



# Senior Leadership Programme Level 2

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## Contributors

- Professor Kamal Munir, Pro-Vice-Chancellor for University Community and Engagement
- Emma Rampton, Registry
- Andrea Hudson, Director of Human Resources

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## Dates

- Visit the [UTBS web page](#) for latest dates and times

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## Target group

- New and recently appointed Heads of Institution and equivalent

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## More info

- [ppd@admin.cam.ac.uk](mailto:ppd@admin.cam.ac.uk)

Explores the complex leadership skills required by Heads of Institution and those in equivalent roles, in support of the University's mission of achieving world-class research and teaching.

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**Endorsed by the Vice-Chancellor**

# Senior Leadership Programme Level 2

## Outline

### Module 1: The Head of Institution as leader

The first session includes presentations from the Vice-Chancellor and from a number of experienced Heads of Institution. It provides an overview of current and past theories of leadership as a context for the programme. Participants are encouraged to explore the challenges of the role and the skills required.

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### Module 2: Leading strategy

The session will consider the importance of strategy, what we mean by strategy and the influence of external factors on strategy. We will work on developing strategy and describing your strategy to key stakeholders. Participants are encouraged to examine ways of thinking and acting strategically.

This session includes contributions from Professor Kamal Munir, Pro-Vice-Chancellor for University Community and Engagement and Emma Rampton, Registry.

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### Module 3: Leading others through change

This session builds on module 2 and considers the change leadership aspect of strategic implementation. It includes approaches to leading change, engaging others and dealing with resistance. Participants will discuss how their ability to lead and support staff may be enhanced through techniques such as coaching, giving constructive feedback and managing conflict.

It will include contributions from Andi Hudson, Director of HR, and from another senior leader on their experiences of leading change in an academic department.

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### Module 4: Leading one conversation at a time

The session uses professional actors to practice and prepare for typically challenging leadership conversations. It offers the opportunity for participants to be coached as they practice in a safe and controlled environment, delivering tangible results. Participants build confidence as they master new skills, accelerating and deepening learning.

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### Leadership briefings (6 x 1 hour optional sessions)

- Managing the estate
- HR legal and policy issues
- Financial issues
- Recruitment and selection
- Equality and diversity
- Research grant applications