

Management and Leadership Development Strategy (2030)

HR People and Organisational Development

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1. Introduction and Purpose

People are at the heart of the University of Huddersfield's success. The higher education sector continues to experience significant and sustained change, making effective management and leadership critical to achieving our ambitions. The capability of our managers and leaders will play a vital role in helping the University navigate complexity, embrace opportunities, and deliver the aspirations set out in the University Strategy 2030. We believe leadership exists at every level of the University. While management responsibilities are often linked to formal roles, leadership is demonstrated through the behaviours, actions, and influence that colleagues bring to their work every day. Developing great leaders therefore requires more than the provision of training programmes. It requires a long-term commitment to identifying and nurturing talent, supporting growth, creating opportunities to gain experience through experience, and enabling colleagues to realise their full potential. This strategy sets out how the University will develop a confident, inclusive, and high-performing community of managers and leaders. By strengthening management and leadership capability at all levels, we will build organisational capacity, enhance performance and collaboration, develop a strong pipeline of future leaders, and ensure the University has the leadership capability required to thrive in a rapidly changing higher education environment.

1.1. University Strategy (2030) Alignment

The strategy is a key enabler of the University's 2030 Strategy, with a primary focus on the Global Talent strand, as well as the 2030 People and Organisational Development Strategy. While it supports a range of strategic priorities, it most directly aligns with the following aim and key performance indicators (KPIs):

- Aim: Value, support, and empower every staff member to develop and contribute to our collective success.
- KPI 1: Achieve top 25% in benchmarked staff surveys for engagement, development, inclusivity, well-being, and recognition.
- KPI 2: Support all staff to participate in professional development activities annually.

To see the full 2030 University Strategy, please click here.

1.2. Scope

This strategy applies to all University staff across academic, professional, and technical services, including colleagues employed on full-time, part-time, permanent, and temporary contracts.

2. Our Management and Leadership Principles

While leadership can be demonstrated at every level, we also recognise the critical role effective management plays in creating high-performing teams, delivering excellent services, and achieving our strategic objectives. We are therefore committed to developing both leadership and management capability across the University. Our approach is underpinned by the following principles:



- **Leadership at Every Level:** We believe leadership is everyone's responsibility and that everyone can lead. Colleagues can demonstrate leadership through their behaviours, actions, and influence, regardless of role, grade, or formal authority.
- **People-Centred and Inclusive:** Effective managers and leaders create environments where people feel respected, valued, supported, and able to contribute, develop and succeed.
- **Learning Through Experience:** We will provide opportunities for colleagues at all career stages to develop their management and leadership capability through practical experience, development activities, reflection, and continuous learning.
- **Collaborative and Connected:** Strong management and leadership are built through relationships, shared learning, and collective problem-solving. We will encourage collaboration across Schools, Professional Services, and external networks to strengthen capability and community.
- **Evidence-Informed and Accountable:** Effective managers and leaders use evidence, insight, and professional judgement to make informed decisions. They act with integrity, demonstrate accountability, and translate strategic priorities into clear goals, actions, and outcomes.
- **Future-Focused:** We will develop adaptable, resilient, and forward-thinking managers and leaders who can respond to change, navigate complexity, and seize opportunities to support the University's long-term success.

3. Who Are Our Managers and Leaders?

Management and leadership are intricately connected, but they are not the same. While management responsibilities are typically associated with formal roles, leadership extends beyond organisational hierarchy and can be demonstrated by colleagues at all levels of the University. For the purposes of this strategy:

Management refers to the knowledge, skills and responsibilities required to manage people, services, and resources effectively. Within this strategy, management development focuses on building the technical, operational and people management capabilities needed to undertake management responsibilities successfully.

Leadership refers to the behaviours, actions and influence demonstrated by colleagues in the way they work, collaborate with others, make decisions, and contribute to the success of their teams and the wider University. We believe that leadership exists at every level and is not defined solely by job title or formal authority.

3.1. Management and Leadership Pathways

Our approach recognises that distinct levels of management and leadership require different capabilities, experiences, and support. Development opportunities will therefore be tailored to the needs of colleagues at different career stages, including:

- **Aspiring Managers** - colleagues who have the potential and aspiration to move into management roles in the future.
- **First-Line Managers** - colleagues with responsibility for leading a team and managing day-to-day performance and operations.
- **Middle Managers** - colleagues who lead a larger team or teams or areas of activity and play a key role in translating strategy into delivery.
- **Senior Leadership Team** - colleagues who operate at a strategic level and are responsible for leading significant professional services or academic areas across the University.
- **Executive Leaders** - members of the Vice-Chancellor's Executive Group (VCEG) who provide institutional leadership and strategic direction for the University.

These definitions are intended to provide a broad guide to how management and leadership levels are referenced throughout this strategy and are not intended to represent formal organisational classifications.

4. The Huddersfield Leader Framework

The Huddersfield Leader Framework underpins this strategy and defines the management and leadership behaviours, expectations and capabilities required for success across the University. Developed through extensive consultation with colleagues, it provides a clear and consistent framework for developing, assessing, and recognising management and leadership capability. The framework informs all management and leadership activity, including development programmes, talent, and succession planning, PDPRs and 360-degree feedback, ensuring a consistent approach to developing and supporting leaders and managers at all levels. The framework describes what great management and leadership look like at the University. Organised around three core areas, **managing yourself, managing others** and **managing strategy**, and the competencies that sit within them, the framework provides a shared standard for management and leadership practice across the University. It clearly defines the behaviours and expectations associated with effective leadership, while also highlighting behaviours that should be avoided. In doing so, it promotes clarity, consistency, accountability, and a common understanding of what effective leadership and management look like across the University.

5. Our Partnership with the Chartered Management Institute (CMI)

The University's partnership with the Chartered Management Institute (CMI) is a key element of our approach to management and leadership development. As an accredited CMI Centre, the University delivers nationally and internationally recognised management and leadership qualifications, including the CMI Level 5 First Line Manager Programme and the CMI Level 7 Strategic Leadership Programme, that support both individual career development and organisational priorities. These qualifications help colleagues build their knowledge, skills and confidence while gaining recognised professional credentials that demonstrate their commitment to high standards of management and leadership practice. We will continue to promote **Chartered Manager (CMgr)** status as the recognised professional standard for managers and leaders across the University, while encouraging engagement with CMI resources, networks, and professional development opportunities. Through this partnership, we will strengthen management and leadership capability, support career progression, and embed recognised best practice across the University.

6. Strategic Objectives

6.1. Objective 1: Develop Effective Leaders

Why It Matters

Strong leadership is essential to delivering the University's ambitions and responding successfully to a changing higher education environment. Leaders shape culture, provide direction, make informed decisions, and create the conditions for individuals and teams to succeed. Effective leaders create environments where colleagues feel trusted, empowered and supported to contribute their best, grow professionally and realise their potential. By investing in leadership capability, we will strengthen our ability to navigate complexity, lead change, drive continuous improvement and deliver excellent outcomes for our students, colleagues, and communities.

Our Focus

We will:

- Develop leaders who can think strategically, make informed decisions, and deliver institutional priorities and strategic objectives.
- Provide targeted leadership development opportunities, including programmes such as the CMI Level 7 Strategic Leadership Programme, to strengthen leadership capability at all levels.
- Strengthen leaders' ability to lead organisational change, transformation, and continuous improvement in a complex and evolving higher education environment.
- Develop digital leadership capability, enabling leaders to confidently use AI, data, and digital technologies to enhance decision-making, innovation, and organisational performance.
- Build self-awareness, resilience and reflective leadership practice through diagnostics, feedback, coaching, and leadership development tools.
- Encourage leaders to adopt coaching-based leadership approaches that empower colleagues, support development and foster accountability and engagement.
- Strengthen inclusive leadership capability, ensuring leaders create environments where diversity is valued, psychological safety is promoted and everyone can contribute and succeed.
- Support the identification and development of future leaders, creating a sustainable pipeline of talent to meet the University's future needs.

Success Will Look Like

Success will be reflected in confident and capable leaders who can provide clear direction, make effective decisions, and successfully lead change. Leaders will demonstrate stronger strategic capability, greater organisational impact, and improved delivery of institutional priorities. Colleagues will experience leadership that is empowering, inclusive, supportive and development focused.

6.2. Objective 2: Strengthen Management Capability

Why It Matters

Managers have a considerable influence on the experience and performance of colleagues. Effective management helps create inclusive, engaged, and high-performing teams, while ensuring colleagues feel supported, valued, and able to perform at their best. Consistent management practice is essential to organisational success. By strengthening management capability, we will create a culture of accountability, development and continuous improvement that supports the University's strategic ambitions.

Our Focus

We will:

- Equip managers with the skills, knowledge, and confidence to support their teams effectively.
- Deliver targeted management development through initiatives such as the First Line-Manager-CMI-Level-5-Programme, alongside a range of management development resources, tools, and learning opportunities.
- Strengthen capability in performance management, objective setting, development planning and meaningful PDPR conversations.
- Develop managers' skills in coaching, feedback, development, and career conversations that support individual performance, engagement, and career growth.
- Promote the effective use of University resources that support performance management, wellbeing, talent development, and career progression.
- Support managers to identify, nurture, and develop talent, and contribute to effective succession planning.
- Strengthen managers' ability to lead teams through change, ambiguity, and organisational transition.
- Promote the consistent, fair, and effective application of HR policies, procedures, and people management practices.
- Build managers' confidence in creating inclusive, supportive, and psychologically safe team environments where colleagues can thrive.

Success Will Look Like

Success will be reflected in more confident, capable, and consistent managers who effectively support performance, development, and career growth within their teams. Managers will have high-quality performance and development conversations, apply people management practices consistently, identify and develop talent, and proactively address challenges and opportunities. Colleagues will feel supported, valued, and clear about expectations, performance standards, and development opportunities, contributing to higher levels of engagement and performance.

6.3. Objective 3: Build Future Leadership Capability

Why It Matters

The sustainability and long-term success of the University depend on a strong pipeline of future managers and leaders. Identifying, developing, and retaining talent helps ensure we have the leadership capability required to meet future challenges, deliver our strategic ambitions, and maintain organisational resilience. It also provides colleagues with meaningful opportunities to gain experience, progress and realise their career aspirations within the University.

Our Focus

We will:

- Use PDPR outcomes, talent mapping and workforce planning insights to identify, develop and retain future managers and leaders.
- Strengthen succession planning for critical management and leadership roles across the University.
- Provide targeted development opportunities for aspiring, emerging and high-potential leaders.
- Support colleagues transitioning into management and leadership roles through structured development, mentoring, and coaching.
- Encourage career mobility and experiential learning through job shadowing, stretch assignments, project leadership, secondments, and cross-University opportunities.
- Increase the visibility of career pathways and development opportunities to support internal progression.
- Promote inclusive talent and succession planning practices to help build a diverse pipeline of future managers and leaders.

Success Will Look Like

Success will be reflected in stronger succession pipelines, increased internal progression and a diverse pool of talented managers and leaders ready to meet future organisational needs. Colleagues will have greater awareness of career opportunities, feel supported to achieve their aspirations and be equipped to progress into new roles. As a result, the University will strengthen its leadership capability, organisational resilience, and ability to achieve its long-term strategic ambitions.

6.4. Objective 4: Create a Culture of Continuous Professional Development

Why It Matters

Management and leadership development is not a one-off activity but a continuous process of learning, reflection, and growth. In a rapidly changing higher education environment, managers and leaders must continually develop their knowledge, skills, and behaviours to remain effective. Creating a culture of continuous professional development enables colleagues to adapt to new challenges, strengthen performance and leadership capability, and support the long-term success of the University.

Our Focus

We will:

- Provide accessible, inclusive, and high-quality management and leadership development opportunities for colleagues at all career stages.
- Deliver a blended range of learning opportunities, including development programmes, workshops, masterclasses, digital learning, and self-directed resources.
- Promote coaching, mentoring, action learning, and reflective practice as key approaches to continuous learning and professional growth.
- Encourage use of the University's management and leadership development resources, including the Management and Leadership CPD Hub, LearnUpon, CMI Thrive and LinkedIn Learning.
- Maximise the use of management and leadership apprenticeships to develop capability, support career progression and deliver organisational value.
- Work in partnership with the Digital Skills and Training Team to strengthen digital confidence, capability, and the effective use of emerging technologies, including AI.
- Collaborate with Huddersfield Business School, the Chartered Management Institute (CMI), and other partners to provide clear progression routes into higher-level professional and academic qualifications, including the MSc Strategic Leadership.
- Create a culture where learning, development and knowledge-sharing are valued as an integral part of everyday management and leadership practice.

Success Will Look Like

Success will be reflected in higher levels of participation in management and leadership development activities, increased engagement with professional learning resources, and a stronger culture of continuous improvement. Managers and leaders will consistently apply new knowledge, skills, and insights in their roles, leading to improved individual, team, and organisational performance, while building the capability needed to deliver the University's strategic ambitions.

6.5. Objective 5: Build a Connected Leadership Community

Why It Matters

The University benefits from a wealth of expertise, experience, and knowledge across its Schools, Professional and Technical Services. Creating opportunities for managers and leaders to learn from one another strengthens organisational learning, encourages collaboration, and enables the sharing of effective practice. By building stronger connections, networks, and communities, we can accelerate learning, support innovation, and create a more connected and collaborative University.

Our Focus

We will:

- Create management and leadership communities of practice and networks that encourage collaboration, peer learning, and the sharing of effective practice.
- Enable managers and leaders to share their expertise, experiences, and insights, contributing to organisational learning, innovation, and continuous improvement.
- Expand participation in Action Learning Sets, coaching, mentoring and other collaborative learning activities.
- Promote management and leadership-related job shadowing that broaden perspectives, strengthen relationships, and support leadership and management development.
- Explore opportunities to engage with external partners, professional bodies, and sector networks to bring new perspectives, insights, and good practice into the University.
- Recognise and celebrate contributions to management and leadership, collaboration and knowledge sharing across the University community.

Success Will Look Like

Success will be reflected in stronger networks and relationships across Schools, Professional and Technical Services, increased collaboration and greater sharing of knowledge, expertise, and effective practice. Managers and leaders will actively learn from and support one another, contributing to a more connected, innovative, and collaborative culture. This will strengthen organisational learning, improve the consistency of management and leadership practice, and enhance the University's ability to achieve its strategic ambitions.

7. Management and Leadership Talent Identification and Succession Planning

Management and leadership development is a key component of the overarching 2030 People and Organisational Development Strategy. Rather than operating in isolation, it forms part of an integrated approach that connects leadership development, performance and career development, talent management, workforce planning, and succession planning. Together, these activities help build organisational capability, support career progression, and ensure the University has the leadership capacity needed for future success.



Huddersfield Leadership Framework: The Huddersfield Leadership Framework defines the competencies, behaviours and expectations required of managers and leaders across the University. It provides a consistent foundation for leadership development, performance discussions, talent decisions, and career progression.

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Performance Development and Review (PDPR), Career and Development Conversations: The PDPR process and regular performance, development and career conversations provide opportunities to discuss management and leadership-related achievements, aspirations, strengths, development needs, and future career goals. These conversations help colleagues take ownership of their development while enabling managers and leaders to identify potential and support progression.

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Talent Identification and Talent Mapping: Information gathered through PDPRs inform Talent Mapping and organisational insight helps identify colleagues with potential for future management and leadership roles. Talent mapping enables the University to understand current and future capability requirements, identify organisational risks and opportunities, and build a stronger pipeline of future managers and leaders.

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Talent Development and Development Opportunities: Colleagues identified through talent and career development processes can access a range of targeted development opportunities designed to build capability and prepare them for future roles. These may include management and leadership programmes, coaching, mentoring, apprenticeships, job shadowing, action learning, stretch assignments, project opportunities, and cross-University experiences.

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Succession Planning and Workforce Planning: Talent identification and talent mapping information informs succession and workforce planning activities, helping the University identify future capability needs and plan for key roles. This ensures a diverse pipeline of capable managers and leaders who are ready to step into critical positions, reducing organisational risk and supporting long-term sustainability.

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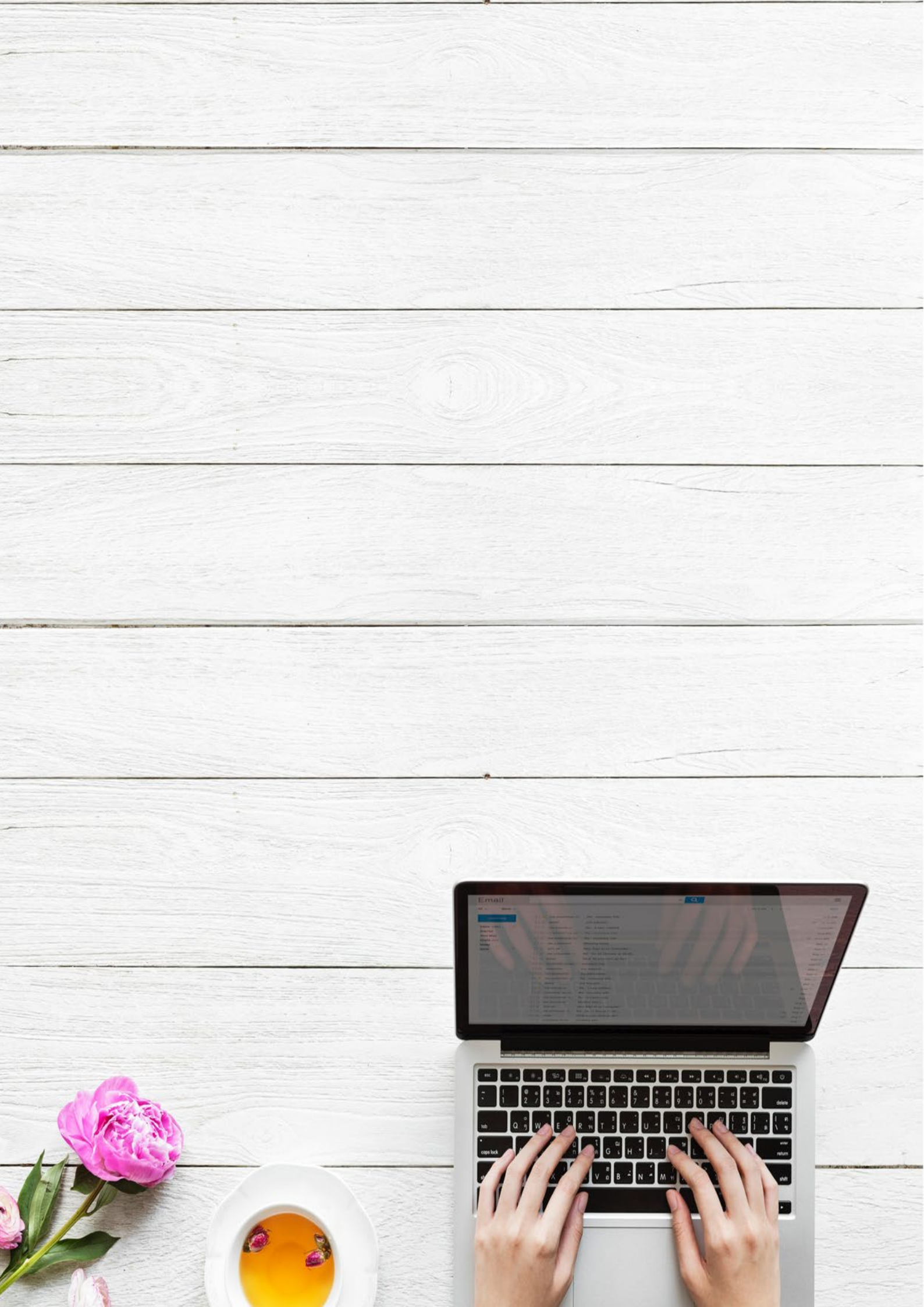
Career Progression, Internal Mobility and Appointments: The outcome of this integrated approach is stronger internal talent pipelines, increased readiness for management and leadership roles, and greater opportunities for career progression and internal mobility. Colleagues are supported to achieve their potential while the University benefits from a sustainable supply of capable managers and leaders equipped to deliver future priorities.

8. Measures (How we track progress)

- Percentage of managers successfully completing CMI-accredited qualifications, analysed by job families, schools, services, and departments, demonstrating the achievement of nationally recognised skills.
- Proportion of managers achieving CMgr status, analysed by schools, services, and departments, reflecting the achievement of professional standards and commitment to ongoing M&L-related CPD.
- Staff participation with M&L-related CPD, analysed by schools, services, and departments, to highlight trends, identify gaps, and inform targeted support.
- Engagement trends with the leadership resources and toolkits, supporting self-directed learning.
- Number of internal promotions and successful lateral moves into M&L roles across schools, services, and departments, to assess the effectiveness of internal talent development and succession planning.
- Ongoing evaluation of the quality, relevance, and impact of M&L-related CPD, with a focus on relevance, effectiveness, and impact on performance.
- ROI analysis of M&L programmes, including cost-benefit and outcomes data.
- Data from the engagement survey results, focussing on M&L-related reporting factors, used to assess the perceived quality of M&L, analysed by grade, job families, schools, services, departments, and teams.

9. Governance, Accountability and Reporting

This strategy is delivered within and governed by the overarching People and Organisational Development Strategy (please see section 6,7 and 8), ensuring alignment with institutional priorities and workforce objectives. Clear accountability is shared across the University, with VCEG providing strategic oversight, Schools and Services responsible for local implementation, managers supporting development through effective people management practices, and colleagues taking ownership of their growth and career development. Progress, impact, and outcomes will be monitored through regular reporting, workforce insights and P&OD dashboards, enabling evidence-based decision-making, transparency, accountability, and continuous improvement at both local and institutional levels.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