



## Introduction to Leadership: Programme overview



The Introduction to Leadership Programme is for professional services staff in management roles at bands 7 & 8 who may aspire to be senior managers and directors of the future. The programme has been designed to help these staff collectively lead and deliver the School's strategy and to underpin a culture of empowering, inclusive and authentic leadership at the School. The workshops will be focused on providing participants with an opportunity to explore the practical applications of modern leadership theory.

The programme has a number of core elements which are designed to support individuals with the development of their management and leadership skills and requires a commitment of 8 days spread over an 8-month period. The format will be one full-day and seven half day sessions with preparation and tasks completed in advance of the workshops, as the sessions will be focussed on discussing the practical implications of the topic area and how to apply this back in the workplace. Therefore, participants should be prepared to spend additional hours outside of the workshops reading materials, undertaking 'homework' and preparing for the next session so that the time in each module is used to full effect.

The programme modules will cover:

- Understanding yourself as a leader
- Authentic leadership
- Transformational Leadership
- Leading change and influencing
- Leading teams
- Inclusive leadership
- Leading yourself
- Coaching and mentoring to develop others
- Your personal action plan and next steps

### **Getting Started**

There will be a full-day introductory workshop launching the overall programme, explaining the format and the steps the participants will be taking as well as introducing some of the core concepts of the programme such as mentoring and the final group presentations.

The workshop will also include an opportunity to explore what it means to be a leader at the LSE. Participants will use a diagnostic tool to understand their strengths and areas for development.

### **Developing a Personal Development Plan**

Each participant on the programme will put together their own Personal Development Plan and Learning Log. These should then be agreed with their line manager as part of their ongoing 1-2-1s and incorporated into CDR discussions. This will also be used as the basis for an end of programme personal impact assessment.

## **Mentoring**

Each participant on the programme will be assigned a Mentor to work with and receive support from within the School. Mentoring is a process of developing a working relationship between two people, where one of the pair is an experienced person working with a less experienced person to help that individual to develop expertise, knowledge and confidence. This is a core element of the programme.

## **The core workshops**

Each participant will attend one full-day and seven half-day modules over the 8-month period of the programme.

### **Workshop 1: Introduction & Launch Event**

This workshop covers:

- Introduction to the programme
- Understanding your 360
- The distinction between Leadership and Management
- Explore the key concepts of leadership
- Leadership at LSE
- Your space as an authentic leader and your 360
- Self-development planning and personal goal setting

### **Workshop 2: Transformational Leadership**

This workshop covers:

- Your strengths – strengths-based leadership
- Applying the transformational and transactional model in practice by examining how the components of the model can be practised in context at LSE.
- Motivation and positive psychology

### **Workshop 3: Leader as Coach & coaching to develop others**

This workshop covers:

- The Leader as coach
- The skills of coaching
- Models of coaching
- Coaching as a developmental tool

### **Workshop 4 Leading teams & inclusive leadership**

This workshop covers:

- Team dynamics
- Leading and creating the right environment
- Recognising our biases and blind spots
- Diverse teams as high-performing teams
- Inclusive leadership

### **Workshop 5: Leading Yourself**

This workshop covers:

- Self-management; emotional resilience

- Emotional Intelligence and its importance as a leader
- Taking charge of thinking and beginning with the end in mind
- Cognitive biases and their role in effectiveness

### **Workshop 6 Leading change and effective influence**

This workshop covers:

- Overcoming resistance to change
- Influencing techniques
- Developing a culture of collaboration
- Collaborative leadership

### **Workshop 7: Putting it all together**

This workshop covers:

- Review of the programme material
- Updated 360 results
- Implications for practice and continuing application#
- Planning your future learning
- Supporting the development of your team

### **Workshop 8: Plenary sessions**

This workshop covers:

- Group presentations – reflections on their learning journey
- Embedding the learning
- What next?

### **Optional Learning & Development**

To support this programme, participants will also have access to the full range of other learning and development resources available within the LSE. If 5 or more delegates have the same training need identified on their Personal Development Plan (PDP) we will also organise a bespoke workshop for the group on the specific topic(s) required.

For answers to your questions or more information about the programme, please contact us at [hr.learning@lse.org.uk](mailto:hr.learning@lse.org.uk)