Overview

Currently we have three programmes aimed specifically at head of department or school - academic and professional, current and aspiring: Leading Departments, Head of Department, and Introduction to Head of Department. These programmes are designed to meet different areas of leadership development and have specific objectives and learning outcomes for the participant.

So which programme is right for you or your institution? And is attending the open programme, with participants from other institutions, or in-house, with colleagues from your own institution the right choice?

Our aim is to give you an overview of the three programmes, letting you know what you can expect from the open programme or the in-house. We identify areas where you can tailor the programme to your institution's specific needs and we provide the costs of the open programme and the typical costs of the in-house programme (these may vary depending on your specific needs). With all this detail you'll be able to make an informed decision based on your learning requirement from the programme, the number of possible participants, and the budget available.

- **Leading Departments**
- **Head of Department**
- **Introduction to Head of Department**

If these programmes do not meet your requirements then we would be happy to develop a bespoke in-house programme to meet your specific objectives and learning outcomes for participants.

Running leadership programmes in-house has many real benefits. At a time when everyone is searching for value for money, in-house programmes can be a cost effective way of enhancing the leadership skills of a larger number of participants, on a programme where they will be focused on their own environment and institution's needs. It can be significantly cheaper per head to run the programme in-house for a group of your own staff. For example, in-house programmes reduce your travel and residential costs.

If you would like to discuss your requirements in more detail please contact:

**For UK In-House Services**

Sweta Purohit Jina  
Consultancy Business Manager  
T: 020 3468 4823

**For International In-House Services**

David Lock  
Director of International Projects  
T: +44 (0)7900 056707
Leading Departments

Overview

This is a new programme aimed specifically at Heads of Departments and Schools who have some experience in the role (either they will have been in the post for at least six months, often they will be returning to the post as part of a ‘revolving’ headship role, or they may have been ‘acting’ or ‘deputising’ in the role). It is simulation-based (there is little in the way of ‘chalk and talk’ that is done) and provides challenging reality-based sessions involving direct interaction between the participants and the simulation characters. It is challenging both because of the fast pace and the level of uncertainly about what happens next. The participants could be expected to gain an understanding of effective communication, emotional intelligence, influencing, prioritising, team-working, and also to see themselves as others see them.

- Leading Departments: the open programme
- Leading Departments: in-house
- Leading Departments: adding Programme Plus to the learning benefit

“The role playing (although scary at times!) was a refreshing way to think through how you influence people. I have attended many courses where you immediately forget the learning you gained once you return to your busy job, however key learning points from this course have already had an impact on the way I engage with people.”

Leading Departments 3 participant

Leading Departments: the open programme

The topical simulation is small-group based and involves analysing data and preparing a departmental strategy, dealing with day-to-day operational aspects of headship, inter-personal communication, competing priorities, performance management, giving feedback and a 360° feedback instrument. It is delivered by a facilitator, an actor-facilitator, and two additional actors. For each cohort the simulation activities and material are reviewed to ensure that it remains relevant and to ensure the best experience for all who attend.

The programme runs as two two-day modules approximately eight weeks apart; the 360° feedback process is completed in the intervening weeks. At the end of each half-day block (the simulation runs from lunchtime on day one to lunchtime on day two for each module) the actors (in character) give personal feedback each participant.

More detail about the open programme, its structure and when it is next available can be found at Leading Departments

The cost of attending the open programme is £3,015 for members with an optional £500 to add Programme Plus and £3,750 for non-members with an optional £615 to add Programme Plus.

Leading Departments: in-house

The delivery of the Leading Departments open programme requires four facilitator/actors in total to deliver all the characters, the input and the feedback. The simulation is not scripted so significant rehearsal time is required and additional break-out rooms are required for each group participating as well as a plenary room, all of which can make the programme expensive to run in-house.

To make the in-house programme more affordable we would offer the option of a streamlined version, utilising local presenters and so reducing the costs. It would run over three or four days, either a single day followed by a two-day module plus a final keystone day or three or four consecutive days. This would involve one LF facilitator on day one and four, then an actor-facilitator and two actors on days two and three, and require the support of a local facilitator to introduce the simulation on the two day module, and help with the observation...
and feedback. The final optional keystone day could include some action learning, or pull together the strands of the previous day, focus on the 360° or introduce some new material.

The benefits of this streamlined version is that participants get to experience half of the simulation and the day one and four delivery could be specially tailored to the needs of the institution/participants (provides a very different experience). The minimum number to run this programme successfully is 12 and the maximum number 18. It is not possible to run this programme without the actors as it is the interaction with live people that makes the experience so powerful and memorable.

Example of a typical pricing schedule

<table>
<thead>
<tr>
<th>Dates</th>
<th>Event</th>
<th>Ginnie Willis</th>
<th>Actor/Facilitator TBC</th>
<th>Actor/Facilitator TBC</th>
<th>Paul Hessey</th>
<th>Invoice Amount (excludes expenses) (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb/Mar 2014 TBC</td>
<td>Day One - Foundation Day: Strategy, vision, emotional intelligence, nature of academic leadership followed by introduction to simulation</td>
<td>1.0</td>
<td>1.0</td>
<td></td>
<td></td>
<td>2,570</td>
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<tr>
<td>Feb/Mar 2014 TBC</td>
<td>Day Two and Three: Simulation</td>
<td>1.0</td>
<td>2.0</td>
<td>1.0</td>
<td>2.0</td>
<td>8,475</td>
</tr>
<tr>
<td>April/May 2014 TBC</td>
<td>Day Four: Keystone Day</td>
<td>1.0</td>
<td>1.0</td>
<td></td>
<td></td>
<td>2,570</td>
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<tr>
<td>Total Price (excluding expenses)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>£13,615</td>
</tr>
</tbody>
</table>

Number of participants 18
Price per participant £756
Number of participant days 4
Price per participant day £189
Estimate of expenses per associate / per day £250

Participants can opt to add Programme Plus to their experience as required at the same cost as for the open programme, £500 for members and £615 for non-members.

Non-member institutions should contact Sweta Purohit Jina for the costs of an in-house Leading Departments programme.

Leading Departments - adding Programme Plus to the learning benefit

Leading Departments is one of a number of senior leadership development programmes whose participants are eligible to apply for Programme Plus, the Leadership Foundation fellowship scheme.

The Leadership Foundation Fellowship is our support for individual leaders in higher education. It is a straightforward way for you to turn the experience of a Leadership Foundation programme into tangible evidence of effective learning and continue to receive the nurture and inspiration that leaders need. Through continuing professional development and access to unique networking opportunities, the LF Fellowship scheme will provide that inspiration well beyond the lifetime of the initial programme. More information can be found at LF Fellowship.
Overview

The Head of Department programme is designed to engage and assist those facing the operational challenges associated with the leadership of academic, research and professional support teams. The programme draws on research by the Leadership Foundation on the work of heads of department in order to focus on individualised consideration – paying attention to followers’ needs, recognising personal differences and encouraging potential.

Based on our original open Head of Department programme this programme has been specifically designed to be run in-house, and is aimed at head of departments who are at an early stage in their role but may have had previous experience of leading or managing teams or units. The participants will either have an academic background and be leading a teaching, research or knowledge transfer department, or be leading an administrative, or professional services department, for example, student support services, information technology or services, marketing, campus services.

- Head of Department: in-house
- Head of Department: adding Programme Plus to the learning benefit

“HoD has given me an excellent opportunity to work with colleagues from a number of diverse institutions to develop my leadership and management expertise. The interactive nature of the programme allowed me to reflect upon the theory and model this theory in my own practice. The programme offered me important time-out to reflect upon my leadership role and gave me valuable space in which to consider upcoming opportunities and challenges.”

Head of Department participant

Head of Department: in-house

Head of Department is typically for those more senior than participants on Introduction to Head of Department, and provides more of a classroom experience than Leading Departments.

It is run as two two-day modules and with a mix of small group work, classroom presentation, talks from experienced leaders, an actor intervention for ‘ways of helping people’ a feedback and coaching conversation, and Olivier Mythodrama to deliver a session on power and politics using Shakespeare’s Julius Caesar. The programme also covers management styles and emotional intelligence, working with conflict, building and developing teams, motivation, dealing with paradox and complexity, and networks and networking. Action learning sets are also a key feature, but these run only during the actual modules there is no additional day.

An optional 360° degree feedback process will allow for a greater in-depth look into the participant and the start of their senior leadership journey. When a 360° element is used, the modules are eight weeks apart, but without this the second module can run from four weeks after the first. Small group and some individual work provides for interaction, but clearly less than would ensue from the Leading Departments type approach. The costs are kept down by using only one facilitator rather than the two usually used on the open programme. The programme can successfully run with between 10 and 24 people.
## Example of a typical pricing schedule

<table>
<thead>
<tr>
<th></th>
<th>PTBA</th>
<th>Head of Department</th>
<th></th>
<th></th>
<th></th>
<th>Invoice Amount (excludes expenses) £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates</td>
<td>TBA</td>
<td>Dates TBA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dates</td>
<td>Event</td>
<td>Prep</td>
<td>Delivery</td>
<td>Prep</td>
<td>Delivery</td>
<td>Other Costs</td>
</tr>
<tr>
<td>TBC</td>
<td>Module 1</td>
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<td>2.0</td>
<td>0.5</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>TBC</td>
<td>Module 2</td>
<td>2.0</td>
<td>2.0</td>
<td>0.5</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>(Module 2)</td>
<td>Mythodrama</td>
<td></td>
<td></td>
<td></td>
<td>3,950</td>
<td>3,950</td>
</tr>
<tr>
<td>Total Price (excluding expenses)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>£15,430</td>
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</tr>
</tbody>
</table>

|                                                                 |               |
| Number of participants | 15            |
| Price per participant  | £1,029        |
| Number of participant days | 2            |
| Price per participant day | £514        |
| Estimate of expenses per associate / per programme day | £250         |

Participants can opt to add Programme Plus to their experience as required at the same cost as for the open programme, £500 for members and £615 for non-members.

Non-member institutions should contact Sweta Purohit Jina for the costs of an in-house Leading Departments programme.

**Head of Department: adding Programme Plus to the learning benefit**

Head of Department is one of a number of senior leadership development programmes whose participants are eligible to apply for Programme Plus, the Leadership Foundation fellowship scheme.

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Overview

Introduction to Head of Department is a short but intensive programme that focuses on the contemporary contexts and challenges of being a head of department. Its key aim is to provide the essential survival skills for the first few months in post so new Heads can hit the ground running. It is grounded in the strategic issues and choices that institutions are currently facing, whilst providing practical leadership preparation for new, aspiring or returning heads of department. The programme is highly interactive and includes the use of diagnostic tools to explore personal leadership style, and understand more about managing conflict and change. Discussions will cover how to build networks to support the Head in their role, and experienced heads will share their stories and hard-won knowledge as guest speakers. Participants will leave this programme with a much better understanding of the latest survival skills that they need to do a really good job, based upon the current contexts of higher education.

- **Introduction to Head of Department: the open programme**
- **Introduction to Head of Department: in-house**

"I think this has been one of the most influential CPD courses I've undertaken, already starting to implement some of the learning”

*Introduction to Head of Department participant*

**Introduction to Head of Department: the open programme**

This programme runs over three days, a two-day module and a follow-up full day action learning set run approximately 4-6 weeks later. It is ideal for those aspiring to the role of Head, Heads designate who have not yet begun, and Heads just in post that have not had any leadership or management development.

The two-day module looks at the current challenges in higher education, the role of the Head, management styles, conflict styles (both using a self-completion assessment tool), managing change, networks and handling difficult conversations. It is run by one facilitator and includes a ‘learning from experience’ session with a senior manager from higher education. The handling difficult conversations session is facilitated using a company called ‘Leading Roles’ which comprises two actors and one facilitator. As part of the two-day module the participants have a short afternoon on action learning, the outcomes from which are followed up on the separate action learning set day which is facilitated by the programme leader.

More detail about the open programme, its structure and when it is next available can be found at [Introduction to Head of Department](#).

**Introduction to Head of Department: in-house**

Introduction to Head of Department can be delivered exactly as per the national programme or as two possible streamlined options:

1. The ‘Handling Difficult Conversations’ with three actors can be replaced with a similar session using only one actor who becomes a staff member with performance issues that the participants will ‘group coach’.
2. The full-day action learning sets can be facilitated by trained in-house facilitators or left off the programme.
This is an extremely popular in-house programme and has also run under the titles of 'Introduction to Management' and 'Introduction to University Leadership' in different institutions. It is suitable for administrative, academic or mixed audiences. The streamlined versions are very cost effective and can be run for 18-24 participants and historically some institutions have opened their programme up to other local institutions.

Example of a typical pricing schedule

<table>
<thead>
<tr>
<th>PTBA</th>
<th>Introduction to Head of Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates TBA</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dates</th>
<th>Event</th>
<th>Associate TBC</th>
<th>Actor Facilitator</th>
<th>Invoice Amount (excludes expenses) £</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBC</td>
<td>Introduction to Head of Department</td>
<td>2.0</td>
<td>0.5</td>
<td>6,340</td>
</tr>
<tr>
<td>TBC</td>
<td>Action Learning</td>
<td>1.0</td>
<td></td>
<td>1,285</td>
</tr>
<tr>
<td></td>
<td><strong>Total Price (excluding expenses)</strong> £7,625</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Number of participants | 18 |
| Price per participant | £424 |
| Number of participant days | 2 |
| Price per participant day | £212 |

Estimate of expenses per associate / per programme day | £250

Non-member institutions should contact [Sweta Purohit Jina](mailto:Sweta.Purohit.Jina@leadershipfoundation.org.uk) for the costs of an in-house Leading Departments programme.