

# ENGAGING WITH LEADERS IN HIGHER EDUCATION



**LEADERSHIP PROGRAMMES IN-HOUSE**  
DELIVERING TO MEET YOUR NEEDS

**Leadership  
Foundation**  
for Higher Education



# LEADERSHIP PROGRAMMES IN-HOUSE

## DELIVERING TO MEET YOUR NEEDS

One of the major services provided by the Leadership Foundation is where we design and run in-house programmes of leadership development. There are two major ways in which we do this. The first, is that all our national leadership programmes\* (except the Top Management Programme) can be run in-house for groups of participants. The second, is that we can design and run bespoke leadership programmes, negotiated and tailored to your specific requirements and strategic needs.

### THE BENEFITS

Securing real value for money from leadership development is a real priority for all higher education institutions – our in-house leadership development programmes can help you achieve this aim.

There are many significant benefits to having the Leadership Foundation run an in-house leadership programme in your organisation:

- This can be a cost effective way of enhancing the leadership skills of a larger number of participants – of great importance when you are looking for value for money.
- The programme can be tailored to fit in with your own strategy and plans for leadership development.
- The consultants we use to design and deliver in-house leadership programmes all have significant experience of running leadership initiatives and interventions for higher education institutions.
- Quality assurance is provided by the Leadership Foundation, ensuring that you get the very best level of support when commissioning and implementing your leadership programme.
- We can help you with impact assessment and evaluation – to help you understand the return on the investment you are achieving.
- You can pair up with another institution, with the same requirements, which can help share the costs.

### NATIONAL PROGRAMMES RUN IN-HOUSE

All of our major national leadership programmes (except TMP) can be run in-house for your leaders, both academic and professional staff. Examples of our national programmes that can be run in-house include:

#### ■ Senior Strategic Leadership

SSL is for experienced deans and directors. The programme supports the adoption of new behaviours and techniques, assisting participants to make a significant impact on their institution.

#### ■ Preparing for Senior Strategic Leadership

PSSL is for new or potential deans and directors wishing to enhance their leadership skills and who want to gain an insight into contributing to the development of major strategic decisions of a university or higher education college.

#### ■ Head of Department Programme

This is a major step on the career ladder. On this programme participants will experience development that engages and supports them to meet the operational challenges of leading and managing academic, research or support teams.

#### ■ Research Team Leadership

RTL is for lecturers, senior leaders or readers, recently appointed as principal investigators or currently leading small research teams. Participants discover how to build and lead a research team, motivate and support individual researchers and develop their career.

#### ■ Introduction to Higher Education

This programme gives professional managers and administrators new to higher education, or the newly promoted to such a role, an insight into the working of higher education helping them to become quickly effective in their role

The national programmes have run many times over the years with several thousand participants from a wide range of institutions. You can be assured that these programmes have stood the test of time, but continue to evolve, and can be run in-house to meet your institutional needs. Full details of the national programmes can be found at [www.lfhe.ac.uk/support](http://www.lfhe.ac.uk/support)

### TAILORED PROGRAMMES

If your requirements are not met by versions of our in-house national programmes we can design and deliver leadership programmes matched to your unique requirements. We have run many tailored in-house leadership programmes over the last five years for a wide range of HEIs with great success, making us the single largest provider of leadership development in higher education. Some of the tailored in-house programme titles we have run recently include:

- International Leadership Development
- Academic Leadership
- Corporate Services Management
- Academic Heads of Department Leadership
- Team Building for Academic Leaders

\*Also known as Open Programmes

- Professorial Development
- Marketing Programme
- Project Management

There are many benefits of a tailored in-house programme:

- They can be directly linked to your leadership development strategy.
- They are designed to your specific requirements.
- Tailored programmes can be based upon your own 360° feedback data and organisational climate surveys.
- We can design programmes for specific groups of participants in your organisation (such as registrars, academics, research staff, professional services, etc.).
- We can design and run programmes for mixed groups of academics and professional staff.

### TOP TEAM DEVELOPMENT AND STRATEGY FACILITATION

We can also facilitate top team development programmes and strategy events. The consultants we use to run in-house top team and strategy events all have extensive experience of working at the most senior levels in higher education but also bring expertise from outside of the sector. Our thinking on top team development is based upon the major research study by Dr Tom Kennie, entitled *The Composition, Challenges and Changes in Top Team Structures of UK Higher Education Institutions* which can be found at [www.lfhe.ac.uk/publications/research](http://www.lfhe.ac.uk/publications/research)

### CASE STUDY 1: NEWCASTLE UNIVERSITY AND DURHAM UNIVERSITY Academic Leaders' Programme

During late 2005 and early 2006 Durham University and Newcastle University, supported by the Leadership Foundation, worked together to develop a leadership development programme for recently appointed academic leaders. The result was the Academic Leaders' Programme (ALP) which was launched in April 2006. The programme, now recruiting its fifth cohort, attracts new or potential heads of department. The 22 places on the programme are shared between the two universities. The programme is delivered by the Leadership Foundation.

This programme is specifically designed to:

- Develop and apply strategic thinking skills both within the participant's own area of influence and the university more widely;
- Create opportunities for individuals from the two participating universities to network and benchmark practice and also to promote collaborative working;

- Develop and apply project management skills spanning the areas of research and teaching;
- Develop personal leadership plans to assist both individual and group development over the course of the programme;
- Develop and apply influencing and persuading skills.

### CASE STUDY 2: CARDIFF UNIVERSITY

#### Leadership & Management Development Programme for Research Team Leaders

Martin Udwin, organisational development manager at Cardiff University, said this of the programme which the Leadership Foundation designed and still runs at Cardiff:

"Research staff from Cardiff University were amongst the first to attend the Leadership Foundation for Higher Education's excellent two day training open programme 'Research Team Leadership' (RTL) and recommended it highly. Based on this feedback we, in Human Resources, decided to look into ways to incorporate RTL into our staff development programme. We wanted, most importantly, to find ways to add value to what was learnt on training, to support research team leaders to apply what they had learnt, and help them engage with others across the university.

Accordingly, we negotiated with the Leadership Foundation to run a module in Cardiff, based on RTL within our broader programme, launched in 2007, called 'Leadership & Management Development Programme for Research Team Leaders'. This includes additional training activities and sustained support for participants.

So far the response has been excellent. By the end of the programme Cardiff research team leaders have improved their confidence and skills, widened their network of contacts and understood both the university's procedures and its strategic goals better. This programme is now a regular event and the pool of trained, competent and motivated research team leaders is now beginning to grow."

For more information on Leadership Programmes In-house please contact:

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"This programme has gradually become one of the key ways that Newcastle University supports its new academic leaders to become more self aware and reflective about their leadership practise. The Steering Group ensures that the programme evolves each year and that it is well supported by university level managers. The Academic Leaders' Programme provides an excellent springboard to our other leadership development activities and participant feedback is consistently positive."



**Lynne Howlett, Leadership and Management Development Manager, Newcastle University**

"The Academic Leaders' Programme has become one of the key initiatives in our suite of leadership development programmes. It enables new and potential Heads of Academic Departments to gain a valuable insight into their leadership behaviour as well as providing an opportunity for them to develop their leadership capacity. Nearly all of our Heads of Department have attended or are currently enrolled on the programme. Without doubt two of the most beneficial aspects of the programme are the networking opportunities as well as the exploration of what academic leadership means in a modern day university."



**Mark Crabtree, Assistant Director of Human Resources, Durham University**

"The Cardiff RTL module has been very well received. It was considered: "...very well prepared, planned and presented." The activities were seen as: "...stimulating and thought provoking." Leadership Foundation facilitators Dr David Faraday and Shirley Wardell impressed the participants, not just because they were informative and enthusiastic, but because they were seen as exemplars of good team leadership."



**Martin Udwin, Organisational Development Manager, Cardiff University**

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