**Sheffield Hallam University and Advance HE**

**Senior Leadership Development Programme**

**Purpose of each session across the whole Programme**

**Session 1: Surveying the landscape**

By the end of this session, participants will have had an opportunity to:

 Meet their fellow participants and recognise their strengths and expectations of the programme

 Clarify how the programme is intended to deliver to their expectations

 Undertake an analysis of the strategic context of their unit’s operation - including understanding the external HE environment and horizon scanning

 Identify the key stakeholders associated with navigating the landscape

 Reflect on their internal and external networks, and their effectiveness

**Session 2: Finding a Way Forward**

By the end of this session, participants will have had an opportunity to:

 Create and communicate a compelling vision for their area of responsibility

 Analyse the current and desired culture to develop an action plan for change within their areas of responsibility

 Assess the key stages in implementing transformational change in their area of responsibility

 Understand the factors that are recognised as undermining the effective implementation of strategy

 Undertake a risk analysis, and develop a risk mitigation plan

**Session 3: Engaging Others in the Change Process**

By the end of this session, participants will have had an opportunity to:

 Reflect on their role as a leader, and compare roles with others in the University - including institutional leadership

 Recognise the range of leadership styles, and their appropriateness for difference contexts

 Understand interventions that can help others to embrace change and creating conditions for change

 Consider the effectiveness of their local management teams

**Session 4: Delivering Results Through Others**

By the end of this session, participants will have had an opportunity to:

 Identify their personal values and how these resonate with the institutional values

 Understand what motivates them and their colleagues

 Consider how to manage conflict arising from difference in values

 Delegate effectively

 Understand the critical factors that maximise the probability of engagement from others

**Session 5: Handling challenge**

By the end of this session, participants will have had an opportunity to:

 Formulate strategies for working in political environments

 Consider the sources of conflict

 Evaluate the effectiveness of how they handle conflict, and reflect on alternative approaches

 Recognise the value of the ‘critical third move’ in handling conflict

 Practise holding difficult conversations with colleagues

 Identify the characteristics of individuals who are over-stretched

**Session 6: Negotiating and Influencing**

By the end of this session, participants will have had an opportunity to:

 Assess the strengths in their approach to influencing others, including influencing upwards

 Consider how they can enhance their personal power

 Develop a structured approach to negotiating, including evaluating alternative approaches

 Practise negotiating face-to-face