




**ENGAGING  
WITH LEADERS  
IN HIGHER  
EDUCATION**

**SENIOR STRATEGIC  
LEADERSHIP**

**CHALLENGE, TRANSFORMATION AND AGILITY**

**Leadership  
Foundation**  
for Higher Education



Senior Strategic Leadership (SSL) is delivered in two modules, for experienced senior and strategic leaders. It is designed to assist those who already have experience of contributing to or leading on the corporate strategic decisions of a higher education institution – university or higher education college.

### POTENTIAL PARTICIPANTS

You will be an experienced dean of faculty, senior professor or lead a professional service department – for example human resources, finance, estates, marketing, knowledge, information services/information technology or student support services. You will be looking to refresh and enhance your leadership skills set and may aspire to pro vice-chancellor or deputy principal roles. You are likely to have already participated on a personal development programme that has introduced you to the challenges of strategic leadership, such as Preparing for Senior Strategic Leadership (PSSL) run by the Leadership Foundation.

### FOCUS

SSL is designed to engage and assist those who are charged with ensuring that the strategy and change agenda at the corporate level are delivered through others, and for those who set the tone of leadership within the institution.

### OBJECTIVES

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

- Explore the appropriateness of culture within the institutional context, and consider values-based authentic leadership as a performance enhancer
- Decide how to develop and strengthen enablers of strategic agility in their institution
- Examine concepts of market position and differentiation in relation to a range of higher education institutions, including their own
- Gain insight into others' experience of change in a cultural context, and draw lessons for personal development
- Be introduced to the criteria for selection and recruitment to the highest posts in higher education, and consider these with regard to their own career aspirations and development
- Utilise small group interactions to discuss individually-specific leadership issues and plans for personal development
- Reflect on their 360° feedback data and apply the insights gained to focus their own plans for personal development

### SPECIAL FEATURES

- High profile senior institutional leaders as speakers, sharing and discussing their personal leadership stories
- 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 workshop on market positioning, differentiation and brand
- Session with an executive selection and recruitment agency
- Action-learning sessions to address organisational outcomes

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

### PROGRAMME STRUCTURE

SSL 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 – The Reality of Leading Change:** This intensive module focuses on how leaders can develop powerful and authentic practices to help transform their organisations.

**Module Two – Personal Impact Analysis:** This module provides a live case study, set in a relevant organisation, and also focuses on 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)

# SENIOR STRATEGIC LEADERSHIP

CHALLENGE, TRANSFORMATION AND AGILITY

## BOOKING PROCESS

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

## 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 SSL contact the programme manager:

**Melissa Scuteri**

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## What they say about Senior Strategic Leadership (SSL):

"It was a privilege to take part. The facilitators were excellent. The sessions on narrative/leadership and creativity in writing were very powerful and I think will stay with all the participants long after the course finishes."

**Elizabeth Maddison**

**Head of Strategic Planning, Institute for Development Studies, University of Brighton**

"A transformative experience!"

**Paul Shanley**

**Head of Registry Services, London School of Hygiene and Tropical Medicine**

"Invaluable! I would recommend this programme to anyone in a senior management position. The programme was thoughtful and well structured - an inspirational experience."

**Dr Gai Murphy**

**Associate Dean (Teaching), University of Salford**

"The predominant learning mode of group working was enormously powerful and enriching."

**Catriona Blake**

**Deputy Director of Finance, University of Dundee**

"The programme gave me the time, space and frameworks to reflect upon my leadership skills and how I can enhance them."

**Mike Roch**

**Director of IT Services, University of Reading**

"The SSL programme challenged my views on leadership and provided an ideal environment for me to assess my own leadership styles and how these can be improved. I have also developed a peer network which will be really valuable in the future."

**Dr Celia Brigg**

**Director (Skills), North Western Universities Association**

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