

Inspiring  
Leadership

**Leadership  
Foundation**  
for Higher Education

# THE LEADING YOUR TECHNICAL TEAM PROGRAMMES

# THE LEADING YOUR TECHNICAL TEAM PROGRAMMES

The Leading Your Technical Team programme set **Leading Your Technical Team** and **Building on Your Leadership Skills** are geared toward delivering the fundamental and key skill elements for leading and managing people, particularly in a technical team.

It is delivered in the context of a higher education environment but is not aimed at any specific job role or discipline. Our recent participants have been from a very broad range of higher education institutions, and from a very diverse range of academic disciplines and departments or service sections. For example recent delegates included people from institutions such as Glasgow Caledonian University, University of Leeds, University of Oxford, Canterbury College and Norwich University College of Arts. Recent participants also had a wide variety of job roles ranging from Technician, Senior Technician, Laboratory Manager, IT Network Team Leader, Workshop Manager, Geological Facilities Manager, Textile Workshop Manager and Bio-repository Manager. Leading Your Technical Team has been running for 28 years and more than 1,100 technicians have been through the programme over this time.

**How the programme works:** Both programme follow a similar format, in that the learning is enhanced through informal and highly participative sessions that include active discussion, exchange of ideas and delegate group work. There is no role playing.

**There are a strictly limited number of places and applicants are advised to apply early in order to secure a place**

## THE LATEST THINKING

Recent surveys have shown that high quality technical support is now seen as very important in delivering a high value student experience and quality research. For example the recent Postgraduate

Research Student Survey (PRES2011) found that only 70% of students felt that they had had the technical support that they really needed, while research funding bodies also recognise that quality technical support is essential in supporting leading research. The recent Lewis Report (Lewis & Gospel 2011) confirms that "Technicians work closely with academic researchers and make an indispensable contribution to the production of scientific knowledge."

The nature of technical support in many universities and higher education colleges is changing. Technicians have become both increasingly specialised and also high impact in terms of directly supporting teaching, research or infrastructure. For many universities one of the key challenges is how to effectively channel, develop and manage their scarce but highly valuable technical resource. Increasingly, what has been highlighted when realigning and grouping together their technical support is the need to prepare and train technicians to manage, and above all, lead technical teams. We have designed and refreshed the **Leading Your Technical Team** programme set to meet this need.

## LEADING YOUR TECHNICAL TEAM Specific programme goals

The programme introduces the fundamental building blocks of management and leadership specifically in the context of technical support in universities and higher education colleges. It provides an opportunity to look at the practical challenges of managing and supervising technical staff from both academic and service areas, as

well as examining a range of essential management and leadership skills and techniques. The programme links practical leadership theories to dynamic team leading in context with the reality of managing in a technical university environment.

By the end of the programme participants will have:

- Identified the main management/ leadership/supervisory skills required of them within their own working environment.
- Gained information on key issues, changes in higher education and current initiatives and developments which affect technical staff.
- Reflected upon the practices and processes affecting management and leadership in technical units, sections and departments.
- Practised a number of leadership and management skills and identified ways to develop these skills further.
- Had an opportunity to share with presenters and fellow participants from a wide number of universities and higher education colleges, their views, experiences, expertise etc.

## Content

The programme will cover topics including:

- **Key issues for managers/supervisors and their teams**- roles and responsibilities.
- **Management v leadership**
- **Motivation and delegation** - individuals and team.
- **Communication skills & team briefing** - influencing skills and analysing your network.

# THE LEADING YOUR TECHNICAL TEAM PROGRAMMES

- **Managing change** - leading your team through change in an university environment.
- **People management issues** & case studies.
- **Teams and team roles** - team working
- **Developing yourself and your team.**

## Who should attend

This programme is intended for chief/principal/senior technicians, laboratory/workshop/unit managers, recently appointed departmental superintendents or senior colleagues from UK universities and colleges, who might now or in the future, have managerial or supervisory responsibilities and are interested in developing their fundamental management/leadership skills. The programme content will be delivered within the context of working in an university environment and will be applicable to support staff from academic and service areas. It is most important that participants are, wherever possible, residential and therefore available to attend the programme throughout.

## BUILDING ON YOUR LEADERSHIP SKILLS

### Specific programme goals

The programme builds on the fundamentals learned in Leading Your Technical Team and provides a further opportunity to look at the practical challenges of managing or supervising technical staff from both academic and service areas, as well as examining a range of essential management and leadership skills and techniques. The programme again links practical leadership theories to dynamic team leading in context with the reality of managing in a technical university environment. The programme content incorporates a range of topics that were suggested by attendees on Leading Your Technical Team as areas that they would most like to explore further,

e.g. Managing Staff Performance, Dealing with Difficult People and Influencing Skills. Toward the end of the programme we begin to explore the topic of Leadership Intelligences, which introduces you to themes covered in greater depth in more advanced leadership programmes.

By the end of the programme participants will know how to:

- Lead and motivate by identifying the key skills and characteristics of successful leaders and team managers and to develop the key people management skills you need to ensure success in your supervisory role.
- Create a vision and direction to motivate, manage and lead your team and individuals to meet objectives and deliver results.
- Improve performance through developing personal strategies for enhancing the effectiveness of your team by using flexibility across the leadership styles.
- Manage performance through developing your team's strengths by setting and reaching both personal and team objectives using delegation and leadership skills.
- Lead a team made up of different personalities and encourage mutual respect and cooperation from all team members and understand how to overcome barriers to communication.
- Work with difficult people through resolving conflict and dealing with difficult people and situations confidently and positively.
- Understand yourself, your influencing environment and your impact and to develop multidirectional influencing skills and an influencing strategy.
- Identify the multiple intelligences and leadership qualities that will help to make you a good leader.

## Content

The programme will cover topics including:

- **Leadership & motivation** - The differences of motivation, influence and manipulation.
- **Managing performance** - Where and when to improve team and/or individuals performance.
- **Working with difficult people** - How to take control & case studies.
- **Influencing** - Influencing teams & influencing individuals.
- **Leadership intelligences** - Personality based leadership, leadership and team performance.

## Who should attend

This programme is particularly suited to people who have completed Leading Your Technical Team or those who have previously attended similar programmes and have a few years' experience in a technical managerial or supervisory role and want to further develop their management/leadership skills. The programme content will be delivered within the context of working in a university environment and will be applicable to support staff from academic and service areas. It is most important that participants are, wherever possible, residential and therefore available to attend the programme throughout.

To book a place on either of these programmes please contact:

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Programme Administrator

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## PRESENTER PROFILES



### **Ian Moulson: Programme Director, Leadership Foundation for Higher Education**

In addition to his role with the Leadership Foundation, Ian is the departmental manager of the Department of Electronic and Electrical Engineering at the University of Sheffield. He has been at Sheffield for 38 years, beginning his career there as an electronics technician following a number of years in the electronics industry and an electrical engineering apprenticeship in the steel industry. Throughout his career Ian has built up a wealth of experience in managing a diverse range of support staff teams. He has managed technical teams ranging in size from 2 to 40 people as well as small to medium sized administrative and managerial teams. Ian's current departmental resource management responsibilities include finance, support staff, safety, buildings and facilities. He has also been heavily involved in wider university business for many years including university staff promotion and appeals panels. He is a fellow of the Institute of Science and Technology (IST) and editor of the IST Journal. For many years Ian has been actively involved in both promoting and delivering technical training at Sheffield and also more widely through the Leadership Foundation run programmes, Leading Your Technical Team and Building on Your Leadership Skills



### **Lisa Woods**

Lisa has significant experience managing large teams in both private and public sector organisations. After graduating from Loughborough University she worked for airport operator BAAplc in a variety of operational, change management and training roles across all the London airports. Whilst with BAA she also gained her MBA from the University of Surrey. In 2000 Lisa moved with her family to the USA where she undertook volunteer work which included the American Red Cross and the Small Business Administration in Texas. Lisa joined the University of Sheffield in 2005 and currently manages a team of 400+ staff in her role as Head of Campus Services.



### **Kevin Oxley**

Kevin is the departmental manager of the Department of Infection & Immunity within the Medical School at the University of Sheffield. He began his career at Sheffield as a trainee Medical Laboratory Scientific

Officer 30 year ago and subsequently experienced a series of diverse technical roles within the School. Over the last 10 years he has undertaken a range of senior managerial positions, leading technical and support staff teams, under various administrations and has been involved with small and large project teams across the University. Kevin is actively involved in both promoting and delivering training at Sheffield.

## Contacting us

If you would like to speak to someone about your leadership development requirements call us on:

# 020 7849 6900

or connect with us at any of the contact points below:



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