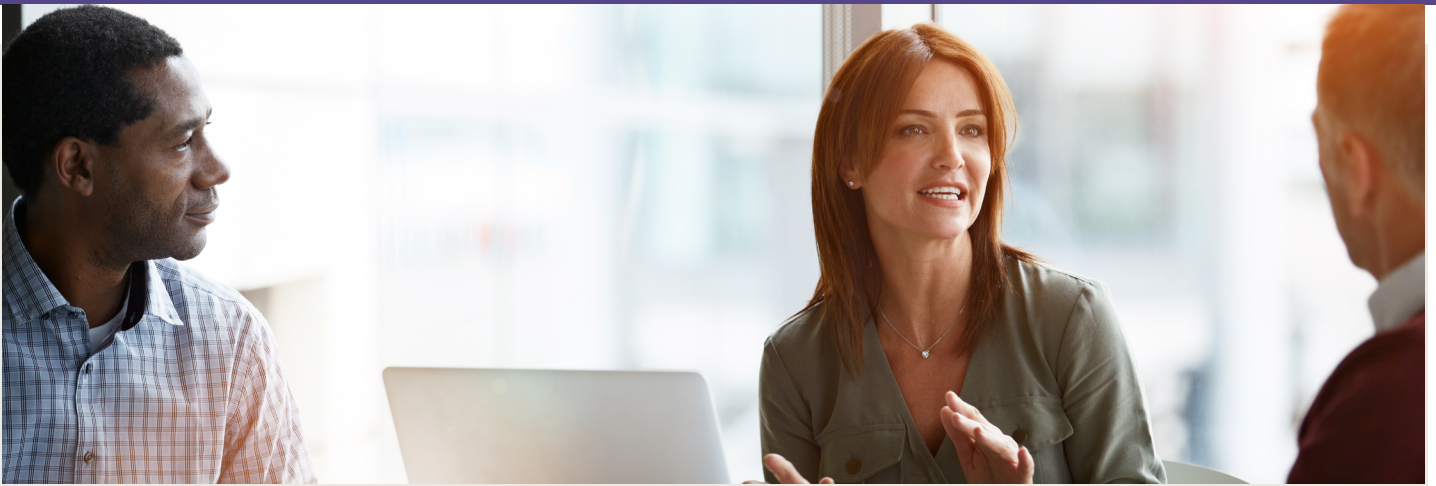




Strategic Leadership Programme

Build the confidence and skills to lead, engage and influence across your team, institution and the sector.

The Strategic Leadership Programme has been completely redesigned specifically for online delivery.

The programme will appeal to those with a portfolio which reaches across the institution and who want to exercise their strategic vision to make a meaningful impact in shaping the future direction of the higher education sector through influence and engagement.

The programme has been designed as a learning space that confronts and considers issues such as 'systems thinking', complexity, holistic approaches to organisational development, leadership in the face of wicked problems and the containment of organisational and system dynamics. It is a programme about the place of higher education in its context and the strategic leadership required to sustain it.

Who is the programme for?

Our Strategic Leadership Programme is designed for those who are faced with a particular strategic challenge that would benefit from collaborative problem solving and practical solutions.

Participants typically hold roles in their organisations that combine leadership of a particular function or academic area with high-level responsibility for one or more issues of a pan-institutional nature, for example

- + internationalisation,
- + student or staff experience,
- + external collaborations,
- + regional or global partnerships.

Key information

Application deadline

11 October 2021

Start date

18 October 2021

Pricing

Advance HE members

£4,495*

Non members:

£5,990*

***Prices include 10% Early Bird Discount until 30 September 2021**

Programme duration

Delivered over two months



Aims and outcomes

The programme comprises a blend of theoretical inputs, provocations, speakers, practical exercises, observations and discussions and will take a 'systems thinking' approach to considering strategic leadership.

One feature of that approach is that the Strategic Leadership Programme group itself becomes a 'learning organisation' to which all its members contribute. To that end, your preparation for, and active contribution to, the programme is an important part of its value. The Strategic Leadership Programme is designed to create opportunities to rehearse leadership approaches and is created around its participants: their willingness to engage, to share experiences, and to support each other.



The primary aims of the programme are to:

- + build confidence in the power of leadership to change organisations.
- + to disrupt complacency about the current operating model of higher education with a series of strategic "what if?" questions in order to create new models.
- + to challenge concepts of heroic individualised leaders in favour of distributed systems leadership.
- + to explore and develop approaches for leading in a complex environment

At the end of the programme, we expect that you will:

- + better understand the environment in which your leadership is being enacted.
- + have tested tools and approaches for influencing the systems and culture and of your organisation and the behaviour of others within it
- + have strengthened your confidence to lead well in situations of uncertainty, complexity and disruption.
- + have built a new network of fellow sector leaders who share a common language and understanding of the environment in which you are all working and who are able to provide generous mutual support.

One-to-one coaching sessions

1-4 November 2021 and 6-9 December 2021

Participants will have the opportunity to work with a coach over two 1.5 hour 121 sessions at either end of the programme. One-to-one coaching offers a confidential, non-judgemental, reflective space to consider leadership impact, embed learning, challenge unhelpful mindsets, and try new ideas on for size.

Our facilitators are qualified and experienced in coaching leaders in the higher education sector and will work with you first to design coaching objectives, and then help you work towards achieving them during your sessions. Whether you have benefitted from coaching before, or are new to the process, it is an important opportunity for focused reflection and learning entirely for you and your leadership development in a supportive environment.



Programme delivery

The programme is delivered online with six sessions over the course of two months and consists of an informal introductory networking session, two one-to-one coaching sessions (pre- and post- programme), four full-day modules and a half-day action learning set.

Each of the four modules will include the following elements to help participants consolidate their learning:

- + Approximately 2 hours of asynchronous pre- and post-session activities (for example, screencasts, articles, undertaking a self-guided group activity)
- + 4.5 hours of synchronous online activity (split across two sessions), with refreshment/lunch breaks and 1.5 hours of asynchronous activity scheduled between these.
- + Approximately 30 minutes of post-module reflective activity.

Introductory networking session

Monday 18 October 2021, 17.30 – 18.30

Networking Session designed to provide an opportunity to meet fellow participants and the facilitators in a relaxed and informal online setting and start to engage with the technology.

Pre-programme coaching

(bookable 1.5 hour 121 session): Monday 1 - Thursday 4 November 2021

Module 1

Monday 8 November 2021, 09.30 – 16.00, Engaging with complexity

What are the trends and challenges coming towards the sector that we need to put back on our radar after Covid-19 has swept all before it? What can organisational psychology tell us about leading in these fast-paced and unstable times?

During the day participants will:

- + share knowledge and intelligence on the HE context and begin to build a supportive peer network
- + engage with organisational psychology and neuroscience ideas and models and apply them to their own leadership context to create greater psychological safety
- + design leadership actions to enact within their institutions based on their learning.

Module 2

Tuesday 9 November 2021, 09.30 – 16.00, Leadership responses

How can we lead when we don't yet have the answers? How do we manage the tensions that inevitably arise in complex systems?

During the day participants will:

- + work through a leadership approach specifically for complex and ambiguous challenges and apply it to the HE sector
- + hear from and engage with a speaker from a non-UK HE sector
- + work with models and approaches to productively engage with organisational tensions and paradoxes.



Action Learning Set

Thursday 18 November 2021, 9.30 – 13.00

A half-day of facilitated group coaching to bring fresh perspectives and inspiration for solutions to your real and intractable leadership challenges.

Module 3

Tuesday 23 November 2021, 09.30 – 16.00, Leading complex institutions

How can we lead higher education strategy better? What can organisational development thinking teach us about enacting change in complex systems? What fresh approaches can we design by re-imagining our institutions?

During the day participants will:

- + compare contrasting approaches to strategy formulation and consider what they tell us about how to improve higher education strategy
- + apply a case study to an Organisational Development model to generate new thinking about how to approach institutional change
- + re-imagine and HE institution using scenarios to provoke new approaches and ideas.

Module 4

Wednesday 24 November 2021, 09.30 – 16.00

Influencing and engaging others

What can we learn about our influencing technique from individually working with an actor and coach? How can we disrupt cultural comfort zones to get real traction on change?

During the day participants will:

- + work in small groups with actor/coaches to practice challenging conversations and increase influencing skills
- + use 4 cultural archetypes to design strategies for moving people out of cultural comfort zones and combat change resistance
- + consider their “Long Shadow” of leadership and how it is working for or against their leadership intent.

Post-programme coaching

(bookable 1.5 hour 121 session): Monday 6 - Thursday 9 December 2021



The programme has taught me the importance of not always having the solution, and given me the confidence to admit it!”

**Amanda Carr, Director of
Business Development,
Canterbury Christ Church
University**

Want to find out more
about the Strategic
Leadership Programme?

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🖱 www.advance-he.ac.uk/slp

