



EDINBURGH LEADER
PROGRAMME

Information Pack



The Edinburgh Leader Programme

Thank you for your interest in our Edinburgh Leader programme, the University's development option for staff with significant leadership responsibilities.

The Edinburgh Leader aims to develop your leadership skills and provides opportunities for self-reflection on your values and behaviours to foster authenticity in your approach to management and leadership. The programme has a strong focus on self-directed learning, blended with online workshops and discussion groups to build leadership and management networks across the organisation.

In this Pack you will find information to help you decide if this programme is the right development option for you.

Delegates accepted onto the programme will also be given access to a SharePoint resources site and a Microsoft TEAMS channel.

Please ensure you read through the information in this pack. If you have any questions about leadership and management development at the University please get in touch.

Best wishes,
The Talent & Development Team
TalentandDevelopment@ed.ac.uk

Please note that some of the resources are only available to delegates who have been accepted onto the programme and given access to the SharePoint resources file. As a result, some links in this document may not work for you if you have not yet been given access.

Leadership Skills and Behaviours

Leadership skills and behaviours explored on the programme include:

- Self-reflection
- Seeking feedback
- Engaging in meaningful conversations
- Leading in uncertainty
- Leading beyond authority
- Collaborating across boundaries
- Tackling complex problems
- Inclusive leadership
- Coaching and facilitation skills

Delivery Model

The programme is mostly delivered online, with some elements delivered in person. Attendance is required for all facilitated sessions and discussion groups.





Materials and Resources

The programme is supported through Microsoft Teams and SharePoint and externally facilitated Leadership Essentials workshops will be held in Zoom.

All materials and resources are available for each element of the programme through the Edinburgh Leader SharePoint site. All communications for the programme will be added to the cohort Teams site. You are encouraged to familiarise yourself with Teams and engage in the site to connect with other delegates on the programme.

Pre-programme

Nominations Process

As part of the nomination process you will identify your aspirations for completing the programme, and the skills and behaviours you are looking to develop. You will discuss this development with your nominating manager to agree how best to set you up for success.

We will keep your nominating manager updated as the programme progresses and encourage them to engage with you about how you are finding the programme and applying the learning and how they can support you to best effect.

Strengths Profile

At the start of the programme you are asked to complete a **Strengths Profile** questionnaire to support self-reflection and awareness. There are opportunities within the programme to reflect on key questions regarding the strengths and weaknesses you have identified and to use these in your personal development plan. This helps to identify strengths currently used and the strengths you are maybe not yet aware you have, and how you can maximise both in your leadership role.

Leadership Development Wheel

You will complete a Leadership Development Wheel, a simple self-assessment tool that will enable you to consider where you are in relation to different elements of Leadership, where you want to be and create a plan on how to take action to address the areas you have identified.



Facilitated sessions & workshops

A series of workshops and facilitated sessions will help you bring together different elements of the programme, explore leadership skills and behaviours, and create opportunities to reflect and learn with other delegates.

Programme Launch

Facilitated by the Talent & Development team, the in-person Programme Launch brings the pre-programme elements together, setting you up to get the best from the programme. You will meet the programme lead and have the opportunity to ask any questions. You will also meet your discussion group and reflect on your role as a leader at the University.

Know Yourself Session

Delivered by the Talent and Development team with support from internal coaches working across the University, the Know Yourself session brings the full cohort together to dig deeper into the self-reflection tools to enable you to consider what you have learnt about yourself going through the nominations process and completing the development wheel and what this means for you as a leader at the University.

Only the first 30 minutes of this session are recorded, introducing coaching practice. The 90 minutes of practical exercises are not recorded.

Discussion Groups

Facilitated virtually by trained programme alumni and internal partners, Discussion Groups bring a consistent group of 6 to 8 people together 4 times over the programme to discuss real management challenges being faced at the University. Discussion groups are based on Action Learning Set theory.

You should come to each discussion group prepared to talk about a real-life leadership challenge that would benefit from peer input. 1-2 people will be able to discuss their situation at each meet up with everyone having the opportunity to speak about their issue at least once during the programme.

Leadership Essentials Workshops

Five 2.5 hour online workshops delivered virtually through Zoom by our leadership development partners from AdvanceHE. These sessions are NOT recorded however each workshop is run twice to allow facilitation of smaller groups (around 30 per session). You will be given the opportunity to select your preferred date for each of the 5 workshops.



Session 1 What about emotionally intelligent leadership?

This session creates a safe and brave space for learning and co-creation, building on the programme launch event, setting the scene for how we'll work together throughout the programme and allowing you to get to know each other better. In this session we use EQ provocation model to encourage you to get to know yourself and others, and you'll take away an emotional intelligence toolkit.

Session #2 What about leading others?

This session builds on session 1 introducing and practicing key trust building and conversation models and frameworks. You'll take away tools and techniques that build and deepen trust, psychological safety and equip you for meaningful conversations.

Session #3 What about leading change?

This session invites you to reflect on your experience of change and culture in your unique organisational context. We explore provocations around change that enable you to sense make, and see best next steps to use your influence. You'll take away tools and techniques that equip you to lead through change.

Session #4 What about influencing others?

Stakeholders, partnerships and alliances. This session invites participants to consider their spheres of influence, stakeholders needs and wants, particularly in the context of influencing without direct line management responsibility. You'll take away a stakeholder building mindset and toolkit.

Session #5 What about leading strategically?

This session equips you to connect you day to day work and aspirations with organisational strategy and to make it make sense for others, operationalising strategy for your people. You'll take away tools and techniques that build engagement and enable powerful and clear communication. In this session we will also reflect upon and review personal leadership development and next steps

Each session is 2.5 hours with a short break half way through. Each session starts with an opener/ scene setter to help everyone be present in the room, and closes with learning synthesis and application.

These sessions are designed to generate strong insights and provide a space to build your thinking, conversation and leadership skills. All workshops have a strong focus on self-reflection and discussion amongst delegates. Most sessions will include input from senior leaders across a variety of sectors joining as guest speakers. Resources to help you reflect, plan and implement your objectives will be shared before and after each workshop.



Making a Difference Event

Facilitated by the Talent & Development team, the Making a Difference Event brings the whole cohort together to recognise and celebrate your learning journey and the impact you are starting to make as a result of completing the programme.

Self-Directed and Peer Learning

Self-Directed Learning

We ask that you schedule time to complete self-directed learning during the programme, supported by the range of resources in our [leadership toolkits](#) and learning modules available via the Learning App on People & Money (e.g. LinkedIn Learning). You have control over how you schedule and structure this and what resources you access during this time. We encourage you to view this as a **core element** of the programme and prioritise time for this in your own diary.

We know that you all have varied leadership experience and differing challenges. In the pre-work you will start to identify what specifically you need/want to focus on in terms of your leadership skills. Keep these goals in focus as you progress through the programme, seeking out and taking opportunities to develop them.

Peer mentoring / development buddies

To support networking, you will be “buddied up” with one or two peers on the programme, giving the opportunity to connect with other delegates to give and receive support from each other. We will provide guidance to support and encourage you to be proactive in developing supportive relationships where you can discuss your learning, reflections and future aspirations and experiences, and continue to learn from each other, throughout and beyond the programme. You will provide peer feedback on each other’s Leadership Reflections Presentation.

We also encourage you to create or update your professional profile and/or [LinkedIn profile](#) as these serve as a great way to virtually introduce yourself and raise your profile in the management community. [Rock Your Profile](#) is a great resource that can help with your profile if needed.

Leadership Reflections Video

This element is designed to give practice of delivering a short concise update using digital skills, with the benefit of giving and receiving feedback. These are key skills required of our leaders.

Delegates are asked to record a video of how your learning has impacted on you as leaders and the difference this has made. We encourage you to schedule time to capture your personal reflections as you progress through each element of the programme, as well as following discussions with your nominating manager and peer mentor(s).



Guidance on the content and length of presentation are available from the [Leadership Reflections Information](#) folder.