

Leading Without A Team Briefing Pack: Cohort 5

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2014
THE AWARDS
AWARD WINNER
OUTSTANDING CONTRIBUTION
TO LEADERSHIP DEVELOPMENT



PRINCESS ROYAL
TRAINING AWARD
2016

Introduction

This briefing pack has been produced to introduce you to the Leading Without A Team programme and to hopefully answer some of the initial questions that you may have.

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 which needs to be submitted by **12 noon, Thursday 11 July 2019**.

The dates of the cohort can be found on page 7 of this pack.

If the programme is oversubscribed People and Organisational 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 9 August 2019**.

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.

Kind Regards,

Lindsay Coomer
Development Partner - Leadership

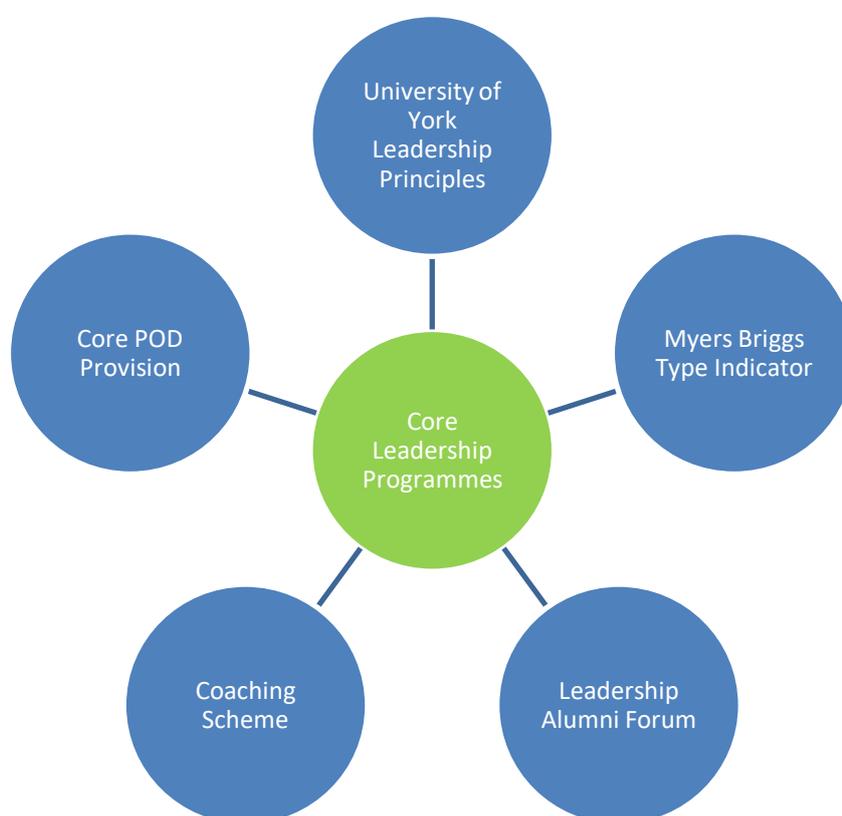
Context of leadership development at the University of York

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. In 2016 were 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) Strategic Leadership Programme: Suitable for Heads of Department and members of the Senior Management Group. Places on this programme are by invite only.

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

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

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

5) 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 People and Organisational Development provision.

6) 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. Typical applicants will be responsible for the delivery of strategic/cross University projects, without management responsibilities.

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 Interacting with 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 Leading Without A Team Programme

The programme is delivered by People and Organisational Development.

It comprises of five core modules which run over a period of six 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.

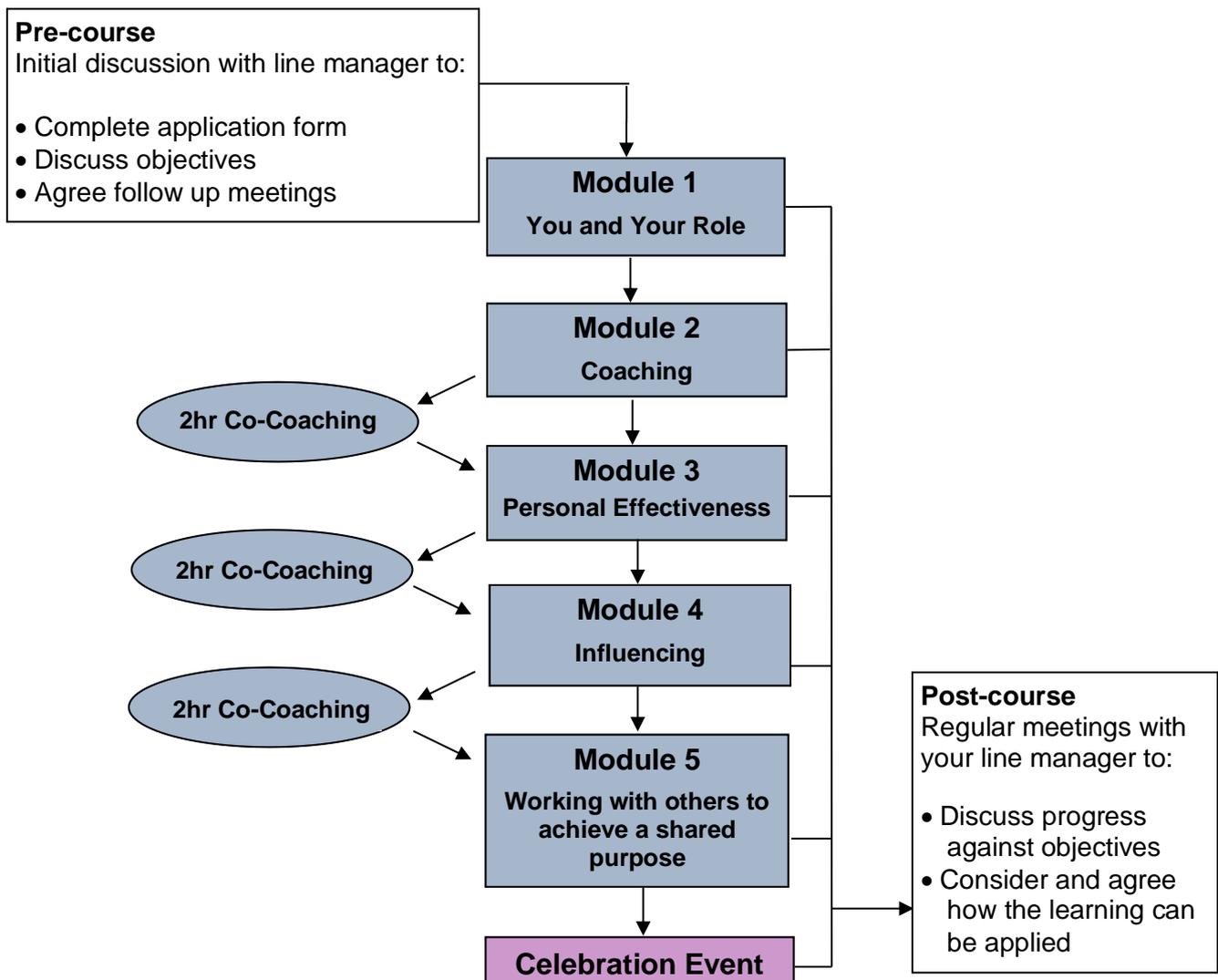
Testimonials from previous LWaT cohorts

“Engaging and thought provoking, nice balance of activities and interaction. Lots of food for thought and things I can actively apply back in the workplace.”

“Valuable in raising awareness and understanding of others and self... interesting to see the theory underpinning styles and motivation – I now see more clearly how I relate to others in the workplace.”

“Really useful, thanks Lindsay. Found the session around having difficult conversations particularly interesting/useful. As the LWAT course went on I became increasingly aware of how all the different things we've discussed (leadership principles/coaching skills/influencing skills etc) all inter-link and overlap. It's been brilliant for self-reflection and I got loads out of it.”

Overview of the Leading Without A Team Programme Structure



Forthcoming programme - dates

Day-long sessions run 09:30 – 16:30, **except** for Module 1 which is 09:30 – 17:30 (Day 1); 09:30-16:30 (Day 2).

Please note that the first day of the first module will include an **evening meal** which delegates are encouraged to attend. The evening will be finished by 9pm. Module 1 will take place at **Mercure York Fairfield Manor Hotel**. All remaining modules will take place at Kings Manor.

Please also 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.

Module	Date	Venue
Induction <i>(Delegates and line managers)</i>	Friday 13 September 2019 09:30 – 11:30	TBC
1	15 & 16 October 2019	Mercure York Fairfield Manor
2	14 November 2019	King's Manor
Co-Coaching 1	26 November 2019	TBC
3	9 December 2019	King's Manor
Co-Coaching 2	20 December 2019	TBC
4	17 January 2020	King's Manor
Co-Coaching 3	31 January 2020	TBC
5	19 February 2020	King's Manor
Celebration Event <i>(Delegates and line managers)</i>	31 March 2020 09:00 – 13:00	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.

360° Tool

The University has a set of Leadership Principles which was developed within the University some time ago. These principles embody important values and behaviours that leaders within our University can aspire to. While not mandatory for this programme, delegates will be encouraged to make use of the 360o tool which related to the Leadership Principles. The questions in the tool will consider the perceptions of your performance against this set of principles.

You will have a confidential individual coaching session with a member of People and Organisational 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.

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.

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.

Module 2 will introduce you to coaching methodology and this approach will form the basis of the subsequent co-coaching groups. After initial coaching input, there will be co-coaching sessions between each module lasting 2 hours each. The timings of the sessions will be either 09.30 – 11.30 or 14.00 – 16.00.

People and Organisational Development (POD) 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 POD 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.

Leadership Alumni Forum

Once a term, a Leadership Alumni Forum will be hosted. This will explore ongoing initiatives being introduced across the University and how leaders can engage their teams.

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 Leading Without a Team programme. This will enable you to discuss progress and highlight potential opportunities within the Department to transfer your learning.

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 Leading Without A Team webpage once live: <https://www.york.ac.uk/admin/hr/browse/organisational-development/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.

Completed forms to be submitted either:

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

or via internal mail to:

Amanda Camplejohn
H/B40 Heslington Hall

- 4) The deadline for the **completed** form to be submitted is **12 Noon, Thursday 11 July 2019**. Confirmation of attendance on the programme will be sent to you by **Friday 9 August 2019**.
- 5) Commitment to engaging with the MBTI instrument.