TOP MANAGEMENT PROGRAMME

Building and leading an effective organisation
Higher education operates in a challenging environment in which change is constant, and which calls on institutions and their leaders to be highly innovative and at the same time confidently resilient. TMP will work with senior managers to equip them to actively shape the destinies of their universities, and to achieve continuously higher day-to-day performance through individuals and teams.

TMP addresses contemporary challenges using hands-on, feedback-intensive approaches to learning. Participants can expect to see results from the programme in the impact they will have on others, securing higher performance both inside and beyond their own institutions.

Designed to enable senior leaders to extend their thinking and practice, TMP brings the challenge to the participant. This will take the form of active engagement with top leaders from higher education and other sectors, applying new leadership models, experiential learning activities, and use of Impact Groups to make sense of real-life issues. The aim is for all participants to extend their leadership range and reach and become even more effective when back in their university or institution. We will expect all participants to commit to learn from the group’s process.

On completing the programme, TMP alumni will be expected to demonstrate:

- Confident leadership in order to achieve improved performance for their university or institution
- Commitment to shaping institutional strategy, position or culture
- Proven ability to bring about change through engaging people
- Knowledge and experience of how to work through collaboration and diversity for the benefit of the institution and the wider world
- Applied learning from a challenging international assignment
- A reflective, strategic approach to supporting and challenging others to lead

Orientation Day: Introduces participants to the philosophy, design and learning methods of TMP

Week One: Leading for organisational impact

This four-day residential is designed to address the issues associated with leadership, strategy and top team development. Participants will also be briefed on the 360-degree review process and fully introduced to the process of Impact Groups, with around four hours of in-depth discussion time with their own group. Participants will also benefit from the experience of guest senior leaders in the completion of engaging and challenging tasks.

Week Two: International group assignment

The week focuses on a collaborative inquiry process sponsored by a local host organisation. Participants present a range of options to the host after investigating local higher education providers in response to a set strategic challenge. Themes covered through the international assignment will vary, and are likely to include models of funding, strategies for learning and teaching, research and enterprise, harnessing diversity, widening participation and working collaboratively with other organisations. International weeks take place in either mainland Europe or North America.

Week Three: Effectiveness across and beyond the institution

The final four-day residential addresses issues around strategic positioning and culture, leading through collaborative relationships, power and influence and governance and risk. A six-hour simulation activity will allow participants the opportunity of leading an institution collaboratively; conflicting briefs allow for overlapping of agendas within the group, while also responding to potential crisis and feeding into the Board of Governors. Impact Group sessions are incorporated within this module.

Coaching

The first coaching session will be face-to-face and take place after Week One. Subsequent coaching sessions will take place by telephone, or if preferred by, online via Skype. The precise dates will be agreed between the delegate and their learning facilitator at the start of the TMP during the Orientation Day.

Impact Groups

Impact groups are the participant driven element of the Top Management Programme. Participants with significant change projects or plans to bring change to their institution, meet regularly to discuss the issues - particularly difficulties that they are facing and then testing in action the ideas arising from that discussion.
How to apply

The Leadership Foundation will use a range of criteria to match suitable candidates to the level and style of the programme and to create a balanced cohort for each TMP. These include:

• Variety of strategic leadership and management roles.
• A wide range of institutions/organisations and geographical spread.
• Breadth and depth of experience at senior strategic levels.
• Diversity of professional and cultural backgrounds.

Our aim is to promote fairness and equality in selection and to achieve a diverse group of participants who meet the selection criteria. The TMP is particularly keen to encourage applications and participation by women and ethnic minorities.

Participants are asked to present a personal statement (no more than two sides of A4) that outlines their range of experience of strategic management and leadership and of leadership development, as well as their motivation to join the programme. Their statement will be considered along with a supporting statement from the candidate's vice-chancellor or principal. Both documents are essential parts of the selection process.

Following the application deadline, all applications are passed to a selection team, who will meet and discuss the applicants' statements, measured against the criteria set out above. Applicants should expect to hear within 4 weeks of the application deadline on whether their application has been successful.

Full application information including current dates and fees can be found on the website: www.lfhe.ac.uk/tmp

Completed application forms should be sent to:

Kyra Ingro, Marketing Manager
E: kyra.ingrao@lfhe.ac.uk

Who should apply

Participants are individuals who are already leading a significant area of operation within their institution and who have been acknowledged by their institution as having the potential to reach the highest positions within, or indeed outside, the higher education sector.

Previous participants have included vice-chancellors/principals, chief executives, pro vice-chancellors/vice-principals, executive deans with cross institutional responsibility, heads of university administration and directors of professional services.

To be considered for the TMP, prospective participants must have:

• Experience and a track record of operating successfully at a strategic level in a higher education institution or other comparable organisation.
• The personal commitment to extend their learning and enhance their career and to contribute to the development of a productive learning community within the programme.
• The written support of their vice-chancellor/principal for their application to the programme.
• A strategic overview of the university and be a member of the institutions senior management team.

Professor Paul Gentle

Paul is programme director for the Top Management Programme, and leads a team of experienced facilitators in a newly-designed approach to enhancing institutional change through developing strategic leaders at the most senior levels. Paul is director of programmes at the Leadership Foundation, and is responsible for our portfolio of developmental programmes, events and networks. He has led in two universities since the 1990s, serving as head of department, dean and director of external engagement.

Paul’s doctoral research was based on investigating Action Learning Sets as a strategic leadership enabler in higher education. He believes strongly in working with universities to build capacity for strengthening the impact of leadership development activity, and this commitment informs the design of the Top Management Programme. His book ‘Engaging Leaders: the challenge of inspiring collective commitment in universities’ is published in 2014 by Routledge.

Louisa Hardman

Louisa brings almost three decades of organisational experience to her consultancy, including work in the fields of law and architecture before finding her professional home in psychology. Prior to moving into consultancy, Louisa worked in social housing, the National Health Service, local government and the BBC. Alongside directing Living Potential Consulting and working as a Key Associate with the Leadership Foundation, she also works as a Programme Director with London Business School and as an Associate with Ashridge Consulting and the Centre for Innovation in Health Management at the University of Leeds. She is passionate about developing creative and engaging interventions that deliver improved individual and organisational performance. Blending commercial realism with psychological insight, her clients span a range of sectors including health, central and local government, broadcasting, publishing, professional services, transport, social housing, higher education, retail, distribution, membership organisations, trades unions and the police.

Current client work includes the design and delivery of innovative leadership programmes, culture change, top team development, executive coaching and coach/consultant supervision. She has particular experience of and interest in supporting leadership confidence, credibility and creativity and in whole systems development. Louisa is also on the NHS Leadership Academy’s Individual and Board/Team coaching registers.

Rosemary Stamp

Rosemary Stamp advises higher education, public and private sector organisations throughout Europe on strategic planning, effective leadership, brand competitiveness and positioning, stakeholder engagement, policy response and strategic communications. Her wide-ranging career has spanned the public and private sectors, encompassing leadership within higher education services through to pioneering roles in global commercial communications agencies and strategic consultancy services.

Rosemary is a Visiting Professor at Nottingham Business School and has served as a sub panel Impact Assessor for the 2014 Research Excellence Framework (REF) for UK higher education.

Before founding Stamp Consulting in 2006, Rosemary was Director of the Strategic Consulting Group within the communications agency Euro RSCG Riley. She also held the roles of Group Brand Director and National Director for Education Marketing. Before joining Euro in 1998, Rosemary was Director of student marketing, research and recruitment for the University of Warwick.
“The opportunity to engage in a relatively intense environment with peers from other institutions provides an incredibly valuable comparative framework with which one can test the strengths and weaknesses, and interrogate the values and qualities, of one’s own University. It also provides some excellent ideas as to how to progress important issues, and some useful means of reflecting on key areas for personal and career development.”

Professor Shane O’Neill, TMP28, Dean of the Faculty of Arts, Humanities and Social Sciences, Queen’s University of Belfast

“A course that has led to true change in the way I am, and think, and act. The network of expert colleagues and friends made during the course will continue to engage and sustain me in coming months and years.”

Jenny Jenkin, TMP27, Registrar, University of Bedfordshire

“It’s only week one and I already feel I’ve benefited hugely: it’s like a hothouse bringing everything you wanted (and needed) to know about leadership into an incredibly concentrated and focused format. It’s like a year compressed into a week.”

Professor Naren Barfield, TMP18, Pro-Rector, Academic, Royal College of Art

“I would strongly recommend TMP to everyone who feels like they want to create the time and space to really engage with the way in which they lead and manage. I would also recommend it just as strongly to those who don’t. It was a profoundly rewarding experience to be part of such a collective and mutually supportive journey.”

Professor Mark d’Inverno, TMP32, Pro-Warden Research and Enterprise, Goldsmiths, University of London

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