Senior Leadership Programme Level 2

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.

Contributors

• Professor Stephen Toope, Vice-Chancellor
• Professor Eilis Ferran, Pro-Vice-Chancellor for Institutional and International Relations
• Emma Rampton, Registrar
• Emma Stone, HR Director

Duration

• Four sessions: 9—3.30
• 5 November, 4 December, 2019, 4 February and 3 March, 2020

Target group

• New and recently appointed Heads of Institutions

More info

• ppd@admin.cam.ac.uk

Endorsed by the Vice-Chancellor
Senior Leadership Programme  Level 2
Outline

Session 1: The Head of Institution as leader
This 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. They are given a framework to enable them to map out the field of leadership as it applies to them.

Session 2: Leading strategy
This session will consider the challenges in leading a department/team, including allocation of resources and setting priorities. It will examine the differences between operational and strategic leadership and will explore the key issues of both. Participants are encouraged to examine ways of thinking and acting strategically.

This session includes a contribution from Professor Eilis Ferran, Pro-Vice-Chancellor for Institutional and International Relations and Emma Rampton, Registrar.

Session 3: Leading others through change
This session builds on Session 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. This session includes an input from Emma Stone, Director of HR.

Session 4: Leading one conversation at a time
The session uses professional actors to practise and prepare for typically challenging leadership conversations. It offers the opportunity for participants to be coached as they practise in a safe and controlled environment delivering tangible results. Participants build confidence as they master new skills, accelerating and deepening learning.

Optional add on
One hour briefing sessions on the following topics:

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