



Rachel Holmes

PROGRAMME DIRECTOR

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 legal, pharmaceutical, financial service, oil and gas and not-for-profit sectors. Following an early career with a major publisher of psychometric instruments, she established her own consultancy in 2001. Rachel is a qualified executive coach, and is part of the pool of AHUA registered coaches who provide support to both newly appointed and experienced COOs and Registrars through coaching and facilitated learning sets. A key Associate for the LFHE, Rachel facilitates the leadership styles session on their Top Management Programme. She has lived and worked extensively overseas and as a fluent Russian speaker, has a keen interest in cross-cultural development issues.



Zoë Cohen

PROGRAMME FACILITATOR

Zoë brings 18 years of leadership and 9 years of board level experience in large, complex, organisations in the NHS. She has further built on this track record with a decade's experience as an external executive coach and leadership developer working with individuals, teams and groups from every sector of the economy. Her client list includes: AstraZeneca, Gilead, Legal & General, UBS, TSB, Aldi, ASOS, Microsoft, BT, La Redoute, Deloitte, Aviva, Danone, The FA, Sellafield, NHS Leadership Academy, HMRC, DWP, Ofsted, NCA, and Scope, as well as a number of Higher Education institutions. She believes that leading and managing others is a privilege and inspirational, authentic leadership with integrity really matters. Zoë brings her values and experience to benefit individuals' and teams' performances through reaching new awareness, to achieve greater levels of trust, openness, clarity, mutual challenge, motivation and resilience. Zoë's style is highly empathic, yet challenging, tailored to the needs of every client.

How to apply

Complete the attached application form.


Send a one page personal statement outlining your experience and motivation for seeking to join the programme.


Include a copy of your CV.

Include a letter of commitment from a member of the University Executive confirming that the time and funding needed to successfully complete the programme is available, and outlining what they hope you will gain from participating.

Please post or email this to arrive by close of business on Friday 11th January 2019 to:

Catherine Webb,
Executive Secretary,
Association of Heads of
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University of Manchester
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The Association of Heads of University Administration

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The Professional Service Directors' Programme is supported by:



The Association of Heads of University Administration

The Professional Service Directors' Programme

LEADING WITH IMPACT



Personal effectiveness, high performance team work, organisational transformation, and successful stakeholder engagement.

The Professional Service Directors' Programme is aimed at Directors and Heads of Professional Services in HE – for example Directors of Finance, Estates, HR, Student Services etc.

The challenge for those working at Director level is to demonstrate high levels of subject expertise whilst simultaneously contributing to the strategic corporate agenda. This demands the ability to demonstrate strategic intelligence, effective and confident interpersonal skills and considerable self-awareness.

This programme offers the opportunity to develop enhanced leadership skills, explore creative solutions to organisational challenges and establish a network of peers from a variety of functions from across the sector. This results in more effective leaders within organisations who have a broader and more nuanced view of how leadership within the HE sector can effectively support organisational strategy.

Programme overview

The programme starts with a consideration of what makes you 'tick': how do you prefer to work and interact with others? From there it addresses the broad operating environment: notions of culture and tribes across the sector are explored, with particular reference to the academic community and the often tricky interface with professional services.

Attention then turns to teams: the engine of the organisation. What are the factors that contribute to high performance team work and what role does the individual play in their success?

Finally, the programme comes full circle, providing practical input on techniques with which to manage individual and group interactions more effectively.

The programme has opportunities for participants to contribute to the content including via issues which they bring to action learning sets and through a co-created mid-programme workshop. This ensures that the development supports individuals with the specific challenges that they face, enabling effective transfer of learning to their organisational context.

The programme is aimed at those with between 1 and 3 years' experience as a Director, and is suitable for those who are relatively new to HE as well as those whose careers have been predominantly in the sector.

The programme will focus on achieving greater personal impact and influence through:

- Better appreciation of the operating environment (cultural, political, tribal);
- Understanding what makes a high performing team;
- Harnessing diversity to deliver results;
- Increased self awareness and confidence: identifying strengths, weaknesses and blind spots and managing these effectively;
- Leading and supporting cross-organisational change.

The programme includes:

- One-to-one feedback on preferences and motivation at work from a professional coach;
- Residential development programme with input from a variety of speakers plus the opportunity to practise a number of new team working, influencing and decision-making skills;
- A participant co-created mid-programme workshop to focus on an issue highlighted by participants;
- Four full day facilitated Action Learning Set sessions;
- An end of programme one-to-one coaching session to review progress and plan next steps.

“The key benefit for me was the time to reflect, which is a luxury rarely afforded in my role. The action learning was so valuable that since the programme finished we have maintained our set through continued sessions in person and we have also established a Whatsapp group to share experiences and keep in touch. The one to one coaching sessions during the programme were also extremely valuable in building confidence and recognising the positive contributions I make through my role.”

Richard Stock, Academic Registrar,
University of Essex

Programme structure

The programme consists of 9.5 days spread over 11 months. It opens with a one-to-one meeting with a Programme Director who is also a qualified coach, providing the opportunity for you to reflect on the Programme and your specific needs. This is followed by a residential programme, a mid-programme co-created workshop, and four Action Learning Set sessions. A final one-to-one session allows you to reflect on progress made during the programme.

The programme is structured in this way as the AHUA's experience of supporting development demonstrates that a mixed approach provides better outcomes for participants and their organisations.

Pre-programme work will require you to complete individual and 360 feedback profiles, to identify your preferred approach to work and team management skills.

The residential programme is a 2.5 day event focusing on organisational culture, team working and influencing skills, with particular reference to the sometimes challenging relationship between professionals and academics.

The four Action Learning Set sessions will provide the opportunity to develop your network of colleagues and to explore professional and business challenges in a safe and supportive environment.

Programme dates

Opening 1-1 sessions (London)

A two hour slot between Monday 4th and Friday 8th March 2019

Orientation programme (residential, based at Crewe Hall)

Wednesday 3rd (late pm) to Friday 5th April 2019 (4.30pm)

ALS 1

Thursday 9th May 2019
(with dinner and overnight stay on 8th May)*

ALS 2

Thursday 4th July 2019
(with dinner and overnight stay on 3rd July)*

Whole group workshop

Thursday 5th September 2019
(with dinner and overnight stay on 4th September)

ALS 3

Thursday 3rd October 2019
(with dinner and overnight stay on 2nd October)*

ALS 4

Thursday 5th December 2019
(with dinner and overnight stay on 4th)*

Concluding 1-1 sessions (London)

A two hour slot between Wednesday 15th and Friday 17th January 2020

* Please note: action learning set meetings are hosted by participants. The cost of dinner and overnight accommodation before meetings is not included in the programme fee.