

**Hallam Leaders' Programme 2019/20**  
**(Leadership & Management Development)**



*"Our success depends on our professionalism and quality right across the organisation"*

**[Transforming Lives: Building a Great University]**

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## **Introduction**

The Hallam Leaders' Programme is a development offer to leaders and managers at the university. The offer consists of:

### **The Hallam Leaders' Programme**

A 12 month leadership development programme for first line managers to senior middle managers.

### **The Hallam Leaders Community**

A range of leadership development resources for all leaders and managers.

## **Aim**

To enable leaders and managers to take responsibility for their own leadership development, to learn from / support the development of others and translate learning into performance

## **Objectives**

- To build a leadership community from both academic and professional services background
- To use the Leadership Ambitions Grid as the framework (more information below)
- To create the conditions so members can identify their leadership strengths and gaps to plan their development
- To enable members to take responsibility in translating learning into practice.

## **How has the offer been designed?**

Hallam Leaders draws on the strengths of both our previous leadership programmes: The Academic Leaders' Programme and The Hallam Leaders Community Pilot Programme and brings together academics and professional service leaders.

Since 2015, the Academic Leaders' Programme has hosted 2 cohorts. A similar programme for Professional Services Leaders (The Hallam Leaders Community) was also piloted in 2016. We have continuously evaluated both programmes in order to design a refreshed offer for both academic and professional service leaders which supports the 2020 university strategy.

Throughout evaluations of both programmes it was clear that flexibility was a key factor in order for all leaders to fit in their development around their role. Therefore, in order to create flexibility and opportunities for all leaders, we created a main core programme: "The Hallam Leaders' Programme and a more flexible programme called "The Hallam Leaders' Community". These have both been running since 2017.

## **The Leadership Ambitions Grid**

The Hallam Leaders' programme and community has been designed using our university "Leadership Ambitions Grid" as a foundation. For example, each programme event is aligned to a section of the grid. The grid sets out what great leadership looks and feels like in practice at Sheffield Hallam University and full details are available on page 10.

## **Community Leadership Events**

As part of our leadership offer we will be running events that cover multiple areas of the leadership ambitions grid. These will be called "community events" and will be available to both programme and community members.

# The Hallam Leaders' Programme

This diagram provides details on both the Hallam Leaders' Programme and Hallam Leaders' Community and explains what each member receives depending on which area they join.

## The Hallam Leaders' Programme

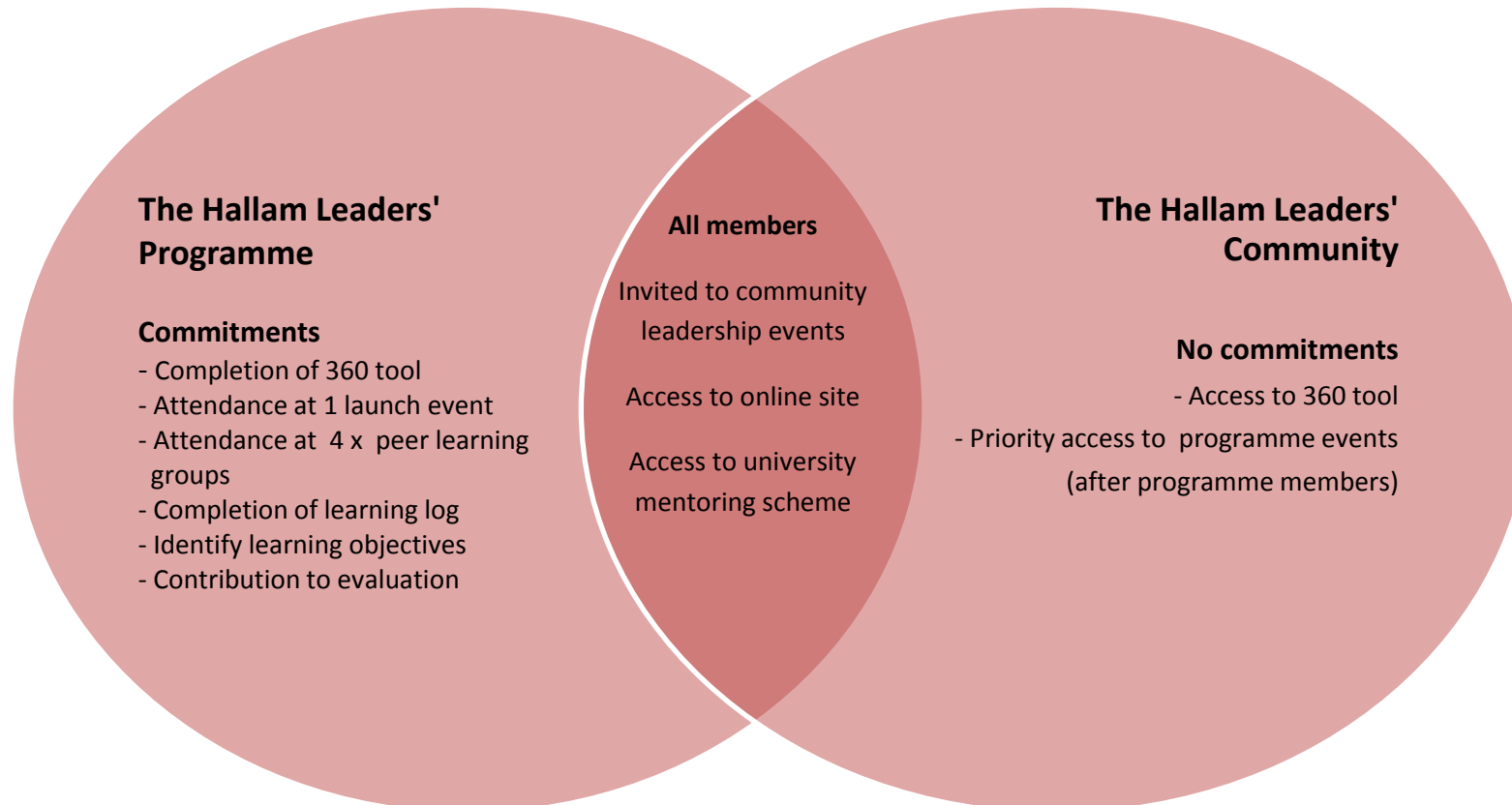
### Principles

- 12 month programme
- 60 spaces
- Join by nomination only
- Certain level of commitment expected
- More information: page 5

## The Hallam Leaders' Community

### Principles

- No time restrictions
- Unlimited places
- Self-nomination
- Commitment dependant on involvement
- More information: page 9



## The Hallam Leaders' Programme

A 12 month leadership development programme for first line managers to senior middle managers.

### Target Audience

<p><b>Academics</b></p> <ul style="list-style-type: none"> <li>• Course Leaders</li> <li>• Principal Lecturers</li> </ul> <p><b>Those who don't qualify</b></p> <ul style="list-style-type: none"> <li>• Those with no management or leadership responsibilities</li> <li>• Head of Department upward</li> </ul>	<p><b>Professional Services</b></p> <ul style="list-style-type: none"> <li>• Anyone with line management responsibilities (typically G6-G8)</li> <li>• Anyone without line management responsibility in a leadership role.</li> </ul> <p><b>Those who don't qualify</b></p> <ul style="list-style-type: none"> <li>• Those with no management or leadership responsibilities</li> <li>• Assistant / Deputy Directors</li> </ul>
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### Commitments

#### Programme Member

- Complete a 360 review.
- Completion of the learning log.
- Attend all the peer group meetings.
- Attend the launch event: this will provide clarity about the structure and format of the programme.
- Identify, with manager, own learning objectives and plan own development activity.
- Provide evidence of impact of learning and how it has been translated into practice for the evaluation process.

#### Member's Line Manager

*To provide support and encouragement to programme member by:*

- Participating in their 360.
- Creating capacity for programme member to attend events and peer group meetings.
- To help the programme member reflect upon learning and translate into practice.
- To contribute evidenced examples of impact for evaluation process.

#### Programme Member Sponsor (Deputy Dean/Director)

- To nominate programme members within timescales.
- To ensure nominees have had conversations with line managers and are jointly committed to programme expectations.
- To support, where necessary, programme members and their managers to create capacity to attend events and peer group meetings.
- To meet with programme members at the 6 month point to reflect on progress and development
- To attend the evaluation event.

### Application to the programme

The programme hosts **63 places**. The process to gain a place on the programme is through nomination from local sponsors (Deputy Dean or Director of Directorate). More information on the process will be sent directly to all sponsors.

For colleagues who do not secure a place on the programme, they are able to join the "Hallam Leaders' Community". More information on page 9.

Full programme details

Element	Commitment	Details
<b>360 degree feedback tool</b>	Essential	Members will complete a 360 degree feedback tool to identify development needs. The 360 tool has been created using the Leadership Ambitions Grid.
<b>Programme Launch Events</b>	Essential	<p>The launch events will be held on:</p> <ul style="list-style-type: none"> <li>• Weds 13 February 2019 / 1.30pm - 4.30pm / Collegiate Crescent</li> <li>• Fri 15 February 2019 / 9.30am - 12.30pm / City Campus</li> </ul> <p>Once nominated to join the programme, members will be asked to register attendance to <u>one event</u>. The launch event will provide clarity about the structure and format of the programme and will help members to prepare for and get the most out of the programme.</p>
<b>Peer Learning Groups</b>	Essential	<p>A peer learning group is a facilitated 2 hour session held 4 times throughout the programme where members can share personal challenges, experiences and ideas with peers on the programme.</p> <p><u>Upon nomination to the programme, members are confirming that they are available to attend the entire peer learning group dates.</u></p> <p><b>Time:</b> 1pm - 5pm</p> <p><b>Date 1:</b> Wednesday 6 March 2019  <b>Date 2:</b> Wednesday 12 June 2019  <b>Date 3:</b> Wednesday 9 October 2019  <b>Date 4:</b> Wednesday 15 January 2020</p> <p><u>Members are asked to hold 1pm-5pm in their diaries on the above dates until the 2 hour session start time of either 1pm or 3pm is confirmed.</u></p>
<b>Programme Events</b>		<p>The events will be held monthly throughout the programme. These will be hosted by a variety of internal leaders who will share their experience of leadership e.g. the challenges they have faced, ways in which they developed themselves.</p> <p>Every event will be aligned to the Leadership Ambitions Grid so members can clearly identify which events they feel will benefit them the most from in terms of their development.</p> <p>Timing and location of events will be as flexible as possible to ensure members can attend.</p>
<b>Learning Log</b>	Essential	To get the most out of the programme, all members will track their development progress using a learning log. This will help identify specific development needs and keep members focused throughout the 12 months. A template will be provided to support this.
<b>The Hallam Leaders' home site</b>		The Hallam Leaders' home site will be available to all members. It will include articles, papers, media clips and other resources all organised using the Leadership Ambitions Grid as a structure.

<b>Mentor Support</b>		Members on the programme will gain access to our university mentoring pool of over 150 mentors.
<b>Progress Meetings</b>	<b>Essential</b>	Throughout the 12 months members are expected to have regular meetings with their line manager to discuss how the programme is supporting and developing them.
<b>Evaluation</b>	<b>Essential</b>	Programme members will be expected to evidence how their learning has been translated into practice and the impact it has had.
<b>Alumni Community</b>		<p>Once members have completed the 12 month programme, they will become part of our alumni community.</p> <p>As part of this community, members will be invited to attend events, can continue in their peer-learning groups (on a self-management basis) and have on-going access to the online site.</p> <p>Those members that have received mentor support will be invited to join our mentor pool to in turn mentor future members on the scheme.</p>

**Timeline of programme 2019/20**





## The Hallam Leaders' Community

The Hallam Leaders' Community is a range of leadership development resources for all leaders and managers.

This is designed for those who are committed to developing their leadership & management skills and would like to manage their own time and involvement around their role.



### Principles

- Unlimited places - open to all managers & leaders
- Runs alongside the main 12 month programme
- Application: Self-nomination
- No mandatory commitments



### Benefits

- Priority access to events after programme members
- Access to all community leadership events
- Access to the university mentor scheme
- Access to the 360 tool
- Involvement in the evaluation process
- Access to online resource



### Commitments

There are no mandatory commitments. The level of involvement is entirely owned by individual.

Standard commitments apply to each option if selected. For example - if signed up to an event, attendance is expected and cancellations only accepted up to 48 hours before.

Join the Hallam Leaders Community by emailing: [! Hallam Leaders](#)

<b>The Leadership Ambitions Grid</b>		
<b>Challenge</b>	<b>Approach</b>	<b>Description</b>
<b>Defining Direction</b>	Understanding Context and Identifying opportunities	<ul style="list-style-type: none"> <li>• Understanding current context and anticipating factors that might be influential in future.</li> <li>• Responding to changing circumstances by developing a clear view of what is required</li> <li>• Identifying ambitious new opportunities and better approaches</li> <li>• Striking the right balance between caution and ambition</li> </ul>
	Uniting around a shared vision	<ul style="list-style-type: none"> <li>• Developing a clear shared vision which is aligned to University goals by involving diverse groups.</li> <li>• Agreeing commitments with appropriate partners of what needs to be achieved and how success will be evaluated</li> <li>• Showing commitment to a shared vision</li> </ul>
	Agreeing a Plan	<ul style="list-style-type: none"> <li>• Working across organisational boundaries to formulate strategy to achieve vision</li> <li>• Agreeing clear goals and operating values people can believe in</li> <li>• Committing to shared and individual responsibilities</li> </ul>
<b>Engaging and Empowering</b>	Communicating direction in ways people can believe in	<ul style="list-style-type: none"> <li>• Translating vision in meaningful ways so people can understand and relate to it</li> <li>• Taking time to actively listen and encourage challenge</li> <li>• Demonstrating an appreciation of the detail as well as the wider context</li> <li>• Showing enthusiasm and belief in direction</li> </ul>
	Creating the right conditions	<ul style="list-style-type: none"> <li>• Empowering and trusting people to make commonsense decisions</li> <li>• Ensuring people have the freedom to express themselves and be innovative</li> <li>• Building a climate of mutual trust and respect for everyone</li> <li>• Providing the necessary information, resources and guidance</li> <li>• Creating a sense of shared responsibility</li> </ul>
	Creating an emotional connection	<ul style="list-style-type: none"> <li>• Creating opportunities which are aligned to people's strengths</li> <li>• Getting to know people and being available for them</li> <li>• Paying attention to people's feelings, strengths and opinions</li> <li>• Showing people they are valued</li> <li>• Being visible, approachable and genuine</li> </ul>
	Building Capability	<ul style="list-style-type: none"> <li>• Creating individual and collective development opportunities</li> <li>• Actively encouraging and supporting career development</li> <li>• Identifying and nurturing talent</li> <li>• Establishing a culture of learning, positivity and ambition</li> </ul>
<b>Delivering Results</b>	Focusing on Goals	<ul style="list-style-type: none"> <li>• Monitoring, evaluating and communicating progress</li> <li>• Recognising and acknowledging success</li> <li>• Exhibiting a desire to continuously improve</li> </ul>
	Focusing on Performance	<ul style="list-style-type: none"> <li>• Challenging people to meet their potential and believe in themselves</li> <li>• Challenging mediocrity and inefficiency</li> <li>• Addressing unacceptable performance and behaviour</li> <li>• Encouraging innovation and new thinking</li> </ul>
	Taking Responsibility	<ul style="list-style-type: none"> <li>• Taking ownership and accountability for decisions</li> <li>• Being honest and straightforward about what can / cannot be done</li> <li>• Taking responsibility to fix problems at the right level</li> <li>• Being prepared to make difficult or unpopular decisions</li> </ul>