

Imperial College  
London

Heads of Department  
Onboarding Leadership  
Programme

2023–24

Academic and professional,  
technical & operational staff



**POD**

People and  
Organisational  
Development

# Contents

Foreword	4
Welcome	6
Introduction	7
<b>1. DEVELOPING SELF</b>	<b>8</b>
360-Degree Assessment and Debrief + Coaching Provision	10
The Self-Aware Leader	12
<b>Vertical Leadership: Going Deeper to Go Higher (Masterclass)</b>	<b>14</b>
Developing Your Leadership Brand	16
<b>2. POWER SKILLS</b>	<b>18</b>
Leading Powerful Conversations	20
Leading and Developing People	22
Developing an Inclusive Departmental Culture	24
Building a Great Department That Flourishes	26
<b>3. WORKING AT IMPERIAL – Facilitated Conversations</b>	<b>28</b>
Finance @ Imperial (budget holders only)	30
HR Policy to Practice	31
<b>4. PERSONAL EFFECTIVENESS</b>	<b>32</b>
Creatively Developing Yourself Through the Powerful Tool of Reflection	34
Strategic Thinking	36
<b>Leading with Influence (Masterclass Skills Builder)</b>	<b>38</b>
<b>Leading in a Digital Culture (Masterclass)</b>	<b>40</b>
<b>5. PEER-TO-PEER</b>	<b>42</b>
Group Reflection Session	44
Cohort Field Trip	44
Motivation in the Spotlight Group Session: Starting with Your ‘Why’	45
Group Reconnect and Programme Close	45
<b>6. ELIGIBILITY REQUIREMENTS AND REGISTRATION</b>	<b>46</b>



# Foreword

Many congratulations on your appointment as Head of Department. Your leadership will be instrumental in ensuring that Imperial remains a beacon of ideas and impact for the world, attracting the most capable people to help discover concepts for some of society's most promising opportunities and solutions to some of society's greatest challenges.



Our talented staff are our greatest asset. As a leader your role in developing our colleagues' potential to become transformative leaders who will continue the College's important work in research, innovation, education and student experience is vitally important.

To support you in taking on your role, the People and Organisational Development (POD) team have developed a one-year leadership programme which brings together academic, professional, technical and operational Heads of Departments. This unique programme focusses on the common and shared goals across the various leadership roles and functions across Imperial. You will have the opportunity to receive coaching and take part in masterclasses from renowned experts in leadership and personal development. In addition, you will participate in face-to-face workshops, peer-to-peer sessions and have the time and space for self-reflection and self-evaluation.

As the College shapes its own future, investing in our leaders, who will both shape and be shaped by the institution's strategic direction, is critical. By bringing together leaders from all parts of the College, I have no doubt the shared expertise amongst colleagues, alongside the stimulating sessions and time for self-reflection, this programme will provide you with the theory, insight and confidence to further enhance your leadership skills.

**Professor Ian Walmsley FRS**  
Provost

**Imperial is our people.  
We, as leaders, help to create  
and foster the conditions  
within which colleagues and  
students innovate, do their  
best research, and learn.**

Leadership is a journey of self-discovery and development that never ends. The changing nature of the environment within which we operate, including the challenges facing our community, requires us to develop and adapt our leadership approach. Being a great leader requires us to understand ourselves and crucially how others perceive us. This is not a one-time exercise. It is why this programme focusses on 'self' at the outset.



This programme is rich with content that will equip our leaders to support our community as we launch the new Imperial College Strategy. The Imperial Values, digitalisation, partnership (both internal and external) and stakeholder management need to shape our collective leadership. It is important for our future success that academic and professional services leaders are undertaking the same leadership development. We are one team.

**Robert Kerse**  
Chief Operating Officer

# Welcome

The People & Organisational Development (POD) team is delighted to launch Imperial's Heads of Department Onboarding Leadership Programme. Imperial is committed to improving our working culture and building a positive and enabling environments for all.

This programme is part of a portfolio of leadership development support that POD provides to support our senior leaders to do this well from the start. Through specific tailored sessions led by experts in their fields both internal to Imperial and external, our leaders can; better understand what is expected of them, create positive working environments for their departments to thrive and be role models for our values and behaviours.

POD's leadership development portfolio includes further progressive development opportunities available through, executive coaching, the academic leadership development programme, and the professional services leadership programme.

I am excited to support our current and future senior leaders to cultivate a positive working and studying environment so that we can all flourish.



**Nichola Stallwood**  
Head of People & Organisational Development



# Introduction

Imperial College London is a world-changing global powerhouse that is known for its innovation, entrepreneurship, societal benefit, and impact. Our academic and professional, technical & operational (PTO) Heads of Department belong to the same ecosystem that is responsible for creating and sustaining an environment where high-quality teaching and research can be delivered, and as such share many common goals.

This one-year academic and PTO Heads of Department Onboarding Leadership Programme (2023–2024) is designed to bring both groups of Imperial heads together to create lifelong learning partnerships, remove silos, and create greater understanding to help consolidate Imperial's position and status. This is particularly important with hybrid working, as it is these interrelationships that will help us to build capability around leading and managing our most precious resource – our people.

This programme is underpinned by our Values, and will focus on:

- creating inclusion for everyone and making sure each person can show up authentically
- making hybrid connections meaningful
- creating the space to connect and build relationships and cross-collaborative networks
- in your roles as Heads of Department, how can you create a people-led culture?

Networking and having the ability to build relationships is a common sought-after leadership competency. As part of this programme, you will also have peer-to-peer connection opportunities. You will also learn from external leading experts and from other organisations in the form of a field trip.

We are confident that some workshops will prompt personal and professional reflections and self-examination. The programme starts with a deep dive into self-leadership by focusing on increasing self-awareness through feedback, having the right mindset and leadership behaviours. This self-awareness focus is supported by a series of coaching sessions. The programme next aims to develop those critical power skills to meet the challenges of productivity and well-being of your employees. Operational knowledge around our finance and human resources policies are also covered to support successful operation within the Imperial context. As the goals across both groups are interlinked and interdependent, the programme supports common personal effectiveness areas. There will be many transformative opportunities to build your leadership capability.



**Valarie Williams-Foy,**  
Senior Organisational Development Consultant,  
Head of Department Onboarding Programme Lead

# DEVELOPING SELF

360-Degree Assessment and Debrief + Coaching Provision 10

The Self-Aware Leader 12

Vertical Leadership – Going Deeper to Go Higher **(Masterclass)** 14

Developing Your Leadership Brand 16

Key words/phrases: ENLIGHTEN, ENABLE, COACHING

# 360-Degree Assessment and Debrief + Coaching Provision

## Overview

Using the 'Enlighten, Encourage, and Enable' behaviour change framework each participant will undergo a 360-degree feedback which was designed with the Imperial Values of **Collaboration, Respect, Integrity, Innovation and Excellence**. Each stage of the model will represent a milestone for participants to move through in order to reach the end goal of being successful maintainers of new behaviours.

Insights and awareness are key for self-perception and understanding how you are perceived by others. Internal and external feedback is key to correcting and modifying both conscious and unconscious behaviour. The 360-degree feedback process is a useful approach and technique for increasing insights and self-awareness by comparing your self-perception to those of others. Using Imperial's 360 tool you will receive a detailed report highlighting potential blind spots, strengths and opportunities for development.

## The Framework

The 360-degree assessment will help participants to move ahead with their development journey that will include some degree of enhanced self-awareness, skill acquisition and deliberate practice.

## One-to-one leadership coaching offer

Following the 360-degree assessment, participants will be supported with coaching as part of the programme. Coaching has the potential to raise self-awareness whilst offering a space for reflection and challenge. Coaching provides bespoke professional development to bridge the gap between current performance and full potential. In the coaching sessions, participants may be invited to explore multiple perspectives around an issue to develop new insights and identify options for action.

## Facilitator:

Guildhall Ignite Coaches are all highly experienced and accredited as Executive and Leadership professionals who have held leadership positions themselves in other organisational and educational contexts.

**Tools/assessment:** Imperial College's 360-degree Assessment and Debrief

**Debrief session duration:** 1 x 1.5 hours

**Dates:** Throughout September, October and November 2023

**360 debriefers:** People and Organisational Development (POD) Senior Consultants aligned with your areas.

**Follow-up:** Each programme participant following their 360-degree assessment is entitled to three executive coaching sessions from Guildhall Ignite.



## About Guildhall Ignite

**Guildhall Ignite** specialises in tailored coaching and facilitation to increase confidence and agency in the workplace and beyond. They work with individuals and teams to maximise their potential and help them develop the tools to be at their very best when and where it matters most.

Key words/phrases: SELF-AWARENESS, LEADERSHIP STYLE, STRENGTH

# The Self-Aware Leader

## Overview

The future is unpredictable and it takes leadership skills of adaptability in order to be successful. Leaders who can learn quickly and be adaptable are leaders who are able to pivot with change. Self-aware leaders know and understand where they are leading from and they are able to change their styles depending on the context.

As a leader you may have a particular type of style but some situations or circumstances may require you to use a different one. How you cope and how you lead others will be important factors that will affect your success. Your own style may have particular strengths but also weaknesses, however, leaders need skills in adapting their style so that they are able to deliver on what they need to.

## What will it cover?

This one day workshop is focused on developing self-awareness and appreciating your unique perspective on leadership. It explores how your approach and actions manifest in your style of leadership and helps you to appreciate the impact of this approach on those you lead. You will learn how to adapt your approach and still achieve your desired results. You will firstly identify your strengths and challenges and clarify the areas that you'd like to dive into more deeply, and fast-track your impact.

## The benefits

Improving your self-awareness will help:

- professional development
- the ability to empathise with others
- increasing emotional intelligence
- developing effective relationships

## How will this workshop improve my leadership capability?

Self-aware leaders know their strengths and areas of improvement. They are aware of blind spots and bias; understand their sense of purpose; understand their core values, beliefs and desires; and are able to recognise and appreciate the impact they may have on others.

## Facilitator:

Valarie Williams-Foy

## Programme tools/assessment:

To be provided during the workshop.

**Duration:** One day

## Workshop dates:

Group 1 – Nov 8th 9.30–4.30 pm

Group 2 – Nov 9th 9.30–4.30 pm

(Face to Face)



## Valarie Williams-Foy

Valarie Williams-Foy is Senior Organisational Development Consultant in Imperial's People & Organisational Development Department (POD). She is responsible for the planning, development, and implementation of initiatives that build Imperial's culture, improve leadership effectiveness, connectivity and the employee experience. Valarie works collaboratively with leadership and staff across the organisation to foster a learning environment that ensures high-quality, evidence-based practice. She also leads Imperial College Internal Coaching Academy. Valarie has a strong private sector background, having worked in organisations like American Express and Dow Jones, and more recently in the higher education sector at the University of London. Valarie is the lead for the Heads of Department Onboarding Leadership Programme.

Key words/phrases: VERTICAL DEVELOPMENT, HORIZONTAL DEVELOPMENT, INTERNAL OPERATING SYSTEM

# Vertical Leadership – Going Deeper to Go Higher (Masterclass)

## Overview

In leadership development, there are two types of development that can be used. Most leadership development (90%+) focuses on horizontal development (improving knowledge and skills). While this is important, it rarely leads to leaders operating at significantly higher levels of effectiveness. The other form of development is vertical development (upgrading one's internal operating system). This form of development has been proven to help leaders elevate their level of effectiveness. The purpose of this workshop is to implement vertical development into the programme by providing a space to allow leaders to (1) integrate their prior development activities in such a way that sets them up to, (2) assess their current vertical development altitude, (3) be directed on how they can elevate their leadership, and (4) think through the developmental efforts they will subsequently engage in focusing on developing their leadership brand.

## What will it cover?

- Review and reflection of prior self-awareness activities.
- Introduction of the concept of vertical development.
- Overview of a vertical development framework to help leaders assess their current vertical development altitude.
- An overview of how vertically developed leaders operate differently from less-vertically developed leaders.
- Guidance on how they can elevate their leadership.

## The benefits

Vertical development is a personally transformational experience. Not only will it help participants elevate their leadership, but it will improve their ability to operate more effectively in all aspects of their life. This is because vertical development focuses on upgrading one's internal operating system (their "being"). By engaging in this workshop, leaders will deepen their self-awareness and gain clarity on how they can step up into a more elevated version of themselves.

## How will this workshop improve your leadership capability?

It will help you to become a better leader and have a greater positive impact within your spheres of responsibility.

## Facilitator:

Ryan Gottfredson

## Programme tools/assessment:

To be provided during the workshop.

## Duration: 3 hours

## Workshop dates:

30 November 2023, 1.30–4.30pm; virtual



## About Ryan Gottfredson

**Ryan Gottfredson**, is a cutting-edge leadership development author, researcher, and consultant. He helps organisations vertically develop their leaders primarily through a focus on mindsets. Ryan is the Wall Street Journal and USA Today best-selling author of "Success Mindsets: The Key to Unlocking Greater Success in Your Life, Work, & Leadership." And, he is the author of *The Elevated Leader: Levelling Up Your Leadership Through Vertical Development*. He is also a leadership professor at the College of Business and Economics at California State University-Fullerton. He holds PhD in Organizational Behaviour and Human Resources from Indiana University, and a B.A. from Brigham Young University.



Key words/phrases: LEADERSHIP BRAND, INFLUENCE, REPUTATION

# Developing Your Leadership Brand

## Overview

This half-day session provides a unique opportunity for individual and group reflection on the notion of “Leadership Brand” and ways to communicate and enhance reputation to influence and lead others.

We will examine the intersections and the gaps in perceptions of “Leadership Brand” through the lens of academic and PTO staff.

The exclusive approach to this session will be a safe, interactive, and conversational space to build understanding, appreciation, and collaborations across academic and PTO staff groups whilst identifying and enabling development of individual “Leadership Brand” identity.

## What will it cover?

During the workshop, participants will build their skills to deliver leadership and interpersonal results, including how to:

- build trust and relationships within and across academic departments and PTO teams
- develop leadership capability through deeper understanding of one’s own preferences and those of other stakeholders across Imperial
- assess the ecosystem within which teams operate to develop effective engagement and influencing strategies
- explore the identities of the Academic and PTO teams in order to enhance collaboration across them

- revitalise the thinking about how one is positioned across Imperial
- uncover the essence of personal and leadership brands

## The benefits

The workshop is highly interactive, using small group activities to provide frequent opportunities for participants to share personal experiences, the challenges inherent in influencing across departments and functions, ask questions and try out ideas and new behaviours in a safe, confidential setting. The process is engaging, experiential and effective.

## Programme tools/assessment:

To be provided during the workshop.

**Duration:** 3 hours

## Workshop dates:

12 December 2023, 10am–1pm; face-to-face

## Facilitators:

Allyson Stewart-Allen and Melanie Lee, International Marketing Partners Ltd and Imperial College London

## How will this workshop improve your leadership capability?

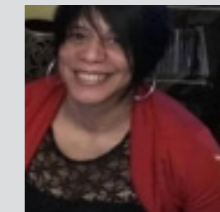
Participants will apply a variety of learning methods and materials while exploring first-hand, real-life examples of situations to clarify the concepts presented. This workshop is for anyone who currently leads/manages others and seeks to improve their leadership effectiveness and influence.

## About Allyson Stewart-Allen and Melanie Lee



**Allyson Stewart-Allen** is a renowned advisor, author, NED, speaker and educator whose expertise in brand internationalisation is sought by leading businesses globally through her consultancy, publications, appearances and corporate education.

She holds a BSc degree in International Business, as well as an MBA from The Drucker School, Claremont Graduate University. Allyson is the first two-time winner of the European Foundation for Management Development's Excellence in Practice Award.



**Melanie Lee** is Senior Organisational Development (OD) Consultant at Imperial College, adding to decades' long OD expertise. Melanie's role enables integration of anti-discriminatory & inclusive practice, within a humanistic, psychoanalytic, & dialogic OD. Melanie’s supported large-scale change in the NHS, NHS leadership, & is Imperial College's OD lead for Academic Leadership Development, & Faculty of Engineering. Melanie is qualified in Workplace Mediation, Executive Coaching & Psychometrics Facilitation, & holds postgraduate qualifications in Race & Ethnic Studies (University of Warwick) Social Policy (London School of Economics & Political Science) & Organisational Development (University of Southampton).

# POWER SKILLS

Leading Powerful Conversations	20
Leading and Developing People	22
Developing an Inclusive Departmental Culture	24
Building a Great Department that Flourishes	26

Key words/phrases: CONVERSATIONS, TRUST, ENGAGEMENT

# Leading Powerful Conversations

## Overview

An experiential session exploring the transformative impact of powerful conversations to inspire change, solve problems, and enhance connection and collaboration between individuals, teams, and groups.

Share best practice and refresh powerful conversation skills, tools, and techniques to build a high-performance culture, personal and professional growth.

By embracing the power of conversation, individuals and teams can unlock new possibilities, address conflict, create positive change and a thriving culture.

## What will it cover?

- How to use powerful conversations to inspire and motivate people by engaging in dialogue to surface passions, goals and aspirations that ignite purpose and drive.
- How to build greater trust and psychological safety and provide a platform for integrity as well as open, authentic communication that enables honest expression of thoughts, feelings, and vulnerabilities. This enables deeper connections to be formed and relationships to flourish.
- How to enhance active listening and focused reflection skills to increase understanding, self-awareness and empathy, and challenge people to raise their game.
- How to improve problem-solving and decision-making by refreshing laser questioning skills and using a vital framework to explore multiple perspectives, challenge assumptions, encourage critical thinking, creative ways to address challenges and facilitate innovative solutions.
- How to fast-track personal and professional growth and development by engaging in conversations that encourage self-reflection, challenge beliefs, and empower individuals with new insights into their strengths, values, and areas for development.
- How to address challenging conversations and more tricky people and gain win-win outcomes.
- How to resolve conflict and co-create collaborative solutions by creating a safe space for open and honest communication and respectful dialogue. You'll practise using a versatile model for active problem-solving, de-escalating issues, transforming them into opportunities for growth and collaboration.

By the end of the workshop, you will gain:

- advanced communication and interpersonal skills to use inside and outside the organisation
- tools and skills to empower targeted performance improvements in others
- increased awareness and knowledge to leverage self-confidence and leadership capability
- the ability to build trust, influence and engage people and teams to deliver outstanding results
- confidence to address challenging conversations and underperformance issues
- feedback to hone your conversation skills in a way that feels authentic to you

## The benefits

This workshop will help you to improve your leadership effectiveness and impact.

## How will the workshop improve my leadership capability?

You'll learn how to use an empowering approach in many of your day-to-day conversations, to improve performance, productivity, motivation, wellbeing, engagement and strengthen the organisation and its impact.

## Facilitator:

Carole Gaskell

## Programme tools/assessment:

To be provided during the workshop.

## Duration:

1 day

## Workshop dates:

18 January 2024, 10am–4.30pm; face-to face



## About Carole Gaskell

**Carole Gaskell's** trademark is harnessing the potential that exists within individuals, teams, and organisations and taking it to the next level, smarter, better, faster. She has been catalysing performance, motivation, and productivity in many of the world's leading organisations since 1998 and is the author of global best sellers: *Transform Your Life* and *Your Pocket Life Coach*, plus *Full Potential Leadership* and *Full Potential Coach – Transforming People's Potential into Results*. Voted one of the UK's top coaches, Carole is a Master Practitioner in Transformational Leadership, Neuro Agility and other assessments. She combines cutting-edge science and psychology with practical tools and relevant, vital ideas for action to supercharge leadership, create thriving cultures and leverage people development as a serious strategy for growth.

Key words/phrases: LEADERSHIP STYLES, CULTURE, EMOTIONAL INTELLIGENCE, NEUROSCIENCE

# Leading and Developing People

## Overview

In this workshop, we will explore how to use a range of leadership behaviours according to the situations being faced. This is especially important given how much significant change and transformation will be needed in the near and ongoing future and how important it will be for Heads of Department across both academic and PTO services to motivate and engage people with those organisational changes.

## What will it cover?

- **Emotional intelligence:** emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathise with others, overcome challenges, and defuse conflict.
- **Six leadership styles:** We will explore six distinct leadership styles, each one springing from different components of emotional intelligence. Each style has a distinct effect on the working atmosphere of an organisation, or team, and, in turn, on its performance.
- **Six aspects of organisational climate:** Every organisation contains many micro-climates with varying levels of performance. The better the climate, the more people are able to focus on contributing their best to advance the enterprise – rather than feeling confused, frustrated, and unmotivated. The good news is a leader can have the biggest impact on the climate – and therefore the performance – of their team.

- **Social neuroscience:** much of our motivation driving social behaviour is governed by an overarching organising principle of minimising threat. We will explore how this can impact behavioural decision making for leaders.

By the end of the workshop, you will gain:

- advanced communication and interpersonal skills to use inside and outside the organisation
- tools and skills to empower targeted performance improvements in others
- increased awareness and knowledge to leverage self-confidence and leadership capability
- the ability to build trust, influence and engage people and teams to deliver outstanding results
- confidence to address challenging conversations and underperformance issues
- feedback to hone your conversation skills in a way that feels authentic to you

## The benefits

Imperial College is facing significant change and transformation. Inevitably such change will result in emotional responses which will in turn have an impact on performance.

## How will the workshop improve my leadership capability?

Understanding the links between emotional intelligence, leadership and climate will enable Heads of Department across both academic and PTO services to motivate and engage people with those organisational changes and to maximise performance.

## Facilitator:

Angela Blacklaw

## Programme tools/assessment:

To be provided during the workshop.

Duration: 1 day

## Workshop dates:

6 February 2024, 10am–4pm; face-to-face



## About Angela Blacklaw

**Angela Blacklaw** is Managing Director of her own company and has extensive management and leadership experience in the public sector. She has expertise in designing, delivering, and evaluating a range of leadership and talent development and has worked on highly successful leadership development programmes for the NHS.

Angela has worked as an associate for several respected consultancies such as Korn Ferry, Ernst & Young, Hay Group, Civil Service College and The MindGym; she has also been a regular leadership associate for the East of England Leadership Academy for many years. She is a member of the Faculty for the NHS Leadership Academy.

Qualifications include Fellowship of the Chartered Institute of Personnel and Development (CIPD), Fellowship of the Higher Education Academy (HEA), Post-graduate Certificate in Teaching and Learning in Higher Education (UJEL), Certificate in Organisation Development (NTL Institute), Master of Science in Human Resources, Post-graduate Diploma in Training Management, Certificate in Programme and Project Management.

Key words/phrases: INCLUSIVE, LEADERSHIP, PROFESSIONAL, ACADEMIC, CULTURE, EXCELLENCE

# Developing an Inclusive Departmental Culture

## Overview

The workshop aims, through dialogue, to develop shared understanding of the behaviour and practices of Inclusive Leaders and support for the delivery of inclusive leadership to recognise and address hidden and shadow cultures that exist at Imperial. We will practice inclusive leadership as an outcome of inquiry and reflection; explore hidden and shadow cultures at Imperial and engage academic and PTO Heads of Department in articulating, developing and sustaining inclusive leadership practices.

## What will it cover?

- What do we mean by hidden and shadow cultures?
- What are the existing good practices that are in place to overcome these barriers to inclusion?
- How can we improve on existing good practice to mitigate these barriers to inclusion?
- How can we collaborate to achieve this; what support do you need and where might you find it?

## The benefits

You aspire to leadership in your field in one of the world's leading universities. Heads of Department and Heads of Services articulate, develop and ultimately sustain the department's – and the university's – leadership positions through inclusive leadership practice.

## How will the workshop improve my leadership capability?

We will practise inclusive leadership as an outcome of inquiry and reflection; explore hidden and shadow cultures at Imperial and engage as Heads of Departments.

## Facilitators:

Gamiel Yafai and George Roberts

## Programme tools/assessment:

To be provided during the workshop.

## Duration: 3 hours

## Workshop dates:

29 February 2024, 10am–1pm; face-to-face

## About Gamiel Yafai and George Roberts



**Gamiel Yafai** was the proud recipient of the Global Diversity Leadership Award presented by the Global HRD Congress, is CEO and founder of Diversity Marketplace and has recently taken on a Board Member position at The Centre for Global Inclusion. Gamiel's first foray into the world of Diversity was in 2000 when collaborating with the then Commission for Racial Equality to promote the Amendments to the Race Relations Act. Now more than two decades later, Gamiel has built an award-winning Global Diversity and Inclusion Consultancy. Gamiel is also a founding member of the MK Ethnic Business Community, a Trustee for Women Leaders UK as well as a member of the Employability Advisory Group for Bath University.



**George Roberts**, PhD (Soton), MPhil (Oxford), MA Education (Open U). George worked at Oxford Brookes University for 20 years advising on learning, then joined the Oxford Centre for Staff and Learning Development in 2006 as a Senior Lecturer and Educational Development Consultant (e-Learning). George holds a doctorate from the University of Southampton and has also taught at the Open University and been a member of the Executive Committee of the Association for Learning Technology (ALT).

Key words/phrases: LEADER, EXPERT, SHIELD

# Building a Great Department that Flourishes

## Overview

In this workshop, we will explore the experiences, priorities and skills of leadership that are common to academic and PTO Heads of Department. We will focus on the role of building and sustaining a positive and inclusive culture for staff that strengthens their department individually, as well as shaping collectively the culture of their departments and Imperial.

## What will it cover?

- Establishing partnerships to create opportunities for safe and inclusive reflection on the common goals and challenges of leadership.
- Balancing the role of ‘leader’ with the role of ‘expert’, and managing the institutional and colleague expectations that arise from each.
- Exploring the role of ‘shield’ that departmental leaders often hold to enable and to protect teams so that they can flourish within complex institutional structures and cultures.
- Exploring opportunities for, and challenges to, behaving authentically while in a leadership position.
- Exploring the link between leadership behaviours and departmental culture.
- Exploring approaches to reflexive and emergent leadership that reflect real-time demands.

## The benefits

Building the right culture for staff to work in has a direct and measurable impact on both their wellbeing and their productivity.

## How will the workshop improve my leadership capability?

This workshop will enable participants to reflect on and explore the leadership considerations, skills and practices that are best placed to build and sustain a positive and inclusive local culture and accordingly to help shape the overall culture of your departments and Imperial.

## Facilitators:

Angela Blacklaw and Dr Kate Daubney

## Programme tools/assessment:

To be provided during the workshop.

## Duration: 1 day

## Workshop dates:

26 March 2024, 10–4.30pm; face-to-face



## About Angela Blacklaw

**Angela Blacklaw** is Managing Director of her own company and has extensive management and leadership experience in the public sector. She has expertise in designing, delivering, and evaluating a range of leadership and talent development and has worked on highly successful leadership development programmes for the NHS.

Angela has worked as an associate for several respected consultancies such as Korn Ferry, Ernst & Young, Hay Group, Civil Service College and The MindGym; she has also been a regular leadership associate for the East of England Leadership Academy for many years. She is a member of the Faculty for the NHS Leadership Academy.

Qualifications include Fellowship of the Chartered Institute of Personnel and Development (CIPD), Fellowship of the Higher Education Academy (HEA), Post-graduate Certificate in Teaching and Learning in Higher Education (UEL), Certificate in Organisation Development (NTL Institute), Master of Science in Human Resources, Post-graduate Diploma in Training Management, Certificate in Programme and Project Management.



## About Dr Kate Daubney

**Dr Kate Daubney** has been both an academic and a senior professional services leader, during a career in higher education across thirty years. She has been recognised internationally since 2000 for her scholarship in film musicology, and was series editor for 17 years of the Scarecrow Film Score Guides. She was a lecturer and published researcher at the University of Derby and the University of Leeds and has a PGCert in Learning and Teaching in Higher Education. While an academic, she also held a number of administrative and pastoral functions, as well as designing a new PGT programme and contributing to PhD supervision.

In the last decade Kate has been the head of the careers services at the University of Chester and at King’s College London. She recently moved on from her role as Director of The Careers Group federation of university careers services within the University of London federation to work as a freelance strategy consultant in careers, employability and curriculum.

# WORKING AT IMPERIAL

Finance @ Imperial (budget holders only)	30
HR Policy to Practice	31

Key words/phrases: DELEGATION, MANAGING SPEND, PROJECT MANAGEMENT

# Finance @ Imperial

(budget holders only)

## Overview

Demystifying finance for Heads of Department to help with understanding of responsibilities within the wider finance functionality.

### What will it cover?

- who and what is central finance
- finance within faculties
- wider finance
- how the delegation of authority works – understanding that responsibility and accountability still lies with you the budget holder
- responsibility of departmental budgets
- managing spend
- project management – RO / JRO
- who is responsible for finance

### Workshop dates:

30 April 2024, 10am–1pm, online via Teams

### The benefits

To be given a holistic overview of the importance of finance within your department and the wider Imperial community.

### Facilitators:

Paul Moorhouse and Apurvi Northam  
Finance Department

Key words/phrases: PROBATION, PERFORMANCE, CONFLICT

# HR Policy to Practice

## Overview

Facilitated conversation around key policies.

### Workshop dates:

16 April 2024, 10am–1pm, online via Teams

### What will it cover?

Discussions around:

- performance management
- absence
- managing probation
- disciplinary procedures/conflict resolution

### The benefits

- understanding and navigating the policies
- awareness around resources and guidance

### Facilitators:

Strategic Human Resources Business Partners



# PERSONAL EFFECTIVENESS

Creatively Developing Yourself Through the Powerful Tool of Reflection	34
Strategic Thinking	36
Leading with Influence <b>(Masterclass Skills Builder)</b>	38
Leading in a Digital Culture <b>(Masterclass)</b>	40

Key words/phrases: PAUSING, REFLECTING, SELF-ENQUIRY

# Creatively Developing Yourself Through the Powerful Tool of Reflection

## Overview

An interactive session to provide participants with practical reflection tools that can support and enhance their self-inquiry, learning, personal and professional development. Reflection increases awareness of self and others, so that you can not only use it to develop yourself but also to help those you work with grow and expand their horizons.

## What will it cover?

- The scientific evidence-base of the benefits of pausing and reflecting.
- Exploring what reflection is, how it's different from ordinary thinking and why we need time to reflect in life (at work and home) to foster personal and professional development.
- Discovering what enables and inhibits reflection for self and in one's work with others.
- Learning a simple but powerful framework for reflection and its practical application.
- Exploring different ways of reflecting for self-inquiry and for developing others.
- Clarifying what your reflection practice can look like (for your own work and in your work with others) going forward.

## The benefits

This workshop will provide you with tools to support you with the next steps in your professional development.

## How will the workshop improve my leadership capability?

Reflection is a vital practice for professional mastery as it increases your self-knowledge and awareness of others. As a result, it fosters connection, empathy, communication and relationships and allows you to help those you work with grow and develop.

## Facilitator:

Karen Liebenguth

**Programme tools/assessment:**  
To be provided during the workshop.

**Duration:** 3 hours

**Workshop dates:**  
10 May 2024; 10am–1pm; Virtual



## About Karen Liebenguth

**Karen Liebenguth** is a leadership coach and mindfulness trainer working with leaders, managers and teams. For the past 15 years she's worked with private and corporate clients to bring about personal and professional development so that clients can live their best life. She specialises in working with people in natural settings, and her approach focuses on creating time and space for clients to reflect on their purpose and values, their inner life (feelings, triggers, fixed beliefs, biases, motivations, impulses), actions, mind-set and attitude. In 2020 she co-founded Parcival – an ethical leadership programme. Karen is a member of the Eco-Leadership Institute, the Association for Coaching and the British Association for Mindfulness Based Approaches (BAMBA). She has worked with clients such as: Southeastern Trains, Peddling Pictures, Kew Gardens, Deloitte, Weber Shandwick, McMillan Education, Ascend Global Media, Monster Energy, University of London, United for Global Mental Health, The Royal Town Planning Institute, Unison Union and others.

Key words/phrases: PAUSING, REFLECTING, SELF-ENQUIRY

# Strategic Thinking

## Overview

This practical three-hour workshop teaches the core principles and practices of strategic thinking specifically how to create a strategic vision and how to define strategies and tactics to achieve the vision.

## What will it cover?

- Strategic Thinking
  - What is strategic thinking?
  - The strategic thinking process
- Strategic Vision
  - How to create a strategic vision for the team/department/organisation
- Strategic Ideas
  - How to develop strategies and tactics to achieve the future vision

## The benefits

To learn how to create a strategic vision that will inspire and empower the team.

## How will the workshop improve my leadership capability?

Anyone working as part of a team or department looking to lead/contribute to strategy discussions within the organisation by developing their strategic thinking skills.

## Facilitator:

Jayne Cormie

## Programme tools/assessment:

To be provided during the workshop.

## Duration: 3 hours

## Workshop dates:

23 May 2024; 10am–1pm; virtual



## About Jayne Cormie

**Jayne Cormie** is the Founder and Managing Director of The Thinking Business. Her career spans more than 30 years in sales and marketing working for companies including United Biscuits, Terry's of York, Heinz and Premier Foods. Since starting The Thinking Business in 2000, Jayne has helped her clients think their way to success by helping them to develop their strategic thinking, creative thinking, storytelling and mind mapping skills. Jayne's academic credentials include a Bachelor of Education (Honours) degree and a Master of Business Administration degree from Henley Management College and a Master of Arts degree in Creative Writing from the University of Hull. Furthermore, Jayne is also a graduate of the Disney Institute in Creativity and Innovation. Jayne is licensed by Tony Buzan to provide training in the world-famous Mind Mapping® technique, speed reading, memory skills and accelerated learning.

Key words/phrases: PAUSING, REFLECTING, SELF-ENQUIRY

# Leading with Influence

## (Masterclass Skills Builder)

### Overview

This series of two x three-hour virtual sessions is designed to equip Heads of Department to become far more effective at influencing across the organisation, appropriately adapting their approaches to meet the needs of a diverse range of stakeholders. Bringing people together from a variety of disciplines and faculties will help to build greater understanding of varying cultures and group dynamics, so that participants can build coherent strategies and plans to advance their high-priority role objectives.

### What will it cover?

- This series of two sessions will ask each participant to reflect on their priorities and in conjunction with their line manager, determine an appropriate influencing goal to apply their learning for tangible benefit to them and the organisation.
- **Session 1:** Influence in Complex Environments. Sharing and exploring the nature of influence in the current context and moving towards the ideal of forming tangible vision and relevant influencing goals that will focus individual's role-based objectives. This will equip them with a clear understanding of what it takes to become highly influential in complex settings.
- **Session 2:** The Dynamic of Influence. Exploring together how decisions are being made, why outcomes favour certain actors and how to engage more effectively in the decision-making process by aligning personal and organisational power sources. The ideas shared will help you to analyse your environment, grasp the fundamental nature of how Imperial works and, give guidance on how to begin influencing in a more sophisticated manner.

### The benefits

- To learn how to create a strategic vision that will inspire and empower the team.
- Between sessions individuals will be encouraged to get busy applying the ideas discussed so they can report back at the beginning of the next session on the progress they have made.

### How will this workshop improve my leadership capability?

The workshop will involve engaged discussions, peer-to-peer coaching on real-life challenges, expert tuition and a focus on action and implementation. In addition to the sessions, follow-up materials and videos will be provided to assist assimilation and implementation, together with the use of a proprietary psychometric.

### Facilitator:

Colin Gautrey

### Programme tools/assessment:

Follow-up materials and videos will be provided to assist assimilation and implementation, together with the use of a proprietary psychometric

**Duration:** 3 hours

### Workshop dates:

Session 1 – 13 June 2024 and  
Session 2 – 27 June 2024, 10am–1pm; virtual



### About Colin Gautrey

**Colin Gautrey** is a recognised expert in personal power, impact, and influence. His coaching experience spans from recent graduates to top-tier executives, catering to individuals aged 25 to 70. His passion lies in driving development, maximising performance, and achieving unparalleled success. Over the years, his work has left an indelible mark on the corporate world, shaping the success stories of professionals in over 20% of FTSE 100 companies and 30% of Fortune 100 corporations. Furthermore, Colin has presented to organisations such as The Conference Board, The Institute of Directors, and renowned business schools including London, Warwick, Wharton, and CASS. Colin is the author of *Influential*, *A Project Manager's Guide to Influence*, *Advocates & Enemies: Building Practical Strategies to Influence Your Stakeholders*, *Political Dilemmas at Work* and *21 Dirty Tricks at Work*.

Key words/phrases: DIGITAL LEADERSHIP, DIGITAL TRANSFORMATION, DIGITAL CULTURE

# Leading in a Digital Culture (Masterclass)

## Overview

High-impact, face-to-face masterclass that outlines the building blocks for effective digital culture needed within the university to underpin the Digital Detailed Plan and wider Engagement Strategy.

## What will it cover?

- The half-day workshop will be very practical with helpful tools and frameworks and will be interactive, encourage discussion and include thought-provoking breakout exercises. The themes will build on each other throughout the masterclass and present a skill-building opportunity to embrace three key themes:
  - **Aligning to the digital strategy – setting the context** – The key components of successful digital strategies and aligning to the digital ‘vision’ – especially focusing on culture change and new ways of working and delivering education.
  - **Key objectives:**
    - Digital transformation – What is it and how it's changing the workplace, education's business model and the Heads of Department's roles today.
    - Seeing the big picture and not just the individual change activities.
    - Exploring how digital transformation is impacting both areas of Academics and Professional Services.
- **Building a digital culture** – How do leaders embrace and build a needed culture of change agility, innovation and continuous learning? This theme focuses on building and sponsoring a culture of change agility, new ways of working and continuous learning.
- **Key objectives:**
  - Understanding trademarks of agile organisations and the leader's role in creating successful digital cultures.
  - Creating a digital culture of collaboration, innovation, experimentation and continuous learning.
  - Practical application with helpful tools and frameworks.

## The benefits

This workshop focuses on building and sponsoring a culture of change agility, new ways of working and continuous learning.

## How will this workshop improve my leadership capability?

Heads of Department are recipients, and ultimately needed adopters/sponsors, of the university's digital strategy and face the challenge of creating the digital culture, mindsets and new ways of working that enable a successful digital transformation.

## Facilitator:

Tom Bryant

## Programme tools/assessment:

To be provided during the workshop.

**Duration:** 3 hours. Face-to-face Masterclass workshop

## Workshop dates:

10 April 2024, 10–1pm, face-to-face



## About Tom Bryant

**Tom Bryant** is a Digital Transformation, Learning and Leadership Development Specialist. For over two decades, Tom has worked across private and public sectors enabling successful skill development, strengthening leadership teams and facilitating effective workplace transformation. Clients have included UK Government, HSBC, Barclays, 20th Century Fox, British Gas, Imperial College London, University of London, as well as international Governments of India, Malaysia and the States of Jersey. Tom's past roles notably include Senior Advisor for Digital Skills in the Cabinet Office, Global Head of L&D for Colt Technology Services, Global HR Transformation Lead for HSBC, and he consulted for 9 years in Talent & Organisational Performance at Accenture. He currently is working with the Department of Levelling Up, Housing & Communities on digital capability and team effectiveness across the department. Tom has a Master's in HR, bachelor's in business management and is a trained Executive Coach. Active writer, educator, video producer and conference speaker, he has appeared numerous times on the BBC and produced TV programmes and corporate videos. Originally from the US, he has lived and worked across four continents.

# PEER-TO-PEER

Group Reflection Session	44
Cohort Field Trip	44
Motivation in the Spotlight Group Sessions – Starting with Your ‘Why’	45
Reconnecting Event and Certification	45

Key words/phrases: REFLECTING, CONNECTING, COMMUNITY

## Group Reflection Session – Facilitated Conversation

### Overview

Reflections on programme learnings

### Facilitators:

Valarie Williams-Foy

### Workshop dates:

19 January 2024, 12–1.30pm, online via Teams

Key words/phrases: REFLECTING, CONNECTING, COMMUNITY

## Cohort Field Trip – Blended Learning Event

### Overview

External field trip visiting another organisation

### Facilitators:

People & Organisational Development (POD)

### Workshop dates:

TBC, face-to-face

Key words/phrases: MOTIVATION, PRODUCTIVITY, ENGAGEMENT

## Motivation in the Spotlight Group Sessions – Starting with Your ‘Why’

### Overview

This series of two three-hour sessions is designed to start with your why to help you know what motivates you individually and collectively. Motivation, teamwork and leadership are all interconnected. Motivation is energy and it is derived from the Anglo-Norman word ‘Motif’ which is translated as drive. Our motivators are our inner drivers that determine how we feel and WHY we act. Increasing motivation increases productivity, engagement, and wellbeing. Understanding your motivation and that of others provides a dialogue for motivation and continuous improvement and will enable you to listen to, understand and coach your colleagues. This allows for action planning to boost your lower motivators and maximising and maintaining our top motivators.

### Facilitators:

Valarie Williams-Foy

### Workshop dates:

16 May 2024, 9am–12pm (Group 1) and 1–4pm (Group 2), face-to-face

Key words/phrases: CONNECTING, COMMUNITY

## Reconnecting Event and Certification

### Overview

Reconnect, Reflection and Certificate Event

### Facilitators:

People & Organisational Development (POD)

### Dates:

11 July 2024, 2–4pm

# ELIGIBILITY REQUIREMENTS AND REGISTRATION



# Building Leadership from Within – Inclusive Talent Development

## For senior leaders

The People and Organisational Development (POD) **one-year academic and professional, technical & operational services Heads of Department Onboarding Leadership Programme (2023–2024)** has 24 places for 12 professional, technical & operational services Heads of Department and 12 academic Heads of Department.

The programme is for Heads that lead and manage teams and who have a people management element to their role, with some departmental responsibility for strategic planning. It is intended for new Heads of Department who have been in role for a minimum of six months, relatively new Heads of Department who have been appointed within the last two years and any remaining places may be allocated to those who feel that a refresher might be useful for their professional development.

It is our recommendation that the selection process be based on inclusive practices to encourage equity in the talent development, particularly in areas where there may be more than one suitable candidate. Professional development opportunities should be approached with the idea that every employee who meets the above requirements is suitable. Where there is more than one suitable candidate with limited budgets and cohort size constraint, we advise the departments to engage in a transparent, well-defined selection process and make your decision based on part or all the below criteria:

- a review of performance
- alignment with strategic growth initiatives essential for maintaining productivity in the department
- formal applications and interview

- sponsorship of suitable candidates from underrepresented groups
- participant's commitment to knowledge transfer and sharing
- people management and strategic planning element to their role

Departments will bear the cost of participation for their nominated head of department participant (see application form for cost details in the link below). Unsuccessful first-time applicants, please indicate on the application form whether you wish to have your name held on the waiting list. It is our intention to run a second cohort during this academic year, and so consequently, we are creating a waiting list with the view that the programme will become annual, running at least once per year.

Please note that the People and Organisational Development (POD) department also has a range of other leadership and management development opportunities <https://www.imperial.ac.uk/staff-development/people-and-organisational-development/leadership/>.

For advice or any queries regarding participation to this HoDs programme, please contact Valarie Williams-Foy, Senior Organisational Consultant and HoDs programme Lead via [v.williams-foy@imperial.ac.uk](mailto:v.williams-foy@imperial.ac.uk).

## For prospective applicants

The programme is intended for new Heads of Department who have been in role for a minimum of six months, relatively new Heads of Department who have been appointed within the last two years and any remaining places may be allocated to those who feel that a refresher might be useful for their professional development.

Before completing the application form in full, please ensure that you have approval from your line manager as you are required to provide your department budget code to cover the cost of participation. In the application form there are two key sections, the first to discuss your work experience where you are required to share the things you have done and secondly, your professional development experience for the things that you have learnt.

## What is professional development?

Training, formal education or advanced professional learning is intended to help people in their professional knowledge, competence, skill, and effectiveness. If you have any questions, please don't hesitate to reach out and ask at [hodsprogramme@imperial.ac.uk](mailto:hodsprogramme@imperial.ac.uk). Please find the [application form](#) online and for more details please see further information on the POD website: <https://www.imperial.ac.uk/staff-development/people-and-organisational-development/hod-development-programme/>



**For programme content and eligibility enquiries contact:**

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**For all contact and general booking enquiries contact:**

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or Stephanie Ludwig at s.ludwig@imperial.ac.uk

Heads of Department Programme  
Registration Form



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**SUPPORTING  
OUR PEOPLE**

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