



Head of School Leadership Development Programme

Dates/Times	Programme Information/Venues
14 February 2020 9.30 - 11.30 am	Induction (0.5 days) Lecture Room 1, Riddel Hall
9.30 – 10.00 am (Professor Stuart Elborn)	Key Topics: <ul style="list-style-type: none"> • Intentions of the programme – UEB sponsor • Programme Overview, aims, objectives and structure • Programme ethos, learning design and theoretical underpinnings • Reflections on the evolution of leadership theory • Participant roles, challenges and opportunities • Participant expectations • Leadership 360 tool
Self-Leadership – Leadership 360 (participants complete at suitable time)	
3 & 4 March 2020 9.30 am – 4.30 pm	Workshop 1 – Set Direction (2 days) Room 0G/010 Main Site Tower
Day 1 Strategic Session 3 March 2020, 3.00 – 4.30 pm (Joanne Clague and Professor Stuart Elborn) Day 2 Strategic Session 4 March 2020, 2.15 – 3.45 pm (Professor Richard English)	Key Topics: Crafting Strategic Distinctiveness <ul style="list-style-type: none"> • Strategy & Distinctiveness • The Future of Higher Education • Scenario Planning as a Strategic Thinking Tool • Shared Purpose/Building Shared Vision • Shaping the new Queen's Strategic Plan (Discussing the emerging themes with participants, listening to and noting their feedback) • Questions of Strategy - Global HE Case Study • Strategic School Assessment • Reflection
Coaching Session 1 - Optional (participants agree timings with Elementa)	
23 June 2020 11.00 am – 1.00 pm	Check-in session Connect, reflect on and discuss what you are experiencing and learning about leading in the current situation
6 and 7 Oct 2020 9.30 am - 4.30 pm	Workshop 2 – Engage Commitment (2 days) Venue TBC

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<p>Day 2 Strategic Session 7 Oct 2020, 9.30 – 11.00 am (UOB Member for Strategic session TBC)</p>	<p>Key Topics: Creating and Maintaining Commitment</p> <ul style="list-style-type: none"> • Bridge Building Leadership • Alignment and Engagement • The Process of Influence • Stakeholder analysis and engagement strategies • Shaping the new Queen's Strategic Plan <i>(Discussing the draft plan with participants, listening to and noting their feedback)</i> • Building High Performance Teams • Team Effectiveness • Reflection
<p>September 2020</p>	<p>Coaching Session 2 (Optional)</p>
<p>3 & 4 November 2020 9.30 am - 4.30 pm</p>	<p>Workshop 3 – Adapt to Complexity (2 days) Venue TBC</p>
<p>Day 2 Strategic Session 4 November 2020 9.30 – 11.00 am (UOB Member for Strategic session TBC)</p>	<p>Key Topics: Building Adaptive Capability</p> <ul style="list-style-type: none"> • Leadership for a Changing World – Adaptive Leadership • Leadership[Coaching – the GROW model • Adaptive Leadership Challenges • Strategic Leadership – The Essential Skills • Lived Experience of Change at Queens • Leading through Change and Complexity • Aligning Culture and Strategy • Shaping the new Queen's Strategic Plan <i>(Discussing with participants their role in supporting the successful implementation of the plan)</i>
<p>15 December 2020 9.30 am – 1.00 pm</p>	<p>Evaluation Workshop (0.5 days) Venue TBC</p>
<p>11.30 am – 1.00 pm (UOB Member for Strategic session TBC)</p>	<p>Details TBC</p>
<p>TBC</p>	<p>Building Knowledge of Core QUB Policies and Processes (as they relate to the HoS role)</p>
	<p>To enhance Heads of Schools and Directors knowledge of Queen's processes and governance, the programme will be complemented by optional supporting short (approx. 2 hours) knowledge sessions facilitated by Professional Services.</p> <p>Topics include Finance, Governance, Student Experience, People Management, Research etc.</p>