Leadership Excellence Programme

Purposeful Leadership
Strategic Thinking and Decision Making
Collaborative Resilience and Adaptability
Delivering Results
Communicating with Impact
Creativity and Innovation
Developing Others
Self Awareness
Contents

Introduction 04

The Programme 05

Programme Content 06

Preparing for the Leadership Excellence Programme 10

Leadership Excellence Behaviours 12

Leadership Excellence Programme – Journey Planner 14

After the Programme 15
Introduction

The Leadership Excellence Programme (‘the Programme’) is designed to inspire, develop and embed highly effective leadership practices and behaviours throughout our university.

The Programme forms a key element of our Leadership Development Strategy and reflects an investment in the combined leadership capability of colleagues in the most senior and influential roles in our university. It is designed to provide planned and flexible opportunities for our diverse community of leaders to consider and develop their leadership practices together.

Our University Executive Group sees leadership as a vital component of our university’s ability to achieve its ambitious strategic goals in a fast changing higher education environment. As a result, a set of Leadership Excellence Behaviours has been developed which describe what effective leaders do at Leeds.

Many participants will have engaged in leadership development programmes before. This programme has been created to build on those experiences and promote a collective approach to the achievement of our strategic goals by providing opportunities for colleagues to explore and plan their individual, collaborative and strategic leadership approaches together in the context of our Leadership Excellence Behaviours.

Implementing our ambitious plans for academic investment and growth will require great leadership and a capacity to work quickly and effectively across boundaries. This programme provides the opportunity for colleagues to explore and develop collaborative approaches to leadership and I strongly encourage you to play a full part in this.

Alan Langlands, Vice-Chancellor
The Programme

The Leadership Excellence Programme is:

- tailored to our context;
- interactive and engaging;
- issue-based and practical;
- experiential and behaviour-focused;
- flexible in addressing participants’ needs;
- constructed to enable collective organisational learning to be identified and shared.

The Programme is structured as follows:

- Completion of and feedback on the outcomes of an emotional intelligence tool to inform the identification of individual development needs and personal learning objectives;
- Three core one day modules: Personal Leadership; Leading Collaboratively; and Leading our University. These will be undertaken in cohorts to promote cross-institutional networking;
- Peer Learning Groups to support the practical embedding of learning from the core modules;
- Optional elective modules to explore and develop specific skills arising from the core modules and your personal leadership experiences;
- Optional access to a coach to work with you on specific leadership challenges that you are addressing.

The Programme has been developed in partnership with Ethos Consulting. Ethos works closely with its clients to create effective approaches to supporting high performance in organisations and has significant experience in the charity, public and private sectors.
Programme Content

The 3 core modules of the Programme focus on personal leadership, leading collaboratively and leading our University.

Core Content

MODULE 1 – PERSONAL LEADERSHIP

The first day of the core programme focuses on you as a leader at Leeds and poses the following questions:

➜ How well do you know yourself as a leader?

➜ What are the values, preferences and goals that shape the decisions you make?

➜ What are the personal and professional challenges that you face in your leadership role?

As a senior leader your behaviours set the tone for other colleagues and also have a significant impact on your long term effectiveness and performance in a demanding role.

Using your EQi results and our Leadership Excellence Behaviours as a starting point you will explore these and other questions which are at the core of your day-to-day leadership practice and shape the impact that you have on those around you.

LEARNING OUTCOMES:

By the end of this module you will have had the opportunity to:

➜ Consider the individual and collective leadership responsibilities of senior leaders at Leeds;

➜ Define/formulate your leadership goals and reflect on the leadership choices you make to achieve them;

➜ Explore how your behavioural preferences shape your ability to lead and influence;

➜ Identify next steps and how you will apply your learning to increase your leadership effectiveness.
As a senior leader you will be required to achieve your goals with and through other colleagues and teams.

**MODULE 2 – LEADING COLLABORATIVELY**

The second day of the programme addresses the extent to which you build effective collaborations with colleagues internally or beyond the University to achieve strategic goals. **As a collaborative leader you will be encouraged to think about the following questions:**

- What does ‘working collaboratively’ mean to me?
- What do I value about working collaboratively with others and what do I find challenging?
- What can I do to get collaborations up and running successfully?

By definition of your role as a senior leader you will be required to achieve your goals with and through other colleagues and teams. When we regard our goals as something that we have control over and can achieve independently of others, this can lead to competing agendas and confusion. During this module you will have the opportunity to work with colleagues in your cohort to explore ways that you can achieve better outcomes together.

**LEARNING OUTCOMES:**

By the end of this module you will have had the opportunity to:

- Review the importance of collaboration in achieving success in your role;
- Explore the behaviours that you require to build effective collaborations which deliver results;
- Develop skills and strategies to help you deal successfully with the challenges of collaborative working;
- Identify next steps and action you will take to create the environment for high performance teamwork.
By the third module you will be spending some time as a leadership community thinking about the long term strategic issues that will shape our university’s future success. The pressure of short term goals and operational business decisions can often dominate our daily activity. As a participant in this programme you will need to think about some of the following questions:

- How often do I and my team discuss the long term future and how equipped we are to respond to the possible opportunities and challenges this may present?
- How successful have recent change processes been in achieving their intended outcomes?
- What are the decisions and/or problems that I find most challenging?

Helping others to work through periods of ambiguity or transition can be professionally and personally challenging for leaders, particularly when they don’t have all of the answers.

In this module there will be an opportunity to think about the long term challenges that our university needs to prepare for and consider the resources available to us as a leadership community in moving forward.

**LEARNING OUTCOMES:**

By the end of this module you will have had the opportunity to:

- Develop a shared sense of direction for our university’s long term future and the leadership implications for you;
- Explore skills and strategies for delivering sustainable organisational change;
- Consider and apply different approaches to creative problem solving and decision making;
- Identify next steps and action you will take to deliver your change agenda.
Optional Content

**ELECTIVE MODULES:**
A range of elective modules will be released midway through the Programme and participants will be invited to register on those sessions which they perceive to be of most relevance to their leadership development priorities. The electives will be delivered through both workshop and online formats across a range of dates.

The aim of the elective modules is to expand on themes or issues which it is only possible to touch on briefly in the one day core sessions.

**Elective modules which may be covered include:**
- Coaching skills for leaders
- Managing challenging conversations
- Leading effective change
- Building high performance teams
- Influencing and negotiating to achieve results
- Giving and receiving feedback.

**INDIVIDUAL COACHING:**
Participants on the Leadership Excellence Programme can also access support from an individual coach to work with them over a series of one to one coaching conversations. Participation in the Programme offers up to four funded sessions with a qualified and experienced coach.

As with the elective modules, you will be able to access this support midway through the programme by contacting the programme team.

Coaching conversations are designed to provide flexible and personalised support focused on your leadership challenges.
Preparing for the Leadership Excellence Programme

➔ **STEP 1: Programme Invitation and Booking**

Attendance at our Leadership Excellence Programme is by invitation from the Vice-Chancellor. You should receive an invitation with an overview of the programme and a link to a booking form. You can find details of the dates for the programme on our webpage [www.sddu.leeds.ac.uk/leadership-excellence-programme](http://www.sddu.leeds.ac.uk/leadership-excellence-programme).

The booking form will ask you to indicate a first and second preference (where possible) for the start date of your programme. We will seek to accommodate first preferences wherever possible but it may prove necessary to offer places on second preference dates from time to time.

When you book onto the programme you are confirming that you are available to attend the stated dates for the whole programme including the 3 core module dates and peer learning groups. Please hold these in your diary. Other elements of the programme will be delivered on a more flexible basis to enable completion around other diary commitments.

➔ **STEP 2: Booking Confirmation and EQi**

You will receive a confirmation email of your place on the programme. With that confirmation email you will receive a link to access the online EQi (emotional intelligence) questionnaire.

The EQi or Emotional Quotient Inventory is an emotional-social intelligence scale that will inform the content of the first module – Personal Leadership.

Completion of the online EQi questionnaire will generate an electronic report and will be followed up by a one to one meeting with an EQi practitioner to discuss your report in advance of the first module. You will be asked to specify a preferred date for your EQi feedback meeting from a range of options when you receive the email with the access to the online questionnaire.
STEP 3: Leadership Excellence
Pre-Programme Briefing Sessions

If you want to find out more about the Programme and how you can prepare for it, you are encouraged to attend one of our informal briefing sessions.

Dates of the sessions can be found on the programme webpage: www.sddu.leeds.ac.uk/leadership-excellence-programme

The briefing session will last approximately an hour (or longer if you want to have a one to one consultation with a member of the team).

During the session you will have the opportunity to:
- Meet members of the Leadership Excellence delivery team;
- Find out more about the structure and format of the programme;
- Find out more about the EQi (Emotional Quotient Inventory) tool and how it links to the Programme;
- Think about the steps you will need to take to prepare for and get the most out of the Programme.

If you can’t make the scheduled times but would still like to talk to someone about the Programme, please email the programme office at leadership@leeds.ac.uk and we can arrange a half hour consultation for you by phone or in person.

STEP 4: Defining your Learning Objectives

It will be important to think about your personal learning objectives and leadership challenges in advance of attending the first module. We recommend seeking feedback from your manager to discuss how you are going to approach the Programme and this may include a conversation about your EQi report.

Other sources of reference when considering your leadership learning objectives include:
- Our new Leadership Excellence Behaviours – how confident do you feel about the extent to which you demonstrate them?
- Your SRDS objectives – how do you need to engage with and lead others to achieve these?
- IPE and Strategic Priorities – how does the role you play contribute to the delivery of local and organisational strategic priorities?
- PMF Survey Results – what do people in your team(s) say about the leadership they experience?

What is Emotional Intelligence? The term “Emotional Intelligence” was conceived by Dr. Peter Salovey and John Mayer in 1990 as an identifier for the human capacity to understand and engage in meaningful social interactions. In his book “Emotional Intelligence: Why It Can Matter More Than IQ” (1995), Daniel Goleman defined Emotional Intelligence (EI) as the, “capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships.” Since then, considerable research has shown that EI is a significant determinant of success in many occupations.
Leadership Excellence Behaviours

**Purposeful Leadership:**
We understand the goals and values of our university, set a clear direction and help colleagues to translate strategic priorities into the delivery of specific outcomes which are informed by evidence and insight. We build confidence and commitment in the way that we listen to the views of others, act on our plans, learn from our setbacks and celebrate our successes.

**Strategic Thinking & Decision Making:**
We make informed decisions and take considered risks, which incorporate both short and long term factors and are aligned with our University Strategic Plan and values. We prioritise activity and make choices which are most likely to enable the delivery of shared goals. We scan the horizon for emerging opportunities and plan current activities with the future in mind.

**Creativity and Innovation:**
We actively seek and use feedback to drive continuous improvement. We challenge ourselves and others to be the best we can and share best practice from across our university and beyond. We create an environment where new ideas and creative problem solving are encouraged and acted on.
Collaborative:
We build effective working relationships with a wide range of internal and external stakeholders to shape the future through creative collaborations and teamwork. We demonstrate the impact of our contribution through regional, national and international partnership and we work in partnership with our diverse range of colleagues, students and partners to understand their needs and deliver excellent outcomes.

Communicating with Impact:
We build trust and gain buy in to shared goals through our professionalism, integrity and effective communication skills. We influence and engage others across and beyond our institution through active two way dialogue and by promoting a clear and targeted message which positively reflects our university.

Delivering Results:
We take responsibility for delivering change efficiently and making things happen. Barriers and challenges are resolved promptly and success is celebrated. We are committed to ensuring that positive change is sustained and embedded to drive future success. We take a proactive approach to developing services, solutions and processes which are accessible, inclusive and user friendly.

Developing Others:
We equip colleagues to perform to the best of their ability and realise their potential through ongoing feedback, coaching and development. We value and recognise the benefits of working with a diverse range of talented colleagues and actively seek to build inclusive teams in which all team members can thrive.

Resilience & Adaptability:
We are able to adapt to changing priorities and seek to create a positive and healthy working environment in the way that we engage with and support others.

Self Awareness:
We understand our individual leadership style and adapt our approach in response to the situation and the needs of others. We regularly seek feedback to increase our levels of self awareness and are committed to undertaking development to improve our personal effectiveness.
I have been invited to attend the Leadership Excellence Programme

01 I book my place and prepare for the Programme

02 I attend Module 1 – Personal Leadership

03 I attend my 1st Peer Learning Group

04 I attend Module 2 – Leading Collaboratively

05 I attend my 2nd Peer Learning Group

06 I select optional activities eg. elective modules and/or coaching

07 I attend Module 3 – Leading Our University

08 I attend my 3rd Peer Learning Group

09 I select optional activities eg. elective modules and/or coaching

10 Programme wrap up – I share learning and define next steps...

Leadership Excellence Programme – Journey Planner
We recognise that a leadership development programme is not the only way to support our leaders.

The Leadership Excellence Programme is designed to promote an ongoing process of individual, team and organisational development which you will be part of. Every leader will have different priorities and challenges at various points in time and the

Organisational Development and Professional Learning team, in conjunction with HR colleagues, offer a range of services and support which include access to the EQi 360 tool, coaching support and bespoke local leadership team development.

Equally, as a senior leader we will expect you to contribute to the ongoing support and development of colleagues in a range of ways including mentoring others, providing good quality feedback and supporting members of your team with their own professional and leadership development.

www.sddu.leeds.ac.uk/leadership-professional-skills