



**ENGAGING  
WITH LEADERS  
IN HIGHER  
EDUCATION**

**INTRODUCTION TO  
HEAD OF DEPARTMENT**  
**CONTEXT, CHANGE AND CHALLENGE**

**Leadership  
Foundation**  
for Higher Education

What is an effective head of department? It is a pivotal role in any higher education institution, but what do you have to know and do? Introduction to Head of Department (IHoD) gives you the opportunity to explore the knowledge, and skills required; and to undertake diagnostics that will help you identify your personal style of leadership.

Introduction to Head of Department will take you through the contemporary contexts and challenges of being a head of department. It is a short but intense programme that will give you a clear sense of what you need to hit the ground running, providing an effective foundation for those aspiring to or new to the role.

IHoD is grounded in the strategic issues and choices that institutions are currently facing, whilst giving you practical leadership preparation for new, aspiring or returning heads of departments.

We have been running a version of this programme for Scottish HEIs since March 2006, it has been adapted over that time to meet the changing needs of new heads of department, and we are now offering the revamped Introduction to Head of Department UK-wide. Participants will leave this programme with a much better understanding of the latest survival skills that they need to do a really good job, based upon the current contexts of higher education.

### POTENTIAL PARTICIPANTS

You could be contemplating whether a head of department role is right for you. Or you could have already been appointed to such a role and are waiting to begin.

This programme has also been developed to support those returning to a head of department role after a break or time in another role within their university or higher education college. You may be from an academic or professional background and be anticipating leading an academic or support function.

*"The course significantly improved my confidence and my ability to take on the role of HoD. I had been very dubious about it beforehand, but both the facilitators and the participants taught me a lot about my strengths and about the role."*

**Professor Kirstein Rummery**  
Chair in Social Policy, University of Stirling

### FOCUS

This programme is about quickly getting aspirant, new, or returning heads of departments into leadership mode so they can deliver effectively in their new role. For the participant with previous experience in this or a similar leadership role in the past, the programme will cover the issues that you need to sharpen your skills, focusing for example on issues such as conflict management and building internal networks. There will be opportunities to discuss your own change challenges.

### OBJECTIVES

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

- Review the changing face of higher education throughout the UK and how these changes are effecting HEIs
- Explore the role of head of department in its various guises
- Identify your conflict mode preferences and develop strategies for difficult conversations
- Raise your awareness of different leadership styles
- Explore the nature of change and models for implementation
- Discuss a change or conflict scenario and work on strategies for addressing it
- Work in small groups to discuss specific leadership issues and plan actions to address these
- Share experiences and ideas with a set of fellow-leaders
- Develop your self-awareness and confidence as a leader

### SPECIAL FEATURES

- Look at the nature of change and discuss models for implementing your own change project
- Managing Difficult Conversations
- Reviewing conflict using the Thomas Kilman conflict mode tool
- Guest presentations from experienced HoDs
- Action learning sets
- Diagnostics on management and leadership style

# INTRODUCTION TO HEAD OF DEPARTMENT

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## PROGRAMME STRUCTURE

Over two programme days and one action learning-set day delegates will develop their knowledge and skills in the leadership of people and the management of change. The programme includes case studies, diagnostics, individual and small group work, and plenary exercises. Participants are invited to prepare a change or conflict scenario to be worked-on during the programme and to identify their individual and institutional learning objectives in relation to the programme.

## FIND OUT MORE

Still not sure if this programme is for you?

Talk to **Ginnie Willis**

**T:** 01786 430 328

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

## BOOKING PROCESS

Places are offered on this programme on a first come basis. Dates, deadlines and booking conditions can be found online at [www.ifhe.ac.uk/support/ihod](http://www.ifhe.ac.uk/support/ihod)

## PROGRAMME DIRECTOR



### **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.

## YOUR PROFESSIONAL DEVELOPMENT JOURNEY

The Leadership Foundation is here to help you fulfil your potential as a leader, we can support you at every stage of your career. All our open programmes offer invaluable opportunities to reflect on your own practice, work alongside colleagues from other institutions and explore recent thinking on university leadership at your level.

When you take up – or prepare for – the next challenge in your career, you will probably be looking to develop further your professional leadership capabilities and expertise. Beyond IHoD there is the opportunity to progress through our carefully designed programmes of leadership development; there is a programme for each key stage of your career.

The Leadership Foundation will keep in contact with you after your programme, and offer you a range of follow-up services, including one-day seminar events, specialist short programmes and one-to-one executive coaching. There will also be the chance to engage in activities and events for programme alumni for those who wish to build and sustain their networks as leaders.

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

**Tori Senior**

**T:** 020 7849 6908

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

"Introduction to Head of Department has been introduced in response to demand for an intensive programme for those stepping into this management role. It provides an accelerated approach to getting up to speed for the new or as a refresher for those returning, given the rapid pace of sectoral change. While standing alone, it also provides a sound foundation to the highly successful two module Head of Department programme. I commend it to you."

**Professor Stephanie Marshall**  
*Director of Programmes, Leadership Foundation for Higher Education*

**What they say about Introduction to Head of Department (IHoD):**

"I found the course very useful it has helped me look at how I resolve problems in a different light."

**Dr Keith Brown**  
*Head of EPS Graduate School, Heriot-Watt University*

"An excellent opportunity to develop new skills and meet colleagues from a wide range of backgrounds with similar experiences and developmental needs."

**Dr Gordon Munro**  
*Head of Undergraduate Programmes, Royal Conservatoire of Scotland*

"I have achieved a much better insight into my leadership style and received useful pointers of how to improve it."

**Professor Thomas Krauss**  
*Head of School of Physics and Astronomy, University of St Andrews*

"The module made me aware of the theory behind, and the break-down of, the processes which I perform that I sometimes take for granted."

**Ian Smith**  
*Head of School, Edinburgh Napier University*

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