

# Leadership in Action

## Briefing Pack: Cohorts 18 & 19

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## Introduction

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

This programme is targeted at experienced middle or senior managers who manage larger teams and other team leaders.

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, Monday 6 November 2017.**

Two programmes will be offered during the 2017/2018 academic year, with 16 places available on each. The dates of both programmes can be found on page 8 of this pack.

If the programme is oversubscribed Learning & Development reserves the right to make the final selection of participants to ensure a balance of roles and departments. All places will be confirmed by Friday 24 November 2017.

If the programme is oversubscribed HoDs will be asked to prioritise the applications received from their department.

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. 4867 or at [lindsay.coomer@york.ac.uk](mailto:lindsay.coomer@york.ac.uk).

Kind Regards

**Lindsay Coomer**  
**Leadership & Staff Development Advisor**

## 1. Context of leadership development at the University of York

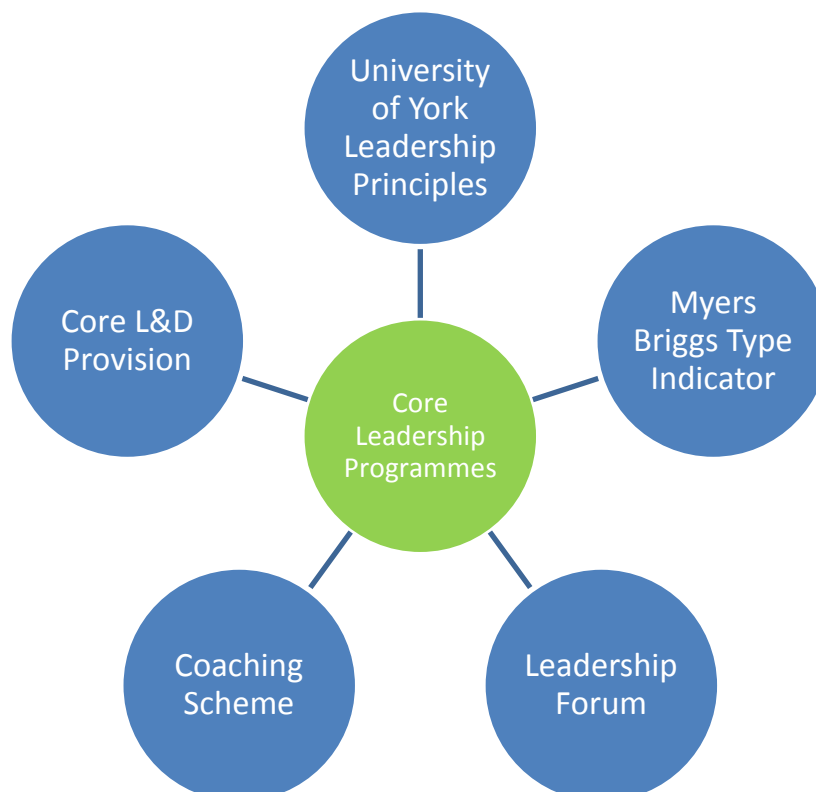
May 2008 saw the introduction of a Leadership Development Strategic Project. The focus of this project was to provide a framework and range of interventions in order to provide support and skills to those who are in leadership and management roles.

This resulted in the introduction of a comprehensive suite of leadership development opportunities. This is being continually updated as a result of feedback from delegates and key stakeholders in order to keep abreast of the developments within HE. This framework 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. Also, in 2016, we received the Princess Royal Training Award.

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 them to build 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) 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.

**5) Leading Without A Team:**

The Leading Without a Team programme has been developed with the recognition that a number of middle managers find themselves in leadership positions without having formal management responsibilities. This programme focuses less on managing teams and individuals and more on influencing key stakeholders.

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

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.

## 2. 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.

## 3. 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.

## 4. The Leadership in Action programme

- The programme is delivered through Learning and Development by Lindsay Coomer, Melanie Colwill and Penny Foster. Financial and Planning inputs are provided by the Director of Finance and Director of Planning.
- It is made up of eight core modules which run over a period of eight months. In addition, two hour coaching sessions take place in between the modules, to enable individuals to explore issues in the workplace through coaching from their peers. Not only do these sessions offer practical solutions or greater clarity of issues but they also provide a safe environment to develop coaching skills as part of a leadership approach.

## 4.1 Testimonials from previous Leadership in Action Cohorts

*“I found the course invaluable. It has dramatically changed my approach to work and I hope to review the impacts by re-evaluating my 360 in due course.”*

*“Attending the Leadership in Action programme was a transformative experience for me. The structured activities and personal support provided by the experienced facilitators helped develop my confidence and ability to further my career in leadership and management within my Department. The programme provided knowledge and insights that I have been able to apply in my day-to-day working, and has afforded me an invaluable network of peers across the University that has enabled me to continue to grow and develop beyond the formal programme.”*

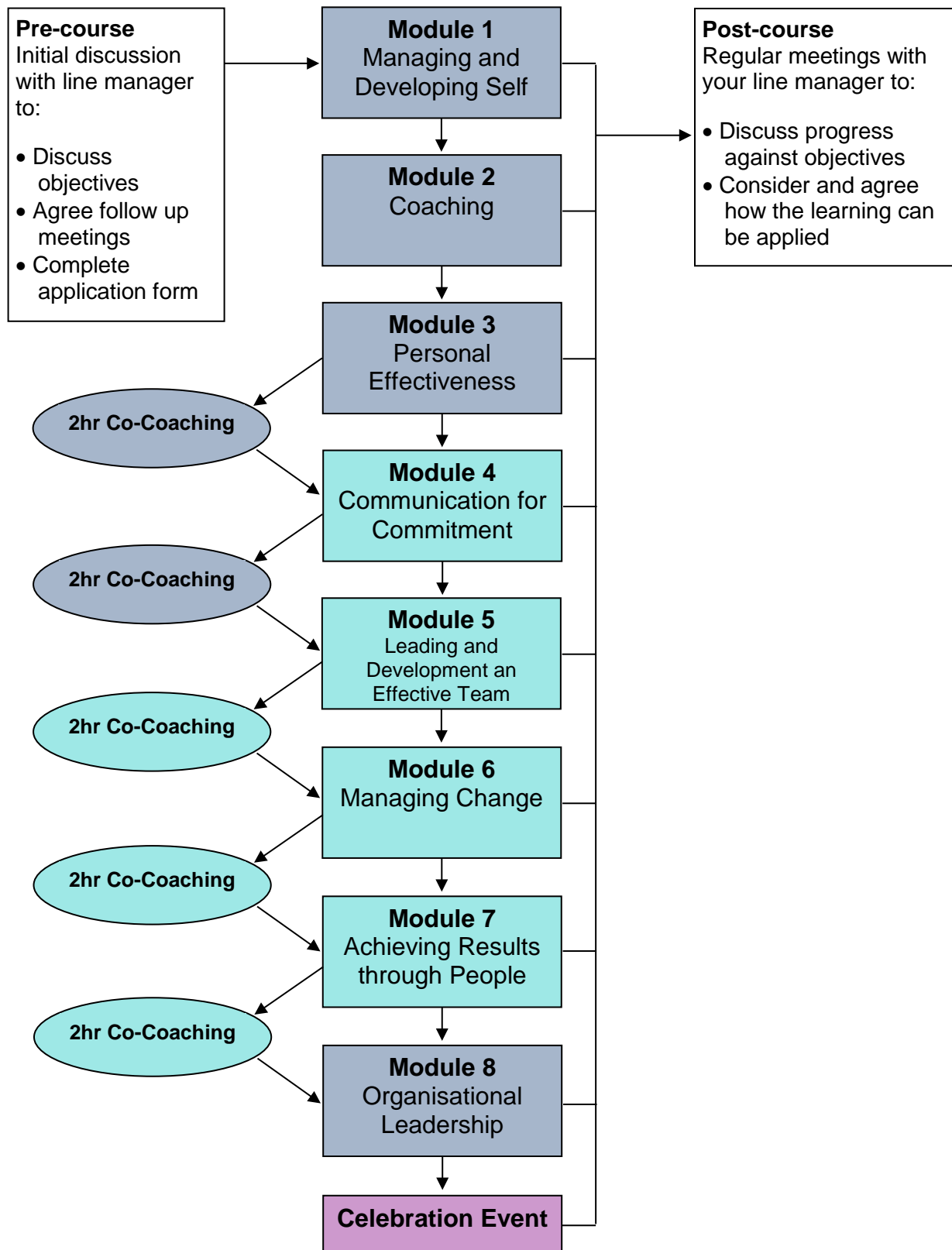
*A very worthwhile course which I would highly recommend to other managers performing a leadership role. In any course you always hope that you will benefit personally and be able to embed your learning in your day to day work – I feel that [the Leadership in Action programme] has helped me achieve this in some quite distinct areas.*

*“Participating in the LIA course was a very positive experience. It made me reflect on how I lead my research team, interact with other colleagues, and supervise my PhDs. The three things that I found most useful from the course were the 360 review, Myers Briggs type discussions, and coaching...”*

*Overall, the course was thought-provoking and provided a range of tools that I continue to use in my everyday work. It also provides an opportunity to meet people from other departments around the University and understand how some of the non-academic departments run. We were also really well supported by the facilitators from HR who made it an enjoyable and lively learning environment. I would thoroughly recommend it to all academics who have to manage people (whether PhDs, a research team, or their peer group as part of a teaching post like Chair of BoS/GSB for example).”*

*“The LiA programme was extremely comprehensive and thorough as a leadership course. The facilitator was outstanding and the course was excellent for getting to know other people in our cohort within the University and sharing experiences and similar challenges. One the most beneficial aspects of the course for me was the coaching sessions which were incredibly practical and which I have applied back in the work-setting and have found to be a very valuable set of tools. I also appreciated the 360-degree feedback process and the personal coaching I received which gave me a great deal of confidence in my development as a research leader. Whilst the LiA was a significant time commitment, I do feel overall it was well worth the investment.”*

## 4.2 Overview of the Leadership in Action Programme Structure



### 4.3 Forthcoming programme - dates

Module	Cohort 18	Cohort 19
<b>Induction</b> <i>(delegates and line managers)</i>	Monday 11 December 2017 11:30 – 13:00	Monday 22 January 2018 11:30 – 13:00
<b>Module 1</b> An Introduction to Leadership and Self	16 & 17 January 2018 <i>(Includes evening meal and optional residential)</i>	21 & 22 February 2018 <i>(Includes evening meal and optional residential)</i>
<b>Module 2</b> Coaching	19 February 2018	14 March 2018
<b>Module 3</b> Personal Effectiveness	16 March 2018	25 April 2018
<b>Co-Coaching 1</b>	9 April 2018	3 May 2018
<b>Module 4</b> Communication for Commitment	23 April 2018	15 May 2018
<b>Co-Coaching 2</b>	10 May 2018	20 June 2018
<b>Module 5</b> Leading and Developing an Effective Team	25 May 2018	26 June 2018
<b>Co-Coaching 3</b>	19 June 2018	12 July 2018
<b>Module 6</b> Managing Change	25 June 2018	18 July 2018
<b>Co-Coaching 4</b>	10 July 2018	3 August 2018
<b>Module 7</b> Achieving Results Through People	20 July 2018	16 August 2018
<b>Co-Coaching 5</b>	7 August 2018	TBC
<b>Module 8</b> Organisational Leadership	20 August 2018	September 2018 TBC
<b>Celebration Event</b> <i>(delegates and line managers)</i>	September 2018 – TBC	November 2018 TBC

NB: All Co-Coaching sessions last 2 hours. You will be given a choice as to which session you would like to attend: 09:30 – 11:30 or 14:00 – 16:00.

Day-long sessions run 09:30 – 16:30, **except** for Module 1 which is 09:00 – 17:00.

\* 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 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 and have been recently updated.

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.

#### 4.5 Myers Briggs Type Indicator (MBTI)

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 has seen the introduction of a formal University Coaching Scheme.

Module 2 will introduce you to the 'GROW' methodology and this approach will form the basis of the subsequent co-coaching groups. The initial coaching session is a full day with the subsequent 5 sessions lasting 2 hours each. The timings of the sessions will be either 09.30 – 11.30 or 14.00 – 16.00 and specific groups will be decided after Module 2 has taken place.

## 5. Learning & Development (L&D) provision

In addition to the core leadership programmes, in order for individuals to meet all of their development objectives, we will highlight particular elements of the L&D provision that may enhance learning.

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
- Discipline and Capability
- Equality and Diversity
- Influence and Persuasion
- Dealing with Interpersonal Conflict
- Project Management

## 6. 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](mailto:leadership-development@york.ac.uk)

## 7. 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.

## 8. What we need from you

- 1) Confirmation and commitment from you 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 Leadership in Action 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](mailto:leadership-development@york.ac.uk).

Completed forms to be submitted either:

Electronically to: [leadership-development@york.ac.uk](mailto:leadership-development@york.ac.uk)

or via internal mail to:

Kirsty Dixon  
H/B40 Heslington Hall

- 4) The deadline for the **completed** form to be submitted is **noon, Monday 6 November 2017**. Confirmation of attendance on the programme will be sent to you by **Friday 24 November 2017**.
- 5) Commitment to engaging with the 360° tool and the MBTI instrument.