

**ONLINE PROVISIONAL PROGRAMME** *(subject to minor amends)*

**SESSION 1**

**Monday 19 April 2021**

0900 – 0915

**Course Introduction**

0915 – 0945

**Leadership Nuggets**

*To provide an opening to the course, demonstrate its focus on leadership, and connect with people's experience of leadership to date.*

0945 – 1045

**The External Environment**

*Delegates will gain a top-level context of the UK's KE environment and aspirations from a key thinker in the field with direct understanding of government policy and drivers.*

1045 – 1115

**Facilitated Networking and Break**

1115 – 1200

**Strategy, Vision and Uncertainty (i)**

*Demonstrate clear understanding of their institutional KE environment and strategy, and the decision-making hierarchy in their own organisation.*

1200 - 1245

**Strategy, Vision and Uncertainty (ii)\*** *\*includes working break*

*To provide delegates with an appreciation of the role of vision in leadership and its application in leading in a KE/HE context.*

1245 – 1300

**Session Summary and Close**

**SESSION 2** *includes evening networking session*

**Tuesday 20 April 2021**

1300 - 1305

**Session Introduction**

1305 - 1335

**Strategy, Vision and Uncertainty (iii)**

1335 – 1505

**Leadership and Management of Change**

*To provide delegates with an understanding of change in an organisational context and its implication for a KE/HE leader.*

1505 – 1535

**Facilitated Networking and Break**

1535 – 1605

**Apply New Innovation Management Theories**

*To provide delegates with an introduction to innovation management (including a focus on new tools such as the effective use of innovation standards, design sprint methodology, and online innovation management systems) to lead and inspire creative teams.*

1605 – 1650

**Governance**

*To provide delegates with a clear understanding of what 'governance' structures, mechanisms and processes are in a KE/HE context, and how they can be an important, and potentially powerful, enabler for any KE Leader.*

1650 – 1700

**Session Summary**

1800 – 2000

**A Cocktail for Success** with Keynote Speakers

*Jason Mellad, CEO and Co-Founder, StartCodon*

*Tony Raven, Chief Executive, Cambridge Enterprise Ltd*

*Sarah Windrum, CEO, Emerald Group*



**SESSION 3**

**Wednesday 21 April 2021**

0900 – 0905

**Session Introduction**

0905 - 1020

**Personal Leadership Style**

*To provide delegates with an understanding of different styles of leadership, the link between leadership style and context, plus the link between leadership style and personal preference. To underpin this by providing delegates with an appreciation on the general principles of effective leadership.*

1020 – 1050

**Facilitated Networking and Break**

1050 – 1135

**Influence**

*To provide delegates with an understanding the different ways that a leader can be influential and to make the links with ethics and leadership responsibility. And to relate these ideas to the KE/HE leadership context.*

1200 - 1245

**Tools for Team Inspiration**

1245 – 1300

**Session Summary and Close**

*Informal networking until 1330*

**SESSION 4**

**Thursday 22 April 2021**

0900 – 0905

**Session Introduction**

0905 - 1035

**Resourcing and the Role of Budgeting**

*Understand the key considerations around budgeting and effective utilisation of resources.*

1035 – 1105

**Team Building**

*To provide delegates with an understanding of team dynamics and the evolution of team performance. To appreciate the benefits and challenges around cognitive diversity in a team context and the link between team behaviour and personal style/behaviour. To enable delegates to make the link between these concepts and the KE/HE context.*

1105 – 1120

**Facilitated Networking and Break**

1120 – 1245

**Development Groups**

*To enable delegates to progress their personal challenges in leadership ahead of Sessions 5 and 6 of the course, by providing a brief introduction to the principles and practice of Action Learning Sets (ALS).*

1245 - 1300

**Into the Blue**

*To wrap up a challenging four sessions that has covered a great diversity of content. Recognition that the challenge ahead will feel daunting in different aspects for each person and that this is to be expected. Despite having been provided a number of tools to use and personal objectives to achieve practice will differ from theory and some things will go not go to plan but the learning from that will be valuable. Be inspired to contribute to and drive change in your organisation.*

1300 – 1330

**Session Close**

*Informal networking until 1330*

**MID-COURSE CHECK IN**

**Monday 17 May 2021**

**1400 – 1530** Informal session, allowing delegates to reconnect with their peers and course directing team.

**SESSION 5**

**Tuesday 22 June 2021**

**0900 – 0905** Session Introduction

**0905 - 0940** Reflection on Progress

**0940 - 1055** **KE Leaders Share Their Experience**

*To share with delegates some of the challenges, internal and external, faced by leaders across a range of KE and types of institutions; how they addressed them and succeeded or failed in their objectives.*

**1055 - 1135** **Facilitated Networking and Break**

**1135 - 1250** **Teams Role in One's Institution**

*Be able to confidently and succinctly articulate their team's role in their institution and in support of KEF, and understand the importance of managing the difference between an HEI's commercial and non-commercial KE activities. The attendee will be able to use this positioning to support their team and effectively influence others with compelling rationale.*

**1250 – 1300** **Session Summary and Close**

**SESSION 6**

**Wednesday 23 June 2021**

**0900 – 0905** **Course Introduction**

**0905 – 1035** **Working with Other Organisations**

*Understand the benefits of working with other organisations and stakeholders locally, nationally and internationally, in alignment with their own institution's specific mission.*

**1035 – 1105** **Facilitated Networking and Break**

**1105 – 1205** **Approach to Key Influencers**

*The role of this session is to enable the translation of the leadership and influence techniques to the participants own KE contexts/networks.*

**1205 - 1235** **Dive Master**

*Conclude the course days including all online sessions, highlighting examples of successes achieved and learnings experienced by delegates emphasis that the cohort has been on a successful journey but this is not the end. Encourage the cohort to continue to learn and support each other and by confident in their leadership skills and personal relevance to their institution and the sector.*

**1235 - 1300** **Informal Networking and Event Close**