


**ENGAGING  
WITH LEADERS  
IN HIGHER  
EDUCATION**



**PREPARING FOR SENIOR  
STRATEGIC LEADERSHIP**

**INNOVATION, RESILIENCE AND  
CORPORATE CHANGE**

**Leadership  
Foundation**  
for Higher Education



Preparing for Senior Strategic Leadership (PSSL) is delivered in two modules, for those about to take up a post, or who are new in post as academic, administrative or professional services leaders. It has been devised to be both challenging and empowering for operational managers who want to gain an insight into contributing to the development of major strategic decisions of a higher education institution – university or higher education college.

### POTENTIAL PARTICIPANTS

You will be an experienced head of school, department or be a newly appointed dean of faculty or be aspiring to such a role. If you have an academic background you will be leading a teaching, research or knowledge transfer department. Alternatively you may be leading an administrative or a professional services section – for example human resources, finance, estates, marketing, knowledge, information services/information technology or student support services. You are also likely to have already been a delegate on a Head of Department programme (HoD) run by the Leadership Foundation or a similar programme run by your own institution.

### FOCUS

PSSL is designed to engage and assist those facing the challenges of the corporate leadership, planning and change agenda. The programme emphasises innovation and creativity as a means to implementing effective and sustainable change, and gives particular attention to intellectual stimulation as a focus for leaders.

### OBJECTIVES

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

- Be introduced to tools for guiding the planning and implementation of change and apply these to specific initiatives
- Identify factors that are critical to, and determine capability for, achievement of change programme objectives
- Explore models of organisational culture and consider their relevance to individuals' institutions
- Consider strategies for effective influence and negotiation skills, and practise and review the skills involved
- Examine the nature of power and develop narrative skills to communicate strength of leadership
- Explore models of 'Emotional Intelligence' to enhance self-awareness and awareness of others
- Reflect on the issues involved in handling sensitive situations at work
- Work in small groups to discuss specific leadership issues and plans for personal development

### SPECIAL FEATURES

- 360° diagnostic which will enable you to appreciate your approach to leading and managing
- 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 workshop on 'Leadership and the Power of Narrative'
- Action-learning sessions to address organisational outcomes

PSSL has its own online resource environment (ORE) open to all participants before, during and after your cohort. All programme materials will be available online.

### PROGRAMME STRUCTURE

PSSL will have a range of start dates throughout any academic year, and each programme will take place over a two to three-month period. Pre-programme work will involve reading and interacting with other participants.

**Module One – Unpacking Strategic Leadership:** This intensive two-day module focuses on planning change, stakeholder mapping and capability analysis, handling sensitive communications, and organisational culture and high-leverage leadership actions.

**Module Two – Strategic Leadership in Action:** In this final session of PSSL delegates will be taken through influencing and negotiating, narrative skills, and personal development planning.

### 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)

# PREPARING FOR SENIOR STRATEGIC LEADERSHIP

INNOVATION, RESILIENCE AND CORPORATE CHANGE

## BOOKING PROCESS

The dates for future runs of PSSSL, along with application deadlines and booking conditions, can be found online at [www.lfhe.ac.uk/support/pssl](http://www.lfhe.ac.uk/support/pssl)

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

### 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.

### 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, and 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.

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

**Kyra Spinlove**

T: 020 7849 6907

E: [kyra.spinlove@lfhe.ac.uk](mailto:kyra.spinlove@lfhe.ac.uk)

## What they say about Preparing for Senior Strategic Leadership (PSSL):

“Leadership in higher education has been compared to 'herding cats' but the PSSL programme has taught me that good leadership in the 21st century is essentially about values, integrity, vision, courage and above all about RELATIONSHIPS. This is an invaluable lesson to learn.”

**Dr Noel Purdy**

**Principal Lecturer/Team Leader: Special Education, Stranmillis University College**

“PSSL has been one of the most beneficial programmes for me during my 16 years in the sector, and the opportunity to meet colleagues from all spheres of higher education and share ideas, challenges and solutions has been invaluable. The 360 degree feedback process has also been a key milestone in preparing me for the next stage in my professional development.”

**Ian Hamley**

**Director of Faculty Administration, Birmingham City University**

“I felt inspired and have already taken steps to incorporate some of the ideas into my work.”

**Professor Sara Owen**

**Dean of Health, Life and Social Sciences, University of Lincoln**

“It left me with a real sense of what it takes to work with integrity in academic leadership and I expect to draw on this in years to come.”

**Professor David Robertson**

**Director Centre for Intelligent Systems and their Applications, University of Edinburgh**

“PSSL is an excellent programme, which helped me put personal experiences and academic learning into context within the wider issues of strategic leadership. The networking opportunities offered with colleagues from a wide range of backgrounds and institutions is invaluable and is still maintained - long after programme has finished!”

**Lorri Currie**

**Academic Registrar, Canterbury Christchurch University**

## Connect with us:



Follow us on Twitter

[www.twitter.com/LFHMarketing](http://www.twitter.com/LFHMarketing)



Join us on LinkedIn

<http://linkd.in/LFHELinkedIn>



Join us on Facebook

<http://on.fb.me/LFFacebook>



Visit our Website

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

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



Please consider your environmental responsibilities and, if printing this pdf recycle the hard copy after use.