


# FUTURE LEADERS PROGRAMME

PERSONAL, TEAM, AND ORGANISATIONAL  
CHALLENGES IN PROFESSIONAL SERVICES

DEVELOPED IN COLLABORATION WITH

**Leadership  
Foundation**  
for Higher Education

**JISC**

  
**SCONUL**  
Society of College,  
National and University  
Libraries

**ucisa**

**LIBRARY  
HSILIRB**

# FUTURE LEADERS PROGRAMME

## PERSONAL, TEAM, AND ORGANISATIONAL CHALLENGES IN PROFESSIONAL SERVICES

The Future Leaders Programme provides a unique opportunity for experienced professional services staff (typically covering library, ICT, student services and related activities) to deepen their understanding and leadership ability, and develop their potential. The programme is aimed at those individuals who aspire to a strategic role within professional services and who have proven management experience. The programme has been developed in collaboration with JISC, SCOUNL, UCISA and The British Library.

### FOCUS

The Future Leaders Programme assists participants to take a more visionary, strategic, and relational approach to build world class leadership capabilities within their field.

### OUTCOMES

By the end of this programme participants will have:

- Explored what it means to lead professional services in an institutional context.
- Examined their own skill levels against those required for institutional leadership roles.
- Learned how to 'learn to lead'.
- Created their own personal development plan that builds on all their strengths.
- Carried out an agreed change project on behalf of their sponsoring institution.
- Increased understanding of the nature of the leadership challenge and best practice.
- In-depth appreciation of professional services and education issues in higher education, including the challenges and opportunities.

### SPECIAL FEATURES

The Future Leaders Programme invites participants to:

- Undertake an individual and/or collective leadership challenge and change project as agreed with their institution.
- Complete and receive feedback from a professional coach on leadership skills gap analysis, 360-degree and psychometric assessments.
- Create and implement a continual leadership development plan.
- Explore using a Thinking Environment to challenge assumptions that limit potential, and to discover and implement the conditions that help individuals and their colleagues to think at their best.
- Develop a range of skills associated with leadership e.g. self-awareness, communication, critical and creative thinking.
- Establish a cross-functional network of colleagues to develop integrated solutions to issues and challenges.
- Increase the range and depth of interventions they make,

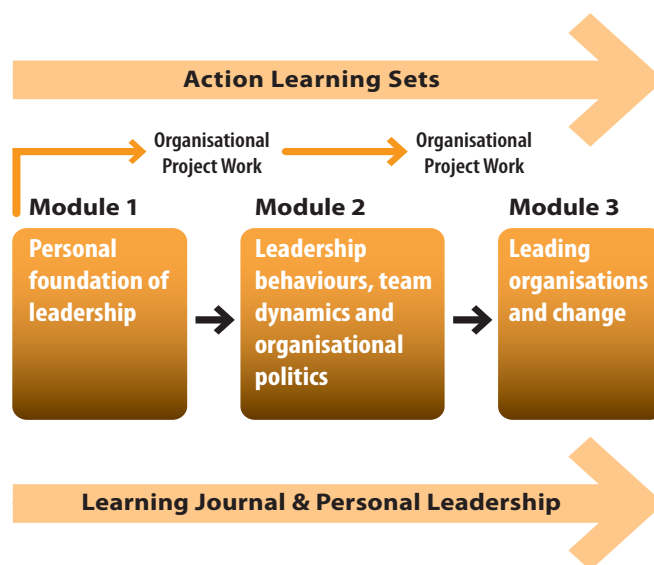
leading to enhanced effectiveness and the alignment of team, functional and organisational objectives.

- Present and receive feedback on their achievements during the programme.
- JISC simulation.

### PROGRAMME INCLUDES:

- Keynote speakers include – leading authorities in their respective fields, including a senior university librarian.
- Peer coaching and feedback (participants will support each other throughout the programme; debriefing with a professional coach for psychometric and 360-degree assessments).
- Action learning days – facilitated by an experienced coach/facilitator.
- Programme materials and other resources available online.
- Interactive approaches and activities.

### PROGRAMME STRUCTURE AND DATES



The deadline for applications to the Future Leaders Programme (Cohort 7) is **Friday 13 January 2012**.

The seventh run of this 13 day programme will take place over a period of one year beginning in March 2012.

- Pre-application work will include the preparation and agreement of a change project proposal with their sponsoring institution.
- Pre-course work will include reading, and completion of psychometric assessments.
- **Module 1 – Personal Foundation of Leadership: Tuesday 13 – Friday 16 March 2012.** This is an intensive 3.5 days focusing on self awareness, leadership capabilities and the establishment of leadership inquiry.
- **Module 2 – Leadership Behaviour: Tuesday 10 – Thursday 12 July 2012.** In these 3 days,

delegates will take an in-depth look at leadership behaviour, with special emphasis in the context of leading teams. Emphasis will also be placed on communications skills, influencing, conflict, holding difficult conversations and emotional intelligence.

- **Module 3 – Leading Organisations and Change: Wednesday 7 – Friday 9 November 2012.** The final 3 day residential element covers strategic decisions and organisational change, enabling delegates to ground their leadership in an appreciation of the threats and opportunities in the field of professional services.
- Please keep **Tuesday 22** and **Wednesday 23 May 2012** free as this is when the feedback of the results of psychometric assessments will take place.
- Action Learning Set dates are **Thursday 24 May 2012, Wednesday 5 September 2012, and Wednesday 9 January 2012.**
- Delegates present, share, and review their findings at the concluding Capstone Day, **Monday 4 March 2013.**



#### **PROGRAMME DIRECTOR AND FACILITATORS**

##### **Dr Paul Gentle**

Programme Director, Leadership Foundation  
[paul.gentle@lfhe.ac.uk](mailto:paul.gentle@lfhe.ac.uk)

Paul is Programme Director for three key open programmes: Future Leaders Programme, Preparing for Senior Strategic Leadership and Senior Strategic Leadership, with a remit to expand capacity over the next four years. He is also the lead contact for the Leadership Foundation in south-west England, where he is based.

In 2001 he was appointed dean of international education at University College Plymouth St Mark and St John (Marjon) where his responsibilities also included the role of director of regional affairs, enabling Paul to take a lead in building capacity in engaging academic staff in activities with business and the community.

A Leadership Foundation Fellowship in 2005 provided the funding for a series of activities designed to boost organisational learning at Marjon, including an internal Change Academy event. From 1990 he was at the University of Central Lancashire for 11 years, where he was head of the department of languages and international studies, and faculty project development manager.

Paul holds a Doctorate in Education, based on using Action Learning Sets to support organisational cultures at middle management level in higher education. He is passionately committed to working with universities to build internal capacity for evaluating the impact of their leadership development activity.



##### **Mark Jenner**

Associate, Leadership Foundation

Dr Mark Jenner is a highly experienced learning & organisation development professional with a 20-year track record designing and running high impact leadership programmes in a wide variety of organisations. Mark is passionate about leadership and leadership development. He believes the demand for leadership way exceeds its supply and that the development of leaders at all levels, in all walks of life, is a critical issue. His approach to leadership development was shaped both by his doctoral research and his 20 years experience leading learning departments in places like Barclays Bank and Ernst & Young. Mark judges the Learning & Development category for the Managing Partners Forum Annual Awards, is a Visiting Lecturer to the Institute for Work Based Learning at Middlesex University, and an Associate Fellow at Imperial College Business School. He is an accredited user of the Leadership Development Framework, the Team Management Profile and the Global Personality Inventory.



##### **Shirley Wardell MA**

Associate, Leadership Foundation

Shirley Wardell has been a Leadership Skills Trainer since 1995. She is an Owner Director of Evolve LEADTEAM Ltd. and the Business Development Director of Frameworks 4 Change. Shirley is also a Thinking Environment Consultant and Coach. 'The Thinking Environment' is Nancy Kline's model of excellence for organisational relationships, change management and individual development. Shirley has applied it successfully in Higher Education in disciplines ranging from Chemical Engineering to the Arts. Shirley trains undergraduates and postgraduates in leadership skills at the University of Surrey, University College London and the University of Southampton. Shirley contributes directly to leadership and coaching research projects conducted by the University of Surrey, School of Management. She has also been a leadership trainer at the National School of Government since 1997 and has delivered courses for the Department of Education and Skills, the Department of Constitutional Affairs and the Office of the Deputy Prime Minister. Her commercial clients include Andrew Page, BP, Robert Bosch Ltd., Blaupunkt, TMP World Wide/Monster, Best People in IT and Digital Steps.

#### **Application**

More information about the programme and the guidance notes for applying to the programme can be found on the website at [www.lfhe.ac.uk/support/flp/](http://www.lfhe.ac.uk/support/flp/)

All completed applications should be emailed to arrive by **Friday 13 January 2012** to Melissa Scuteri, Programme and Events Manager at E: [melissa.scuteri@lfhe.ac.uk](mailto:melissa.scuteri@lfhe.ac.uk).

"You change, you see yourself change and you understand why. One of the most positively transforming programmes I have ever done."

*Pete Walker, Assistant Director, Institute of Learning and Research Technology, University of Bristol*

"Through the process of challenging fundamental ideas I held about both leadership and my own abilities, the programme has given me the tools, support and confidence to take risks, apply critical and creative thinking to problem-solving, and become a player in a new leadership role."

*Sue Mehrer, Deputy Librarian, Cambridge University*

"Nothing could have prepared me for this programme has had. This is not just a leadership programme – it is an exploration of inner self and an understanding of impact on your colleagues through a process of experiential learning. Am I better leader from this programme? I think so. Am I a better person from this programme? Undoubtedly."

*Andy Nixon, Director of ITS Operations, Durham University*

"The Future Leaders Programme has been fantastic experience. It has challenged my perceptions of myself, my actions in relation to others and my thoughts about leadership. I now I feel that I have a greater understanding of what it is to be a leader and how I can make a difference."

*Dr Susannah Quinsee, Director of Learning Development, City University*

"It's almost 3 years since I completed Future Leaders Programme and I find I'm still going back to the techniques and ideas we shared. The experience does not just stop with me; I've shared insights and concepts back at the office with a range of colleagues."

*Fiona Grieg, Content and Development Manager, Learning Research and Support, University of Plymouth.*

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**Leadership  
Foundation**  
for Higher Education

First Floor, Holborn Gate  
330 High Holborn  
London  
WC1V 7QT

T 020 7849 6900  
F 020 7849 6901  
E [info@lfhe.ac.uk](mailto:info@lfhe.ac.uk)  
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