Being a head of department is a significant step on the leadership career ladder. **Leading Departments** is a development programme, delivered in two, two-day modules, designed to engage, support and develop heads to meet the operational challenges of leading and managing academic, research or support teams.

### About LD

Leading Departments is designed to engage and assist those facing the day-to-day challenges associated with the leadership of front line academic and professional departments.

The programme draws on recent 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. It is also significantly informed by feedback from participants from previous Head of Department programmes and by heads of department at the end of their term of office.

After the programme, you will have the continued support of your peers and the opportunity to further develop your leadership through the Leadership Foundation Fellowship process.

### Who is LD for?

You will be at an early stage in your role as head of department, service or school, but may have had previous experience of leading or managing teams or units. You will either have an academic background and be leading a teaching, research or knowledge transfer department or have a professional service background and be leading an administrative or a professional service, for example, student support services, information technology service, marketing, or campus services.

You may have worked in the higher education sector for a number of years or have recently joined from another sector. You may have previously attended Introduction to Head of Department or a similar in-house development programme.

www.lfhe.ac.uk/fellowships

### LD objectives

By the end of this programme, participants will have had the opportunity to:

- Explore the use and balance of intellectual, emotional and political intelligences in facing day-to-day challenges
- Consider ways of improving team working and building the skills of delegation and prioritisation
- Identify own leadership styles and preferences, and consider the implications of these for the leadership of performance
- Reflect on their 360-degree feedback and apply the insights gained to focus their own plans for personal development
- Explore motivation as a way of achieving own and others high performance
- Work in small groups to discuss specific leadership issues and plan actions to address these

### Special features

- Extended simulation evolving over the two modules
- ‘Just-in-time’ learning and coaching sessions
- Addressing topical higher education issues
- Opportunity to develop skills and solutions in a risk-free environment
- Peer learning in small groups
- Use of actors to provide a variety of scenarios that will continue throughout the programme
- Introduction to a range of tools and techniques for practical exercises
- 360-degree diagnostic (between the modules) to identify personal strengths and development goals
Programme structure

This innovative programme takes a practical ‘hands-on’ approach to learning new skills and behaviours necessary to successful department leadership.

Running over four days, in two, two-day modules, the core of the programme will be a continuous and progressing simulation which will allow the participants to experience the realities of leadership in a department or school environment.

Module One will deal with people and power, including addressing challenging issues such as performance management, conflict resolution and self-positioning as leader as well as colleague.

In Module Two, approximately eight weeks later, participants will continue with the evolving simulation. The focus here will include ‘managing up’, influencing outside the line management relationship, and succession planning.

Find out more

Still not sure if this programme is for you? Talk to Ginnie.
T: 01786 430 328
E: ginnie.willis@lfhe.ac.uk

How to book

The dates for future runs of Leading Departments, along with application deadlines and booking conditions, can be found online at www.lfhe.ac.uk/leaddepts

As part of the application process, potential participants are asked to state both their individual and institutional learning objectives in relation to the programme.

Programme directors

Ginnie Willis

Ginnie is the programme director for four key Leadership Foundation open programmes: Senior Strategic Leadership, Leading Departments, Introduction to Head of Department and Aurora. She is the national co-ordinator for Scotland, represents the Leadership Foundation on a number of UK-wide committees, and has provided in-house consultancy on a range of topics for a number of higher education institutions.

Ginnie is qualified to administer a number of diagnostic tools (including the Transformational Leadership Questionnaire), which are key components of many programmes.

Paul Hessey

Paul has worked for many years designing and delivering training and consultancy across a wide range of public and private sector organisations to develop management, leadership and communications skills. His belief is that training should be engaging, based on sound theory and practical enough to give participants skills that will be immediately applicable in the workplace and beyond. He has found this approach to be particularly effective in the areas in which he specialises; interviewing, appraisal, feedback, coaching, conflict resolution, influencing, sales and negotiation.

If you would like more information about Leading Departments contact the programme coordinator:

Tori Senior
T: 020 3468 4818
E: tori.senior@lfhe.ac.uk
What they say about Leading Departments:

“Experiential learning is always risky. It requires everyone to play, to engage, to invest, to work with and within uncertainty. When it works, it engenders learning of profundity and significance. The Leading Departments programme brought this to fruition.”

“I have digested some very useful (and tried and tested) approaches to managing colleagues in proactive ways. The programme has boosted my confidence on several levels and I feel able to follow through on providing opportunities for giving feedback back at work.”

“I was somewhat concerned that there could be role play involved (heart sink moment) but the simulations were authentic and a valuable learning experience, giving me much to reflect on with constructive feedback.”

“In sport they say ‘train hard, compete easy’; the main benefit of this course is that it puts you in a difficult situation and gives you the chance to train for it so that the real situation is easier to deal with when it happens.”

“The Leading Departments programme, built around a simulation, is a highly practical, results-orientated development programme, which I would recommend to all Heads.”