation’s operations to reflect, share and learn from a leader from a different sector – outcomes on both sides have been very positive.” (Chief Executive, Young Enterprise Scotland)

Programme Process

The Leadership Exchange Programme consists of 3 key stages:

1. On-line application Administration and Matching
2. Exchange period
3. Evaluation

Exchange Expectations

1.0 Programme Administration and Matching

ACOSVO** (Association of Chief Officers of Scottish Voluntary Organisations) administers the Leadership Exchange Programme, supported by a network of cross sector representatives who oversee the programme and provide strategic guidance, offering marketing and operational support.



On receipt of on-line application forms, ACOSVO sends out an acknowledgement email and begins the matching process. Programme applicants are matched based on their:

- Geographic location
- Job role (be it middle, senior or executive level)
- Exchange sector request
- Skills and experience
- Exchange outcome expectations

ACOSVO will email anonymous proposed matches to participants for review and approval. They will chase a response to this proposal no more than 2 times over a 3 week period prior to marking an applicant as “No Longer Interested” in the programme.

Once a suitable anonymous match has been agreed by both parties, ACOSVO then sends an introductory email to both individuals, providing full contact details and further explanation about the exchange process.

2.0 Exchange Detail

2.1 Duration

A series of usually 3 – 6 meetings takes place over a 6 – 12 month period. Some exchanges however have lasted several years, although ACOSVO will submit an end of exchange evaluation to participants after 12 months.

2.2 Frequency of Meetings

These can be as frequent as required, or as possible, to suit individual’s work commitments. However once agreed, meeting dates should not be cancelled unless this is unavoidable. Participants are expected to commit to the programme and are advised to sign an agreement form accepting responsibility for this. The exchange is intended to work in harmony with current work commitments, complimenting them by involving the exchange partner in day to day work meetings and events, rather than time spent out with your normal working day.

“The flexibility and the duration of the Leadership Programme is what made this opportunity manageable to me in terms of time and commitment”.

“We both agree the Leadership Exchange is a fantastic programme. Of course you get out what you put in, but well worthwhile if the match has potential to help one another”. Having peer support from someone who has a different insight into the public sector is invaluable”.

2.3 Structure

The programme is designed to be flexible, to suit individual needs and requirements. Individual exchanges can be as short as 30 minutes or as long as a full day and has included; on-the-job shadowing; meeting colleagues or front-line staff; paired conversations; attending work meetings; attending events together, etc.

2.4 Objective Setting

Exchange activities are non-prescriptive. They should be co-ordinated by the participants to suit their own learning objectives and fit round participants’ diary commitments.

Individuals are encouraged to look at their initial online application before their first meeting to remind themselves of what they were initially looking to gain from their exchange.

Objectives can then be developed and discussed at the first meeting along with each individual’s programme outcome expectations. Finalised objectives can then be prioritised, and used as rough agendas for subsequent exchange meetings.



2.5 Agreement and Confidentiality

Exchange partners are encouraged to sign a simple agreement and confidentiality form at their first meeting to confirm both parties commitment to the exchange. There is an area on the form where objectives and outcomes can also be logged if appropriate, providing a useful reference point during the exchange.

2.6 Reflection

Some participants find it useful to reflect on each exchange meeting by documenting their progress with objectives and outcomes. A “Reflection Document” template is available for this purpose, however this is **not** a mandatory requirement of the Leadership Exchange programme.

2.7 Support

ACOSVO’s role throughout each exchange is to ensure effective administration of the programme, offering support to participants as and when required. Phili Wetton (ACOSVO Engagement Manager) coordinates the programme and acts as the initial point of contact for all Leadership Exchange enquiries. Contact details can be found below.

ACOSVO encourages participants to highlight any concerns or challenges they may have with the programme as soon as possible to ensure they can be rectified quickly. For example: Individual’s work capacity, direction or even employer can change resulting in infrequent or no contact with their exchange match for long periods of time. ACOSVO can, if appropriate, seek a new match for the participant who is still able to commit to the programme.

3.0 Evaluation

Each participant’s exchange outcomes are evaluated by a mixture of methods to include;

- Periodic ACOSVO email check-ins (3 / 6 / 9 months)
- End of exchange survey monkey questionnaire (12 months or sooner if applicable)
- Case studies (12 months or sooner if applicable)
- Face to face interviews (as and when appropriate)

ACOSVO will email matched participants no more than 3 times over an 8 week period to gain feedback on the exchange relationship, before marking an applicant as either “Completed” or “Withdrawn” from the programme.

Qualitative and quantitative evaluation identifies overall programme performance, individual match outcomes and satisfaction levels. This supports programme development and promotion to benefit even more leaders across Scotland in the coming years.

Leadership Exchange Enquiries:

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****** ACOSVO is a company limited by guarantee and a registered charity, established in 2000, with a current third sector Scotland-wide 500+ membership. The organization exists to provide leaders with opportunities to develop, influence and excel through; facilitation of 45+ annual events; networking; access to the ‘leadership exchange programme’; a variety of membership benefits to include free mentoring and discounted personal and professional development opportunities.



Leadership Exchange Programme

Reflection Document - Template

Meeting Date	
Venue/Event	
Meeting Objectives	
Outcome Expectations	
What did I learn?	
Exchange partner feedback	
Transferrable methodology / techniques / best practice?	
How / When could this be implemented? (including any implications)	
Next Meeting Discussion Areas	
Other Notes:	