Senior Leadership Programme Level 3

Contributors

- Professor Anne Ferguson-Smith, Pro-Vice-Chancellor for Research

Duration

- 15 months, starting 18 May 2022
- Three group sessions (1-2 hrs)
- Eight 1:1s (up to 2 hrs)
- Three peer learning sessions

Target group

- Experienced Heads of Institution, or equivalent

More info

- ppd@admin.cam.ac.uk

Develops senior leaders to ensure we have individuals with the skills and attributes to fulfil senior roles.

Comprises an intensive programme of personal and professional development and includes:

1) Initial diagnostic phase
2) 1:1 coaching
3) Peer learning groups

Endorsed by the Vice-Chancellor

Senior Leadership Programme Level 3
Outline

Phase 1: Initial diagnostics

The programme begins with a period of diagnostic support that will help participants reflect upon their leadership capabilities and skills. The output of this first phase will be a detailed personal development plan that will help the participant think about their skills and capabilities and how these can be developed over time.

Participants will undertake a 360-degree feedback process using the Transformational Leadership Questionnaire (TLQ). This will enable a comparison between a participant's self perception in a range of leadership areas and the views of a range of others, including their manager/mentor, peers, direct reports and others. A detailed report is produced which highlights key strengths and development areas.

Participants are offered the opportunity to complete a further diagnostic tool, the Myers Briggs Type Inventory (MBTI), which can be used to support discussions about how participants approach their work and their interactions with others in the workplace. Participants will also be asked to reflect on the **Cambridge Leadership Attributes Framework** – the University's own framework for leadership.

In this phase, each participant will receive two x 1:1 sessions. This support will help the participant interpret the feedback from the diagnostic tools and build up a personal development plan.

Phase 2: Coaching

The initial period of diagnostic support will be followed by a series of 6 x two-hour confidential coaching sessions that will take place over a period of approximately eight months.

There are two broad purposes to the coaching sessions:

- to help each participant to work towards the areas identified in the personal development plan created in the diagnostic phase
- to help each participant to implement changes to their leadership practice.

The coaching will be done by an accredited coach who will work closely with participants on the programme to support their development.

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Outline cont.

Phase 3: Peer learning

Participants will work in small groups of three. These confidential groups will be supported by a facilitator and will meet three times over the course of the programme for half a day on each occasion. The peer learning groups will use an Action Learning approach, where the participants support each other's development and plan for real life leadership challenges.

The focus of the peer learning groups will be closely tailored to the needs of the participants and will provide a supportive and confidential place in which a range of issues can be discussed and taken forward, e.g. seek support and advice from peers about how to tackle real life leadership or management challenges; talk through plans for their own development, using the peer learning group as a sounding board.

Phase 4: Impact

The University is making a significant investment in this programme and is keen to monitor the impact that the programme is having on participants. A Steering Group, chaired by Professor Anne Ferguson-Smith, Pro-Vice-Chancellor for Research, supports the programme.

A number of evaluation and impact approaches will be used to gather feedback and insights from participants:

- brief telephone evaluation calls at two points during the programme to gather views about the effectiveness of various aspects of the programme
- a roundtable discussion with Anne Ferguson-Smith at the conclusion of the programme to enable the group to find out more about senior roles, raise issues relating to their current roles, and offer feedback on the programme
- a face-to-face impact session at the conclusion of the programme where a facilitator will work with the group to support participants' plans for future action and draw out evidence of impact.

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