



Developing Great Leaders Strategy

HR People and Organisational Development

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Introduction

We aim to create a culture in which great management and leadership is embedded at all levels and across Schools and Services. Our approach to development will help ensure our managers and leaders are equipped with the right knowledge, skills, and behaviours to undertake their roles effectively, both now and in the future. This Developing Great Leaders strategy will help us create a body of Chartered ‘professional’ managers who are far more strategically aware and know how they can inspire and engage others.

Aims of this strategy

Aligned to our 2030 Strategy Map, this document provides the blueprint through which we can develop our diverse community of current and future managers and leaders. The intention is to provide a simple and clear model to underpin our service, and to be specific enough to enable operational plans to be put in place. We will ...

- ❖ define what M&L means at our University.
- ❖ outline the management ‘levels’ at our University.
- ❖ establish a framework of key M&L competencies.
- ❖ provide clarity regarding our partnership with the Chartered Management Institute (CMI).
- ❖ establish a community of managers and leaders across all Schools and Services.
- ❖ define the roles and responsibilities which all staff have in developing managers and leaders.
- ❖ implement bespoke, high-quality, and impactful M&L development.
- ❖ create a framework for talent management and succession planning that works interdependently with our M&L development offering.
- ❖ apply systematic evaluation to our M&L development activity.
- ❖ ensure development is an ongoing process, in accordance with Chartered Manager (CMgr) requirements.
- ❖ ensure M&L development is a shared activity, with academic, professional services and technical services staff learning together.

Context

Our University is facing increasing pressures from a combination of factors, and operates within an ever more competitive environment, especially since the Covid 19 pandemic. Like most Universities, we have many ‘accidental managers’; people who have climbed the organisational ladder without the necessary training on how to manage and lead others. During these challenging times, M&L excellence is more important than ever.

Scope

This strategy applies to all staff working at our University, full and part time, permanent and temporary. Wherever possible, P&OD activity will be integrated for both academic, professional services and technical services staff, and across Schools and Services, to help foster better collaborative working and learning.

Alignment to our 2030 Strategy Map

Our 2030 University Strategy Map’s ‘Global Talent People First’ agenda is to Grow an inclusive community of leaders and managers to develop people to achieve excellence.

The KPI for which is for the University to be in the Quality of Working Life sector upper quartile measure good management practice. To support these ambitions, this strategy puts effective M&L at the heart of the University’s commitment to delivering our Strategy Map.



Global talent

Value, support, and empower every staff member to develop and contribute to our collective success.

Our Vision

“To help grow and develop the best managers, leaders and leadership teams in the higher education sector.”

Who are our managers and leaders?

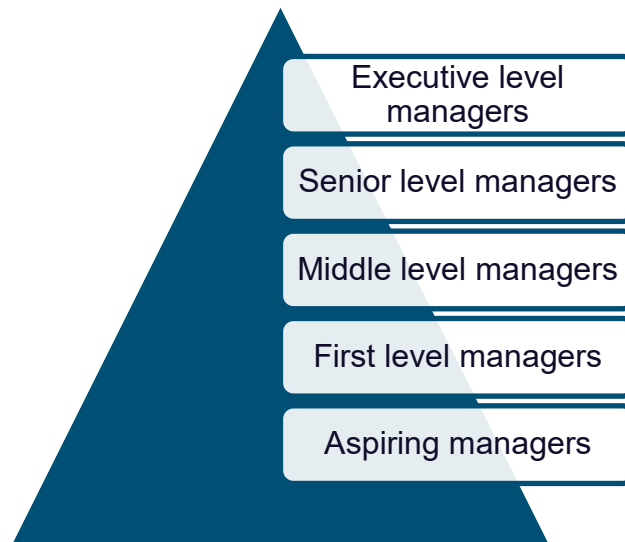
The terms 'leader' or 'leadership' are very broad and are sometimes terms that staff do not always associate with their roles. In some cases, they become conflated with formal responsibilities such as line management. However, leadership extends beyond such types of management activity. For this strategy, the terms are being used in the following ways:

Leadership - staff in any role and at any level in our University should display positive leadership behaviours in the way they work, interact with others, and make a positive contribution to their teams.

Managers – many people also managers and have a range of line management responsibilities to fulfil. Within the context of this strategy, we refer to management development when discussing the technical knowledge, tools, and skills a line manager will need to enable them to undertake their role successfully. It is likely that some staff will benefit from both M&L development.



Broadly speaking, there are four management levels at our University; executive, senior, middle, and first level managers. This hierarchy resembles a pyramid, with many more first level managers, fewer middle managers, and the fewest managers at the senior or executive level. Each level, also including aspirational managers, is described below.

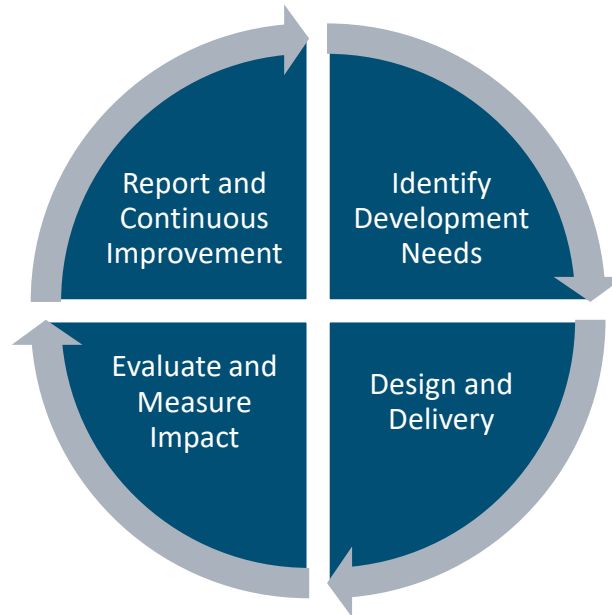


- ❖ **Executive level managers** - are managers who make up our Vice-Chancellors Executive Group (VCEG) and constitutes our most senior team.
- ❖ **Senior level managers** - are managers who are expected to demonstrate strategic understanding and behaviours to an advanced level. This level forms the majority of the University Management Group (UMG).
- ❖ **Middle level managers** - are managers a level below the UMG.
- ❖ **First level managers** - refers to staff in front line management roles, such as a team supervisor.
- ❖ **Aspiring managers** - a key group who will shape the future of our University. Aspiring managers are staff that are capable of, and/or seeking appointment to a management role.

NB: These are general definitions and are intended to explain how the terms have been used in this document.

Our Development Cycle

We take a systematic approach, as outlined below:



Please see our People and Organisational Development Strategy and Evaluation, Impact and ROI Strategy for further details about the stages of our development cycle.

Our partnership with the Chartered Management Institute

We have partnered with the [CMI](#), the only chartered professional body in the UK dedicated to promoting the highest standards in management and leadership.

Becoming an accredited CMI Centre

We are an accredited CMI Centre, which enables us to deliver CMI qualifications to University staff. Our M&L programmes support our University needs, but also reward our managers and leaders with internationally recognised qualifications. A University CMI Centre structure, with specific roles and responsibilities, as well as a few CMI-specific policies and procedures has been developed to help ensure we provide the right support for staff on our CMI programmes. In order that the CMI can safeguard the award of their qualifications, they will continually monitor, and quality assure our Centre through planned and systematic activities.

Our Huddersfield Leader Framework

With our 2030 Strategy Map in mind, we consulted with a significant cross-section of University staff to establish clear definitions and expectations about our core M&L competencies and

associated behaviours. Our approach to developing the [Huddersfield Leader Framework](#) means it is grounded in our personal values, experiences and formed by consensus.

Our Management and Leadership Programmes

The Huddersfield Leader Framework underpins all our M&L activities, and the learning outcomes from our M&L programmes align closely with the framework. We use a blended approach to deliver highly innovative programmes, structured to get different managers and leaders from around the University collaborating and learning together. All CMI-assessments as part of our qualifications are work-based and relevant in practical terms.

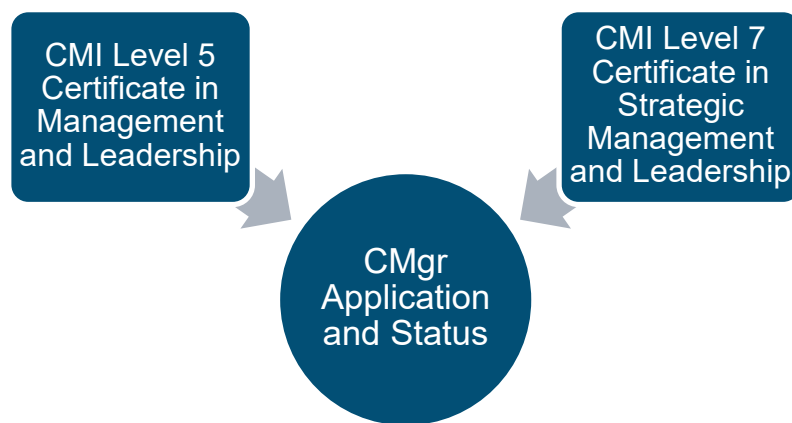


Please see our [Management Matters](#) webpage for further details on the above programmes.

Chartered Manager Status

CMgr status acknowledges a professional approach to M&L through assessing knowledge, competence, professional standards, and a commitment to continuous professional development. Our expectation is that CMgr is our institutional minimum standard of authenticity in relation to M&L and is written into all managerial job descriptions. All people managers are required to become CMgrs and engage in annual continuous professional development (CPD) to maintain their CMgr status. The CMgr process involves a reflective application form (based on managing people and change) and telephone interview with a CMI assessor.

An essential pre-requisite to apply for chartership is for our managers to have completed either our CMI Level 5 Certificate in Management and Leadership or the CMI Level 7 Certificate in Strategic Management and Leadership unless they already have other similar qualifications.



NB: CMgr grades (Affiliate, Member or Fellow) are given dependent on people's qualifications and experience.

NB: A few of our most senior staff can apply to become CMI Companions. Companions are leaders who, throughout their careers, have demonstrated exceptional M&L. By becoming a Companion of the CMI, our staff can join an exclusive network of the UK's most senior business leaders.

Increasing the number of our Companions will therefore enable our University to play a pivotal role in influencing and raising the standard of M&L practice in the UK, and help shape the future of the profession.

What is in it for our Managers?

CMgr status recognition validates and recognises our managers' managerial competence against national standards, and across all sectors. CMgr status demonstrates a commitment to current best practice, ethical standards, CPD, and makes our managers stand out from the competition in the higher education sector and beyond.



Building a Community of Manager and Leaders

Most organisations can improve how staff learn from one another. This is especially true within Universities where so many staff have unique and in-depth knowledge about a range of topics. We want to create a community learning environment across Schools and Services in which our staff are engaged and inspired to learn and develop together. Strengthening our community of managers and leaders will help good practice to be shared and poor practice to be challenged.

Continuous Professional Development

M&L development should not be seen as a one-off event. For most people sustained change is not achieved by attending a single M&L programme. The CMI Code of Practice for professional managers states that adherence to the code, which includes an ongoing commitment to self-development, is a fundamental requirement of CMI membership. We will design a bespoke CPD framework for our existing CMgrs to ensure they maintain their currency, and always look for ways our managers and leaders can enhance or refresh their skills.

Generic CPD

CMI Accredited CPD

MSc in Strategic
Leadership

Our CPD activities will include the following:

- ❖ Non-accredited CPD through a range of development activities and resources. This could range from attending our themed sessions or taking part in Development Centres.
- ❖ Accredited CMI units to allow our managers to build on their existing CMI qualifications.
- ❖ In partnership with Huddersfield Business School, we will develop a pathway for our managers to fast track from their CMI qualifications through to a MSc in Strategic Leadership.
- ❖ An annual leadership conference which will include a broad range of contributions from across the higher education sector and beyond, promoting best practice and creating opportunities for collaborative working.

NB: the above are examples rather than an exhaustive list.



Talent Management (the Talent Hub)

Our underlying principle is that everyone has talent and potential. We will develop a number of mechanisms for developing talent and help create School, Service and University 'talent maps' and 'talent pools'. These mechanisms include behavioural competency frameworks, development centres, a focus on managing performance and tools supporting managers to have talent conversations with their staff. Please see our [Talent Hub](#) webpage for further details.

Key Roles and Responsibilities

This strategy will require ownership, accountability, and commitment from several areas and people. Please see our People and Organisational Development Strategy for further details

Related P&OD Documents

- ❖ People & Organisational Development Strategy.
- ❖ Coaching and Mentoring Strategy.
- ❖ Evaluation, Impact and ROI Strategy.
- ❖ P&OD Guidelines and FAQs.

NB: Please see our [Management Matters](#) webpage for further details.

Review

The current HE environment is fast paced, demanding and constantly evolving. With this in mind, we frequently review what we do, how we do it, and how we measure success. This strategy itself will be reviewed annually, with any changes being acted upon ready for the following academic year.

