

### Queens' 24 International Summer School Programme

**Programme Topic:**

Leaders and Leadership: Influencing Others to Deliver the Future

**Academic Lead:**

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(Acting)  
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**Date:**

Weeks 2 & 3

**Topic Summary**

The news is replete with stories about how poor or ineffective leaders have contributed to, or failed to resolve, a plethora of organisational and societal challenges. And yet, we rarely take the time to consider what types of leaders, and leadership styles, approaches and techniques might work 'best' in specific situations, and where and how we can maximise the potential of leadership for the greater good.

This course will allow us to explore and critique a range of leadership theories and practices to uncover how leaders can influence others, both directly and indirectly, to create change. The impact of culture, power and control, and group dynamics on leaders' effectiveness will be discussed.

Following from the maxim that before you lead others you need to know how to lead yourself, specific sessions throughout the programme will allow you to discover your own leadership styles and approaches and explore how you might demonstrate leadership in a range of different scenarios.

The course is very interactive in nature and will draw on a mixture of short lecture sessions, problem-solving and case-based workshops, guest speakers, and site visits. Several senior leaders from across the public, private and third sectors in N. Ireland will offer their insights into their leadership journey and the challenges and opportunities they encountered along the way. There will also be opportunities for you to discuss how you might have addressed some of the situations that these leaders have encountered.

**Intended Learning Outcomes**

On completion of the programme, participants will be able to:

- Understand the evolution of leadership theory and practice.
- Examine the relationships between leaders and leadership, culture, and power and influence.
- Explore the role of leaders and leadership in driving individual, group, organisational and societal change.
- Develop a clear understanding of your own leadership styles and capabilities



<b>Monday 24<sup>th</sup> June – Leaders, Leading and Leadership</b>			
<b>Time</b>	<b>Session/Activity</b>	<b>Academic Lead</b>	<b>Location</b>
<b>9.30am - 11.00am</b>	<b>Towards an Understanding of Leaders, Leading and Leadership</b>  This opening session will explore various interpretations of leaders, leading and leadership and discussion the role, opportunities, and challenges in leading organisations today.		
<b>11.00am – 11.30am</b>	<b>Break</b>		
<b>11.30am – 1pm</b>	<b>Leadership in Practice: My Leadership Journey</b>  At least one senior business leader will share their leadership journey, and how they have developed their attributes and characteristics along the way. There are opportunities here to discuss key aspects of their journey. The business leader will pose a range of questions and scenarios to generate audience participation.		
<b>12.30pm – 2pm</b>	<b>Lunch</b>		
<b>2pm – 3.30pm</b>	<b>Leadership Styles and Approaches</b>  This interactive session will discuss a range of different leadership styles, including transformational and transactional, authoritarian, and participative to uncover what might be more effective in various different situations. Short case studies and group discussion will be used to underpin this session.		



Tuesday 25 <sup>th</sup> June – Shared and Distributed Leadership			
9.30am - 11.00am	<b>Understanding the Power of Shared and Distributed Leadership</b>  Not all leaders occupy the most senior position in an organisation. This session will explore the role and power of shared leadership, particularly noticeable in temporary team-based interactions (those that have a clearly defined and timed task to achieve).		
11.00am – 11.30am	<b>Break</b>		
11.30am – 12.30pm	<b>Leadership in Practice: Shared Leadership in Teams</b>  Drawing on the experiences of team leaders in different organisational contexts, this session will explore issues such as leader effectiveness, challenges (such as group think, or information asymmetry etc), impact on decision-making, team motivation, handling geographically situated team members.		
12.30pm – 2pm	<b>Lunch</b>		
2pm – 3.30pm	<b>Working from the Ground Up: Community Leadership</b>  One very powerful form of leadership is that which we see in local communities which can deliver improvements and change at 'grassroots level'. Using the experiences of some local NI community groups, this session will explore the power and potential in community-based leadership, working in partnership with other organisations to enable change.		

Wednesday 26 <sup>th</sup> June – Leadership, Change and Uncertainty			
9.30am – 10.30am	<p><b>Understanding Sources of Power and Influence</b></p> <p>This session will explore the various different sources of power and influence that leaders can draw on to make more effective decisions. In turn, this will be used as the basis, to discussion where and how leadership can impact positively and proactively in managing dynamic internal and external organisational environments.</p>		
10.30am – 11.00am	<b>Break</b>		
11.00am – 12.30pm	<p><b>Leadership in Practice</b></p> <p>This session will present a range of live examples, introduced by senior leaders, of the changing nature of leadership and some of the decisions that they have had to make. Students will have an opportunity to analyse and critique these decisions and offer alternative suggestions.</p>		
12.30pm – 2pm	<b>Lunch</b>		
2.00pm – 3.30pm	<b>Leading in Contested Spaces</b>		

Thursday 27 <sup>th</sup> June - Understanding Political Leadership – Field Trip			
9.30am – 3.30pm	<p>This field trip will give you an opportunity to understand the potential and challenges inherent in political leadership. Using the experiences of political leadership and power sharing in NI, you will be able to explore the physical infrastructure that is in place to 'make government work'. In addition, there will be short, interactive sessions with a range of political and government leaders who will discuss their strategic and operational roles and the challenges inherent in making national decisions within increasingly constrained budgets.</p>		



<b>Monday 1<sup>st</sup> July – Leadership and Me</b>			
<b>9.30am – 10.30am</b>	<b>Leadership and Me: Part 1</b>  This day is devoted to helping you to discover your own leadership styles and approaches. Working with colleagues who are experts in leadership development, you will have an opportunity to explore how you might demonstrate leadership in a range of different scenarios. A range of different tools will be used to help you discover your leadership potential.		
<b>10.30am – 11.00am</b>	<b>Break</b>		
<b>11.00am – 12.30pm</b>	<b>Leadership in Practice: My Leadership Journey</b>  This interactive session with a senior leader will discuss their journey from high school to their current position. It will offer an insight into leadership effectiveness, handling difficult situations, and managing interpersonal conflict. The leader will pose a range of questions to ensure student engagement throughout.		
<b>12.30pm – 2pm</b>	<b>Lunch</b>		
<b>2.00pm – 3.30pm</b>	<b>Leadership and Me: Part 2</b>		

Tuesday 2 <sup>nd</sup> July - Leadership and Inclusion			
9.30am – 10.30am	<p><b>What is inclusive leadership?</b></p> <p>This session will explore the skills, attributes and characteristics that define inclusive leadership. In turn, this will link to understanding an organisation's values and where and how inclusion 'fits' with the organisation's strategy.</p>		
10.30am – 11.00am	<b>Break</b>		
11.00am – 12.30pm	<p><b>Leadership in Practice</b></p> <p>This interactive session, drawn from at least 1 senior leaders, will explore inclusive leadership in practice and offer a range of live scenarios that students will explore more fully and attempt to address.</p>		
12.30pm – 2pm	<b>Lunch</b>		
2.00pm – 3.30pm	<p><b>Leadership and EDI (Equality, Diversity and Inclusion)</b></p> <p>This session will focus more specifically on aspects of equality, diversity and inclusion and their importance in organisations. More specifically, it will discuss current regulations and best practice situations, as organisations and leaders demonstrate inclusion.</p>		

Wednesday 3 <sup>rd</sup> July - Leading and Leadership In Action – Field Trip*			
* <i>Dependent on final numbers in the programme</i>			
9.30am – 3.30pm	<p><b>Leading and Leadership In Action – Field Trip*</b></p> <p>This second field trip will allow you to explore what leadership 'looks like' throughout an organisation. This large manufacturing organisation excels in employee engagement as well as working closely with its local, national and international communities. Students will have a guided tour of the facilities as well as exploring where and how leadership potential is developed and nurtured, and discovering how the organisation embraces best practice to 'lead into the future'.</p>		



Thursday 4 <sup>th</sup> July – Sustainable Leadership			
9.30am – 10.30am	<b>Towards Sustainable Leadership - Leadership and UN SDGs (Sustainable Development Goals)</b>		
	Focusing not just on economic results but also on social and environmental sustainability, this session will explore the current focus on sustainable leadership to transform organisational behaviour and improve effectiveness. Using the backdrop of the UN SDGs, this interactive session, will chart challenges and opportunities for leaders interested in sustainability.		
10.30am – 11.00am	<b>Break</b>		
11.00am – 12.30pm	<b>Sustainable Leadership in Practice: Panel Discussion with guest speakers from public, private and third sectors</b>		
	This interactive panel discussion from leaders whose organisations are widely regarded as experts in sustainability and embedding sustainable practices will offer excellent insights into how leaders have grown and developed to embrace sustainability and where and how organisations have improved, as a result.		
12.30pm – 2pm	<b>Lunch</b>		
2.00pm – 3.30pm	<b>The Future of Leadership</b>		
	This concluding session will pull together the various discussion strands that we have developed over the summer school and explore 'where now for leadership?'		

*Please note: the sequencing of activities, as outlined above, may change to accommodate guest speakers' availability etc.*

All sessions will be delivered and/or facilitated by colleagues and adjunct faculty from Queen's Business School.

With the exception of the 2 field trips, each day will include the following 3 aspects:

**Theoretical Understanding of various aspects of leadership:** Interactive Lecture type sessions.

**Leadership in Practice:** Engagement and interaction with leaders and leadership in various organisational settings. This may include:

My Leadership Journey – Insights from senior leaders;

Leadership in the Creative Industries



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ARTS, HUMANITIES  
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SCIENCES

Leadership in policing and national security;

Leadership in business start-ups and small businesses;

Community based leadership;

Leading in the public sector

Leadership in technology and AI

Leadership in Teams

Leading in partnerships

**Leadership in Action:** These interactive sessions will be based on short case studies, problem-solving, Q&A sessions etc and will help to consolidate the theoretical insights. Some of the interactions may be based on live case studies, presented by leaders, where students are asked to offer solutions, or to critique the decisions that have been taken etc.