



The Association of Heads of University Administration

Leading with impact

THE PROFESSIONAL SERVICE DIRECTORS' PROGRAMME



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Introduction

Those working at Director level are required to demonstrate expertise and deliver effectively in their functional areas, while aligning their activities with the academic landscape and contributing to the wider, ever-changing organisational agenda. As well as strategic intelligence and the ability to 'read' the political environment, they require confidence in communication and rapport building, and considerable self-awareness.

This programme has been designed to enhance and develop the existing leadership skills, knowledge, experience and mindset of early-career Directors and Heads within higher education professional services, to achieve greater personal impact and influence.

Programme overview

Through a range of tailored activities including individual sessions, action learning and whole group workshops featuring specialist guest contributors, participants will explore what's needed to become more effective in their roles from several different perspectives.

Learning experiences will be interactive and experiential, enabling participants to work with live case studies and real challenges in readiness for applying them in practice. This approach, together with the safe and confidential environments created both online and in-person, will allow individuals to refine their skills, test and challenge their thinking, and feel confident to learn from mistakes as well as good practice.

Programme objectives

As a result of the programme, participants will have:

- Greater understanding of the knowledge, skills and attitudes required for further success in their role and to achieve greater personal impact and influence.
- Explored leadership through various lenses: self, teams, in the context of the academic landscape and wider organisation, and leading pan-institutional strategic initiatives.
- Developed themselves in the moment through practical application, experimentation, reflection and direct feedback.
- Greater self-awareness of personal style and impact, as well as appreciation of difference.
- Clarity of thinking about areas of strength and development needs.
- Developed a diverse network of colleagues from across the sector for ongoing collaboration and inspiration.

Who is this programme for?

Early-career Directors and Heads of professional services who have been in role for 1–3 years. It is open to both those who are new to higher education and those with experience of the sector.

I have extended my network of contacts in the HE sector and gained a deeper understanding of issues across all business areas in HE.

Janet Peden
Ulster University

What the programme includes

Spread over twelve months, the programme's combination of in-person and online experiences amounts to a total of eight-and-a-half days. Dates and further details are summarised below.

Key components of the programme include:

- Welcome and closing events, introducing you to your programme colleagues, preparing you for your learning journey together and celebrating your achievement at its end.
- An individual coaching session with a qualified coach at the start and end of the programme to explore and review your professional development.
- An individual Team Management Profile¹ and Click 360 Report² providing personalised feedback on work preferences and how colleagues experience your leadership style.
- A two-and-a-half-day residential event at Crewe Hall in Cheshire designed to enable you to develop individually while connecting and building networks together.
- Four participant-led, themed learning sets offering facilitated reflection and sharing of wisdom and experiences to engage you in making progress on real challenges.
- A one-day mid-programme workshop focused on exploring and understanding the academic landscape, including panel and café-style interaction with guest speakers from a range of academic disciplines, roles and institutions.

¹ The Margerison & McCann Team Management Profile is a unique individual and team development tool. It gives personal feedback based on extensive research into what creates personal success and high-performance teamworking.

² The Click 360 Report is produced from an online feedback questionnaire that describes behaviours common to a successful leader. Completed by the participant and 7-10 work colleagues, data is processed and presented anonymously in a comprehensive report.



Programme sessions & dates

2022

12 January	15.00 – 17.00	Programme launch	 Online
29/30/31 March	Two hours	Individual 1-2-1 session	 Online
26 – 28 April	14.00 – 16.00	Residential at Crewe Hall, Cheshire	 In-person
25 May	10.00 – 16.00	Action learning set 1	 Online
6 July	10.00 – 16.00	Action learning set 2	 Online
7 September	10.00 – 16.00	Workshop	 In-person
19 October	10.00 – 16.00	Action learning set 3	 Online
7 December	10.00 – 16.00	Action learning set 4	 Online

2023

17/18/19 January	Two hours	Individual 1-2-1 session	 Online
25 January	15.00 – 17.00	Programme close	 Online

How to apply

Entry to the programme is on a competitive basis as places are limited. All entries will be assessed and places awarded on the basis of the quality of the application and supporting letter.

Download and complete the [Professional Service Directors' Programme application form](#) →

We will also require:

- A one-page personal statement outlining your experience and motivation for seeking to join the programme and what you hope to gain from it
- A copy of your CV
- A letter of commitment from a member of the University Executive responding to the following questions:
 - Will the University provide the required time and funding to support the nominee's participation?
 - What does the University hope is gained from the nominee's participation? For the individual and the organisation?

Please email this to arrive by close of business on Friday 26 November 2021 to:

Catherine Webb

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☎ 07785 286833

Contact details

✉ info@ahua.ac.uk
🐦 AHUAUK
📌 [association-of-heads-of-university-administration-ahua](https://www.association-of-heads-of-university-administration-ahua.ac.uk)
➔ <https://ahua.ac.uk>



07/2021

Programme Directors



Rachel Holmes

Rachel has a wide range of experience in the private and public sectors, designing and delivering personal and team development programmes for clients in HE, the NHS and the pharmaceutical, legal, financial service and not-for-profit sectors. After an early career with a major publisher of psychometric instruments, she established her own consultancy in 2001. Originally a team development specialist, Rachel is also a qualified executive coach. She has worked with clients across the HE sector for the last 15 years, and is part of the pool of AHUA registered coaches providing support to both newly appointed and experienced COOs and Registrars through coaching and facilitated Action Learning Sets. Rachel is also a co-director of the AHUA's other flagship development offering, the Aspiring Registrar and COO Programme.



Kim Newton-Woof

After a decade of working in higher education, Kim now operates as an independent specialist leadership consultant, facilitator and coach. Still operating as a trusted partner in the university sector, she also supports other sectors including, FE, health, finance, media and charity. Kim spends her days designing and delivering development experiences with and for leaders and teams. Taking a human-first approach, she uses creative ways help leaders fine-tune what they do, make different choices, and develop their own solutions. An AHUA Associate based in Southampton, Kim provides coaching services for newly appointed AHUA members, is a facilitator for the Association's Action Learning Sets and co-director of the Aspiring Registrar and COO Programme.

I have learned more about myself, my own motivators and strengths. I have also learnt about the sector, different institutional cultures, roles etc. This has helped me understand more about the sector and where I can be most effective.

Kerry Matthews
University of Southampton

The programme has been supported by the following organisations:

