

Navigator Programme 2025

Alicja Kochanska-McAinsh

Health and Wellbeing Officer

Live Well Community Referral (LWCR) Programme

Glasgowlife

Project overview

My project focused on developing **formalised evaluation methods** for the LWCR programme. The aim was to create a structured approach to measuring outcomes, improve data collection, and ensure evaluation processes were clear and effective. This involved reviewing current systems, consulting with colleagues, and designing a presentation outlining different evaluation methods and their benefits.



Key outcomes from my project

- Reviewed existing evaluation systems and identified areas for improvement.
- Created a detailed presentation of evaluation methods, highlighting benefits and potential drawbacks.
- Consulted with my manager and mentor to refine the approach and ensure relevance to LWCR.
- Established a foundation for embedding these methods into the programme and supporting future projects.

My learning journey

Navigator helped me build confidence in my leadership and decision-making skills. I learned how to delegate effectively and trust my team, which was essential for completing my project. Discovery Insights gave me a deeper understanding of behavioural preferences, enabling me to adapt my style and collaborate more effectively. Working through modules on project management and change provided practical tools that I applied directly to my project. This experience has strengthened my ability to lead, communicate, and implement structured processes that improve programme delivery.

Navigator Programme 2025

Carla McNeil

Assistant Manager / Tutor
Glasgow Sport - Springburn

Glasgowlife

Project overview

My project focused on introducing the Junior Lifeguard Academy across Glasgow Life's pools. This initiative aimed to promote lifesaving skills among young people, generate additional revenue, and provide a structured programme that aligns with priorities of Glasgow Sport. The project also offered an opportunity to learn the process of launching a new public activity while transitioning into a management role.



Key outcomes from my project

- Secured senior management support and organisational alignment.
- Conducted market research to establish pricing and structure.
- Engaged Lifesaving Tutors to ensure programme feasibility and sustainability.
- Prepared for a pilot session at Springburn Pool post-refurbishment to test demand and gather feedback. This groundwork has positioned the project for successful rollout and long-term impact.

My learning journey

The programme transformed my perspective from managing tasks to leading people. I learned that true effectiveness comes from inspiring and empowering others rather than directing every detail. This shift improved my communication, collaboration, and self-awareness, resulting in a more confident and motivated team. By fostering accountability and pride, customer interactions have become more proactive and positive. Adopting a leadership mindset also helped unite stakeholders around a shared vision for my project, ensuring smoother delivery and stronger outcomes. The Navigator Programme has been instrumental in shaping my growth and preparing me for greater responsibility.

Navigator Programme 2025

Iman Tajik

Stand-in Assistant Programme Officer
Riverside Museum

Glasgowlife

Project overview

My project aimed to make the museum more accessible and improve the mental wellbeing of vulnerable local communities by collaborating with a community art group. The initiative supports Glasgow Life's mission. Through creative sessions, the project helps reduce loneliness, improve literacy and language skills, and provide better access to culture for integration.

Key outcomes from my project

- Secured funding for transport and built strong partnerships.
- Collaborated with the CWIN art group, involving New Scots (migrant, refugee, and asylum-seeker communities) from diverse countries including Ukraine, Colombia, Afghanistan, Kurdistan, Iran, Syria, Eritrea, Nigeria, Namibia, China, Vietnam, and Uganda.
- Delivered two successful Saturday sessions attended by teenagers and adults, fostering community engagement and cultural integration. The project has started successfully and is creating meaningful impact for participants.

My learning journey

The programme strengthened my confidence in management decision-making, enabling me to make quicker, more decisive choices without seeking constant confirmation. This improved my clarity, focus, and respect within the team. Insights Discovery helped me understand my own style and highlighted the need to balance my "earth green" approach with other behaviours for effective leadership. These tools have enhanced my performance, improved team collaboration, and equipped me to deliver projects that align with Glasgow Life's organisational values and community needs.

Navigator Programme 2025

Ivan Malerba

Stand-in Assistant Programme Officer
The Burrell Collection

Glasgowlife

Project overview

My project focused on improving the floor map of The Burrell Collection to make it more engaging and user-friendly. The existing map was basic, lacked images, and provided limited information for visitors. The goal was to create a clearer, visually appealing map that enhances navigation and reflects the richness of the collection, improving the overall visitor experience.



Key outcomes from my project

- Collected feedback from visitors and colleagues to identify issues with the current map.
- Researched best practices from other museums for effective floor plan design.
- Collaborated with the team to develop draft layouts featuring images, clearer navigation, and visitor-friendly details.
- Several improved designs are now under review, marking significant progress toward a more accessible and engaging floor map.

My learning journey

The programme equipped me with practical leadership and communication tools that have strengthened my confidence and effectiveness as a team leader. Insights Discovery Colour Energies helped me understand my working style and adapt to others, improving collaboration. Sessions on Introduction to Leadership and Management provided strategies for motivating and guiding colleagues. I also gained a deeper understanding of organisational policies and accountability, which clarified my responsibilities. These skills have enhanced my performance, supported my team, and positioned me to deliver projects that improve visitor experience.

Navigator Programme 2025

Kate Loughery

Stand-in Assistant Programme Officer
Kelvingrove Art Gallery and Museum

Glasgowlife

Project overview

My project focused on improving **health and safety compliance and training** within the venue. The aim was to streamline processes, increase colleague awareness, and ensure consistent standards across the team. This included reviewing audit results, updating risk assessments, and introducing mandatory training to strengthen safety culture and operational efficiency.



Key outcomes from my project

- Increased audit score from 92.24% to 94.55%, reducing outstanding actions by half.
- Developed and delivered mandatory health and safety training, including building-specific manual handling sessions.
- Created training handouts and notes to enable future delivery by other managers.
- Improved staff confidence and engagement, with part-time colleagues now fully included in training and team discussions.

My learning journey

Navigator helped me rethink how I approach organisation, communication, and leadership. I learned to manage priorities effectively, delegate tasks, and adapt my communication style to different personality types. These skills were vital in overcoming resistance to change and ensuring buy-in from colleagues. I now feel more confident in backing up decisions with clear reasoning and have strengthened my ability to lead improvements that make a real difference to compliance and team performance.

Navigator Programme 2025

Kimberley Wilson Norrie

Administration Officer (supporting Museums)
Business and Strategy Team

Glasgowlife

Project overview

My project focused on creating robust training guides and standardised processes for key administrative tasks within Glasgow Life. The aim was to ensure consistency across the team, improve efficiency, and make onboarding easier for new colleagues. This included developing clear “how-to” guides for Artifax bookings and other admin processes such as Purchase Orders, ICOM card bookings, and taxi bookings.



Key outcomes from my project

- Developed a comprehensive Artifax training guide tested for clarity and usability.
- Created standardised processes for multiple admin functions to maintain consistency across services.
- Began transferring business processes onto Visio, aligning with organisational requirements.
- Improved team confidence and streamlined training for new colleagues, reducing errors and saving time.

My learning journey

The programme helped me overcome imposter syndrome, giving me confidence in my abilities as a manager. Insights Discovery allowed me to understand team dynamics and leverage individual strengths, while priority management tools transformed how I handle tasks—especially as someone with ADHD. Breaking work into manageable chunks improved my focus and performance. These skills have strengthened my leadership approach, enhanced team efficiency, and positioned me to deliver projects that add real value to Glasgow Life.

Navigator Programme 2025

Mingji McCourt

Community Services Supervisor
Communities and Libraries

Glasgowlife

Project overview

My project focused on delivering the Summer Reading Challenge to raise awareness of library services and encourage families to use free resources. Although the challenge runs for six weeks, the aim was to build long-term connections with local families and schools, promoting regular library engagement beyond the summer.



Key outcomes from my project

- Created a clear timeline and task list to manage limited people resource effectively.
- Refreshed displays, promoted the challenge locally and through partners, and introduced a new activity to attract families.
- Achieved 61% completion rate and a 32% increase in book issues.
- Strengthened relationships with families and schools, improving team confidence and setting a foundation for future success.

My learning journey

The programme taught me the importance of planning and communication in leading projects. Working in a small library required careful scheduling and clear task allocation, which I implemented successfully. Regular updates kept the team focused and engaged, while collaboration with colleagues and the wider focus group provided valuable ideas. These skills have improved my leadership approach, strengthened team relationships, and enhanced our ability to deliver positive outcomes for customers. I now feel more confident in planning ahead and applying structured processes to future projects.

Navigator Programme 2025

Nikki Maguire

Stand-in Assistant Programme Officer
Kelvingrove Art Gallery and Museum

Glasgowlife

Project overview

My project aimed to improve in-house understanding of customer feedback to maintain a 5-star service and identify areas for improvement while awaiting an assessment from the Association of Scottish Visitor Attractions. The initiative involved creating a designated comment book and engaging colleagues to contribute, ensuring the project's success through collaboration.



Key outcomes from my project

- Introduced comment books and briefed colleagues to encourage participation.
- Improved decision-making on placement and movement of feedback books.
- Enhanced communication within the team, fostering ownership of customer experience.
- Results revealed valuable insights, enabling immediate resolution of in-house issues and further elevating service standards.

My learning journey

The programme strengthened my confidence in decision-making and interpersonal skills. Using Discovery Insights provided a deeper understanding of different working styles, strengthening my awareness of self and others, helping me collaborate more effectively. The decision-making module proved invaluable when making staffing changes in my role as a stand-in APO. These tools have improved my leadership approach, boosted team engagement, and enhanced customer service delivery. I now feel better equipped to take on leadership responsibilities and continue my development through GOLD e-learning courses.

Navigator Programme 2025

Paul Gillan

Family Finances Project Officer
Communities and Libraries

Glasgowlife

Project overview

My project focused on delivering two large-scale 'Back to School' events at Cuthbertson and Annette Street schools. These events aimed to provide uniform support and promote financial inclusion for families, while increasing engagement with Glasgow Life's Family Finances service. The goal was to create a positive experience for attendees and convert event participation into ongoing support through one-to-one mentoring.



Key outcomes from my project

- Successfully organised and delivered two events with over 300 attendees.
- Distributed 1,000+ items of new or professionally cleaned school uniform to families.
- Secured involvement from key partners including Jobs & Business Glasgow and Money Matters.
- Generated 60+ notes of interest for Family Finances, reaching parents who had previously been difficult to engage. These outcomes have strengthened community support and improved access to financial guidance.

My learning journey

The programme has been an invaluable tool for developing my management skills. Each module provided practical strategies that helped me plan and deliver a complex project effectively. I now feel more confident in supporting my team to perform at a high level and in applying structured approaches to decision-making and resource coordination. Navigator has changed the way I think about management, enabling me to lead with clarity and purpose while delivering tangible benefits to service users.

Navigator Programme 2025

Glasgowlife

Scott Corrie

Assistant Manager

Glasgow Sport - Scotstoun Stadium

Project overview

My project focused on implementing a repair and maintenance tracking system at Scotstoun Sports Campus. Initially designed to manage essential repairs during a zero-budget period, the project expanded significantly following the announcement that Scotstoun would host events for the Commonwealth Games. The aim was to create a structured process for prioritising repairs, improving working relations with tenants, and preparing the venue for major redevelopment.



Key outcomes from my project

- Introduced a repair log system for tracking and prioritising maintenance tasks.
- Worked closely with Facilities Management and contractors to coordinate repairs efficiently.
- Negotiated solutions with stakeholders, including Glasgow Warriors and Commonwealth Games organisers.
- Reduced complaints and improved stakeholder relationships while ensuring Scotstoun is ready for future development.

My learning journey

Navigator gave me the confidence to lead effectively and manage complex projects under pressure. I learned how to delegate, coach colleagues and adapt my communication style using Discovery Insights. My time management improved significantly—I now plan and organise workloads efficiently while balancing day-to-day operations with strategic projects. These skills have strengthened my leadership approach and equipped me to deliver results in a high-profile venue preparing for international events.

Navigator Programme 2025

Sean McGhee

Community Services Supervisor
Community Asset Team
Communities and Libraries

Glasgowlife

Project overview

My project focused on supporting **North United Communities (NUC)** to improve venue operations and compliance at **Ruchill Pavilion**. The aim was to help a community organisation with no prior experience of managing a venue to operate safely and confidently, while creating a structured plan that enhanced building condition and increased capacity for community activities.



Key outcomes from my project

- Applied decision-making tools to prioritise operational issues and break them into manageable actions.
- Collaborated with NUC and Facilities Management to resolve key compliance challenges.
- Restored the outdoor garden space, enabling NUC to deliver its largest summer programme to date.
- Improved building safety and condition, allowing new partnerships such as outdoor workshops with the Food Network.

My learning journey

Navigator strengthened my confidence as a manager and gave me practical tools for **structured project management**, including planning, prioritising, and managing change. Using frameworks like the **decision-making tree** helped me support others through operational challenges and create realistic, collaborative plans. These skills improved my leadership approach, enhanced relationships with community partners, and contributed to smoother venue operations. The programme has inspired me to keep learning and explore new ways of working across Glasgow Life.

Navigator Programme 2025

Sean Newall

Cycle Technician - Emirates Arena

Glasgowlife

Project overview

My project focused on completing Phase Two of a storage expansion at the Velodrome and addressing three key issues: increasing storage capacity, improving the storage agreement system, and refining the payment process. This involved reviewing existing capacity, identifying opportunities for additional secure storage hooks, and proposing digital solutions for agreements and pricing strategies aligned with future events.



Key outcomes from my project

- **Storage Capacity:** Added 30 new hooks operational from June 2025 and sold out by September 2025, at no cost to the venue.
- **Storage Agreement:** Developed a temporary electronic version of the agreement and explored options for full implementation of a permanent solution in 2026.
- **Payment System:** Confirmed pricing structure for 2025–2027, incorporating Commonwealth Games impact and renewal process improvements. Overall, the project delivered increased capacity, streamlined processes, and enhanced customer experience.

My learning journey

The programme strengthened my self-awareness and leadership skills. Discovery Insights helped me understand my working style and adapt to team dynamics, improving collaboration and reducing conflict. Developing my personal brand highlighted my strengths in coaching, planning, and organisation. Tools like the Decision Tree supported navigating complex approval processes. I learned the importance of clear communication and information sharing for team success. Managing unforeseen challenges improved my resilience and problem-solving skills. These insights enhanced my performance, strengthened team relationships, and positioned me as a trusted point of contact for

Navigator Programme 2025

Stephen Calderwood

Community Services Supervisor
Community Asset Team

Glasgowlife

Project overview

My project focused on supporting a voluntary organisation by improving their centre's sustainability and efficiency. The aim was to build strong relationships within a new community, assist with funding applications, and implement practical improvements such as LED lighting installation, which would reduce costs and allow the organisation to focus on its core activities.



Key outcomes from my project

- Built strong relationships with the organisation and local community.
- Researched and applied for local funding grants to support improvements.
- Successfully implemented LED lighting, delivering significant energy savings and cost efficiency.
- Helped the voluntary team free up time to focus on other priorities, creating a positive and lasting impact.

My learning journey

The programme strengthened my resilience and ability to manage change, which has been crucial in my role within the Community Asset Team. I learned how to prioritise effectively, organise my workload, and confidently challenge decisions when needed. Navigator gave me the confidence to speak up, share ideas, and take ownership of a project that pushed me beyond my comfort zone. These skills have improved my performance and allowed me to make a meaningful contribution to both the organisation and the community.

Navigator Programme 2025

Susan Eaton

Stand-in Assistant Programming Officer
Glasgow Museums Resource Centre (GMRC)

Glasgowlife

Project overview

My project focused on managing the Decarbonisation Project at GMRC during my time as Acting APO. The aim was to minimise disruption for colleagues and visitors while ensuring contractors had safe and efficient access to complete works. This required forward planning, clear communication, and maintaining essential services such as tours and research visits throughout the project.



Key outcomes from my project

- Implemented strong forward planning to prioritise safe access for contractors.
- Maintained communication with staff and contractors, updating progress and resolving issues quickly.
- Oversaw isolation of alarms/zones and issued permits when required.
- Supported continuation of tours and research visits during works. The project is now in the readjustment phase, with tours increasing and full normal operations expected soon.

My learning journey

Navigator strengthened my confidence in decision-making and project management, helping me plan ahead and prioritise tasks effectively. Modules on Working Through Change and Decision Making were invaluable during a challenging period of transition. I learned when to use initiative, when to seek support, and how to communicate clearly with colleagues and visitors. Insights Discovery helped me understand team strengths and allocate tasks effectively. These skills have enabled me to manage a complex project while maintaining a positive mindset and supporting GMRC's return to normal operations.