

# IMPERIAL

## Senior Professional Services Cross-Institutional Leadership Development Programme

2024–25

Leading the Way – Senior Leadership  
Development in the age of Disruption



Skills



Experiences



Executive Coaching

**POD**

People and  
Organisational  
Development

# Contents

Foreword	4
What's in store?	5
Welcome	6
Schedule – At a Glance	7
<b>1. SELF-EFFECTIVENESS</b>	<b>8</b>
360 Degree Assessment/Debrief + Executive Coaching	9
One (1) Week Residential	10
<b>2. TEAM EFFECTIVENESS</b>	<b>15</b>
Two x 2 days Days of Intensive Workshops	15
<b>3. ORGANISATIONAL EFFECTIVENESS</b>	<b>19</b>
Leading in Complex Systems	20
Leading Service Systems	21
Leader Talk – Subject Matter Expert (SME) Talks	22
BookClub	24
Peers Teaching Peers	25
<b>4. SKILLS BUILDERS</b>	<b>26</b>
Skill Builders 1	27
Skill Builders 2	28
Skill Builders 3	29
<b>5. REGISTRATION &amp; APPLICATION DETAILS</b>	<b>30</b>

# Experiential Skills-Based Senior Leadership Development



## Foreword

Supporting our people to achieve their potential and delivery of Imperial's ambitious new strategy, Science for Humanity, is dependent on great leaders of our Professional Services.

Those of us already in leadership positions need to invest time to look after our own personal development to ensure that we remain effective in our roles. We also need to make space and provide resources to develop the next generation of leaders. This programme provides rich content and experiences to help us achieve these goals.

Participating in comprehensive leadership development programmes requires significant commitment. This can be challenging amongst other pressures, both inside and outside of work.

However, I encourage you to invest in yourself and have the conversations necessary to take advantage of the opportunity of participating in this programme.

We have set ourselves the ambition of developing all of our Professional Services to perform at the same level as Imperial's world leading academic endeavour. Your leadership contribution is a critical part of our journey to achieve this goal

**Robert Kerse**  
Chief Operating Officer



## For those who won't settle for "good enough"

### The Programme for the Extra Mile – What's in store

This programme is designed with a significant focus on creating experiential skills and values-based leadership development.

Welcome to our first Senior Professional Services Cross-Institutional Leadership Development Programme, a transformative journey designed to empower you through experiential learning, skills development and executive coaching. Our values of respect, collaboration, integrity, excellence and innovation are embedded throughout the programme.

The programme supports the enabling strategy roadmap for great people: It aims to develop inclusive leaders who help people and ideas to thrive, and lead spaces centered on wellbeing, growth and belonging. Leadership behaviour affects our employees experiences and attitudes towards student satisfaction and our overall financial performance. Great professional services leadership can positively impact and provide great support to both colleagues and students.

This programme offers hands-on experiences that foster practical understanding and application of leadership principles. Participants will engage in real-organisational challenges to develop critical skills essential for effectively leading in today's dynamic workplace environment. During the programme, you will participate in a variety of enriching activities, including a book club to explore key leadership texts and receive insights from subject matter experts who will share their knowledge and experiences. In your quartets, you will participate in peer-to-peer learning in

small, supportive groups with an action learning coach, and foster deeper connections with your peers while working collaboratively.

A key highlight of the program is the intensive one-week residential component which builds social and peer connection. You will undergo a comprehensive 360-degree assessment and receive detailed feedback. Additionally, you will receive one-to-one executive coaching that offer personalised guidance and support, enabling you to refine your leadership style and maximise your potential. Through tailored feedback and strategic insights, our coaches will help you navigate your leadership path with confidence and clarity, setting the stage for an impactful evidence-based leadership development experience. There are three key themes: self-effectiveness, team-effectiveness, and organisational effectiveness.

Effective leaders excel at practicing self-inquiry, understanding who they are, pursuing growth, and remaining committed to continuously learning and developing others, the latter is an important skill needed to create new imperial leaders and continue this cycle of leadership development. There are two key programme objectives: building impactful and courageous cultures and practicing inclusive values-based leadership. We encourage you to join this unique opportunity to grow, learn, and lead purposefully.



**Valarie Williams-Foy,**  
Senior Professional Services  
Cross-Institutional Leadership  
Development Programme Lead

# Welcome

The People & Organisational Development (POD) team is delighted to launch Imperial's Senior Professional Services Cross-Institutional Leadership Development Programme. Professional Services support is a critical enabler to our world leading science and delivery of our ambitious strategy. Imperial recognises the critical role our senior leaders play in building a positive and enabling environment for all.

This collaborative programme, underpinned by our values, is part of a portfolio of leadership development support provided by POD to help our senior leaders across both professional services and academic groups to succeed as Leaders.

Through specifically tailored sessions led by internal and external experts in their fields, our Professional Services leaders will be equipped to create positive working environments for their departments to thrive and in turn provide world class support to enable our world leading academics to succeed. Our Senior professional services leaders will benefit from follow-on support via POD's leadership and management development portfolio including; executive coaching, mentoring and a range of relational and interpersonal skills development sessions and resources. I am excited for our current and future senior professional services leaders to experience this programme to realise their leadership potential and see the impact across their departments.

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



*“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn.”*

**Toffler, Alvin. Future Shock. New York: Random House, 1970**

# Schedule – At a Glance

## THURSDAY, NOVEMBER 21ST 2024

2:00pm – 4:00pm  
Programme Launch

## MONDAY, NOVEMBER 25th 2024

9:30am – 4:30pm  
Transformational Leadership – Residential Day 1

## TUESDAY, NOVEMBER 26th 2024

9:30am – 4:30pm  
The Art of Courageous Conversations – Residential Day 2

## WEDNESDAY, NOVEMBER 27th 2024

9:30am – 4:30pm  
Unlocking Potential & Culture for Others to Thrive – Residential Day 3

## THURSDAY, NOVEMBER 28th 2024

9:30am – 4:30pm  
Project Connect Launch & Action Learning Quartet – Residential Day 4

## WEDNESDAY, JANUARY 22nd 2025

9:30am – 1:30pm  
Leading & Facilitating Effective Meetings Skill Builder 1

## WEDNESDAY, FEBRUARY 12th 2025

10:00am – 12:00pm  
AI & Data Leadership Skill Builder 2

## TUESDAY, MARCH 18th 2025

1:00pm – 5:00pm  
Leading Courageous Cultures Skill Builder 3

## TUESDAY, APRIL 1st 2025

9:30am – 4:30pm  
Strategies for Leading an Inclusive Departmental Culture April Intensive Day 1

## WEDNESDAY, APRIL 2nd 2025

9:30am – 4:30pm  
Leading Talent Optimisation April Intensive Day 2

## WEDNESDAY, APRIL 23rd 2025

10:00am – 1:00pm  
Finance – How Does Imperial Make Money Subject Matter Expert (SME) Workshop 1

## WEDNESDAY, MAY 14th 2025

9:30am – 4:30pm  
Leading & Developing High Performing Teams May Intensive Day 1

## THURSDAY, MAY 15th 2025

9:30am – 4:30pm  
Leading & Developing High Performing Teams May Intensive Day 2

## TUESDAY, JUNE 10th 2025

9:30am – 4:30pm  
Leading in Complex Systems June Intensive Day 1

## WEDNESDAY, JUNE 11th 2025

9:30am – 4:30pm  
Leading Service Systems June Intensive Day 2

## WEDNESDAY, JULY 9th 2025

10:00am – 1:00pm  
Imperial's Digital plan Subject Matter Expert (SME) Workshop 2

## WEDNESDAY, DECEMBER 10th 2025

9:30am – 4:30pm  
Transferring Lessons to the Future – After Action Review (AAR) – Project Presentations

## Self-Effectiveness: Understanding Self-Awareness and Your Own Potential

At its core, self-awareness knowledge is having a true understanding of oneself; it is a skill that's honed over time; it's not something we're born with, although as we grow up, we develop awareness of ourselves as being separate from others and awareness of our environment. True self-awareness is not a given and it is not just about understanding our unique personality traits, behaviour patterns, and values, but also about understanding how these factors affect the various aspects of our lives, including our relationships and those around us.

### Internal Self-Awareness

This is about getting to know yourself, but it's not only about knowing – it's also about being comfortable in expressing these parts of yourself so that you can be happy, fulfilled and reach the potential you deserve. When you're

reaching high levels of internal self-awareness, you're able to answer questions about what you want out of life and what your core values are with ease, because you know yourself well. You will be comfortable with acknowledging your strengths and weaknesses and operating from that place without letting your ego take over.

### External Self-Awareness

The next part of awareness is gaining an understanding of how others see you. Often, we have a very different picture of ourselves compared to how others see us, and this can be reflected in both our positive and negative traits. Being able to accept that others see us differently – whether good or bad – from how we see ourselves as an opportunity to go within and learn more about who we truly are and what causes us to be seen that way. We need to get comfortable with acknowledging that what we believe to be true about ourselves is not always what's being portrayed.

Self-awareness is one of the most important skills we can ever have. It not only helps us understand who we are so that we can start living more authentically and creating a fulfilled life, but it helps us develop more compassion, understanding, and empathy that helps forge better relationships.



## 360 Degree Assessment + Debrief + Executive Coaching

Using the 'Enlighten, Encourage, and Enable' behaviour change framework you will undergo a 360-degree assessment and debrief which was designed with the Imperial Values of Collaboration, Respect, Integrity, Innovation, and Excellence. Following your 360-degree assessment, you will be supported with executive coaching as part of the programme. Effective leadership combines many things, but, most importantly, it is about practicing specific behaviours. The concept of leadership is composed of identifiable skills and behaviours that you can develop.

Executive coaching (EC) helps to accelerate new skills development in leaders and is particularly critical in developing interpersonal skills and increasing self-awareness, both of which are increasingly required to manage people and operate successfully in a rapidly changing world and organisational environment. Coaching is linked to this leadership development programme for several reasons:

- Coaching provides a confidential, one-on-one opportunity to explore leadership issues and challenges in depth with a skilled coach
- You can get better acquainted with your own personal style, strengths, and weaknesses.
- You will test the implementation of ideas or principles covered in training or the programme
- Your coach will help you develop an action plan to address your skills gaps or challenges.

# SELF-EFFECTIVENESS RESIDENTIAL

## NOV 25TH–28TH, 2024

### Leadership Residential – Developing Leadership Relationship Capacity

Michael Maccoby in his book, “The leader we need and what make us follow”, refers to followership as a defining attribute of leadership. A leader as the simplest of definitions is someone that others follow. Therefore, leadership is something that happens between people. It is a relationship in a content that exists only so long as people follow the leader.

**“When people trust one another and have social capital, you get a willingness to take risks, you get more innovation, creativity and less group think”.**

Nancy Baym, Principal Researcher, Microsoft Research

People with strong thriving relationship are more productive. Leadership relationships and interpersonal skills are some of the most important leadership skills. A relationship is a connection between people built on shared experiences, interactions, and expectations. Leaders need to have a high Relationship Intelligence (RQ) and not just IQ and it is the goal of the residential to help facilitate this.

The programme starts with a 4-day residential that has a focus on building your self-awareness, developing a close peer quartet relationship, and being introduced to your assigned quartet action learning coach. You will develop skills within the context of your actual job and be briefed with your quartet on your assigned cross-institutional stretch assignment; these projects form part of what is called Project Connect. It allows you the opportunity to work collaboratively and builds a platform for solving some of our cross-institutional professional services challenges. This peer-to-peer relationship building and networking is designed to boost your professional development and facilitate peer-to-peer learning and ideas exchange. You will also be matched and spend one week throughout the 13-month programme job shadowing one of your peers and immersing yourself and learning from their local cultural context and role.

# Leading Transformation

## Vertical Leadership

Leading transformation is an important skill that is part of your journey growth as a senior professional services leader. Day 1 of the residential comprises:

- Detailed in-person and group debrief in quartet during the workshop.
- Experiential focus on the shift from transactional to transformational leadership, understanding what the organisation requires of you as a senior leader to deliver the strategy.
- In-depth leadership conversations to fast-track development combined with practical tools, strategies, and skills to embed sustainable application with stakeholders at Imperial.

Your assessment will help locate your current worldview from a range of seven. It then teaches you how to increase your awareness... Awareness of self, of relationships and of the many systems of which you're a part of.

**Asset:** Profile Assessment

**Capability Areas:** Transformation, Vertical & Horizontal Leadership, Worldview

**Format:** Face to Face, 1 day

**BOYD:** Laptop/Phone

**Time:** 25th, November 2024; 9.30 – 4.30pm



**Sue Coyne**

Sue 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 including 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 coauthored 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.

# The Art of Courageous Conversations

## Powerful Conversations

An experiential session exploring the transformative impact of powerful conversations to inspire change, solve problems, and enhance communication and collaboration between individuals, teams, internal and external stakeholders.

- Share best practices and refresh powerful conversation skills, tools, and techniques to build a high-performance culture for personal and professional growth.
- Embrace the power of conversation when interacting with individuals, teams, and the wider college to unlock new possibilities, address conflict, create positive change and a thriving culture.

***“It doesn’t make sense to hire smart people and tell them what to do. We hire smart people so they can tell us what to do.”***

Steve Jobs

Learn how to flex between different types of conversations:

- Communicate at senior leadership level, internally within faculty, across faculties, and with external stakeholders
- Discover the skills for success
- Challenging conversations and powerful feedback
- Adapting style for maximum impact and results

**Asset:** Profile Assessment

**Capability Areas:** Conversations, Collaboration, interaction, change

**Format:** Face to Face, 1 day

**BOYD:** Laptop/Phone

**Time:** 26th, November 2024; 9.30 – 4.30pm



### Carole Gaskell

Carole Gaskell’s trademark is harnessing potential that exists within individuals, teams, and organisations and taking it to the next level to make smarter, better, and 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 and Neuro Agility. 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.

# Unlocking Your Potential and Creating a Culture for Others to Thrive

## Motivation and Satisfaction

***“If your actions create a legacy that inspires others to dream more, learn more, do more, become more, then you are a great leader”.***

Dolly Parton

When employees are motivated, they do not need to be micro-managed as they will be intrinsically happy and productive.

### Why motivation?

Shift in the world of work and The Covid-19 pandemic were watershed moments for the world of work. Leading in this new work culture and getting the best from others requires you to clarify and measure the satisfaction of your motivators and being able to recognise the motivators of others. As part of this day, you will

- Understand how to motivate yourself and unlock your personal potential
- Know how to recognise motivators in others and how to press their motivational hot buttons to get the best out of people, enhance wellbeing and performance
- Improve your ability to create the conditions for others to thrive, grow and develop.

**Asset:** Profile Assessment

**Capability Areas:** Motivation, Performance, Thriving

**Format:** Face to Face, 1 day

**BOYD:** Laptop/Phone

**Time:** 27th, November 2024; 9.30 – 4.30pm



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# Introducing Project Connect:

## Cross-Institutional Experiential Challenge & Start of Quartet Work with Action Learning Coach

### Experiential Challenges and Action Learning

The action learning coaches assigned to each cohort use the globally recognised standard of Action Learning established by the World Institute for Action Learning ([www.wial.org](http://www.wial.org)).

Developed in the 1990s by Michael Marquardt, this approach to Action Learning builds on Reg Revans’ original concept of solving problems through action it extends this to incorporate a focus on continual learning. The WIAL approach therefore balances action with learning at an individual, team, and organisational level. In Michael Marquardt’s words: “Action Learning is a problem solving and leadership development process that involves a small group taking action and learning as individuals, as a team and as an organisation while doing so.”

A process of insightful questioning and active listening, Action Learning is effective at solving challenges of all sizes, but it works particularly well with complex problems or challenges that may appear unsolvable. With its focus on questions and the presence of a certified Action Learning Coach, this method elevates the norms, the collaboration, the creativity, and the courage of groups to solve problems of great urgency. While problem-solving, Action Learning simultaneously develops leaders thanks to its simple ground rules, which force participants to think critically and work collaboratively.

Your assigned action learning coach would support you in your quartet with your cross-institutional project and your After Action Review (AAR) project presentation.

**Recognition:** Certificate for Leading with Questions/ Introduction to Action Learning session

**Capability Areas:** Personal Effectiveness, Personal Leadership, Critical Thinking

**Format:** Face to Face, 1 day

**BOYD:** Laptop/Phone

**Time:** 28th, November 2024; 9.30 – 4.30pm



### Shannon Banks & Team

Shannon Banks will lead the team of action learning coaches. Shannon is a founder and managing director. She uses her extensive experience as a consultant, facilitator and executive coach to deliver outstanding leadership development programs. Shannon has a passion for social leadership to help organizations, teams and talent thrive in the modern workplace. She firmly believes in creating sustainable cultural change, and supporting business leaders in aligning how they lead with why. Shannon often works with clients using action learning, a method that simultaneously develops individuals, teams and organizations while achieving powerful outcomes. She is also an experienced executive coach who is passionate about helping leaders amplify their impact. Shannon’s clients love her passion and energy. Whether she’s facilitating a development workshop or delivering a keynote speech, she is a fantastic storyteller, and is known for bringing concepts to life and opening doors to new ways of thinking. Shannon was the first Action Learning coach certified in the United Kingdom by the World Institute for Action Learning (WIAL). She is one of only 20 coaches globally to obtain the Master Action Learning Coach (MALC) qualification.

# TEAM EFFECTIVENESS

## Team Effectiveness: 2x 2 days Intensive Workshops

These two, two-days intensive workshops offer a targeted approach to hone your practical, real-world skills in leadership. While you receive expert insights and develop alongside your peers. This cohort-based learning format gives you the space to brainstorm, collaborate, get feedback, and spend time learning and connecting in your cohort and with your quartet.





# Strategies for Leading an Inclusive Departmental Culture

April Intensive Day 1

## Hidden and Shadow Cultures

Leaders through dialogue will develop a shared understanding and support for inclusive leadership by learning how to recognise and address hidden and shadow cultures that exist which may prevent progress on EDI. You will learn how to:

- To identify gaps in your EDI knowledge that may prevent you see the hidden and shadow cultures that prevent exemplar practice.
- Practice inclusive leadership as an outcome of inquiry and reflection.
- Learn how to engage in articulating, developing, and sustaining inclusive leadership practices.
- Assess where your own department and quartet project might be in term of good EDI practice using the Global Diversity Equity and Inclusion Benchmark (GDEIB) maturity model.

**Asset:** GDEIB Maturity Model

**Capability Areas:** Inclusive Leadership, Shadow/Hidden Cultures, Benchmarking

**Format:** Face to Face, 1 day

**BOYD:** Laptop/Phone

**Time:** 1st, April 2025;  
9.30 – 4.30pm



### 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. 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.

# Leading Talent Optimisation

April Intensive Day 2

## High Performing Teams

As leaders, you need to optimise the talent available to you. Your role is about constantly evaluating, analysing, sourcing and developing talent to attain the desired results outlined in your strategic plan. Leaders, quite simply, get things done through people – who do so by working together with other people. For this to happen in an optimal way then we need to ensure that certain requirements are in place:

- People have the skills, knowledge, and resources they need to deliver
- People are working together in functional and high performing teams (whether permanent or temporary)
- The work they do aligns to and is in service of key organisational priorities
- There is a pipeline of people to step up and into key roles as needed
- People are operating in an environment where they can give their best performance.

At this workshop we will delve further into defining and optimising talent, examine the importance of these key requirements, identify the barriers that get in the way of this, and discover ways to overcome those barriers to level up our existing and future talent in service of our mission.

**Recognition:** Certificate for Leading with Questions/ Introduction to Action Learning session

**Capability Areas:** Personal Effectiveness, Personal Leadership, Critical Thinking

**Format:** Face to Face, 1 day

**BOYD:** Laptop/Phone

**Time:** 2nd April 2025;  
9.30 – 4.30pm



### Angela Blacklaw

Angela 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. After several years working on policy on HM Treasury, Angela chose to focus on individual and organisational learning as Head of Internal Communications in the Food Standards Agency, Head of Change Communications and Culture Change in Defra, and Head of Talent Development in the Department of Health. She then set up her consultancy practice and 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 of the NHS Leadership Academy.

# Leading & Developing High Performing Teams

May Intensive Days 1 & 2

## High Performing Teams & Coaching

**“The Leader of the past knows how to tell  
The leader of the future knows how to ask”**

Peter Drucker

Understand how to lead your team and develop it to be a high performing team. Leverage your leadership impact using a coaching style to get things done with:

- Individuals
- Teams and groups
- Wider System

Why focus on high performing teams & Coaching?

- Drives collective team results and a high-performance culture
- Shifts leadership style and team dynamics for greater impact and team capability
- Builds leadership effectiveness by developing broader leadership skills and talent of successors

- Improves ‘quality’ of services and innovation whilst increasing stakeholder satisfaction by enhancing collaboration, teamwork, influencing & communication
- Naturally fosters a feedback culture & growth mindset
- Raise the performance bar
- Supports positive performance conversations
- Unlocks potential & increases motivation
- Encourages ownership, responsibility and high performance team working. Role modelling a coaching leadership style will have a significant ripple effect across Imperial.

<b>Asset:</b> Workshop Tools & Framework
<b>Capability Areas:</b> Leadership Capability, Feedback Culture, Motivation
<b>Format:</b> Face to Face, 1 day x 2
<b>BOYD:</b> Laptop/Phone
<b>Time:</b> 14th & 15th, May 2025; 9.30 – 4.30pm



**Carole Gaskell**

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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 and Neuro Agility. 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.



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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 coauthored 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.

# ORGANISATIONAL EFFECTIVENESS

Organisational Effectiveness: 1 x 2 days Intensive Workshop

**Organisational Awareness is an emotional and social intelligence leadership competency. It means having the ability to read a group’s emotional currents and power relationships, and identify influencers, networks, and dynamics within the organisation. Leaders who can recognise networking opportunities and read key power relationships are better equipped to navigate the demands of their leadership role. It also includes the understanding of political, social, and economic issues affecting the organisation and its environment.**

# Leading in Complex Systems

## Adaptive Leadership

In this workshop, you will explore leadership in complex systems and world that is increasingly volatile, uncertain, complex, and ambiguous (VUCA). Leadership in such environments requires you to understand your leadership approaches and ways in which you can expand your leadership capacity and improve your decision-making. It requires 'adaptive leadership', that is being a leader willing to take responsibility for creating these changes, working much more collaboratively in managing risk and driving innovation.

On the day, you will focus on:

- Understanding the key challenges of leading in a complex system
- Be aware of the emerging challenges of a VUCA environment
- Look at leadership needs within the context of multiple change events
- Adopt an adaptive leadership approach in your leadership practice

**Asset:** Workshop Tools & Framework

**Capability Areas:** Adaptive Leadership, VUCA, Leading Change

**Format:** Face to Face, 1 day

**BOYD:** Laptop/Phone

**Time:** 10th June 2025; 9.30 – 4.30pm



### Professor Joanna Murphy

Joanne Murphy is Professor of Inclusive Leadership, Birmingham Business School. Her research explores leadership, change and organisational development in political volatility. She has written extensively on leadership and organisational change in the areas of policing, public management and political geography, including her highly cited study of organisational change in Northern Ireland policing, and her latest book on the role of organisational actors in environments of violent conflict and transition. She holds a primary degree in political science from Queen's University Belfast, a MA from Ulster University and a PhD from Trinity College Dublin.

# Leading Service Systems

## Service Leadership Approach

The purpose of this workshop is to explore the main components of leading with a service-orientation approach. Leading with service in mind requires a focus on purpose, on understanding distinctions between leadership, management and command / authority and the importance of resilience in people and systems.

On the day you will:

- Understand the key components of service leadership
- Be aware of purpose as a central concern
- Examine your leadership needs within the context of complex organisational challenges
- Build a service leadership approach into your leadership practice

**Asset:** Workshop Tools & Framework

**Capability Areas:** Service, Resilience, Systems, People

**Format:** Face to Face, 1 day

**BOYD:** Laptop/Phone

**Time:** 11th June, 2025; 9.30 – 4.30pm



### Professor Joanna Murphy

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# LEADER TALK – SUBJECT MATTER EXPERT (SME)

Knowledge of the university's operation is crucial to comprehending the Imperial's purpose, goals, and strategies. Having subject matter expertise provides a framework for asking pertinent questions and will help you to make better informed decisions. These talks are intended to help you operate from an informed knowledge base and provide key insights.

## Subject Matter Expert (SME): Finance – How Imperial Makes Money?



**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 senior role at the Asset Protection Agency, an agency of HM Treasury.

**Asset:** Workshop Data

**Capability Areas:** Understanding University Finances

**Format:** Face to Face, 3 hours

**BOYD:** Laptop/Phone

**Time:** 23rd, April 2025; 10 – 1pm

## Subject Matter Expert (SME): Digital – Imperial's Digital Plan



**Jenny Rae**

Jenny Rae was appointed Chief Information Officer for Imperial in October 2023. Reporting to the Chief Operating Officer, Jenny leads the Information and Communication Technologies (ICT) division and is responsible for all aspects of Imperial's Digital Plan which support the organisation to realise its digital ambitions. Jenny first joined Imperial in January 2022 as Director of Digital Products. She previously worked at Found Tech as Chief Operations Officer, leading the product, technology and business operations functions. Before this, Jenny held several senior roles at both Vodafone and BT Group.

**Asset:** Workshop Data

**Capability Areas:** Understanding Imperial's Digital Plan

**Format:** Face to Face, 3 hours

**BOYD:** Laptop/Phone

**Time:** 9th July 2025; 10 – 1pm

# Leaders are Readers

## Reading Renaissance: Proven Techniques to Activate Your Leadership



**“Not all readers become leaders, but all leaders must be readers.”**

Harry S. Truman

Books are the world’s most efficient package for big, original, meaningful ideas. Book Club takes the biggest ideas from the best books and make them accessible for all. It provides successful leadership principles and opportunities to discuss and apply with peers. BookClub delivers value across four key pillars:

- Distillation** – Distills key book ideas into high-quality, concise “Sparks.”
- Discovery** – Offers contextualised guidance to the right ideas.
- Design** – Provides tools to generate tailored learning paths.
- Distribution** – Distributes these curated sparks into their member's flow of work

BookClub will support the programme’s curriculum across the 4 primary themes:

- **Foundations**
- **Sparks**  
Atomic unit, self-contained micro lessons
- **Playlist**  
Collection of sparks – ‘organic’ learning
- **BookClub**  
Playlist + activity – formal group learning

### Kickoff

- Build real connections with colleagues
- Executive presence and networking

### Sparks

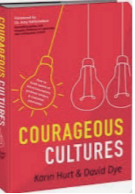
- 3-5 Minute Micro-Lesson
- 1 Idea from 1 Book
- Self-paced, Forum in TEAMS Kickoff

### Discovery

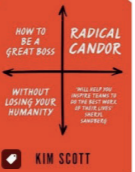
- 30–60 min virtual discussion
- Real-Life application
- Discussion Guide

### Expectations for Leaders:

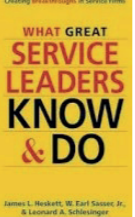
1. Raise Sparks
2. Comments and respond to others
3. Come prepared for discussion



**Book 1**  
Club Dates: Dec. 6th, Jan 10th, Feb 28th (2024–2025)  
Time:12–1.30pm (Virtual)  
Courageous Cultures



**Book 2**  
Club Dates: March 28th, May 9th, July 18th 2025  
Time:12–1.30pm (Virtual)  
Radical Candour



**Book 3**  
Club Dates: Aug 1st, Sep 5th, Oct 3rd 2025  
Time:12–1.30pm (Virtual)  
Service Leadership

# Peers Teaching Peers

## Peers Teaching Peers – Peer-Based Learning

The programme uses peer-based tactics in the form of social and peer learning – participants share insights with and learn from one another; this approach is embedded across the leadership programme.

Peer-based learning builds community. It creates an enriched environment which increases the likelihood that you will connect with your prior experiences. Peer based learning and moments is interwoven into the programme design.

# SKILLS BUILDERS- DEVELOPING SKILLS FOR LONG TERM CAREER GROWTH

These skills builders' workshops will help you to grow your meta skills. There is a focus on individual leadership development and system wide skills proficiency needs that support critical behaviours that reflect our values, leadership standard and stakeholders. We are combining internal content, learning solutions and external expertise to your leadership development.

## Skill Builder 1 – Leading & Facilitating Effective Meeting

### Running Meetings Effectively

You will gain a solid understanding of how to plan, conduct, and follow up on different types of meetings in a way that maximizes productivity and engagement.

***“Every meeting that does not stir the imagination and curiosity of attendees and increase bonding and cooperation and engagement and self-worth and motivate rapid action and enthusiasm is a permanently lost opportunity.”***

Tom Peters

You will participate in an Interactive workshop using the KSA Model

Knowledge: Understanding meetings, define what makes a meeting effective vs. ineffective, discuss different types of meetings, components of a successful meeting: clear objectives, agenda, participants, time management and follow-up.

This workshop focuses on 3 skills

1. Powerful Questions
2. Summarizing/Paraphrasing
3. Deep Listening

Attitude: focus Psychological safety, showing up as a leader, creating space for others to show courage, building relationships, working collaboratively, building your leadership pipeline, cross disciplinary interactions.

**Asset:** Workshop Tools & Framework

**Capability Areas:** Powerful Questions, Summarizing, Deep Listening

**Format:** Virtual, 4 hours

**BOYD:** Laptop/Phone

**Time:** 22nd, January 2025;  
9.30 – 1.30pm



### Niamh Briody Jordan

Niamh has a Bachelor of Education from Queen's University Belfast and a Level 7 ILM Certificate in Executive Coaching and Mentoring. She is a UAE global ambassador for the Association for Coaching and is a community activist in several global learning communities. She is the founder of Connecting Coaches Community and is a regular contributor at the HR summit in Dubai. Niamh has recently taken up the role as coach supervisor with RCSI Centre for Positive Health Sciences for the MSc in Positive Health Coaching. Niamh is an experienced Executive Coach and Leadership Consultant with an international career spanning 25 years in Executive Coaching & Mentoring, Leadership Consultancy, Corporate Training, and Learning & Development.

Niamh's achievements include influencing and training senior professionals in public and private organizations in the MENA region, Europe, USA & East Asia. Her industry expertise ranges from a broad portfolio of successful deliveries in Oil & Gas, Banking, Aviation, Education, Hospitality, Government, Corporations, and Entrepreneurship.

Niamh is a hands-on leader capable of strategic and critical thinking, identifying potential in others and inspiring individuals, teams, and organisations to action. Niamh's strength lies in liaising and building solid relationships and facilitating professional development across multiple platforms whilst consistently displaying exceptional communication skills and a strong sense of moral and ethical principles.

# Skill Builder 2 – AI & Data Leadership

## AI Driven Tools & Data Analytics

The aim of this workshop is to enhance efficiency and effectiveness in professional services aligning with the academic mission through informed decision-making and strategic use of AI-driven tools. The landscape of higher education is evolving rapidly with the advent of AI and data analytics. Understanding these technologies is essential to stay ahead, ensuring that you can harness these tools to streamline operations, improve student services, and enhance Imperial’s overall institutional performance.

On the day we will look at:

- Demystifying AI and Data Analytics: Gain a comprehensive understanding of AI concepts and data analytics without needing a technical background.
- Strategic Implementation: Learn how AI is transforming the nature of work in higher education and how to leverage these changes strategically within your areas.
- Hands-on Experience: Develop practical skills through hands-on sessions with AI tools and data analytics platforms used in university administration.



**David Shrier**

David Shrier is Professor of Practice, AI and Innovation with Imperial College Business School. He is also founder and Co-Director of the Trusted AI Alliance, a multi-university collaborative of more than 3,000 AI researchers seeking to create responsible and trustworthy AI. For Imperial, he leads the cross-Faculty module AI Ventures, as well as the Fintech module in the Business School. His most recent book is Basic AI: A Human Guide to Artificial Intelligence. David is also an active AI business builder and runs venture studio Visionary Future.

**Asset:** Workshop Tools & Framework

**Capability Areas:** AI, Data Analytics, Strategic Implementation

**Format:** Face to Face, 2 hours

**BOYD:** Laptop/Phone

**Time:** 12th, February 2025; 10 – 12pm

# Skill Builder 3 – Courageous Cultures

## Courageous Cultures: Practical Ways to Build More Courageous, Creative, Solutions-Oriented Teams

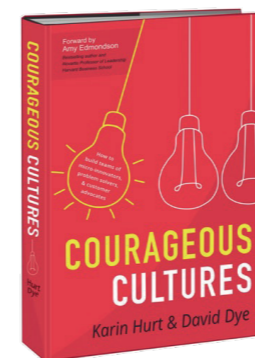
Based on ground-breaking research in innovation and problem-solving, you’ll learn what leaders like you are doing to build more creative and solutions-oriented teams. Teams who don’t just bring you more ideas, but practical ideas you can use to make work, work better.

You’ll explore the root causes of FOSU (fear of speaking up) and ways to turn your team’s fears and frustration into practical innovation.

How to apply easy-to-use tools and techniques to empower solutions-thinking and problem-solving; how to respond to experimental ideas without crushing your team’s hearts and spirits; and techniques to encourage courage and deeper dialogue up, down, and sideways.

You will leave with

- Inspiration to be a role model of innovation and problem-solving.
- Researched-based, practical techniques to inspire more confidence and competence in sharing ideas.
- Tools to make it easy for team members to share practical, remarkable ideas.
- Techniques to respond to ideas (even if you can’t use them) in a way that inspires future innovation and problem-solving.
- A practical plan to build a more Courageous Culture in your department.



**Asset:** Workshop Tools & Framework

**Capability Areas:** Problem-Solving, Solution-oriented, Innovation

**Format:** Live Online interactive, 4 hours

**BOYD:** Laptop/Phone

**Time:** 18th, March 2025; 1 – 5pm



**Karin Hurt**

Karin Hurt helps human-centered leaders find clarity in uncertainty, drive innovation, and achieve breakthrough results.

She’s the Founder and CEO of Let’s Grow Leaders, a global leadership development firm known for practical tools and techniques for human-centered leaders.

A former Verizon Wireless executive with more than two decades of experience in sales, customer service, and human resources, Karin is known for growing courageous leaders, building great cultures, and inspiring high-performance teams.

Since 2013, Karin and her husband, David have grown tens of thousands of leaders on every continent (except Antarctica) with their leadership development programs and keynotes. In addition to encouraging courage around the world, they also provide clean water to the people of Cambodia through their Winning Wells philanthropic initiative.

Karin is an award-winning author of five books, including:

Courageous Cultures – How to Build Teams of Micro-Innovators, Problem Solvers and Customer Advocates

Powerful Phrases for Dealing With Workplace Conflict: What to Say Next to Destress the Workday, Build Collaboration and Calm Difficult Customers

# ELIGIBILITY REQUIREMENTS AND REGISTRATION



# Building World-Class Senior Professional Services Leaders from Within – Inclusive Talent Development

For senior leaders, the People and Organisational Development (POD) Senior Leadership Professional Services Cross-Institutional Leadership Development Programme ((2024–2025) has 20 places for senior professional, technical & operational staff (PTO) who work across all job families. We endeavour in the programme to have PTO candidates coming from diverse areas across the college to create an enriched experience.

This programme is for senior professional services leaders that lead diverse areas across the college and who have a significant strategic element to their role. It is our recommendation that the selection process is based on inclusive practices to encourage equity and diversity in the talent pipeline, particularly in areas where there may be more than one suitable candidate. Where there is more than one suitable candidate with limited budgets and cohort size constraints, we advise the departments to engage in a transparent, well-defined selection process and make your decision based on part or all of the below criteria:

- Key positions, candidates and leaders need to address the short-term and long-term opportunities and challenges inherent in the operation of their functional area.
- Commitment to Service -candidates should possess a clear desire to serve at Imperial and demonstrate a sense of commitment. They should have demonstrated interest in developing leadership skills to increase their ability to serve Imperial as they move into positions of increasing responsibility. Candidates should also demonstrate interest in serving at the Senior level (or equivalent) if they are not already there.

## Attributes of Successful Candidates

- All candidates are expected to be high-performing employees with demonstrated commitment. They must also have an interest in stepping outside their current function to develop an enterprise viewpoint of the college and willingness to take on a variety of challenges and experiences to further their development.
- Team players:
  - Candidates should be willing to integrate into a small team/quartet; take on any task needed to move the assigned project forward (no task is too small philosophy); lead through collaboration; step outside of the traditional chain of command roles to find innovative ways to lead; be friendly and approachable; and be able to build trust
- The list below provides insight into some of the attributes of an ideal successful candidate:
  - Excellent record of performance, leadership, and impact (Personal Performance, People Leadership & Results Leadership
  - Have a reputation for developing talent
  - Datapoints: ARC & PRDP history

- Selected candidates reflects Imperial's commitment to diversity and inclusion
- CPD Record – Candidate to fill in Career Interest Form (See link below to accompany application);
- Review completed projects;
- External involvements & interest;
- Qualifications/Skills Proficiency;
- Previous 360 results – do they live out the Imperial values?
- Senior Leader Nomination (See link to Nomination form template below);

Do they have learning agility, i.e. the willingness and ability to learn from experience and apply these lessons to succeed in new situations?

Do they demonstrate these behaviours:

- Seek new challenges?
- Solicit direct feedback?
- Self-reflecting?
- Adept at looking for patterns and connections?
- Accepting mistakes as part of learning?
- Are they inclusive?
- Are they individuals who demonstrate meta-

skills or the ability to continuously learn new skills and adapt to evolving needs?

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/staffdevelopment/people-and-organisationaldevelopment/hod-development-programme/>

For advice or any queries regarding participation to this programme, please contact Valarie Williams-Foy, Lead Senior Professional Services Leadership Development Programme via [v.williams-foy@imperial.ac.uk](mailto:v.williams-foy@imperial.ac.uk).

## The Selection Process

1. Candidates must complete the programme [application form](#) – see link
2. Submit a copy of their CV (with their Name + Programme Name) outlining their experiences to accompany the application form- forward by email to [hodsprogramme@imperial.ac.uk](mailto:hodsprogramme@imperial.ac.uk)
3. Candidates must submit a completed [Career Interest Form](#)- see link
4. Their line manager must forward on a supporting [Nomination Letter](#) -see template for completion by Line Manager to forward on to [hodsprogramme@imperial.ac.uk](mailto:hodsprogramme@imperial.ac.uk) - see link



## For prospective applicants

The programme is intended for Senior Professional Services Leaders across the wider college. Before completing the application form in full, please ensure that you have approval from your line manager as you are required to provide your departmental 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. Participants to the programme must ensure at least ninety-five percent attendance to the programme.

### The Selection Process

1. Candidates must complete the programme [application form](#) – see link
2. Submit a copy of your CV (with your Name + the Programme Name) outlining your experiences to accompany your application form- forward by email to [hodsprogramme@imperial.ac.uk](mailto:hodsprogramme@imperial.ac.uk)
3. Candidates must submit a completed [Career Interest Form](#)- see link
4. Your line manager must forward on a supporting [Nomination Letter](#) -see template for completion by your Line Manager to forward on to [hodsprogramme@imperial.ac.uk](mailto:hodsprogramme@imperial.ac.uk) - see link

### 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/staffdevelopment/people-and-organisationaldevelopment/hod-development-programme/>

Senior Leadership Professional  
Services Leadership Development  
Programme Application Form



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

Valarie Williams-Foy  
Senior Professional Services Leadership  
Development Programme Lead  
v.williams-foy@imperial.ac.uk  
020 7594 3483.

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

[hodsprogramme@imperial.ac.uk](mailto:hodsprogramme@imperial.ac.uk)

Senior Leadership Professional  
Services Leadership Development  
Programme Application Form



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**SUPPORTING  
OUR PEOPLE**

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