

IMPERIAL

Head of Department Onboarding Leadership Development Programme

2024–25

Academic and Professional,
Technical & Operational (PTO) Staff



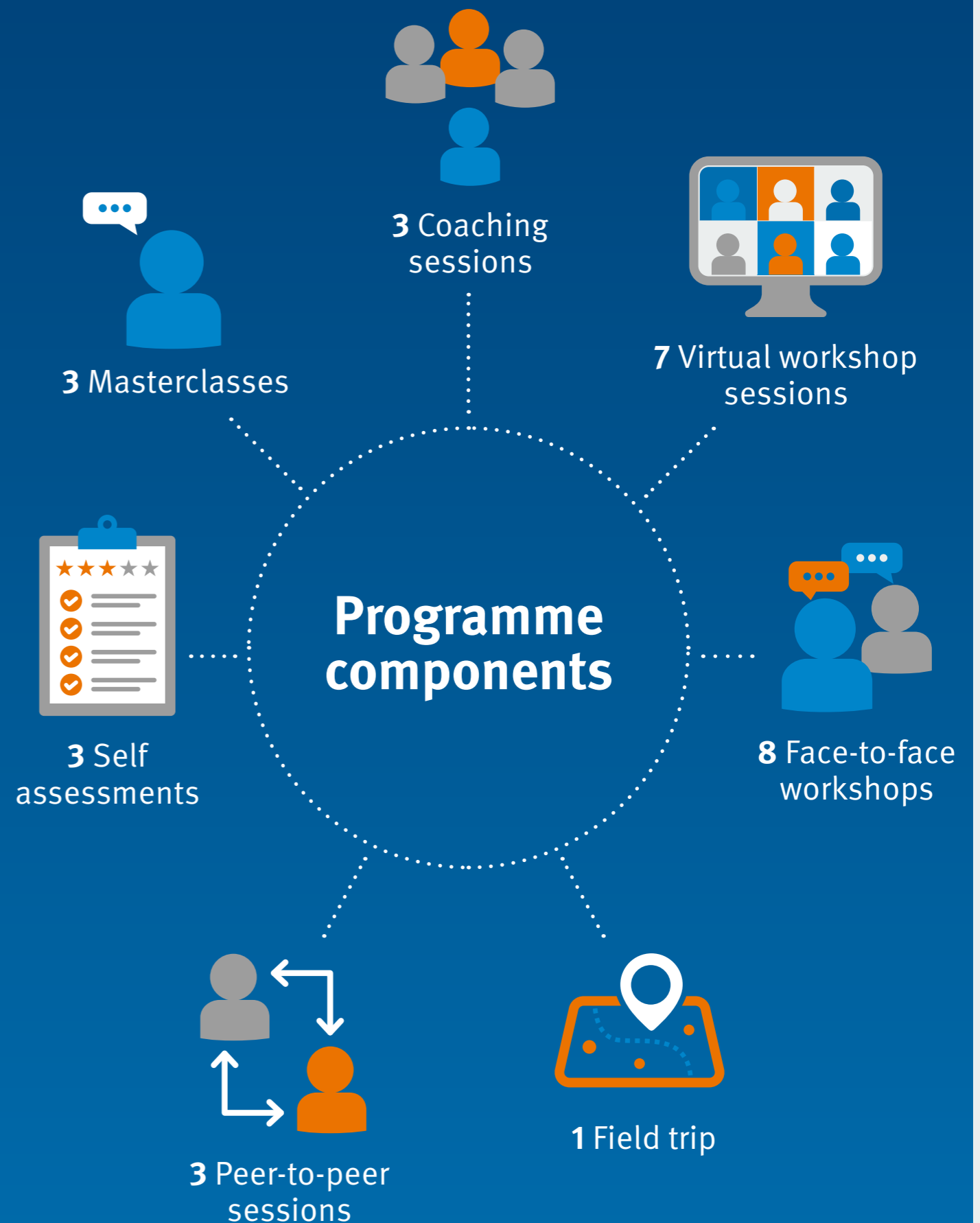
Imperial College London

POD

People and
Organisational
Development

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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 Imperial'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 has developed a one-year leadership programme that 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 at 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 Imperial shapes its own future, investing in our leaders, who will shape and be shaped by the institution's strategic direction, is critical. By bringing together leaders from all parts of Imperial, 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. This 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 undertake the same leadership development. We are one team.

**Robert Kerse
Chief Operating Officer**

What's in store?

Imperial College London is a world-changing global powerhouse known for its innovation, entrepreneurship, societal benefit, and impact. Our academic and professional, technical & operational (PTO) Head 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.

Our one-year academic and PTO Head of Department Onboarding Leadership Programme (2024–2025) 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 have peer-to-peer connection opportunities. You will learn from external leading experts and other organisations in the form of a field trip.

We are confident 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 wellbeing of your employees. Operational knowledge around our finance and human resources policies is also covered to support successful operations 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

Welcome

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

This programme is part of a portfolio of leadership development support that POD provides to help our senior leaders 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



DEVELOPING SELF

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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 our self-perception to those of others. Using Imperial's 360-degree assessment tool, you will receive a detailed report highlighting strengths, potential blind spots and opportunities for development.

The Framework

The 360-degree assessment will help participants move ahead with their development journey which 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 October, November, December, January 2024–25

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

Follow-up: Following their 360-degree assessment, each programme participant 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.

Keywords/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 style but some situations or circumstances may require you to use a different one. How you cope and 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 1-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 first identify your strengths and challenges and clarify the areas 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: 1 day

Workshop dates:

23 October, 2024, 10:00–16:30; Group 1

24 October, 2024, 10:00–16:30 Group 2

Format: Face to Face Workshop



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.

Keywords/phrases: TRANSITION, LEADERSHIP STORIES, SUSTAINABLE APPLICATION

Vertical Transformational Leadership Masterclass

Overview

Development can be described as occurring in two directions: horizontal and vertical. They intertwine, each informing the other, but in general terms, horizontal development enables us to become more skilful and adept at things we already do. Vertical development enhances our capacity to employ our skills and express our personality. Vertical development aligns more with capacity; horizontal development is more about competency.

We can, in adulthood, continue to learn, mature and develop new skills and a more complex and comprehensive approach to decision-making. Leaders benefit from an approach that connects vertical and horizontal approaches because adding to a knowledge base and responding in ever more complex ways means they increase their capacity to respond generatively and effectively to the challenges of modern life. The "vertical" movement is one where individuals develop a deeper, broader, and more dynamic worldview. The "horizontal" movement is about expanding what you know.

What will it cover?

- Exploring transformational leadership and creating psychological safety
- Understanding the key elements of vertical development using the Transformations Cards online assessment
- A deep dive into interpreting your own unique vertical development journey
- Understanding the implications of your development from a personal, interpersonal and organisational perspective.



- Helping you apply practical tactics to issues of daily business life
- Exploring your leadership journey with feedback
- Draw out your approach to problem resolution, surfacing emergent, prior and fall-back Action-Logics
- Connecting across silos
- Stretching thinking and focusing on re-defining using the polarity mapping template
- Exploring the next steps in their transformational leadership development

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

Duration: 1 day

Workshop dates:
14 November, 2024, 9.30–16.30

Format: Face to Face Workshop

The benefit

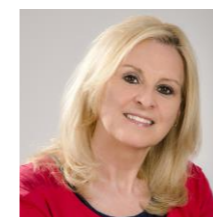
Draw out your approach to problem resolution, surfacing emergent, prior, and fall-back Action-Logics whilst enabling connecting across silos.

How will this workshop improve your leadership capability?

It will provide guidance on how you can elevate your leadership vertically.

Facilitator:

Sue Coyne



About Sue Coyne

Sue Coyne specialises in working with leaders and teams, particularly at senior and board level, helping them to connect to their purpose and explore new ways of being that bring their potential into reality, firmly linked to business outputs and results. Areas in which she has significant experience include enabling leaders and teams to build increased trust and rapport, define their values and purpose, develop their authenticity and presence, manage conflict, lead change and transition into new roles. She is also a specialist in leadership awareness techniques. Her book *Stop Doing Start Leading, How to Shift from Doing the*

Work Yourself to Becoming a Great Leader outlines the 6 keys to becoming a great leader. It became an Amazon number one best seller in 2016. She has also contributed to Peter Hawkins' book on Leadership Team Coaching in Practice and collaborated on a book with Myles Downey about Enabling Genius. And in 2018, has co-authored another book, "The Zone of Connection". Sue has also worked with a range of organisations on enabling leaders and teams to align strategic objectives with personal motivations, strengths and values to maximise their collective effectiveness and impact. Her clients include ALDI, Astra Zeneca, Big Society Capital, DAC Beachcroft, DSM, Fitflop, Fremantle Media, Gousto, Grosvenor, Harvest Housing Group, Hermes Airports, Imperial, JTI, Lendlease, Lloyds of London, Loop 3, Manchester Airport Group, Mott McDonald, Muller Wiseman, NHS, Odeon/UCI, Tesco, The Will Guys, TNT, True Global, University of London, Vestel, Yorkshire Leaders

Keywords/phrases: CAREER AMBITION, UNIQUE VALUE, PROFESSIONAL REPUTATION

Building Your Professional Reputation

Overview

Branding is a powerful tool great companies and brands use to differentiate their offerings from others. The same is true with building your professional reputation it helps with establishing and consistently reinforcing what you want to be known for. In this interactive session, a former blue-chip brand marketer with 10 years of industry marketing experience will help you differentiate yourself and stand out professionally.

Borrowing principles from product marketing, you'll learn the components of building a strong reputation, a framework to define your personal brand, and concrete steps to reinforce your unique value on social media, within your organisation, your discipline and across your broader industry in a clear, convincing way that supports you and your team's career ambition.

What will it cover?

- Branding principles - Branding 101
- Characteristics of strong brands
- The benefits of communicating your value
- Defining your personal brand
- Personal Branding defined
- Utilising the 4-part framework
- Leveraging your brand in your career
- Reinforcing your brand
- LinkedIn and Social Media
- Your internal brand
- Across industries and disciplines

The benefits

How to stand out and remain relevant whilst communicating your value to others.

How will this workshop improve my leadership capability?

It will help you to position and elevate your professional reputation as a leader.

Facilitator:

Joseph Liu

Programme tools/assessment:

Exercises facilitated during the workshop.

Duration: 3 hours

Workshop dates:

12 December, 2024, 10:00 –13:00

Format: Face-to-face Workshop

About Joseph Liu



Joseph Liu's mission is to inspire professionals to pursue meaningful work. Having gone through three major career changes himself, he believes making the effort to do meaningful work is absolutely worth it. As a public speaker, career consultant, and podcast host, Joseph helps professionals define and market their personal brands more effectively during times of career transition, applying branding and marketing principles from his 10 years of international brand management experiences at companies in the US & UK including Clorox, Gü Puds, and General Mills. Joseph has served as a TEDx speaker and has been featured in Forbes, Glassdoor, U.S. News & World Report, Newsweek, and Fast Company. He's also spoken at leading companies including Microsoft, PayPal, IBM Consulting, McDonald's, Red Bull, and The World Bank along with over 20 top business schools in Europe, the Middle East, and the United States. He hosts the Career Relaunch® podcast, featuring inspiring stories of career change with listeners in over 170 countries.

POWER SKILLS

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Keywords/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, and 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, find 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, and 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, and 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:

16 January, 2025, 9.30–16.30

Format: Face-to-face Workshop



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.

Keywords/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 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 that 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:

11 February, 2025; 10:00–16.30

Format:

Face-to-face Workshop



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.

Keywords/phrases: INCLUSIVE LEADERSHIP, SHADOW CULTURE, HIDDEN CULTURE

Developing an Inclusive Departmental Culture

Overview

The workshop aims to develop a shared understanding of and support for Inclusive leadership through dialogue and to recognise and address hidden and shadow cultures at Imperial that may prevent progress on EDI.

What will it cover?

- What do we mean by hidden and shadow cultures?
- What are the existing good practices 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 benefit

You aspire to leadership in your field in one of the world's leading universities. Heads of Department and Heads of Service 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 practice inclusive leadership as an outcome of inquiry and reflection, explore hidden and shadow cultures at Imperial College and engage as heads of departments.

Facilitator:

Gamiel Yafai

Programme tools/assessment:

To be provided during the workshop

Duration: 1 day

Workshop dates:

11 March, 2025, 09.30–16.30

Format: Face-to-face Workshop

About Gamiel Yafai



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. 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.

Keywords/phrases: LEADER, EXPERT, SHIELD

Building a Great Department that Flourishes

Overview

In this workshop, we will explore the experiences, priorities and leadership skills 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 shapes 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 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 you 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:

24 March, 2025, 10:00–16.30

Format: Face-to-face Workshop



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 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.

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Keywords/phrases: DELEGATION, MANAGING SPEND, BUDGETS

Finance @ Imperial

Overview

- Demystifying Finance for our Heads of Department
- HODs understanding their responsibilities within the wider Finance functionality
- Delegated Authorities, Budgets & Managing Spend

Facilitator:

Tony Lawrence, Chief Financial Officer

Duration: 3 hours

Workshop dates:
03 April, 2025; 10:00–13:00

Format: Face-to-Face Workshop

About Dr Tony Lawrence



Dr Tony Lawrence, Chief Financial Officer, reports to the Chief Operating Officer and is responsible for Imperial's finances at a strategic level and is a member of the University Management Board.

Tony completed a PhD in Physics at Imperial. He returned to Imperial as Head of Financial Management and Deputy Director of Finance in 2011 and became Director of Finance in 2018. Tony previously held various financial management roles at Shell and a senior role at the Asset Protection Agency, an agency of HM Treasury.

Keywords/phrases: PROBATION, PERFORMANCE, CONFLICT

HR Policy to Practice

Overview

- Imperial Policies & Procedures – Implementation
- Roles & Responsibilities
- Disciplinary Process & Conflict Resolution

Facilitators:

Lisa Phillips, Head of Human Resources – Chief Operating Officer (COO)

Ireti Webb, Head of Human Resources – Faculty of Engineering

Duration: 3 hours

Workshop dates:
22 April, 2025, 10:00–13:00

Format: Virtual Workshop

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Keywords/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:
13 May, 2025; 10:00–13:00

Format: Virtual Workshop



About Karen Liebenguth

Karen Liebenguth is a leadership coach and mindfulness trainer who works 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 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, 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 define strategies and tactics to achieve the vision.

What will it cover?

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

The benefits

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

How will the workshop improve my leadership capability?

It would build your capability to lead/contribute to strategic discussions within your team/organisation by developing your strategic thinking skills.

Facilitator:

Jayne Cormie

Programme tools/assessment:

To be provided during the workshop.

Duration: 3 hours

Workshop dates:

02 June, 2025, 10:00–13:00

Format: Virtual Workshop



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.

Leading with Influence

Overview

In this workshop, we will explore the challenges and experiences of influencing in 1:1 and local settings as well as in larger numbers and higher-profile situations. We will introduce a comprehensive array of tools and strategies to enable prioritised, bespoke and effective influencing within your teams as well as across Imperial and beyond.

What will it cover?

- Push/pull influencing: push (for compliance) and pull (for engagement and motivation);
- Going deeper into nine distinct influencing strategies: thinking more deeply about intention and purpose and exploring the components of trust;
- Stakeholder analysis in terms of their levels of interest, power, etc;
- Considering the individuals, senior managers, groups, organisations etc, that you most need to influence, the quality of your existing relationships and which strategies to best employ;
- Formatting communications to meet stakeholder's needs in the most effective order.

The benefit

At its core, leadership is about influence. In fact, without influence, leadership simply does not occur. As no single influencing strategy works in all situations or with all people, leaders need to be able to adapt their influencing skills and persist until they reach

the outcome they are looking for. The best influencers think carefully about what they want to achieve and how best to go about it. This workshop will enable you to consider a wide range of influencing strategies, analyse and prioritise the needs and positions of the key people you need to influence and turn these reflections into clear plans of action.

How will the workshop improve my leadership capability?

It will help you to perfect and adapt your influencing skills by building knowledge and capability regarding the choice of influencing strategies to use in each situation.

Facilitators:

Angela Blacklaw & Nicki McKay



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 Nicki McKay

Dr Nicki McKay has a wealth of expertise at a senior level within a number of organisations, both public and private. Nicki established herself as an independent leadership development facilitator and coach in 2008. She is currently a faculty member of the NHS Leadership Academy and an associate of Civil Service College. As a consultant, trainer, facilitator, and coach, Nicki has worked with a variety of organisations, including the Department of Health, Cabinet Office, Scotland Office, Department of Works and Pension, Competition and Markets Authority, Health Education East of England, Kent Surrey and Sussex NHS Leadership Collaborative, Human Tissue Authority, Central & Cecil Housing, Delphi Automotive and Virgin Atlantic.

Nicki's core specialisms include:

- Proven facilitation skills: designing and delivering a range of development activities, from programmes for staff aimed at confidence-building and developing self-awareness, to leadership development programmes using experiential learning and feedback on observed behaviour
- Qualified coach

Programme tools/assessment:

Follow-up materials and resources to be provided before, during and after the workshop.

Duration: 1 day

Workshop dates:

12 June, 2025, 9.30–16.30

Format: Face to Face Workshop

Keywords/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 is 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 Head of Department role 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?

As an adopter/sponsor of the university's digital strategy you will develop the mindset to face the challenges of leading your department to new ways of working to enable a successful digital transformation.

Facilitator:

Tom Bryant

Programme tools/assessment:

To be provided during the workshop.

Duration:

1 day

Workshop dates:

30 April, 2025, 9.30–16.30

Format:

Face-to-Face Workshop



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

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Keywords/phrases: REFLECTING, CONNECTING, COMMUNITY

Cohort Connecting Session

Facilitator:

Valarie Williams-Foy

Duration: 1.5 Hours

Workshop dates:

31 January, 2025, 12:00–13.30

Format: Virtual workshop

Keywords/phrases: REFLECTING, CONNECTING, COMMUNITY

Cohort Field Trip

Duration: 1 Day

Field Trip Date: TBC

Format: Face to Face Field Trip

Creating a Leadership Community – Peer-Based Learning

Each participant will be assigned to a mixed group quartet and paired with a buddy.

Peer-based activities help create enriched environments. Rather than learners relying only on the instruction of facilitators, engaging with peers through activities, such as peer application and peer-and-share, adds a layer to your learning and helps to produce a more robust and congruent understanding of concepts. The learning process is developed and deepened via social connections, and one of the ways in which our brains figure things out is through connecting with others.

As a result, quartets will participate in an action learning session on becoming a successful group/quartet. Session date/time to be announced.

Keywords/phrases: MOTIVATION, PRODUCTIVITY, ENGAGEMENT

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

Overview

This workshop 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.

Duration: 1 Day

Workshop dates:

22 May, 2025, 10:00–16.30

Format: Face to Face Workshop

Facilitator:

Valarie Williams-Foy



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 (2024–2025)** has 24 places for 12 professional, technical & operational services Heads of Department and 12 academic Heads of Department.

The programme is for Heads who lead and manage teams and have a people management element in 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.

We recommend that the selection process is based on inclusive practices to encourage equity in 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](#)

For advice or any queries regarding participation in this HoDs programme, please contact Valarie Williams-Foy, Lead, Heads of Department Programme via 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 is to discuss your work experience, where you are required to share the things you have done and the second is your professional development experience for the things that you have learnt. Graduands of the programme must have at least ninety-five per cent attendance. All face-to-face workshops will take place at South Kensington.



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.

Apply now

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/courses-and-programmes/hod-development-programme/>

Heads of Department Programme
Registration Form 2024-2025



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

Valarie Williams-Foy
Senior Organisational Development Consultant,
Head of Department Onboarding Programme
Lead v.williams-foy@imperial.ac.uk
020 7594 3483.

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

hodsprogramme@imperial.ac.uk

Heads of Department Programme
Registration Form 2024-2025



**SUPPORTING
OUR PEOPLE**
