



HIGHER EDUCATION

PROFESSIONAL DEVELOPMENT PROSPECTUS
2019

WELCOME

to =mc's Professional Development Prospectus for Higher Education Institutions.

In this document we introduce a range of learning and development opportunities for professionals working at every level within universities and higher education institutes. At the core of this are over 20 tried and tested masterclasses.



Whether you're looking to improve **leadership** and **management** skills, gain the tools to **communicate** more effectively, navigate through a complex faculty **change** or implement a cross department **project management** system, we can help. And if you need something more bespoke to answer a particular challenge, our experienced consultants can work with you to develop this.

For over 30 years, the Management Centre (=mc) has been central to delivering transformational learning to ethical organisations and institutions around the world including many UK universities. We provide learning that inspires people to feel motivated and confident to get the best out of themselves and others.

For more information on =mc and how our approach to learning promotes success, please see the final page of this prospectus. Visit managementcentre.co.uk for further information, impact reports and a wide variety of articles on various tools and techniques used in our masterclasses.

I hope you find this prospectus informative and inspiring. Please don't hesitate to get in touch to discuss your specific needs – conversation comes for free.

Call me on **020 7978 1516** or email laura@managementcentre.co.uk.

Kind regards,

A handwritten signature in black ink, appearing to read 'Laura Slater', written over a horizontal line.

Laura Slater
Director

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MANAGEMENT & LEADERSHIP

Masterclasses



Emerging Managers

The essential management toolkit for new managers

Designed for recently appointed managers and individuals with management potential, this masterclass delivers practical tools and techniques to help them manage themselves and their colleagues. This course would also suit programme or course leaders.

Over three busy days we focus on participants' responsibility for achieving results, equipping them to build – and work through – successful teams, and resolve challenges. We also help them to improve their personal effectiveness. They have the opportunity to lead live exercises and receive feedback from fellow participants, enabling them to grow in confidence and build their skills.

At the end of a 3-day masterclass participants are able to:

- understand their own management style preference – and learn to access other styles using =mc's Intelligent Leadership Model. (More info at managementcentre.co.uk/leadership-style)
- use enhanced communication skills to get their case across and make an impact
- give & receive feedback to colleagues – and effectively address performance challenges
- set priorities within a team and monitor results

The whole course was really beneficial and engaging. It was positive that there was a mix of people from Professional Services and Academics, it gave a sense of all aspects of City life which you may not normally be aware of.

(Anonymous participant) City, University of London



THE INSTITUTE OF
LEADERSHIP
& MANAGEMENT
APPROVED

2 or 3 days

Level: first time managers, staff ready to make the move up to management

180° feedback on team management style

More information at managementcentre.co.uk/emp

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Advanced People Management

Developing others for greater results



This masterclass is specially designed to boost management performance for those stepping up to leadership. It provides insight into leadership styles and skills as well as how to motivate and empower others. There is a particular focus on being an inclusive manager. The content can be tailored to the specific needs of the managers involved.

At the core of the masterclass is a combination of contemporary leadership thinking and practical tools. Over two busy days participants work through a series of models and frameworks to develop emotional intelligence and analyse management style preferences. In addition, there is an emphasis on using effective coaching to engage others and retain high performers. Ultimately, these skills enable participants to develop teams and individuals to higher levels of performance. The masterclass also explores ways to navigate organisational change.

At the end of a 2-day masterclass participants are able to:

- understand the difference between leadership and management – and when to use each
- use emotional intelligence and situational leadership to provide more effective direction and support
- create a culture of high performance and keep high performers engaged
- create a purpose for your team to ensure alignment and commitment
- understand the stages of team development, and how they impact performance
- develop high-performing teams through effective coaching
- manage and support others through change



I found the mix of theory, exercises and discussions was perfect. The programme was informative, engaging and practical. Great to discuss real examples amongst the group. I'm looking forward to sharing the learning with the other Heads and SMT to see how we can impact on our teams collectively.

Dr. Rachel Macdonald, Head of Programmes
The Academy of Medical Sciences

2 or 3 days

Level: **experienced professional support or non-academic managers looking to increase skills and confidence**

More information at managementcentre.co.uk/apm

Transformational Leadership

Learning to inspire and engage others



This masterclass is designed to increase your awareness as a leader and help you to inspire and lead others. It is based around the Kouzes and Posner Leadership Practices Inventory, with an emphasis on the need to build long-term sustainability and achieve results.

The Leadership Practices Inventory (LPI) is an evidence-based assessment tool that enables leaders to analyse and improve the effectiveness of their leadership performance. Leadership is assessed as a set of observable behaviours that, with deliberate practice, can be developed and improved. Using the LPI analysis as a benchmark, the programme is then structured around the five Leadership Practices. These key elements provide practical tools and techniques to boost participants' leadership approach.

The masterclass is best suited to experienced managers of programmes, faculties and departments, or experts in their field who need to lead others without necessarily being a manager. It is suited to those who wish to develop their leadership skills or senior managers keen to renew their existing skill set.

At the end of a 2-day masterclass participants are able to:

- identify and recognise key leadership behaviours and skills
- understand the importance of balancing management and leadership
- understand strengths and weaknesses as a strategic leader using self-analysis and feedback from your manager, peers and line reports
- think big-picture and create a strategic direction for your work
- inspire and engage others in their work
- promote a culture of challenge and innovation, and identify areas for improvements
- build sustainability by encouraging and enabling others
- give and receive constructive behavioural feedback
- plan your future leadership development based on Kouzes and Posner's Leadership Practices Inventory

2 or 3 days

Level: **programme, department or faculty managers or experienced experts with leadership duties within their role**

More information at managementcentre.co.uk/tl

Strategic Leadership

Making strategic choices to take the organisation forward



This masterclass enables participants to identify different approaches to their strategic challenges and also to plan for long term results and impact. Learning is focused on three core impact areas – Leadership, Strategy and Change.

The Values-Driven Leadership module helps participants to reflect on their personal approach to leadership. Through a 360° assessment using Kouzes and Posner's Leadership Practices (LPI) model, participants will identify what their institute needs from them now and in the future both individually and as a group of higher education leaders.

The Strategy module introduces key tools to enable participants to determine a clear strategic direction and answer key questions about what their organisations should be doing, and not doing.

The Change module empowers participants to plan, lead and communicate change effectively.

At the end of the masterclass participants are able to:

- become high-achieving leaders, acting decisively and effectively
- focus on values and ethics in leadership
- understand how to consistently act strategically rather than operationally
- make strategic decisions in complicated environments
- adapt their leadership style to the needs of their institute and faculty/department
- know how to create an empowering culture
- use cutting-edge strategic tools to create a successful impact
- lead change within your team and organisation
- tackle both transformational and incremental change
- communicate messages to make an impact



3 days

Level: **deans, faculty directors and ambitious senior managers**

More information at managementcentre.co.uk/sl



CITY, UNIVERSITY OF LONDON

Impact report



Blended Learning & Development for Future Leaders

City, University of London (City) is a global university committed to academic excellence with a focus on business and the professions. In 2016 City embarked on a strategic transformation to further strengthen its position as a leading global university. =mc was appointed to support this transformation through the development of a blended learning approach to leadership development – for both managers and senior academic staff.

We designed a modular programme, delivered on an annual basis and has been attended by five cohorts so far.

The programme is structured around three modules: building an understanding of personal leadership, leading and influencing others and leading during organisational change. To demonstrate endorsement by senior leaders at City, each participant was sponsored and nominated by the Dean or Professional Services Director. We have worked in partnership with the Workforce Foundation to further support each participant via one-to-one coaching and 360 feedback. Key to the success of the programme are the group activities and facilitated group discussions, which promote knowledge sharing across the university.

Result

Participants have reported that they have gained new insight into other parts of the university, have developed an understanding of the need for emotional intelligence in leadership, and feel more confident to lead and manage change. The group learning ethos in the programme has broken down barriers. The very practical approach taken in the workshops has helped participants with putting theory and learning into action. As a result, participants are better able to lead and motivate others.

Following the success of this programme, we are reviewing the content for future cohorts, and are looking forward to supporting more of City's Future Leaders. We are also supporting staff at City, University of London through a range of shorter courses, such as **Leading Change**, **Confident Conversations** and **Coaching Skills**. We were delighted to provide **Assertiveness** and **Presence** masterclasses in 2019 as part of a series of workshops taking place on International Women's Day. We were particularly thrilled to see Alumni from the Future Leaders course signing up and engaging in further personal development.



CITY, UNIVERSITY OF LONDON

Blended Learning & Development for Future Leaders



The Future Leaders programme has been ideal for City as a development opportunity for staff who are potential successors for leadership roles in the University and who in previous years have not had anything available for them. Delegates have commented on how much they have learnt from the workshops, the opportunity to share approaches, expand their networks and support and learn from each other. This has helped them become better equipped to respond effectively to the new and emerging challenges they face as aspiring leaders of the organisation. The facilitators were effective at getting people talking, making them feel comfortable in sharing their ideas and experiences and getting the most out of the programme and it has consistently received positive feedback. It has helped people understand leadership as a tangible and personal concept that can be learned and developed, rather than being an idea in a book.

Sally Sambrook, Organisational Development Manager
City, University of London





PROJECT MANAGEMENT

Masterclasses

Project Management

A powerful and systematic model to plan and organise projects

Originally designed to help Oxfam deal with emergencies, this demanding masterclass enables participants to plan, manage and deliver projects – especially ‘messy’ ones – on time and to specification. Invaluable to organisations desiring a shared project language that is simple and effective, this course is also relevant to individuals keen to maximise their contribution in project teams or manage multiple stakeholders and their expectations.

The three-day masterclass provides a thorough grounding in =mc’s practical and highly adaptable **Systems Model** avoiding the ‘clunky’ processes of PRINCE2. Participants discover how to scope a project, identifying project drivers, purpose, outcomes and success criteria. They acquire a portfolio of tools to map a project including Work Breakdown Structures and Gantt charts. And they learn how to create and manage effective project teams. There is also a two-day version available in which we can tailor to the focus more on hard or soft project management skills.

At the end of a 3-day masterclass participants are able to:

- plan using the **=mc Systems Model**
- handle messy projects with uncertain timelines and unclear outcomes
- use a range of key project planning tools
- build project teams that perform

This course was just what we needed. We immediately saw the benefits of the =mc Systems Model approach. By ensuring the whole Henley Careers Team has been introduced to this framework we know project discussions are connected and much more productive.



Naeema Pasha, Head of Careers
Henley Business School

2 or 3 days

Level: middle managers, frontline managers, staff with project responsibility

More information at managementcentre.co.uk/pm

=mc

Project Leadership

Embed effective project governance with confidence



Distinct from project managers who deliver projects, it's the role of the project *sponsor* to ensure those projects are strategically aligned, with clear lines of accountability and active decision-making.

This tailored masterclass – available in-house only – introduces the tools and techniques for effective project oversight. How the programme is designed depends on your needs and the needs of your team, department, school, faculty or university. For example, we can work with the senior team to embed good project governance and project portfolio management. We can help you better understand your role in project accountability and show you how you can enable great project management.

Outcomes will vary according to the design, but you can expect that at the end of the masterclass participants will be able to:

- understand the role and responsibilities of a project sponsor
- identify best practice for project governance
- develop an accountability structure that is fit for purpose and for your organisation
- ensure that projects are aligned with strategic objectives



1 or 2 days

Level: **senior managers, department heads, faculty heads – who act as sponsors for institutional projects**

More information at managementcentre.co.uk/pl



Impact report

A common approach to project management

Henley Business School is part of the University of Reading and one of most respected business schools in the world.

As a result of staff attending a variety of project management programmes over several years, people were using a wide range of approaches and tools. This created both confusion and ambiguity, with teams finding it hard to work collaboratively on projects. There were uncertainties about technical terminology and other teams' project processes, which prevented focussing on implementing successful projects. In 2015 **=mc** were asked to deliver a consistent approach to project management across the School.

We designed and delivered a project management course underpinned by **=mc's Systems Model**. Staff were introduced to the model, complemented by a set of essential tools, from stakeholder mapping, to risk analysis and Work Breakdown Structures.

A core element of the course was facilitating participant discussion and reaching agreement on how to:

- embed common ways of working on projects,
- improve the processes they already had in place
- share their learning with colleagues.

The very practical nature of the training and the **=mc Systems Model** meant not only that participants were quickly able to apply the model, but that there was also time to:

- practice using the tools on their work projects, and come away with a much clearer project plan
- share their projects and work together on live projects, demonstrating they could collaborate effectively
- provide insightful feedback to their colleagues, and identify how they could help each other outside the classroom.

Result

The feedback from participants and Henley Business School has been very positive. As a result, **=mc** has returned to work with a number of departments across the University of Reading, introducing them to the **=mc Systems Model**. Methods such as the Scoping

Planner are being used to enable teams to work together to quickly identify project drivers and expected deliverables. **=mc** continues to work with Henley Business School to introduce new ways of working on projects collaboratively.



COMMUNICATIONS & PERSONAL EFFECTIVENESS

Masterclasses



Developing Personal Presence

Crack the charisma code to achieve high impact

This day is designed to build on the skills individuals need to develop a more sophisticated approach to impactful communications.

In complex organisations presence is essential. On this highly participative masterclass participants first consider themselves as a personal brand – assessing their qualities and image. We then establish the type of presence they wish to develop – and need – to impact on their target audience, whether colleagues, students, researchers or external partners. This is cracking the charisma code.

Participants learn how to build rapport with a range of individuals quickly, using techniques adapted from theatre improvisation and social psychology. Expert programme leaders provide key presence principles from body language to assertiveness.

At the end of the masterclass participants are able to:

- define themselves as a personal brand
- have a clear sense of how to have impact in key situations – meetings, 1-2-1s, seminars etc.
- achieve influence and ‘social power’
- respond assertively under pressure

An extremely practical day with many comprehensive tips and tools. For me, the opportunity to observe my own behaviour and get feedback on how to improve it was invaluable. The learning was adapted to fit the class needs making it even more relevant.

Caroline Cooper, Project Manager, Transformation Team
Cambridge Assessment International Education

1 day

Level: **all staff**

180° feedback

More information at managementcentre.co.uk/dpp

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Assertiveness Masterclass

We also offer an in-depth Assertiveness Masterclass developed specifically for higher education professionals. **Contact us** to discuss the needs of your team.



I'd recommend this programme to others in university admin roles without hesitation. It gave useful insight into everyday interactions in both personal and professional situations. The practical exercises showed me how to respond in an assertive way without coming across as being rude or unprofessional and I'm enjoying putting this into practice.

Tom Swift, Course Administrator, City, University of London

Influencing & Negotiating for Results

Using psychology and practical techniques for the best outcome

This masterclass is for individuals who want to boost their ability to persuade and convince others, including those who negotiate with stakeholders or work in cross-departmental teams. It also helps to enhance the ability to build rapport and influence without authority.

Participants learn how to recognise others' psychological styles, adapt accordingly and re-frame their information and ideas. They also discover how to work through the four distinct phases of a negotiation, and how to devise ethical, win-win approaches including setting LIM-its and BATNAs, and structuring negotiations using PIPA.

This masterclass can be run as shorter one-day or fuller two-day version. We can also run Influencing and Negotiating Skills as two separate days a few weeks apart.

At the end of a 2-day masterclass participants are able to:

- ensure a good outcome for them and their work
- choose an appropriate communication style to engage with people
- Persuade others over to understand their point of view
- negotiate with the outcomes for all parties in mind

1 or 2 days

Level: **all managers and staff**

More information at managementcentre.co.uk/inr

Managing Multiple Priorities

Practical solutions for improving personal effectiveness in demanding environments



This intensive day promotes personal effectiveness by introducing participants to a systematic set of tools and techniques to enable them to take control of their work and their time.

Based on the work of a range of experts – from Steven Covey to Edward de Bono – participants identify practical solutions not only for themselves, but also for their teams. They learn how to balance two key decision bases, *what* and *when*. And they learn how to manage demanding priorities against tight deadlines by distinguishing important from urgent tasks – discovering how to make decisions quickly. The day also provides insights into the challenges of managing time while working with others – including delegating effectively, reducing interruptions and dealing with dangerous ‘time bandits’.

At the end of the masterclass participants are able to:

- achieve their long-, medium- and short-term goals
- focus their energies to deliver results
- manage heavy workloads and constant interruptions
- improve work-life balance



1 day

Level: all managers and staff

More information at managementcentre.co.uk/mmp

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Transformational Presentation Skills

Developing and delivering high-impact presentations



The UK's most intensive presentation skills masterclass, for individuals wanting to deliver complex messages in a powerful way. In a small group of 10, with a trainer and a dedicated coach, participants learn how to deliver complex ideas simply and effectively to groups - whether it's 10 people or 1,000 students - using =mc's systematic methodology, developed over 26 years.

Participants discover how to reduce preparation time, choose the right 'style' of presentation for their audience and make their presentation memorable and authentic. They also learn how to appear confident even when nervous, and learn the secrets of controlling their body language and voice. To ensure optimum learning they deliver 'formal', videoed presentations followed by 1-2-1 coaching.

A two-day version of this masterclass is also available.

At the end of a 3-day masterclass participants are able to:

- present complex ideas simply and effectively
- deliver presentations with impact to challenging audiences
- control nerves and banish negative mindsets to present confidently
- design and deliver their presentations for maximum impact



2 or 3 days

Level: **all managers**

1-2-1 coaching | Personal video to take away

More information at managementcentre.co.uk/tps

=mc



Leading and Managing Change

Successfully taking people through challenging times

The higher education sector is changing. This one- or two-day masterclass is designed for managers leading or managing change - whether a restructure, a new culture or a merger - as well as individuals who trouble-shoot change challenges.

Based on =mc's adaptation of Kotter's well-established model, this masterclass provides a solid framework to start or shape a change process, or to re-energise a faltering one. As part of a rigorous eight-phase approach, participants learn to identify change drivers and approach different types of change. They also explore the 'softer' side, including how to use emotional intelligence in change. These skills enable participants to engage people across departments, faculties and institutes, as well as handling the different reactions to change.

At the end of a 2-day masterclass participants are able to:

- tackle both transformational and incremental change
- adapt their style between key change roles
- overcome and respond to resistance to change
- ensure change is embedded in the culture

A great investment. After just a day I have a clear understanding and appreciation of the issues involved in implementing change. I've also gained invaluable insights into avoidable pitfalls and what makes good practice.

Liz Tremain, Senior Programme Manager
University of Southampton (NETSCC)

1 day

Level: Board, senior managers, middle managers
More information at managementcentre.co.uk/lmc

Change & Me

Building personal resources for change



Managing change is a core competence in higher education organisations. While much has been written about how to lead and shape change processes there is relatively little support for individuals going through change in a higher education institution. This masterclass is designed to address exactly that issue.

In a positive and energising day, participants are introduced to a variety of practical techniques on how to respond constructively to change themselves and how to support colleagues. We cover issues such as changing mindsets and skillsets, building personal resilience, co-coaching colleagues, developing positive 'anchors', and the role of Emotional Intelligence (EI) in handling change.

At the end of the masterclass participants are able to:

- understand their own response to change and manage it effectively
- use a range of EI-based techniques to develop personal resources
- help colleagues to work through change issues
- maintain performance and results while experiencing change



I would highly recommend the =mc training our team had. It was a really clear, efficient overview of change. All the sessions were useful, but a standout for me was looking at the different reactions to change, and how I can better use the skills of those who don't necessarily match my own reaction but whose reaction can actually build a better change plan. The trainer also offered practical tips which could be implemented straight away."

Anne-Marie Gillespie, ASU Manager
University of Worcester

1 day

Level: **all staff**

More information at managementcentre.co.uk/cm

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Consultancy Skills

Discover the principles of effective consulting



This masterclass is for teams and individuals who 'trouble-shoot' within the university. Depending on skills required, the 12 key modules can be delivered in a customised programme lasting from one to three days.

Experienced members of =mc's consultancy team offer a mixture of approaches in 'hard' analytical and problem-solving, and 'soft' interpersonal skills. We use practical activities and case studies to embed the learning. As well as an introduction to consulting methodology, there are also modules on strategy, organisational analysis, building credibility, coaching, facilitation, partnership working and change management.

At the end of a 3-day masterclass participants are able to:

- define and manage a consultancy project
- use a range of tools to analyse and solve challenges
- 'sell' themselves as competent and confident professionals
- ensure recommendations are implemented



1-3 days

Level: **business partners, professional services, transformation managers, senior managers, middle managers**

More information at managementcentre.co.uk/csp

The recipe for successful learning

Successfully taking people through challenging times

=mc has over 30 years of experience of working to transform ethical organisations including higher education institutions, charities, public bodies, INGOs and cultural organisations. Our customers include *all* of the top 20 UK charities. Our masterclasses are successful and ensure embedded learning because of our approach which combines:

- **Up-to-date content:** while the best models withstand the test of time, the way they are *applied* grows and develops, and useful new models come on stream. We review and refresh all our masterclasses at least once a year.
- **Practical solutions:** learning isn't just about new models, theories and techniques, it's about being able to use them in real life. We enable participants to work together to apply the learning to their work.
- **Sector relevance:** we offer solutions tailored to meet the specific needs of organisations delivering social outcomes. When we come in-house we work to your brief and your desired outcomes.
- **Memorable learning:** we balance expert input with practical exercises, small group coaching and extended case studies - enabling participants to learn in focused and varied ways.
- **Backup resources:** all our training is supported by detailed workbooks, covering masterclass content and extras to consolidate learning. Learners are free to learn rather than take notes.
- **Added value:** we're not just about training - we cover all of learning and development from competency frameworks and assessment centres to individual coaching and Action Learning Sets.
- **Outstanding trainers:** we select the very best trainers to join our team and then develop them to achieve outstanding results. Each trainer adds their own experience to make masterclasses both relevant and engaging.



=mc is a recognised by The Institute of Leadership and Management (ILM) as *Institute Approved*. A number of our masterclasses have been graded as *Pathways to Associate Membership*. Look for the logo to the left in this prospectus to see which masterclasses are included. Find out more about the benefits at managementcentre.co.uk/The-Institute-Leadership

To discuss your needs or any aspect of this prospectus, call Laura Slater, Director on 020 7978 1516 or email laura@managementcentre.co.uk

Visit the **Higher Education Hub** online at managementcentre.co.uk/HE