Leadership Programmes
In-house
Delivering to meet your needs
The design and running of in-house leadership development programmes is one of the key services provided by the Leadership Foundation. These programmes are provided in two ways:

- **Standard in-house programmes or our national programmes can be run in-house for groups of participants.**
- **We can design and run bespoke leadership programmes, negotiated and tailored to your specific requirements and strategic needs. The case studies illustrate some of the bespoke programmes we have designed.**

**The Benefits**

Securing real value for money from leadership development is a real priority for all higher education institutions – our in-house leadership development programmes can help you achieve this aim.

There are many significant benefits to having the Leadership Foundation run an in-house leadership programme in your organisation:

- The programme can be tailored to fit in with your own strategy and plans for leadership development.
- The consultants we use to design and deliver in-house leadership programmes all have significant experience of running leadership initiatives and interventions for higher education institutions.
- Quality assurance is provided by the Leadership Foundation, ensuring that you get the very best level of support when commissioning and implementing your leadership programme.
- We can help you with impact assessment and evaluation – to help you understand the return on the investment you are achieving.
- You can pair up with another institution, with the same requirements, providing the diversity of an open programme in-house while sharing costs.
- This can be a cost effective way of enhancing the leadership skills of a larger number of participants – of great importance when you are looking for value for money.

**In-House programmes available now**

We have a number of standard in-house programmes available ‘off the shelf’ or you can opt for any of our major national leadership programmes (except TMP) as an in-house programme for your leaders, both academic and professional. Examples of these programmes include:

- **Senior Strategic Leadership** Typically for experienced deans, senior professors or leaders of professional services, its focus is on those who set the tone of leadership within the institution. SSL emphasises securing commitment through inspirational motivation.
- **Preparing for Senior Strategic Leadership** For the experienced head, newly appointed or aspiring dean, or the leader of administrative/professional services or those at a similar level. PSSL emphasises innovation and creativity as a means to implementing effective and sustainable change, and gives particular attention to intellectual stimulation as a focus for leaders.
- **Head of Department** This is a major step on the career ladder – participants experience development that engages and supports them, to meet the operational challenges of leading and managing academic, research or support teams.
- **Research Team Leadership** For lecturers, senior leaders or readers recently appointed as principal investigators or currently leading small research teams. Discover how to build and lead a research team, motivate and support individual researchers and develop their career.
- **Introduction to Higher Education** Gives professional managers and administrators new to higher education, or the newly promoted to such a role, an insight into the working of higher education helping them to become quickly effective in their role.

The national programmes have run many times over the years with several thousand participants from a wide range of institutions. You can be assured that these programmes have stood the test of time, but continue to evolve, and can be run in-house to meet your institutional needs. Full details of the national programmes can be found at [www.lfhe.ac.uk/foryou](http://www.lfhe.ac.uk/foryou)
Tailored programmes

If your requirements are not met by versions of our in-house national programmes we can design and deliver leadership programmes matched to your unique requirements. We have run many hundreds of tailored in-house leadership programmes over the last five years for a wide range of HEIs with great success, making us the single largest provider of leadership development in higher education. Some of the tailored in-house programme titles we have run recently include:

- International Leadership Development
- Academic Leadership
- Corporate Services Management
- Academic Heads of Department Leadership
- Team Building for Academic Leaders
- Professorial Development
- Marketing Programme
- Project Management

There are many benefits of a tailored in-house programme:

- They can be directly linked to your leadership development strategy.
- They are designed to your specific requirements.
- Tailored programmes can be based upon your own 360° feedback data and organisational climate surveys.
- We can design programmes for specific groups of participants in your organisation (such as registrars, academics, research staff, professional services, etc.).
- We can design and run programmes for mixed groups of academics and professional staff.

Top team development and strategy facilitation

We can also facilitate top team development programmes and strategy events. The consultants we use to run in-house top team and strategy events all have extensive experience of working at the most senior levels in higher education but also bring expertise from outside of the sector. Our thinking on top team development is based upon the major research study by Dr Tom Kennie, entitled The Composition, Challenges and Changes in Top Team Structures of UK Higher Education Institutions which can be found at www.lfhe.ac.uk/crsac

Training needs analysis and impact evaluation

We are able to offer additional support before and after a programme commences:

- **Pre-Programme:** We would come into your institution to conduct a developmental needs analysis to identify the types of interventions required to achieve your desired objectives and KPIs.
- **Post Programme:** We believe it is important to assess the impact of a developmental programme on participants and we will offer to conduct an impact evaluation of either institutions own programmes or a LF programme run in-house to assess the value and impact this has had on individuals behaviours to achieve institutions objectives.

Our unique experience, and position as part of the higher education sector, allows us to provide a comprehensive consultancy model, supporting your needs at all levels.
CASE STUDY 1: UNIVERSITY OF CAMBRIDGE

Senior Leaders Succession Programme
The University of Cambridge Senior Leaders Succession Programme was established in 2010 to develop those in Head of Institution roles and equivalent who are aspiring to senior leadership roles within the University. It is an individualised programme enabling participants to develop in those areas that are both critical to them and identified as essential leadership qualities by the University.

The programme comprises:
- **Phase 1** – initial diagnostic process using a 360º feedback tool, and underpinned by the Cambridge Leadership Attributes Framework. This results in a personalised development plan.
- **Phase 2** – a series of coaching sessions to enable participants to develop those areas identified during the diagnostic phase.
- **Phase 3** – peer learning groups – to help apply their learning to real work issues and gain support from peers.

The programme is delivered by the Leadership Foundation who are represented on the programme steering group. The programme is designed to enable participants to take on wider strategic roles across the University and early evidence from internal appointment processes is indicating that the programme is achieving this.

CASE STUDY 2: UNIVERSITY OF WOLVERHAMPTON

Leadership in Challenging Times
A partnership approach to developing future leaders cemented a successful collaboration between the University of Wolverhampton and The Leadership Foundation. A new and exciting 18-month programme, Leadership in Challenging Times, was designed and promoted to all staff. Application to the programme was through a nomination process completed by Deans and Directors. Senior staff were involved not only through sponsorship, but active participation throughout the entire programme.

A challenge was provided directly to successful applicants by the Vice-Chancellor and his team in the form of a programme project to be woven into the University’s fabric. The 22 participants were challenged to Enhance the Student Experience, in their own time, as well as the commitment to 17 development days.

The delivery arm of the programme was a partnership between the Leadership Foundation, providing expertise and current sector strategy, and senior University staff providing regional and local tailored approaches.

The essential support throughout the entire programme from a very engaged Vice-Chancellor, including his personal sponsorship of the overarching project, highlights the commitment of the University to developing staff in all aspects of leadership.

The open mix of staff – academic and professional – provided unforeseen outcomes, especially the positive impact of streamlining some existing processes, now that they were fully understood. A new appreciation for financial matters and the application of new-found confidence encouraged participants’ influencing skills to expand.

The programme encouraged personal leadership, provided opportunities to embed new skills and culminated in a final presentation followed by a celebratory dinner. Although this marked the conclusion of the experience for participants, the impact of their comprehensive Enhance the Student Experience report will benefit all staff and students as the University implements their recommendations.

CASE STUDY 3: NEWCASTLE UNIVERSITY AND DURHAM UNIVERSITY

Academic Leaders’ Programme
During late 2005 and early 2006 Durham University and Newcastle University, supported by the Leadership Foundation, worked together to develop a leadership development programme for recently appointed academic leaders. The result was the Academic Leaders’ Programme (ALP) which was launched in April 2006. The programme attracts new or potential heads of department. The 22 places on the programme are shared between the two universities. The programme is delivered by the Leadership Foundation.

This programme is specifically designed to:
- Develop and apply strategic thinking skills both within the participant’s own area of influence and the university more widely;
- Create opportunities for individuals from the two participating universities to network and benchmark practice and also to promote collaborative working;
- Develop and apply project management skills spanning the areas of research and teaching;
- Develop personal leadership plans to assist both individual and group development over the course of the programme;
- Develop and apply influencing and persuading skills.
What they say:

“From day one, the range of materials on offer was practically based, theoretically sound and had currency in the challenging times facing higher education. Getting to know the University through guest contributions from the Finance, Estates and Projects departments gave a broader more strategic view of what is happening in this time of great change. Excellent rapport within the cohort, builds confidence and (the course was) very worthwhile …”

Chris Williams, Head of Department, Built Environment, School of Technology, University of Wolverhampton

What they say:

“This programme has gradually become one of the key ways that Newcastle University supports its new academic leaders to become more self aware and reflective about their leadership practise. The Steering Group ensures that the programme evolves each year and that it is well supported by university level managers. The Academic Leaders’ Programme provides an excellent springboard to our other leadership development activities and participant feedback is consistently positive.”

Lynne Howlett, Leadership and Management Development Manager, Newcastle University
What they say:

“The Academic Leaders’ Programme has become one of the key initiatives in our suite of leadership development programmes. It enables new and potential Heads of Academic Departments to gain a valuable insight into their leadership behaviour as well as providing an opportunity for them to develop their leadership capacity. Without doubt two of the most beneficial aspects of the programme are the networking opportunities as well as the exploration of what academic leadership means in a modern day university.”

Mark Crabtree, Assistant Director of Human Resources, Durham University