

**LSBU**

Leadership  
Development  
Strategy

Leadership has never been more important at LSBU, stakeholder expectations are rising, we urgently need to improve our rating in league tables, resources are tighter and partnership working is becoming increasingly important. This creates a strong imperative for leadership and leadership development.

Whilst LSBU already has many managers who are innovative, creative, visionary and inspirational I intend that delivery of this strategy will build our leadership capacity with consequent improvement in outcomes for our students and staff. **Our key principle is for leadership development at all levels to be linked directly to delivery of the strategic objectives of LSBU** and to make a measurable impact on efficiency.

Our programme will build on the established fact that more leadership development occurs within the context of work. As part of that context senior managers need to take an active role in the development of the existing and next generation of LSBU leaders. Being a key player in management education provides us with distinctive possibilities for our leadership development and we will be using our own resources wherever we can.

I am determined we will give you the support you need to help you constantly improve your performance as a manager and leader.

**Martin Earwicker**  
Vice Chancellor

# The challenge

We have 7 priorities for leadership development.

## We need to:

1. Create managers and leaders at all levels who are able to deliver the corporate strategy and perform their existing roles as highly capable individuals and team members.

**We will continuously improve our appraisal processes to rate effective performance and we will offer development programmes and other interventions for all levels of managers.**

2. Identify and promulgate 'what works' in leadership within LSBU and challenge the lack of interchange between faculties and departments by maximising internal and external networks.

**We will set up opportunities for our managers to share their experiences, using the results of the 2009 Staff Experience Survey as our starting point.**

3. Change some of our existing behaviours. Our corporate plan identifies the culture changes required, displaying real leadership, tackling difficult issues firmly but fairly and setting a personal example, not operating a blame culture and working as a unified team summarise our approach. We realise our employees want more involvement in decisions that affect them and they require leadership who will solicit their ideas, listen to them and provide coaching and feedback on a regular basis.

**We will offer opportunities for our managers to receive feedback on their management style and offer them support as they act on this feedback.**

4. Develop leaders and managers who are able to operate internationally and across all cultures and help LSBU succeed in a global environment.

**We will help our managers develop these skills by learning from the existing good practice of those who are already experienced and skilled in working internationally.**

5. Use technology to maximise efficiency.

**We will equip our managers and leaders with a good level of technological ability.**

6. Developing potential leadership talent and planning for succession. LSBU's workforce is ageing. Building internal succession as the baby boomer generation retire over the next decade, resulting in leadership gaps and loss of external and internal networks is vital. We have too few mentors yet plenty of talent identified by existing leaders and insufficient processes in place to help them reach their full potential.

**We will develop a succession planning strategy and identify a succession group during 2009.**

7. The 2009 Staff Experience Survey identifies decision making, team work, communications and feedback as areas requiring improvement.

**We will focus on these areas in our leadership programme.**

# LSBU Leadership Development Programme

Our key principle is for leadership development at all levels to be linked directly to delivery of the strategic objectives of LSBU.

The basis of delivery for the programme is a ratio of 70/20/10. **70% of learning and development about leadership will take place via real work experiences.** 20% will be via ongoing feedback from coaching, mentoring, action learning and 360 assessments and 10% will be from training programmes.

In order to deliver our leadership priorities, a programme of implementation has been developed. Although this envisages a 5 year timeframe for its full effects to be realised, the focus of its delivery will initially be two years, when the plans will be reviewed and renewed to meet the needs of the University at that time.

**Our main focus is development via real work experiences.** Our senior managers have identified the most powerful learning experiences happen in real life rather than in a classroom.

### **We will offer**

- stretch assignments
- job rotation
- process improvement teams

We will facilitate requests for shadowing in other faculties/ departments and also for outside placements and the take up of board/committee appointments.

Stretch assignments are projects or tasks that go beyond an individuals job description and comfort zone and enable the manager to acquire new skills. The assignment may be simply job enrichment but could also involve vertical or horizontal movement, working across departments and faculties such as implementing a new project, organising a conference, leading a cross functional team, researching a potential new LSBU product or initiative. Stretch assignments will be a key part of our succession planning.

### **– Outplacements and community involvement**

Leaders and managers with high potential can take part in short outplacements to key stakeholder organisations, whilst continuing to have their salary paid by LSBU. In addition to helping individuals learn about the other organisations operations, the manager develops new or enhances existing skill sets and develops a network outside of LSBU. The experience also enhances stakeholder relationships.

We also wish to encourage serving as trustees to local third sector organisations, speaking at community events and participating in fundraising initiatives.

## 20% of our programme will offer development through increased feedback and reflection.

Leadership starts with self knowledge so feedback is a necessity.

### - Coaching

Enables senior managers to improve their management and interpersonal skills by gaining greater competence and confidence and overcoming barriers to improving performance. Over four to six sessions a qualified coach leads the coachee through a process of self awareness and self directed problem solving. In LSBU we are building an in-house cohort of qualified coaches and we would like leaders at all levels to be involved in this.

### - Mentoring

The mentor acts as a trusted adviser who guides the mentee through their career goals, provides the support and expertise needed for continued professional growth and expands the mentees professional network and resources within and outside LSBU. We will develop in-house mentors.

### - Action Learning

Action Learning is a methodology for solving problems, creating in-depth supportive links with colleagues from across LSBU and developing leadership skills and abilities. We will support managers by setting up facilitated action learning sets.

### - 360 feedback

360 feedback provides information on an individual from a number of sources. This gives managers better information about their skill, performance and working relationships. Normally, eight to ten people fill in questionnaires describing the individual's performance and the manager fills in a questionnaire for themselves too, assessing their own performance. The whole process is anonymous and the feedback is presented to the recipient by a skilled coach.

## Around 10% of the programme will be delivered through formal training.

### - External Leadership Programmes

Our senior managers have previously participated in external programmes with The Leadership Foundation, Common Purpose, Cabinet Office and NHS Transformational Leadership. We will continue to support these programmes.

### - Internal Leadership Programmes

Courses will be offered internally wherever this makes the most sense. Course materials and content will be based on actual LSBU examples and training will be linked to university issues. Our own managers will present wherever possible and we will maximise the use of peoples time through initiatives such as a speakers programme and leadership book group.

## There are 3 themes for our internal programme:

**Business** – training which supports innovation and financial planning

**Strategy** – training which supports managing under performance, project management and continuous improvement, networking skills and other key drivers in the LSBU corporate plan

**Culture** – training which covers diversity, delegation and other LSBU drivers of culture

Wherever possible we will offer accredited training in order to increase our ratio of managers with management qualifications.

## Programme Participants

Programme participants will consist of these three groups

- Enhancing the leadership capacity of managers in Bands 11 and above
- Developing the core skills of all staff managers
- Developing succession planning for existing staff identified as having leadership potential

## Success measures

- Programme evaluation can demonstrate a link between leadership development and achievement of department/faculty plans and corporate strategy
- Engagement in the programme. It is envisaged that 80% of managers will engage in the programme
- Provision of high quality events designed to meet the needs of LSBU's corporate plan
- The Executive and Board of Governors demonstrate a strong commitment to the programme and view the programme and process as an investment in LSBU's success
- An 8% increase in staff satisfaction (demonstrated by the next staff experience survey)
- A 10% increase in internal promotions for leadership roles

We hope you find taking part in this programme a rewarding experience. If you would like to have a discussion about your leadership development, please contact the Organisation and Staff Development Team.

[www1.lsbu.ac.uk/sdu/leadershipdev.html](http://www1.lsbu.ac.uk/sdu/leadershipdev.html)

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