

## Dates of the Meetings:

### Applying

Potential applicants should complete the application form below and return it to the Head of the School of Arts, Histories & Cultures, by the end of October, together with a short letter of support from their Head of Subject Area.

Successful applicants will be notified in early November and they **will be expected to attend all three meetings.**

---

### Preparing for Management and Leadership – Application Form

**NAME:**

---

**SUBJECT AREA & SCHOOL:**

---

**SIGNATURE:**

---

**DATE:**

---



### Preparing for Management and Leadership

Managing Self

Managing Others

Managing Resources, Strategy and Change



Each of the four sessions will be opened by a guest speaker (the Dean, a Head of School, Head of Faculty Administration and Subject Leader) from within the Faculty sharing their own reflections on what constitutes effective leadership.

Those participants already occupying a management/leadership role will have the option to take part in a 360 degree feedback exercise, and receive a confidential report, to help identify their managerial strengths and possible areas for development.

**Aim of Programme:** To enable those in, or preparing to take on, management and leadership roles in the Faculty to gain insight into a range of techniques and thinking relating to; managing themselves; managing others and managing strategy and change. To facilitate sharing of perspectives and understanding between academic and administrative staff.

**Specific Objectives/Learning Outcomes:** By the end of the programme those participating will:

- Have considered the discourses of management, leadership, governance and administration and have identified what they perceive constitutes an effective leader in the University;
- Have gained an insight into their own leadership style, skills and approach with a view to identifying ways in which they might further develop as they take up any position;
- Be able to apply a range of personal effectiveness tips and techniques related to time management and personal communications;
- Have been introduced to range of topics and techniques important in managing teams and individuals;

- Have explored a range of ideas and techniques related to strategy, strategic and performance management, and organisational change.

#### Method and Approach:

The programme involves four away days at which various management and leadership topics will be introduced. Each session will start at 10-00 am and conclude at 4-00 pm. In addition those taking part will complete an Occupational Personality Questionnaire that identifies their preferred style, approach and behaviour in the workplace – this will be used to suggest further areas for development, in addition to the optional 360 degree feedback. The away days will be facilitated by Paul Dixon and Malcolm Harper of the Staff Training and Development Unit. The approach will be informal and driven as much as possible by the needs of participants within an overall framework suggested for each session below.

#### Away-day Themes/Overview

##### 1. Managing Self

*Leadership and Management* – contrasts, models and approaches suitable to an academic environment, consideration of personal, inter-personal and communication styles for effective leadership

*Time Management* – consideration of some tips and techniques to help people manage their time effectively when taking up a management role

##### 2. Managing Others

*Managing and Developing Teams* – team roles, stages in team development and the leaders role in supporting the teams development

*Managing Individual Performance* – setting standards, using the tools available, dealing with under performers, managing ‘over-performers’ and action to develop individuals

##### 3. Managing Strategy and Organisational Performance

*Strategy* – models of strategy contrasted, problems with linear static strategy models, incrementalism and the strategic planning process

*Organisational Performance Management* – operationalising strategy, use and abuse of performance measurement

##### 4. Managing Change and Organisational Development

*Organisational Culture, Structure, Values and Ethos* – developing a holistic approach to analysing and developing the organisation

*Leading organisational change* – nature and types of organisational change, tools and techniques for assessing where change required and what needs to be done to achieve successful change, principles of effective change management

Programme close and identification of any further development activities for the group.

**To achieve and fulfil our ambitions and potential, the School needs to identify its future leaders and managers**

#### Introduction:

The Faculty wide ‘Preparing for Management and Leadership’ Programme builds on two previous presentations of a similar programme for the School of Arts, Histories and Cultures. The initiative for the programme came from the Head of School’s desire to help staff prepare for school based roles such as Subject Leaders and Directors. Subsequently the programme was opened up to those with administrative management positions within the School. This has proven to be a valuable opportunity for colleagues to share perspectives and promote further dialogue and understanding between academic and administrative staff. It is anticipated that widening out the programme across the Faculty will further develop this sense of interchange and knowledge sharing.