

Development Activities Supporting Leadership Development

Internal and external work placements

Participation in secondment schemes such as the Babcock scheme or to cover duties in another area or Department, should be encouraged to provide opportunities to gain new skills and develop new networks.

For some staff opportunities to visit other external organisations (internationally) should be considered to allow good practice and network forming.

Job rotation

Managers should ensure that within teams there is regular job rotation to prevent the loss of key skills/knowledge when someone leaves or changes roles. This also provides staff with a chance to learn new skills and knowledge.

Action learning sets

This involves discussion of 'live' problems and developing supportive links with a broad range of colleagues. The OSDU will set up facilitated action learning sets for both emergent and established leaders and will work with Information Services in using technology to develop virtual international learning sets.

360° Feedback

Built on the Strathclyde Leader Competence framework, this provides a powerful tool for benchmarking current competence against a set of standards. Its use will be extended to assist established leaders to identify and address personal development needs.

Coaching

Initially, a bank of coaches will be recruited and trained from Alumni of the research leaders' programme. The coaching focus initially will be on enterprise and research. Additionally OSDU will offer generic coaching skills training to all staff with formal or informal leadership roles, with a view to embedding coaching skills within all leader roles. Where appropriate, Coaches will be sourced from other organisations, including from business and from other HEIs. Similarly, Strathclyde Coaches may provide some coaching input to other HEI's.

Mentoring

OSDU have developed a mentoring scheme, which will be initially focused on early career researchers. Following evaluation and feedback, the mentoring scheme will be rolled out more widely to provide support and expertise for continued professional growth and expand mentees professional networks and support transformational thinking and experimentation. Mentoring training and matching will be provided by OSDU.

Leadership E-learning Programme

By April 2012 OSDU will launch a comprehensive leadership in higher education e-learning programme, developed in conjunction with Epigeum (Imperial College spin-out company). This self-directed programme will cover six key modules: Leadership Approaches, Personal Development, Enabling a Cohesive Culture, Strategic Planning, Managing People and Managing Resources and will be accredited by the Institute of Learning and Management.

Personality Profiling²

Myers Briggs Type Indicator (MBTI) and Oxford Psychology Press 16 Personality Factor Assessment will be available for development support, teambuilding and leadership recruitment. Personality profiling will support those who want to gain an enhanced understanding of personal and leadership styles and how personality can influence work relationships.

²Measures a set of 16 traits that describe and predict behaviour in a variety of contexts. Provides comprehensive information about an individual's who personality, revealing potential capacity to sustain performance in a larger role and help identify development needs.

Networking

The Heads of Department/School lunchtime sessions are an informal opportunity for sharing of experience and discussion of current issues. This informal networking model will be extended to provide informal networking opportunities for other levels of university staff e.g., the Senior Professional Services Team

One off topical events

These will be organised by OSDU to bring a cross section of the University together to discuss issues and ideas and create communities of enquiry that challenge established practice.

Facilitated Development Activities

To augment the e-learning materials OSDU will provide a range of skill-based activities that support knowledge and align with the competence framework and organisational goals. These practical and solution focused workshops will also be an opportunity for sharing experience and networking with colleagues. We will have a regular frequency and will publish dates sufficiently well in advance for the Accountability and Development Review cycle and other calendar commitments.

OSDU staff will also provide facilitation for leaders in teambuilding, problem solving and ideas generation. We will also build facilitation capacity of leaders.

Accreditation

We will provide opportunity to gain ILM qualifications in Leadership. Institute of Leadership and Management qualifications are widely recognised and respected across many sectors. We are also currently exploring with the Business faculty the possibility of gaining credit for leadership development activities towards the Strathclyde MBA. We will also provide ILM qualifications in leadership to the PG community as part of our work on the Research Development Framework.

Engagement

The OSDU manager will engage with HOD/S, Directors, and Senior Officer on an annual basis to identify gaps and assess future development needs. Facilitation will also be available from OSDU for one off teambuilding/meetings.