

Leadership Training Resources

LiFePATH is committed to training the next generation of research leaders. LiFePATH aims to achieve excellence in training of clinicians and researchers to develop as Research Leaders.

The LiFePATH Leaders prioritised our specific objective **“to offer information to all PhD and Post-Docs on leadership training using the online programmes available within the University”**.

Leadership Training Resources available within the University of Auckland are listed below.

Leadership Training Resources within the University of Auckland

Resources and Courses available via UoA Leadership programmes

<https://www.staff.auckland.ac.nz/en/human-resources/career-development/leadership-programmes.html>

1. A new leader/manager curriculum

<https://www.staff.auckland.ac.nz/en/human-resources/career-development/leadership-programmes/new-leader-manager-workshops-and-learning-resources.html>

Realise, Navigate and Lead are the suite of learning modules developed to increase the skill and confidence of new leaders around the University. The activities are focused on the practical application of the principles of leadership.

Leadership curriculum foundation (Realise, Navigate, Lead)

Realise (coming soon in 2020)

REALISE is the place to start to find out more about leading yourself and working with others. If you want to be a leader, or simply want to lead yourself, [understanding yourself and others is the place to start](#). REALISE is based on the first step of the [5D leadership framework](#), Exhibiting personal leadership.

NAVIGATE

We all come to a new role with different skills and experiences, NAVIGATE is designed to help you weave university context, tools and management into the skills you already have. This curriculum contains practical online learning about the University of Auckland management processes and systems, as well as answering some questions like *"How do I now lead my former co-workers?"*.

NAVIGATE is based on two steps of our [5D leadership framework](#) (setting direction and leading people), it includes 14 self-paced optional modules on a variety of topics including: EVOLVE, finance, Te ao Māori, Health safety and wellbeing, recruitment, People systems as well as topics like facilitating meetings, delegating tasks and leading teams.

To view the NAVIGATE modules log into Career Tools (link in the Ngā taputapu HR grey box on the right of this page) or [click here to go to the NAVIGATE options in Career Tools](#). Whether you are new to the University, new to leadership, or simply want to access University and management resources, this is a great place to start. As well as the online learning, we recommend you set up a peer learning circle, or you can join our [Yammer group](#) to learn from your colleagues across the University.

Lead

This [curriculum](#) contains workshops and online resources on the theory and principles of people leadership. It includes topics such as motivating and leading your people. This curriculum is currently being redeveloped.

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Other leadership learning options

The following are options once you have completed the foundational elements (Realise, Navigate, Lead).

Most leadership learning is developed on the job, so one of the most important learning tools you can put in place is a 15 minute weekly leadership reflection. [See this Harvard Business Review article for more information.](#)

There are many other opportunities and chances for [Career development](#) including the [ASPIRE Career Centre](#), conferences, forums and communities of practice.

You might like to try a tailored [leadership programme](#).

Join our [Yammer group 'NAVIGATE'](#) to learn from your peers across the University. The Continuing Capability Development Guide can help identify options for leadership development. [Continuing Capability Development Guide](#) (1.7 MB, PDF)

360-Degree feedback is a good way to inform personal and professional development. See the guidelines - [360 Guidelines](#) (238.0 kB, PDF)

2. **NZU Women in Leadership Programme**

<https://www.staff.auckland.ac.nz/en/human-resources/career-development/leadership-programmes/nz-women-in-leadership-programme-2017.html>

The New Zealand Women in Leadership Programme aims to recognise and enhance women's leadership capabilities and influence within universities. Currently, we are in the process of reviewing a range of programmes and workshops due to campus closure during lockdown.

The NZU Women in Leadership Programme has been deferred to 2021. We will provide with relevant up-to-date information in due course.

Please note the programme may be called General Staff, which is referred to as Professional Staff at the University of Auckland.

Applications must have a letter of support from your Academic Head/Line Manager and sign-off from Dean or Director. The University of Auckland has two places available on each programme. The cost of the programme plus travel is funded from the Vice-Chancellor's office.

In addition, the NZ Women in Leadership Steering Group has two NZ Women in Leadership Scholarships for Māori and Pasifika Women for each of the Academic and Professional (General) Staff Programmes. These scholarships will be partially funded by the NZ Women in Leadership Programme. Details are provided in the information sheet via the link below.

The New Zealand Women in Leadership Programme is sponsored by Universities New Zealand. It aims to recognise and enhance women's leadership capabilities and influence within universities.

If you are interested in the programme please see:

- NZUWiL Programme Objectives & Benefits
- NZUWiL Guidelines for Participant Selection
- UoA NZUWiL Application Form for Academic Programme
- UoA NZUWiL Application Form for Professional (General) Staff Programme
- NZUWiL Scholarship for Māori and Pasifika Women

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In addition to the criteria identified by the NZ Universities Women in Leadership Programme, The University of Auckland has additional criteria to be considered by applicants. These are:

- Demonstrated leadership through application of the [University of Auckland's Leadership Framework](#) and its 5 dimensions
- Articulation of a strong contribution at departmental/Faculty/Service Division level, as well as impact on the overall University and external environment if applicable
- Clear identification of proposed programme benefits to self and the University

Completed application forms accompanied by a statement of support from your Dean/Director must be submitted to wil@auckland.ac.nz.

Please do not send applications directly to NZWIL.

A University of Auckland selection committee will assess the applications and nominate two women to represent the University on each programme. Feedback will be provided to unsuccessful applicants as part of the process to assist women to enhance their future leadership capabilities.

For further information contact Karen Davies (ext 84904) or Anna Field (ext 81065) or look at the [NZWIL link](#) on Universities New Zealand website.

3. Senior Women's Leadership Network

<https://www.staff.auckland.ac.nz/en/human-resources/career-development/leadership-programmes/senior-womens-leadership-network.html>

A variety of forums and workshops

A variety of forums and workshops provide professional support for women in senior positions by:

- Developing a collegial base from which to work.
- Improving the working relationships between different parts of the University.
- Enhancing institutional knowledge and skills.
- Increasing understanding of organisational issues.
- Expanding perspectives on issues relevant to women in senior positions.

Programme

Senior women on the database are invited to attend a variety of activities. These include forums held throughout the year which are informal and intended to provide participants with an opportunity to discuss current organisational and other relevant issues within the tertiary sector. At the conclusion of each there is an opportunity for networking.

Workshops/seminars are also organised according to the current needs of the group and cover such topics as promotion to Professor, etc.

Suitable for

Women already in senior leadership positions. Academic women at Associate Professor level and above, and professional women with significant leadership responsibilities, such as Directors and Deputy Directors.

Evolve capabilities

University Awareness, Personal Attributes, Interpersonal Effectiveness, Relationship Building, Scholarship/Professional Development, Delivering Results, Planning & Organising, Facilitating Change and Innovation

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Events are by invitation only

For further information contact:

Mary Ann Crick
Staff Development Manager
Human Resources – POD
Ext: 86379
Email: ma.crick@auckland.ac.nz

4. Academic Heads Programme

<https://www.staff.auckland.ac.nz/en/human-resources/career-development/leadership-programmes/academic-leadership-programmes/academic-heads-programme.html>

This programme provides in-depth leadership development for Academic Heads.

The HeadsUp programme provides leadership development by:

- Building knowledge, skills and capabilities.
- Providing coaching and mentoring.
- Exploring leadership and management styles and strategies to enhance and use them effectively.
- Encouraging networking, discussion and the sharing of information across the University.
- Recognising and supporting the contribution that Academic Heads make to the University community.

Programme

The programme consists of:

- A workshop programme including topics such as the Academic Head's role in academic promotions, performance review, leadership of research, leadership of teaching and learning, financial management and HR clinics.
- Academic Heads Forums.
- The annual Vice-Chancellor's dinner for Academic Heads.

Suitable for

All current Academic Heads, Institute Directors and other academic leaders will be invited to attend workshops and forums.

5. New Heads

<https://www.staff.auckland.ac.nz/en/human-resources/career-development/leadership-programmes/academic-leadership-programmes/new-heads.html>

The New Heads Leadership Programme provides an introduction to key roles, responsibilities and authorities of the Academic Head.

Programme

All participants of the programme attend:

- Induction Workshop for New Academic Heads providing an introduction to the role and responsibilities of the academic head. Members of the University Senior Leadership Team and experienced academic heads discuss critical aspects of headship.
- Mentoring Programme matching each new academic head with a more experienced academic head to support them in their role.
- New heads are also able to attend all workshops for HoDs and other academic leaders.

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Optional programme

All participants are encouraged to attend the workshops offered in the academic heads stream of the HeadsUp Programme. This workshop programme is provided throughout the year to assist academic heads in their role and includes topics such as the head of department's role in academic promotions, performance review, leadership of research and leadership of teaching and learning, financial management, HR clinics.

They are typically two to four hours in duration and include opportunities for collegial interaction. There are also forums to debate important academic issues as well as the Vice-Chancellor's dinner.

Suitable for

Recently appointed academic heads whose term as academic head will run for six months or more.

6. Academic Leaders Programme

<https://www.staff.auckland.ac.nz/en/human-resources/career-development/leadership-programmes/academic-leadership-programmes/academic-leaders-programme.html>

This programme provides knowledge and skills that are essential for effective academic leadership within the University setting.

The Academic Leaders Programme (ALP) offers leadership development for academic staff nominated by Deans/Directors as having the potential for leadership roles within their department, faculty or the wider University.

This programme helps academic staff to understand the context of leadership as defined by the University's 5D Leadership Framework. It encourages a 'mindshift' which is essential for future/further leadership roles within the University, including that of Academic Head.

Key Content

- Leadership in a Modern University
- Online 360° LSI behavioural style assessment and individual coaching
- Ethical dilemmas and leadership
- How the University works-Administration, Funding and Budgeting
- Academic Research Leadership
- Leadership presence
- Coaching Conversations
- Organisational/Departmental Culture
- Strategic thinking
- Challenges of leadership

Programme Components

The programme is designed to enhance learning outcomes through a range of workshop sessions, hearing from experienced academic leaders and working within peer learning groups to complete assignment activities. Participants are expected to participate in:

- a. Online 360° assessment and coaching: Prior to the programme, each participant will complete an online Human Synergistics LSI behavioural style self-assessment and select colleagues and their Academic Head/Dean/Director to complete a 360° behavioural style assessment. There will be a session at the retreat on understanding the assessment tool in preparation for a confidential debrief as well as Individual coaching by an accredited coach, typically over three 60 minute sessions for three consecutive months.
- b. Residential Retreat: An off campus three day and overnight retreat at Long Bay in February. There will be after-dinner activities/speaker.

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- c. Workshop sessions: Attendance at a further four and a half full day workshops, dates as indicated below.
- d. Peer learning groups: These provide an opportunity to share knowledge, reflections and experience within a small group from across the University to explore leadership challenges. Each peer learning group is self-directed but the expectation is to meet to discuss programme content and discuss assignments.
- e. Peer Group presentations: Each peer group will make a short presentation of their learning at the last session to invited guests.

Cost

There is a cost to the Faculty of \$2000 per person for the 360° behavioural style assessment and three individual coaching sessions.

Nominations

Participation in this programme is by nomination and endorsement from the Dean in consultation with the proposed participant's Academic Head, Director of Faculty Operations and Human Resources Manager.

Ideally we prefer at least two participants from a Faculty, not from the same department, to enable support and encourage pan-university learning and networking.

If you have any queries please contact leadershipprogrammes@auckland.ac.nz.

7. Leading for Results 2020

<https://www.staff.auckland.ac.nz/en/human-resources/career-development/leadership-programmes/leading-for-results.html>

This programme focuses on achieving results within the University context and is designed for experienced team leaders/managers and individual contributors.

This programme focuses on achieving results within the University context and is designed for experienced team leaders/managers and individual contributors. It includes hearing from senior University leaders and developing leadership capabilities to deliver service excellence.

Key Content

- Achieving results within the University context
 - Aligning University strategy to individual objectives and KPIs
- Understanding their leadership and communication style and its impact on others (using MBTI)
- Collaborating, communicating and influencing to deliver results
- Delivering Service Excellence
 - Customer service
 - Change management (ADKAR)
 - Continuous improvement tools
 - Innovation
- 5D Leadership for career development

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Programme Components

The programme is designed to enhance learning outcomes through a range of practical workshop sessions, working within peer learning groups and completing a project which require a minimum time commitment of 60 hours from May to November. Participants are expected to participate in:

1. **Workshop sessions.** The programme contains six full-day sessions which includes hearing from senior leaders about achieving results in the University context. It concludes with a half-day session which reflects on the learning and gives participants an opportunity to present back to their manager and faculty manager/dean. Refer to set dates below.
2. **Peer learning groups.** These provide an opportunity to share knowledge and experience within a small group as you explore set personal leadership challenges and practical options to resolve these. Each peer learning group is self-directed but the expectation is to meet between each workshop session.
3. **Project** Working on a workplace continuous improvement project during the programme. Apply the tools and concepts covered and including insights from the project in the end of programme presentations.
4. **Online collaboration.** This will provide further opportunities for the cohort to embed learning and enhance their personal network at the University.

Designed for

Professional staff, level 5 and above:

- Experienced Team Leaders/Managers eg technical team leads,
- Individual contributors, eg accountants, IT

Pre-requisites

- Understanding Yourself and Others (MBTI)
- Coaching Conversations: the fundamentals

Facilitator

The overall programme will be facilitated by Evana Lithgow, Working Minds, BA (Hons), MA (Hons), Dip IO Psych (Hons), Registered Psychologist

EVOLVE capabilities

Scholarship/Professional Development, Coaching and Developing Others, Leading Teams, Personal Attributes, Interpersonal Effectiveness, Relationship Building, Planning and Organising.

Leadership Framework dimensions

Exhibiting Personal Leadership, Enabling People, Innovating and Engaging, Setting Direction

Dates and times for 2020

TBA

Nominations

Participation in this programme is by nomination through your existing manager with the final nomination from your Dean/Director.

All final nominations are to be coordinated by the Faculty/Service HR Manager.

For further information

Karen Davies

Staff Development Manager

Human Resources – People and Organisational Development (POD)

Ext: 84904

Email: km.davies@auckland.ac.nz