



## Senior Leader Development Programme

This specialist Land based leadership development programme is suitable for Senior Leaders working in Colleges and Universities.

### Introduction to the programme

Senior Leaders are a precious resource, they have a critical role in shaping both organisational success alongside influencing the Further Education (FE), Higher Education (HE) and Land based sectors, in what is, the complex multifaceted world of education and training.

Providing an opportunity to learn, grow and thrive in a safe learning space has become ever more significant in securing and nurturing leadership talent, succession planning and futureproofing learning opportunities for learners across the sector.

Delegates will benefit from the contribution and insights of a range of accomplished current principals and senior leaders within the FE sector, together with leadership and management development specialists and a range of other Land based external speakers.

### The Programme's Purpose is to:

- support senior leaders to close the gap between strategy and delivery, rhetoric and reality, from aspiration to actual performance.
- to network and share ideas, insights and experiences of leading organisations and wider networks in challenging times.
- to strengthen the quality and quantity of authentic, resilient senior leaders for the land-based sector.

### Course Structure and Delivery

The programme will be delivered over six sessions when a range of Landex member Colleges will be hosting four 2-day residential modules across Friday and Saturday. Accommodation on the Friday night and all meals will be provided as part of the programme. The programme will run from 11am on Friday until 4pm on Saturday.

Date	Topic	Hosting College
11 <sup>th</sup> June 2021	Myself as Senior Leader	Online
25 <sup>th</sup> & 26 <sup>th</sup> June 2021	Bringing Strategy to Life	Wiltshire College (Lackham)
17 <sup>th</sup> & 18 <sup>th</sup> September 2021	Self as instrument and Leading across the 'system'.	Reaseheath College
12 <sup>th</sup> & 13 <sup>th</sup> November 2021	Future-focus and sustainability	Hartpury University and Hartpury College
21 <sup>st</sup> & 22 <sup>nd</sup> January 2022	Leading in complexity	T.b.c.
4 <sup>th</sup> February 2022	Post Programme Review and shared learning	Online

### **Principal's Masterclass**

Delegates will benefit from the contribution of a range of current Principals with responsibility for colleges that include specialist Land based provision: a 'Principal's Masterclass' will be part of each residential module.

### **Tour of the Host College**

There will be a tour of the Land based facilities of the host College as part of each residential weekend, with a focus upon the way in which the specialist resources are used to support skills development and readiness for entry to employment.

### **Integrated 1:1 Executive Coaching**

Each delegate will have access to four hours of 1:1 coaching with an executive leadership coach who specialises in FE. The coach will provide a link between the taught theories and the targets delegates set themselves to improve their leadership and management practice.

As part of the coaching relationship, we will explore and establish the boundaries of coaching and contracting. Brief coaching notes will be provided by the coach to inform ongoing development. Coaching is a confidential process and as such coaching discussions and dialogue will remain within the coaching session. The coachee may wish to share their developmental goals with their sponsoring manager.

### **Sponsoring Senior Manager**

There is an expectation that each delegate will have a sponsoring Principal/Senior manager from within their institution, who can offer support and guidance as needed in between residential blocks. How the learning relationship develops with each supporting manager will be individualised for each delegate. Some ways in which the supporting manager may help include:

- Acting as a sounding board with whom the delegate can explore and exchange ideas from research and literature and how those ideas might be implemented moving forward
- Acting as a critical friend that can support individual reflections
- Providing someone to whom ideas from the programme may be taken back, providing an opportunity for further discussion around the topics explored during each module. Providing and extending knowledge on the college's view and position in a particular area of interest
- Becoming a motivational touch point to spur the delegate on to complete the programme with the greatest impact upon themselves, their team and their organisation.

The supporting manager will be an important resource and will have committed to supporting the delegate. We would recommend that delegate and manager meet at an early stage to discuss how the relationship will work during their time on the programme.

### **Real Time Scenario Workshops**

Each residential block will focus on a live sector relevant case study, this learning approach will allow for comparisons, analysis and application of Leadership and Management theories and approaches in a collaborative learning environment.

## **Padlet**

Each block weekend will have a supporting resource available via Padlet to support ongoing and extended learning and development.

## **Topics and Learning Outcomes for Modules**

### **Generic learning outcomes woven throughout the programme:**

In addition to the specific learning outcomes detailed below for each block the programme aims to challenge and support you to:

- Consider your leadership strengths and challenges and how you can exercise strategic leadership for your College
- Understand your leadership journey, how it shapes you and how you can shape it and the organisation you lead

### **Programme Learning Outcomes:**

#### **Module 1 – Myself as Senior Leader**

##### **You will be able to:**

- Explore the challenges and opportunities of authentic, senior leadership within your college setting
- Understand the importance of recognising your leadership strengths and how to play to these
- Identify some of the unique dynamics of ‘executive-level’ leadership and how these play out in practice
- Explore the importance of self-awareness, EQ and ‘what’s in my iceberg’
- Begin to build a supportive ‘learning community’ and make connections with other leaders on the programme
- Identify your personal and professional development priorities
- Understand how the programme modules, coaching and case studies can support your learning and development

#### **Module 2 – Bringing strategy to life**

##### **You will be able to:**

- Build, lead and communicate a vision for your college that engages and inspires
- Explore both internal and external influences to co-create sustainable strategies
- Examine the factors that bridge the knowing-doing gap and develop strategies that lead to successful execution
- Determine a set of strategic priorities and a plan to execute and review them
- Identify the key stakeholder connections, personal and political, that you need to lead across your ‘system’.

*Between modules 2 and 3 you will be asked to gather feedback from 6-8 contacts on your leadership impact. We will provide a simple method and template to do this and you will review this as part of module 3.*

### **Module 3 – Self-as-instrument and leading across the system**

#### **You will be able to:**

- Use your feedback to explore factors that influence your leadership profile and impact
- Explore your sources of motivational energy and build tactics to increase resilience and renewal
- Identify natural strengths in yourself and others and deploy these effectively
- Explore your responses to conflict and share some tools and frameworks to manage 'difficult' and 'political' conversations
- Understand the principles of systems leadership and how these can be applied in a land-based educational setting

### **Module 4 – Future-focus and sustainability**

#### **You will be able to:**

- Understand how to build a healthy and resilient college culture
- Explore how to break down silos/boundaries to foster greater collaboration and innovation
- Manage Talent proactively – developing a 'pipeline' of talented people for future success
- Build greater engagement and participation by developing inclusive cultures and harnessing diverse voices
- Develop practices to foster innovation in your college and communities

### **Module 5 – Leading in Complexity**

#### **You will be able to:**

- Examine different models and frameworks for leading in Complex Adaptive Systems (CAS) – Are you sinking, swimming or surfing?
- Explore how to mitigate and manage both risks and opportunities in a VUCA (Volatile, Uncertain, Complex and Ambiguous) environment
- Explore the implications for leading change in your college and how to mobilise your 'system'
- Examine your role in community engagement and partnerships as a 'leader of place'
- Review your learning and experience of the programme as a collective and as individuals

## **Post-programme reflection and review**

A one-day gathering where each leader will share their reflections on their journey throughout the programme and the impact on their leadership practice and their organisation. This is also where we will celebrate the collective journey and harvest your feedback and ideas for Landex and future programmes.

## **Assessment**

Executive Coaching forms an intrinsic part of the programme and there is an expectation that delegates will keep a reflexive learning log, demonstrating impacts from their learning journey as a senior leader.

Delegates who complete the programme will receive a Landex Leadership and Management Continuous Development Certificate for Senior Leaders. There is no summative or examined assessment or related qualification attached to this pragmatic development programme.

## **How to Apply**

The pre-requisite to be able to apply is that you are currently in a senior role and have the written support of your CEO/Principal.

You can apply by completing an application form and returning it to Zoe Lee at Landex. Each delegate will need to secure a supporting statement from a senior manager in their institution which will inform the selection process.

Application forms are available at [www.Landex.org.uk](http://www.Landex.org.uk) or from Zoe Lee at [zoelee@landex.org.uk](mailto:zoelee@landex.org.uk)

## **Fees**

There is a one-off fee of £1000 payable via Landex. We anticipate that all delegates will complete the full programme, if for any reason a delegate does not attend and complete the programme the sponsoring College/University will become eligible to pay the full course fee of £3000, unless there are validated extenuating circumstances.

**If you require any further information**, please contact Alex Payne [alexpayne@landex.org.uk](mailto:alexpayne@landex.org.uk) or Wendy Dick [wendydick@landex.org.uk](mailto:wendydick@landex.org.uk)