**Research Leaders**

**Briefing Pack: Cohort 9**

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# Introduction

This briefing pack has been produced to introduce you to the Research Leaders programme and to hopefully answer some of the initial questions that you may have.

This programme is targeted at experienced research active academics who are responsible for managing research teams and who have managed or are currently managing large grants.

To be considered for the programme, you need to discuss your individual needs with your line manager and identify the areas of your performance that you wish to develop. It will also be beneficial to discuss opportunities that may arise for you to apply your learning in the workplace. This can then be recorded on the application form and submitted by **noon, on Monday 20 November 2017.**

One programme will be offered during the 2017/2018 academic year, with 16 places available. The dates for the programme can be found on page 8 of this pack.

If the programme is oversubscribed Dr Karen Clegg and I will make the final selection of participants in partnership with the Deans of Faculty and Heads of Department. If we receive multiple applications from any Department and we are oversubscribed, HoDs will be asked to prioritise the applications received from their department. All places will be confirmed by **5pm on Wednesday 6 December 2017.**

Before applying, please:

* Agree with your line manager that this programme meets your development needs and that you can commit to all workshop dates and other programme activities.

Should you have any questions, please do not hesitate to contact me on ext. 3642 or at leadership-development@york.ac.uk.

Kind Regards

**Susan Kane**

**Assistant HR Director – Leadership and Learning & Development**

# Context of leadership development at the University of York

The University of York provides a comprehensive suite of leadership development opportunities with the aim to enhance the capability and confidence of those in a leadership role. In order to keep abreast of the developments within the HE sector and the strategic priorities for York, the suite of activities are continually updated as a result of feedback from delegates and key stakeholders. This holistic approach aims to create collective leadership capability that empowers and enables leaders to:

* gain deeper insights into the global/university context of leadership
* develop the strategic direction of their departments and activities to support departmental goals and the University Plan
* build sustainable high performing teams, built on the key skills of effective dialogue, feedback, inclusivity and engagement

This holistic approach as illustrated below, was recognised by The Times Higher Education Awards in 2009 when we received the award for ‘Outstanding Contribution to Leadership Development’. In 2012 we received a Times Higher Award for ‘Outstanding Support for Early Career Researchers’ for our Research Leaders Programme, and in 2014 we also received a Times Higher Award for ‘Outstanding Contribution to Leadership Development’ for our Collaborative Leadership Programme. In 2016 we have also been awarded the Princess Royal Training Award in recognition of our outstanding leadership provision.

The following six core leadership programmes provide an opportunity to consolidate and develop existing knowledge, understanding, skills, attitudes and behaviours and they are open to relevant staff in a leadership role:

**1) Collaborative Leadership Programme:** For discrete Department Management teams to enable thembuild the capability and confidence of the management teams in departments, to face the challenges and changes of the new higher education environment.

**2)** **Strategic Leadership Programme:** Suitable for Heads of Department and members of the Senior Management Group. Places on this programme are by invite only.

**3)** **Leadership in Action:** Suitable for middle managers who are responsible for large teams and/or managing line managers within their team.

**4) Leading Without A Team**: Suitable for those responsible for the delivery of strategic / cross university projects where delegates have to influence key stakeholders without line management responsibility

**5)** **Management in Action:** Suitable for first time, first line managers / supervisors who are directly involved with day to day supervision and work allocation.

**6) Research Leaders Programme:**

The Research Leaders Programme was introduced as a result of many research active academics and their managers highlighting that the abstraction for the Leadership in Action Programme was too long .The content covers the critical areas of the Leadership in Action programme but is presented in a research-only context. This can be supplemented through the core Learning & Development provision.

By meeting others in a leadership role from across the University, you will have the opportunity to share best practice whilst building a diverse network of support. The 360 degree and coaching elements of the programme will also provide a rich platform for greater self-awareness and personal growth.

All of the programmes are built around three core themes:

**Managing and Developing Self: Self Efficacy**
An opportunity to get feedback and review your personal approach to leadership and management .These modules will also identify key leadership skills and behaviours which will be effective within our environment.

**Managing and Developing Others: Relational Leadership**
Understanding your role in relation to building an effective team, developing individuals, maximising performance, dealing with conflict, managing change and holding difficult conversations.

**Managing within the University: Organisational Leadership**
Understanding the structure, policies and frameworks within which the University operates. A particular focus is placed on financial management, strategic and operational planning and statutory requirements.

# Principles of the core leadership programmes

* To provide the essential knowledge and understanding required to perform leadership and management roles effectively.
* To develop the relevant skills, attitudes and behaviours of those who hold leadership and management roles within the University.
* To create a supportive and effective framework to share best practice and explore solutions to challenges within leadership and management roles.
* To support University Strategy by developing and empowering leaders and managers to achieve high performance.
* To maximise the potential of our managers and leaders.
* To provide departments with leadership and management skills this will assist in meeting department aims and objectives.
* To contribute to a culture of continuous professional development.

# Methodology and principles of approach

* A programme of formal workshops.
* In addition, all leaders and managers will be encouraged and supported to undertake appropriate self-development activities.
* Mentoring and coaching will be offered to support individual development.
* To acknowledge the differing learning styles of delegates, activities may also include use of external and internal speakers, psychometrics, facilitated sessions and classroom-based approaches.
* The content of the activities will address knowledge, understanding, skills, attitudes and behaviours.
* Programmes will focus on practical problems/case studies.

# The Research Leaders programme

* The programme is facilitated by Susan Kane (Head of Leadership and Learning & Development) and Dr Karen Clegg (Director, Research Excellence Training Team).The PVC Research; Prof Debbie Smith and the Dean of Sciences; Prof Brian Fulton also contribute to the programme delivery with additional inputs from the Research Champions and other colleagues who support the Research agenda.
* The programme is comprised of 4 core modules which run over a period of 5 months. In addition, three optional workshops are provided (see page 7 for details).

# Testimonials from previous Research Leaders Cohorts

*“It has been excellent… it has been run exceedingly well, with the more abstract management-theory aspects embedded into our practice at every opportunity.”*

*“The Research Leaders programme helped me to become more aware of my role. I now appreciate the importance of communication, of balance between mentoring and supervision and of keeping and stimulating positive attitudes. The 360 experience has been especially positive.”*

*“It was very interesting experience for me and was definitely very different from what I would expect from my daily academic life. Especially I did learn a lot on how the university administration works, including research policies, finance and faculty structures. It is certainly very useful to have the final panel discussion with the PVC etc.

Also, the skills to use the indirect method is very helpful. It is quite impressive to guide someone without directly persuading them. I found it very useful for my meeting with my supervisees.

Finally, the 360 analysis gave me to understand some "hidden" aspects. I can now focus on my positive aspects, which I did not realise before, and can pay attention to my negative aspects.

Once again thank you very much for offering a very interesting course.”*

*“Thanks very much for putting together and delivering this great programme, which was useful indeed. I found most useful discussion with peers, in particular the sessions where we pushed comfort zones and had the opportunity to exchange experiences about difficult situations…, learning about useful tools to reflect upon oneself and others, and learning about things like the “cycle” of change and that certain mechanisms and behaviours are human nature and inevitably necessary. The 360 feedback was a fantastic experience.”*

**4.2 Overview of the Research Leaders Programme Structure**

**Pre-course**

Initial discussion with line manager to:

 Discuss objectives

 Agree follow up meetings

 Complete application form

**Module 2**

Working Collaboratively Towards a Common Goal

**Module 3**

Performance Development

**Workshop 1**

Understanding and Exploring Personality Styles

**Module 1**

Collective Leadership and the Changing Context of HE

**Post-course**

Regular meetings with your line manager to:

 Discuss progress against objectives

 Consider and agree how the learning can be applied

**Workshop 3**

Managing Research Projects

**Workshop 2**

Impact and Engagement

**Module 4**

Career Planning and Q&A Panel

 **4.3 Forthcoming programme - dates 2018**

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| **Module** | **Cohort 9** |
| **Induction** *(delegates and line managers)* | Friday 9 February11:30 – 13:00 |
| **Module 1**Collective Leadership and the Changing Context of HE | 7 & 8 March *(Includes evening meal on 7th)* |
| **Workshop 1:** Understanding and Exploring Personality Styles | 10 April13:00 – 16:30 |
| **Module 2**Working Collaboratively Towards a Common Goal | 19 April09:30 – 1630  |
| **Workshop 2:**Impact and Engagement | 3 May09:30 – 13:00 |
| **Module 3**Performance Development | 18 May09:30 – 16:30 |
| **Workshop 3:**Managing Research Projects | 7 June09:30 – 13:00 |
| **Module 4**Career Planning and Q&A Panel | 28 June13:00 – 19:00 |

Module 1 will run from 09:00 – 17:00. All other modules and workshop timings are as above.

Please note that it is delegate responsibility to arrange transport to and from training venues. Any additional transport costs will need to be claimed through your departmental expenses.

## 4.4 360° tool

Since commencing the Leadership programmes in 2008 we have been using The Work Foundation’s ‘Liberating Leadership’ 360° profiling tool.

As a result of the success and the impact of this part of the leadership provision, we have recently developed our own university 360° Tool. This tool was piloted on all the leadership programmes that commenced between September 2011 – February 2012.

The questions in the tool will consider the perceptions of your performance against a set of leadership principles. The University believe these principles embody important values and behaviours that leaders within our University can aspire to.

The journey to arrive at this set of principles began with a review of all our current values and beliefs as stated in University documents, strategies and stories. Through consultation and great consideration, these principles emerged as behaviours, attitudes and ways of working we wish to encourage, support and promote in our current and future leadership. These principles are not exhaustive or exclusive; they are part of the leadership narrative we are creating at York.

You will have a confidential individual coaching session with a member of Learning & Development who will provide the feedback of this profiling tool to you directly. They will also explore any areas of personal development this may highlight.

In addition we will collate your views on the ease of the process and the usefulness of the tool. Your feedback, along with that from the delegates on the Strategic Leadership and Leadership in Action programmes will influence the final tool.

## 4.5 Myers Briggs Type Indicator (MBTI) – Optional Workshop “Understanding and Exploring Personality Styles

The MBTI instrument is an exceptionally versatile tool that provides individuals and teams with a powerful understanding of their own and others’ personality styles. Insight into the differences between personality types helps groups and individuals to work together more effectively, improving communication and reducing conflict. By recognising the preferences that MBTI illustrate and identifying your personal type, you will be able to develop your role as a leader.

## 4.6 Coaching

Coaching has become successful in a variety of organisations. It is used to provide structure, accountability and focus that enables individuals to set effective goals, explore possibilities, overcome barriers and achieve greater satisfaction. As a result of the feedback from previous Leadership in Action delegates on the success and impact of incorporating coaching into the role of a leader, 2011 saw the introduction of a formal University Coaching Scheme.

We will introduce you to the ‘GROW’ methodology in Module 1 to enable you to coach other throughout the Research Leaders programme. There is also an optional one day Manager as Coach workshop which provides greater time to focus on skill development and enhance personal confidence in this area.

1. **Learning & Development (L&D) and Research Excellence Training provision**

In addition to the core leadership programmes, in order for individuals to meet all of their development objectives, we will highlight additional provision that may enhance leadership in the context of research.

Particular sessions that are available to all staff, may supplement learning covered in the core leadership programme or address individual learning objectives that are not covered as part of the leadership programme. These may include:

* Fixed Term Contract management
* Work Related Stress
* Data Protection and Freedom of Information
* Research Grants Management
* Discipline and Capability
* Equality and Diversity
* Non-verbal communication
* Influence and Persuasion
* Dealing with Interpersonal Conflict
* Project Management
1. **Leadership forum**

Once a term, a Leadership Forum will be hosted. External specialists will be invited to share key learning from their own leadership journey, share research and provoke debate and discussion on current topics and issues. This will be followed by an opportunity to network with fellow leaders.

If you would like to attend or have any suggestions as to who you would like to see, please send an email to leadership-development@york.ac.uk

* 1. **Applying and embedding your learning**

It is suggested by Cope (2005) that to be effective learning must be embedded in the workplace and learners supported in that process. He identifies that as a general rule 10% of effort should be on identifying the learning needs and objectives, 20% on an open programme learning event, 30% on workplace coaching and action learning and 40% on embedding that learning in the workplace.

The University of York Staff Survey 2017 stated that 66% of respondents had the opportunity to put new skills and knowledge gained at or through the University into practice in the workplace. This is more effective with the involvement of your direct line manager and as a result we encourage you to involve them and update them regularly on your thoughts, reflections and your development plan.

At the end of each module, reflection time will be provided for you to identify what you have learnt and how you may apply the learning back in the workplace.

Only 22% of staff completing the 2017 Staff Survey stated that they have useful discussions about their performance at work outside the annual performance review. If you do not already have an existing mechanism in place for regular meetings with your line manager, you will need to introduce this prior to commencing on the Leadership in Action programme. This will enable you to discuss progress and highlight potential opportunities within the Department to transfer your learning.

# Next Steps

In order to proceed with an application to the programme we need you please to:

1. Confirm and commit your availability to ALL of the advertised dates.
2. Arrange a meeting with your line manager to discuss your application
3. Complete the application form – accessible from the Research Leaders webpage once live: [www.york.ac.uk/admin/hr/leadership-and-management/](http://www.york.ac.uk/admin/hr/leadership-and-management/). On completion of the Applicant Sections, your line manager will need to complete Section 4 to confirm their support of your application. A paper version of the application form is available on request – please email leadership-development@york.ac.uk.

Please submit completed application forms either:

Electronically to: leadership-development@york.ac.uk

or via internal mail to:

Kirsty Dixon

H/B40 Heslington Hall

1. The deadline for the **completed** form to be submitted is **noon on** **20 November 2017.** Confirmation of attendance on the programme will be sent to you by 6 December2017.
2. Commitment to engaging with the 360° tool