Welcome to the new Leadership Academy brochure
2018–19

Welcome to the academic year 2018–19 brochure for leadership development at the University of Birmingham. This year sees a new format for our offerings with three new brochures which we feel will make it easier for you to focus on your specific needs. If you are a leader in any capacity this brochure is for you.

This brochure outlines the leadership development options available to all staff for the next 12 months, to help support personal, team and organisational development across the University. It highlights a wide range of development activities including the Senior Leadership Programme (SLP) which is designed for those wishing to pursue a senior position in the University, the Emerging Leaders Programme (ELP) for senior colleagues who want to discover where their talents and motivations lie in terms of leadership and the Research Leaders Programme (RLP) for senior researchers who have the potential to enhance the quality and strength of their research. In addition to these programmes we have a suite of Institute of Leadership and Management (ILM) programmes from team leader and aspiring team leader through to middle managers. Committed to the university’s equality strategy we have an award winning BAME Future Leaders Aditi programme for professional services staff and support the LFHE’s national Aurora programme for female academics.
The second brochure focuses specifically on our Coaching Academy and the support you can receive on a one-to-one or team basis.

The third brochure focuses on our training and development activity detailing our open programmes for both academic and professional services staff. For more information on this, and all of our products and services, please visit our website or contact POD.

I hope you find the brochure a useful resource in planning your own personal development for the next 12 months, and that of your teams.

Best Regards,
Andrew and Kate
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New College Board Induction

Key contact: Marc Adams  
(45949; M.Adams@bham.ac.uk)

Duration: A two-day workshop held at the end of June and additional meetings with senior University leaders

Delivery method: The workshop will take place at Park House Annexe (Situated at G19 in the green zone on the campus map)

Who it is suitable for
The New College Board (NCB) induction programme is for newly appointed academic members of College Boards. The programme focuses on the wider context and managerial responsibilities associated with roles such as Head of School, Director of Research and Knowledge Transfer, Education or Internationalisation. Topics include the University’s compact process, finances, the relationship with professional services and the role of College Board in the University.

The workshop is delivered by senior academic and professional services speakers from across the University. The induction complements the University’s Senior Leadership Programme which runs from February each year. Participation on New College Board is by invitation from the Provost and Vice-Principal.

What you will be able to do after the programme
NCB induction will enable you to swiftly take on the practical responsibilities associated with College Board roles.

intranet.birmingham.ac.uk/staff/development
The Research Leaders Programme (RLP)

Key contact: Kate Crane  
(x43690; K.Crane@bham.ac.uk)  
Duration: Five days of workshops/seminars, international visit and additional group work  
Delivery method: Seminars and workshops will be classroom based and will be run at Park House Annexe (Situated at G19 in the green zone on the campus map). Other work will be based in a variety of locations.

Who is it suitable for  
The RLP is a bespoke programme designed for senior researchers (senior lecturer/professor) who have the potential to enhance the quality and reach of their research and to strengthen their areas of excellence.

Please discuss your interest with your line manager or Director of Research as entry onto this programme is by a rigorous selection process.

What you will be able to do after the programme  
The RLP is designed to assist and develop our outstanding research leaders, supporting them in the delivery of world-class research.
Development for senior leaders (cont)

Key contact: Kate Crane
(x43690; K.Crane@bham.ac.uk)
Duration: Various
Delivery method: Events will be run across the campus and notified to you on a regular basis. These will include presentations and discussions as well as mentoring and coaching support and further training events.

Who it is suitable for
Members of a current or past cohort of the Senior Leadership Programme (SLP), Research Leaders Programme (RLP) and Emerging Leaders’ Programme (ELP).

What you will be able to do after the master class
Continue networking with colleagues and developing your learning about leadership. The programme plays a key role in building an alumni body for the SLP, RLP and ELP.

Content
The events will help you keep up to date with the latest research and hot topics in leadership, to share best practice and to look both inside and outside the University at innovations in leadership.

So what’s distinctive?
On-going opportunities to develop yourself as a leader alongside senior colleagues.

To book a place on this programme, please click on the link below:
The Senior Leadership Programme (SLP)

Key contact: Kate Crane
(x43690; K.Crane@bham.ac.uk)
Duration: Nine days over six months plus additional group work
Delivery method: All classroom workshops, except for one residential module, will be run at Park House Annexe (Situated at G19 in the green zone on the campus map). Action learning sets and other work will be based in a variety of locations.

Who it is suitable for
The SLP is a bespoke programme designed for senior leaders and equivalents in professional services (Grade 10 or above) who may be about to take up a greater formal leadership and managerial role, for example, a Head of School role or a leader of a large or complex administrative function, or who may already be in senior management roles and wish to refresh their leadership skills. Please discuss your interest with your Head of College or Director as entry onto this programme is by a competitive selection process.

What you will be able to do after the programme
The SLP is designed to assist and support you through the challenges you face as a strategic leader in times of rapid change, including a focus on preparing you to lead in senior cross-institutional strategic roles in Higher Education.

Content
- Development of the skills of strategic, connected and joined-up leadership in the context of the University and the Higher Education sector
- Exploration of and refocus on the expectations and success criteria for your role as a senior leader in the University
- Development of coaching skills to help face the challenges as a strategic leader in times of change
- Exploration of the culture of the University, where it comes from and how we can influence it
- Development of a variety of problem solving techniques to address complex problems in Higher Education
- The building of strong networks of colleagues in academic and professional services roles across the University
- Identification of key stakeholders and the power and influence of relationships within the University to support you as a strategic leader

So what's distinctive?
The opportunity to make a change in your leadership capability, while building your network through working with peers on shared strategic issues.

To book a place on this programme, please click on the link below:
intranet.birmingham.ac.uk/staff/development
Development for middle managers/aspiring leaders

To book a place on this programme, please click on the link below:
The Aditi Leadership Programme

The Aditi programme is a leadership development programme for black, asian and minority ethnic (BAME) academic-related staff in the University.

It aims to help talented staff identify their unique leadership qualities and where and how these can be utilised as they progress their careers.

The principles of the programme are to help individuals identify and address any barriers they may encounter, and discover ways to bridge the gap between their current skills and abilities and those required to progress into more senior roles.

Key contact: James Cull (x58771; J.C.Cull@bham.ac.uk)
Duration: Approximately eight days of classroom activities, this includes a two-day programme design workshop
Delivery Method: Participants identify and influence the delivery options, including classroom, action learning, ‘Lunch and Learn’ sessions and project activities

Who it is suitable for
You will be a BAME Grade 6–8 academic-related member of staff who aspires to develop and enhance their leadership capability.

Content
Participants determine the content based on their development needs as leaders and will cover the range of characteristics, skills and styles of leadership.

What you will be able to do after the programme
Participants will be empowered to drive their personal leadership career path and to support and contribute to the UoB’s Equality Scheme.

So what’s distinctive?
A unique approach for BAME colleagues to develop their leadership identity and increase their networks across campus and the local community.

HOW TO BOOK
Details on how to apply for the next Aditi programme are available on the POD intranet page.

intranet.birmingham.ac.uk/staff/development
The Aurora Leadership Programme

**Key contact:** Liz Leech  
(x45039; E.Leech@bham.ac.uk)  

**Duration:** Five one-day workshops, plus one-to-one mentoring support and action learning sets over a six-month period  

**Delivery method:** The workshops are delivered off-site and are large-scale events for around 200 people run with participants from other Higher Education Institutions by the Leadership Foundation for Higher Education. Mentoring support and most of the action learning set work is delivered on-site, either in POD House or at other mutually convenient venues.

**Who it is suitable for**  
This programme is suitable for early career female academics (at lecturer and senior lecturer level), although the programme may be suitable for new senior leaders. Entry to the programme is by invitation and you should register your interest with Liz Leech.

**Content**  
Workshops cover power and politics, finding your voice, making an impact and leadership skills in a changing environment. One-to-one mentoring support and practical action learning set work, supported by a library of online learning materials.

**What you will be able to do after the course**  
At the end of the programme, you will have developed the skills and confidence to negotiate your career. You will have also started to build your own portfolio of leadership skills, and developed your internal and external networks.
Development for middle managers/aspiring leaders (cont)

To book a place on this programme, please click on the link below:

The Emerging Leaders’ Programme (ELP)

Key contact: Marc Adams (X45949; M.Adams@bham.ac.uk)
Duration: Seven and a half days in total comprising of:
- 5.5 days of classroom based development (a half-day, two, two-day and one, one-day workshop)
- Three, two hour action learning sets, individual feedback on your leadership style and climate, compilation of your personal leadership profile, and a presentation to peers on your development from the programme
- In addition, there are optional management skills ‘refresher’ workshops run during the year covering topics such as ‘Time Management’, ‘Strategic Financial Management’, and ‘Communicating with Impact’

Delivery method: All workshops and action learning sets will take place at Park House Annexe (Situated at G19 in the green zone on the campus map)

Who it is suitable for
You will be someone who is already contributing to leadership at the University and who wishes to develop their leadership capabilities further. You are likely to be a Professor, Senior Lecturer or a member of Professional Services at Grade AR9/AA9. Please discuss your interest in this programme with your Head of College or Director of Service as entry is by nomination in the spring of each year.

What you will be able to do after the programme
You will have a better understanding of your unique impact as a leader in the Higher Education sector, your strengths and development needs, and be able to successfully apply a range of leadership styles to different situations.

Content
- The nature of leadership, the relationship between leadership and management, models of effective leadership and the impact that leaders have on others
- Understanding your leadership DNA, the influence of values, ethics and personality on your style of leadership
- Motivating individuals to perform at their best, leading and developing teams to enhance their performance
- Supporting people through change; appreciate the importance of networking to leadership and identify potential future connections

So what’s distinctive?
The programme will provide you with the opportunity to join with Academic and Professional Services colleagues from across the University to reflect on what sort of leader you are currently, the type of leader you wish to become, and to share your leadership challenges.
Excellent course. I enjoyed it and have gained a lot.

ELP
To book a place on this programme, please click on the link below:

Essential Guide to Managing at the University

Key contact: Contact POD (x44606; x43693; pod@contacts.bham.ac.uk)
Duration: Three days
Delivery method: Classroom based at Park House Annexe (Situated at G19 in the green zone on the campus camp)

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff who has been given managerial responsibility of others in the last three–six months. You will be looking to increase your understanding of the operational aspect of your role in order to comply with policy and good practice.

What you will be able to do after the course
You will have the necessary understanding and increased levels of confidence to drive your own performance as an effective manager.

intranet.birmingham.ac.uk/staff/development
Excellent delivery of the course; engaging and good mixture of activities and discussions.

Essential Guide to Managing at the University
Institute of Leadership and Management (ILM) accredited programmes

To book a place on this programme, please click on the link below:

ILM Level 2 Certificate in Leadership and Team Skills

Key contact: Contact POD (x44606; x43693; pod@contacts.bham.ac.uk)
Duration: Nine days (over a period of approximately eight months) and a one-hour induction plus two, one-hour tutorials.
Delivery method: All classroom workshops will be run at Park House Annexe (Situated at G19 in the green zone on the campus map).
You will be required to complete and submit:
- Nine written assignments
- A learning log and personal development plan
You will also be required to hold regular briefing and debriefing meetings with your line manager.

Who is it suitable for
This programme, which provides a solid foundation for development into a management role, is for Academic, Academic-Related and Support staff who are aspiring team leaders or who currently supervise the work of a team member.

What will you be able to do after the programme
You will be able to use your greater knowledge of basic leadership and team skills to help motivate your team to perform, to deal with change in the workplace and to communicate effectively with your team members and other colleagues.

Content
- Identifying your own leadership strengths and areas for development
- Exploring different styles of leadership and the circumstances to which these are best suited
- Learning how to create meaningful objectives which will provide clarity for those whose work you lead
- Enhancing your role in managing the performance of others
- Developing a greater understanding of the most effective ways to communicate with your team and colleagues
- Identifying the reactions and attitudes of yourself and others during change.
- Understanding how to develop and maintain an effective team
- Understanding how to make diversity a part of the team culture
- Implementing activities to support effective induction in the workplace

So what is distinctive?
The opportunity to build rock solid foundations for your wider career in management while gaining a widely recognised professional qualification.
To book a place on this programme, please click on the link below:

ILM Level 3 Certificate in Leadership and Management

**Key contact:** Contact POD  
(x44606; x43693; pod@contacts.bham.ac.uk)

**Duration:** 10.5 days (over a period of approximately eight months) plus a two-hour induction and two, one-hour tutorials

**Delivery method:** All classroom workshops will be run at Park House Annexe (Situated at G19 in the green zone on the campus map).

You will be required to complete and submit:
- Six work based written assignments
- A problem solving and change report
- Unit reflection documents and personal development plan

You will also be required to present your problem solving and change report to your line manager and hold regular and change debriefings with him/her.

**Who it is suitable for**
Academic, Academic-Related and Support staff who are currently managing a team, but have had limited formal training, and are serious about developing their capabilities. The programme also supports practising team leaders, who are seeking to move up to the next level of management, and also managers who need to lead people through organisational change.

**What you will be able to do after the programme**
You will be able to use a range of key management skills to develop and drive the organisation forwards from within your team and to manage, motivate and engage your team with confidence.

**Content**
- Assessing, evaluating and developing your own performance and that of your team
- Critiquing your own leadership style in the context of a variety of models and identify ways in which you can improve
- Applying a range of motivational theories to the engagement and development of your team
- Identifying what makes a successful team and how this is reflected in your own team performance
- Producing effective solutions to work-based problems and areas of development
- Developing knowledge of the psychology and process of change to implement successful changes in your workplace

**So what’s distinctive?**
The opportunity to gain a widely recognised qualification which will set you on the right path to becoming a highly effective operational team manager.
Institute of Leadership and Management (ILM) accredited programmes (cont)

To book a place on this programme, please click on the link below:

ILM Level 5 Certificate in Leadership and Management

Key contact: Contact POD (x44606; x43693; pod@contacts.bham.ac.uk)
Duration: 7.5 days (over a period of 9 months) plus a one-hour tutorial
Delivery method: Workshops at Park House Annexe (Situated at G19 in the green zone on the campus map) plus directed self-study

Who it is suitable for
Academic and Academic-Related staff with evidence of previous management training and experience whose current role encompasses responsibility for managers, supervisors and/or team leaders, likely to be grade 6–8.

What you will be able to do after the programme
You will be able to apply some core leadership and management techniques to drive better results. You will develop your ability to provide strategic leadership through identification of improvement initiatives to support the development of University goals.

Content
- Assessing your own leadership capability and impact
- Evaluating your own ability to lead and manage effectively and efficiently
- Gaining an understanding of how to use effective management coaching techniques
- Ability to develop people in the workplace to drive better individual, team and organisational results
- Ability to manage stress and conflict in the organisation, building the ability to propose innovative solutions to organisational performance in this area

So what’s distinctive?
The opportunity to gain a widely recognised professional qualification which will enable you to become a highly effective operational manager and set you on the path to becoming a successful strategic leader. All of which is supported through fellow learners within your cohort, dedicated tutorial time and action learning interventions to deliver a blended approach to your learning.
My leadership skills have improved, which has been noticed by my line manager and colleagues.

ILM Level 2
HOW TO FIND US

POD is situated at Park House Annexe
(Situated at G19 in the green zone on the campus map)