



TOP MANAGEMENT PROGRAMME

Building
and leading
an effective
organisation

Inspiring
Leadership

**Leadership
Foundation**
for Higher Education

Higher education operates in a challenging environment in which change is constant, and which calls on institutions and their leaders to be highly innovative and at the same time confidently resilient. TMP will work with senior managers to equip them to actively shape the destinies of their universities, and to achieve continuously higher day-to-day performance through individuals and teams.

TMP addresses contemporary challenges using hands-on, feedback-intensive approaches to learning. Participants can expect to see results from the programme in the impact they will have on others, securing higher performance both inside and beyond their own institutions.

Designed to enable senior leaders to extend their thinking and practice, TMP brings the challenge to the participant.

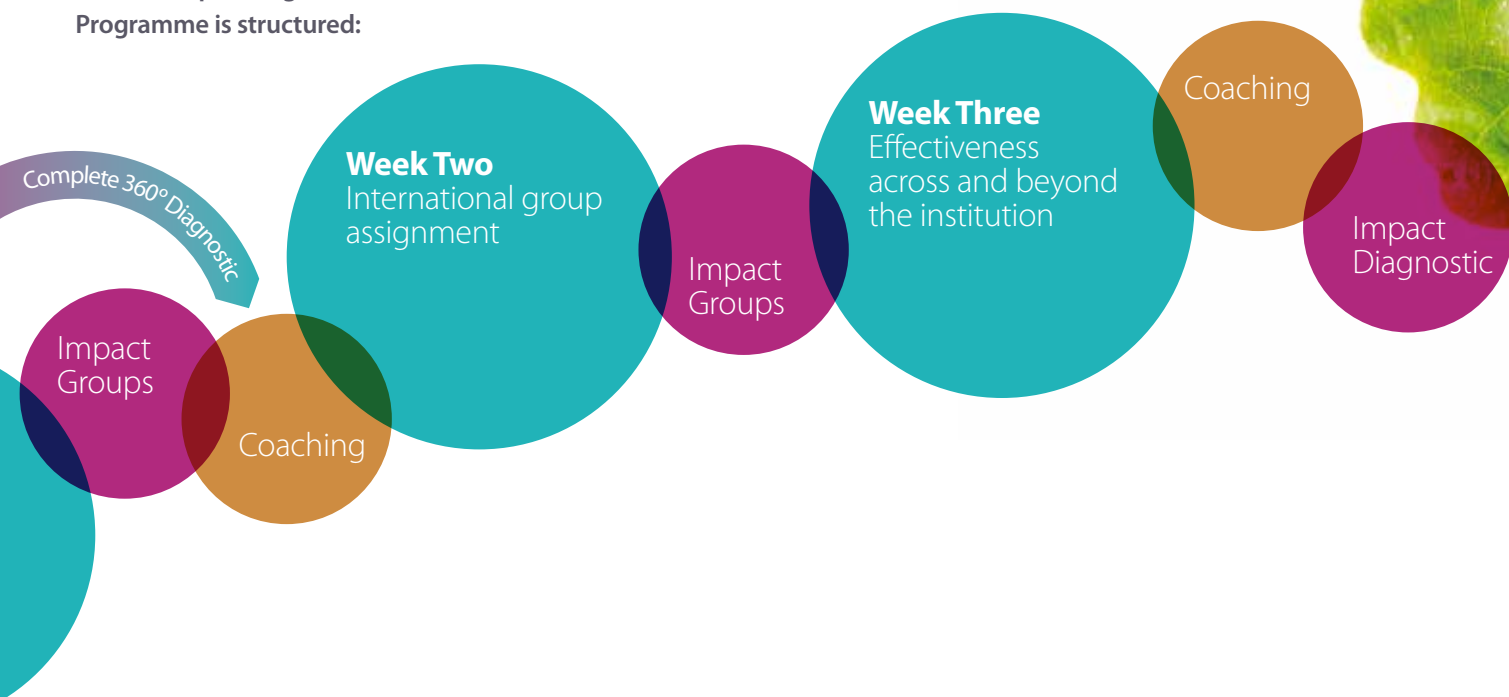
This will take the form of active engagement with top leaders from higher education and other sectors, applying new leadership models, experiential learning activities, and use of Impact Groups to make sense of real-life issues. The aim is for all participants to extend their leadership range and reach and become even more effective when back in their university or institution. We will expect all participants to commit to learn from the group's process.

On completing the programme, TMP alumni will be expected to demonstrate:

- Confident leadership in order to achieve improved performance for their university or institution
- Commitment to shaping institutional strategy, position or culture
- Proven ability to bring about change through engaging people
- Knowledge and experience of how to work through collaboration and diversity for the benefit of the institution and the wider world
- Applied learning from a challenging international assignment
- A reflective, strategic approach to supporting and challenging others to lead



We run two Top Management Programmes per academic year; one will start in the Autumn, and the other in the Spring. Here is how the Top Management Programme is structured:



Orientation Day: Introduces participants to the philosophy, design and learning methods of TMP

Week One: Leading for organisational impact

This four-day residential is designed to address the issues associated with leadership, strategy and top team development. Participants will also be briefed on the 360-degree review process and fully introduced to the process of Impact Groups, with around four hours of in-depth discussion time with their own group. Participants will also benefit from the experience of guest senior leaders in the completion of engaging and challenging tasks.

Week Two: International group assignment

The week focuses on a collaborative inquiry process sponsored by a local host organisation. Participants present a range of options to the host after investigating local higher education providers in response to a set strategic challenge. Themes covered through the international assignment will vary, and are likely to include models of funding, strategies for learning and teaching, research and enterprise, harnessing diversity, widening participation and working collaboratively with other organisations. International weeks take place in either mainland Europe or North America.

Week Three: Effectiveness across and beyond the institution

The final four-day residential addresses issues around strategic positioning and culture, leading through collaborative relationships, power and influence and governance and risk. A six-hour simulation activity will allow participants the opportunity of leading an institution collaboratively; conflicting briefs allow for overlapping of agendas within the group, while also responding to potential crisis and feeding into the Board of Governors. Impact Group sessions are incorporated within this module.

Coaching

The first coaching session will be face-to-face and take place after Week One. Subsequent coaching sessions will take place by telephone, or if preferred by, online via Skype. The precise dates will be agreed between the delegate and their learning facilitator at the start of the TMP during the Orientation Day.

Impact Groups

Impact groups are the participant driven element of the Top Management Programme. Participants with significant change projects or plans to bring change to their institution, meet regularly to discuss the issues - particularly difficulties that they are facing and then testing in action the ideas arising from that discussion.



Who should apply

Participants are individuals who are already leading a significant area of operation within their institution and who have been acknowledged by their institution as having the potential to reach the highest positions within, or indeed outside, the higher education sector.

Previous participants have included vice-chancellors/principals, chief executives, pro vice-chancellors/vice-principals, executive deans with cross institutional responsibility, heads of university administration and directors of professional services.

To be considered for the TMP, prospective participants must have:

- Experience and a track record of operating successfully at a strategic level in a higher education institution or other comparable organisation.
- The personal commitment to extend their learning and enhance their career and to contribute to the development of a productive learning community within the programme.
- The written support of their vice-chancellor/principal for their application to the programme.
- A strategic overview of the university and be a member of the institutions senior management team

How to apply

The Leadership Foundation will use a range of criteria to match suitable candidates to the level and style of the programme and to create a balanced cohort for each TMP. These include:

- Variety of strategic leadership and management roles.
- A wide range of institutions/organisations and geographical spread.
- Breadth and depth of experience at senior strategic levels.
- Diversity of professional and cultural backgrounds.

Our aim is to promote fairness and equality in selection and to achieve a diverse group of participants who meet the selection criteria. The TMP is particularly keen to encourage applications and participation by women and ethnic minorities.

Participants are asked to present a personal statement (no more than two sides of A4) that outlines their range of experience of strategic management and leadership and of leadership development, as well as their motivation to join the programme. Their statement will be considered along with a supporting statement from the candidate's vice-chancellor or principal. Both documents are essential parts of the selection process.

Following the application deadline, all applications are passed to a selection team, who will meet and discuss the applicants' statements, measured against the criteria set out above. Applicants should expect to hear within 4 weeks of the application deadline on whether their application has been successful.

Full application information including current dates and fees can be found on the website: www.lfhe.ac.uk/tmp

Completed application forms should be sent to:

Kyra Ingrao, Marketing and Communications Manager
E: kyra.ingrao@lfhe.ac.uk



Your facilitation team



Professor Paul Gentle

Paul is an experienced facilitator and designer of leadership development and change management interventions for higher education leaders from across the world. He has led in two universities since the 1990s, serving as head of department, dean and director of external engagement.

Paul's doctoral research was based on investigating Action Learning Sets as a strategic leadership enabler in higher education. He believes strongly in working with universities to build capacity for strengthening the impact of leadership development activity, and this commitment informs the design of the Top Management Programme. His book 'Engaging Leaders: the challenge of inspiring collective commitment in universities' was published in 2014 by Routledge.



Louisa Hardman

Louisa is a respected leadership consultant, coach and facilitator, working with international clients to achieve real learning and change. Alongside the Top Management Programme, Louisa delivers leadership development programmes for many universities, coaches executive team members, develops senior teams and is facilitating the Leading Places project in Brighton, Coventry and Gloucestershire.

Louisa is a NHS Leadership Academy faculty member, directing a suite of executive and system leadership programmes. She is also lead associate with Ashridge, specialising in coach development and supervision.

Her most recent thinking on leadership influence will be published by Wiley in 2017.



Vijaya Nath

Vijaya is the director of leadership development at Leadership Foundation and works with a team on leadership development programmes, interventions and special projects. She brings over 26 years of experience in developing leaders in the private and not-for-profit sector. Vijaya has significant experience in the design and development of innovative leadership programmes and senior organisational development consultancy and in her last role before joining the LF she was director of leadership development at The King's Fund, London.

Vijaya has published and written a number of papers on leadership development and has influenced thought leadership in the areas of Medical Engagement, Quality Improvement in Health, Equality & Diversity and on advancing Women in Leadership.



Rosemary Stamp

Rosemary advises higher education and private sector organisations worldwide on leadership and strategic planning. Her career spans leadership within higher education, through to pioneering roles in strategic consulting.

Rosemary's coaching has inspired those striving for leadership within worldwide higher education and has assisted new leaders to articulate and implement their strategic vision. Rosemary is passionate about enabling people to fulfil their potential and realistic about the challenges they might face.

A visiting professor at Nottingham Business School, Rosemary, served as a sub panel impact assessor for the 2014 UK REF, and is specialist advisor to executive boards of higher education institutions.

Rosemary is contributory author to 'A Practical Guide to University and College Management' (Routledge) and 'The State of UK HE' (OUP).

"TMP gave me insight into my strengths and development needs as a senior university leader, and the confidence to apply for my current role. The TMP experience was invaluable, and our impact group is still meeting and supporting each other three years on! I would highly recommend it."

Professor Jane Norman, TMP 32, Director of the Tommy's Centre for Maternal and Fetal Health, Vice-Principal, People and Culture, University of Edinburgh

"TMP provided a rare and intensive learning experience that I have been able to apply straightaway across strategic and operational dimensions. With unparalleled access to institutions and leaders in the sector, it also served as a global knowledge platform for nurturing my core skills through its highly effective Impact Groups."

Dr Kondal Reddy Kandadi, TMP34, Assistant Vice-Chancellor (Academic), University of Bolton

"I would strongly recommend TMP to everyone who feels like they want to create the time and space to really engage with the way in which they lead and manage. I would also recommend it just as strongly to those who don't. It was a profoundly rewarding experience to be part of such a collective and mutually supportive journey."

Professor Mark d'Inverno, TMP32, Pro-Warden Research and Enterprise, Goldsmiths, University of London

Contact us at

info@lfhe.ac.uk

or connect with us



@LF4HE



LF4HE



LFHELinedIn



www.lfhe.ac.uk

