




**ENGAGING  
WITH LEADERS  
IN HIGHER  
EDUCATION**

**HEAD OF DEPARTMENT  
PROGRAMME**

**MAKING CHANGE HAPPEN**

**Leadership  
Foundation**  
for Higher Education



Being a head of department is a significant step on the leadership career ladder. Head of Department (HoD) 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.

### POTENTIAL PARTICIPANTS

You will be at an early stage in your role as head of department 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 be leading an administrative or a professional services department, for example, student support services, information technology or services, marketing, 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.

### FOCUS

HoD is designed to engage and assist those facing the operational challenges associated with the leadership of academic, research and support teams. 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 previous participants and by heads of department at the end of their term of office.

### OBJECTIVES

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

- Consider the strategic context within which leadership operates in the higher education sector
- Explore the significance of intellectual, emotional and political intelligences in relation to leadership
- Review the ways in which performance is managed in their own institutions and plan ways to address specific issues
- Explore models of high performance teamwork and team development
- Identify their own team role and motivation preferences, and consider the implications of these for the leadership of performance
- Reflect on their 360° feedback and apply the insights gained to focus their own plans for personal development

- Consider an approach to managing projects in situations of paradox and complexity
- Work in small groups to discuss specific leadership issues and plan actions to address these

### SPECIAL FEATURES

- 360° diagnostic which will enable you to appreciate your approach to leading and managing in your department
- Practical exercises, tools and techniques related to the strategic challenges facing higher education institutions
- Cross-institutional understanding of leadership practice in UK higher education institutions
- A safe and supportive environment in which to acquire knowledge and practise skills
- A half-day workshop, led by Olivier Mythodrama, on Shakespeare's Julius Caesar, as a means to explore influential leadership and its use of sources of power in organisations
- Action-learning sessions to address organisational outcomes

### PROGRAMME STRUCTURE

HoD will have a range of venues and start dates throughout any academic year, and each programme will take place over a two-month period. The programme consists of two modules, each taking place over two days.

#### **Module One: Priorities, People and Power**

Focuses on the strategic context of higher education across the UK, and the challenges of prioritisation and decision making in a middle management role. It will look at emotional intelligence, leading individuals and teams and motivating performance.

#### **Module Two: Influencing, Power and Politics**

Looks at political intelligence, influential leadership and models for influencing and include a session on Shakespeare's Julius Caesar. It will also consider external and internal networking, including working effectively with other departments and look at leadership roles elsewhere in the organisation.

## FIND OUT MORE

Still not sure if this programme is for you?

Talk to **Ginnie Willis**

**T:** 01786 430 328

**E:** [ginnie.willis@lfhe.ac.uk](mailto:ginnie.willis@lfhe.ac.uk)

## BOOKING PROCESS

The dates for future runs of HoD, along with application deadlines and booking conditions, can be found online at

**[www.lfhe.ac.uk/support/head](http://www.lfhe.ac.uk/support/head)**

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 joined the Leadership Foundation in 2007 following nine years as director of Training and Development at the University of Stirling. Having previously worked at the University of Aberdeen and in the financial services sector, Ginnie is well-versed in the nuances of

the Scottish higher educational sector and accustomed to working across diverse organisations at all levels. Whilst her professional interests are leadership and management development, her various roles have covered diversity and equal opportunities, organisation development and the implementation and management of change.

She is also qualified to administer a number of diagnostic tools (including the Transformational Leadership Questionnaire) which are key components of many programmes. She acts as the national co-ordinator for Scotland and represents the Leadership Foundation on a number of UK-wide committees.

### Dr Paul Gentle



Paul joined the Leadership Foundation in 2008 as programme director for three key open programmes: Head of Department, Preparing for Senior Strategic Leadership and Senior Strategic Leadership, with a remit to expand capacity. 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 by engaging academic staff in activity 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.

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

### Tori Senior

**T:** 020 7849 6908

**E:** [tori.senior@lfhe.ac.uk](mailto:tori.senior@lfhe.ac.uk)

## What they say about Head of Department Programme (HoD):

"I have returned from both modules of the HoD programme full of excellent ideas about new approaches to my own leadership. The programme was delivered by an excellent team who brought out the best in a very friendly cohort of department/school heads."

**Dr Maureen M Meikle**

**Head of Humanities, Leeds Trinity University College**

"I valued the learning about how best to lead the processes and structure of working groups in my department as well as how to progress really difficult decisions and deal with difficult staff. I also enjoyed the encounter with other HoDs, some of whom I will definitely connect with again."

**Dr Andrea Gilroy**

**Head of Department, Goldsmiths, University of London**

"This is an open-minded, engaging and productive course. I am very glad I took the programme and I am sure I will continue to benefit from it in the months and years ahead."

**Professor Julie Sanders**

**Head of School, University of Nottingham**

"The HoD programme has made me more reflective in my work. I'm really considering things strategically, locally and more intelligently and am able to plan, influence and deliver with a real increase in confidence. I've recognised my own strengths, have been given the tools to build in areas I need to develop and have had a warm supportive experience with colleagues from across the sector. Invaluable."

**Kirsteen Coupar**

**Equality and Diversity Manager, University of Greenwich**

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