MHELM: Staff training week (November 17-20, 26)

Work package 2.2 Development
Piloting of the new Leadership and Management Development Programme

The aim of WP2.2:
- to pilot and review the staff training workshops and the new leadership and management development programme (LMDP)
- to ensure that they are not only of high quality in presentation and content, but also when used with participants.

Main objectives are to:

- Train staff on the use of new equipment installed in the leadership development labs;
- Pilot, evaluate and redevelop the staff training workshops;
- Pilot, evaluate and redevelop the new LMDP.

Work package 2.2 Development
Piloting of the new Leadership and Management Development Programme

Conditions for carrying out the continuing education program Leadership and management.

The institution has a material and didactic base necessary to achieve the stated objectives:

human resources,

spaces adequate to the specifics of professional development of academics,

equipment and technologies necessary for training activities,

monitoring individual work,

library containing bibliographic sources.

Work package 2.2 Development
Piloting of the new Leadership and Management Development Programme

Training methods: traditional, classical methods (exposure, heuristic conversation, exercise, etc.); modern, interactive methods (problematization, case study, group work, etc.)

Forms and methods of assessment: traditional assessment methods (questionnaires, tests, assessment / self-assessment sheets); modern evaluation methods (concept maps, R.A.I. method, 3-2-1 technique, project, portfolio, reflective journal, self-evaluation, etc.)

More than 70% of the teachers, involved in the training activities, are with scientific and didactic-scientific titles.

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Day 1. Introduction

Welcome / Structure of the staff training

Aims and objectives of the training week:

- Structure of the week, Nature and expectations of participant involvement – getting ready to deliver MHELM

Introduction to the programme

- Objectives, Structure , Pedagogy, Impact

Coffee Break

Higher Education Leadership and Management Qualities and Skills framework

Background

- Content
- Influence on the development of the MHELM programme
- Use of the framework in the MHELM programme

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Day 2. The Immunity to Change Methodology

Introduction to the Immunity to Change Methodology
 Background to the methodology ICM
Assumptions revealing and addressing barriers to change
Applications of ICM

 The Immunity to Change Methodology
 Identifying objectives, Revealing behaviours, Imaging alternatives
Addressing conflicting commitments and basic assumptions

Coffee Break

Applying ICM in MHELM
Use with candidates, Use with stakeholders, Use across modules 1 - 4

Day 3 Implementing Group Projects for National Impact

Introduction to Group Projects:

•The aim of the projects, Project significance and scope, The structure of projects,   Project outcomes
Managing Group Projects:
• Sourcing of projects , Allocating candidates to projects, Generating communities of practice, Maintaining momentum

Coffee Break

Ensuring Impact of Projects: Presenting of recommendations, Creating action , Reflecting and learning from mistakes

Day 4 Coaching Methods for the Development of Leaders

Introduction to Coaching
 Structures and implementation of coaching in MHELM
Types of coaching: Collegial coaching, Tandem coaching, Decoding discipline
 Coffee Break
 Doing Coaching
 Having coaching conversations
        Who is the conversation with? Sourcing coaches
        Different structures for conversations. Scheduling conversations
Practice coaching conversations

Assessing Coaching Outcomes
Recording learning from coaching
Presenting learning from coaching

Day 5. Assessment with Impact

Assessment principles for MHELM.

Work based assessment

Assessing principles and (in) practice

Creating improvement for the individual, universities, and the HE sector

The Role of Individual Assessments

Assessing personal leadership development

Focused on the fostering to ability to create positive change

The range of individual assessments (Management papers, Policy papers, Reflective portfolios)

Coffee Break

The Role of Group Assessment

Assessing group impacts

Focused on the ability to create change for the sector

The range of group assessments (Project proposals, Presentations to sector leaders, Action learning sets)

Module 1,2,3,4 – Leadership and Management in Higher Education

Introduction to the purpose and objectives

(pre-recorded video)

- Intended impact of the module on participants, institutions, and the HE sector and how these will be ensured
(pre-recorded video)

- Introduction to key content

- Key teaching methods to be used (including exercise for training participants)

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Calendar of activities

Period of studies	Educational/Didactical activites		Evaluation activities	
Each theoretical/applicative module will be done during about 10 days	About 12 hours of activity during the week	Monitoring of the individual work	Curent evaluation	Evaluation at the end of the module, by presenting the elaborated individual or group work/paper

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Calendar of activities

Total hours			Number of hours by types of activities	
Total	Direct contact	Individual work	S/T	P
1200	298	902	164	134

Curriculum by study months / weeks

Nr.	Module	Total hours			Number of hours by types of activities		Evaluation
		Total	Direct contact	Individual work	S/T	P	
1.	Leadership and trends in the evolution of higher education	270	50	160	50		Presentation of the results of performing current tasks
			17	43		17	Presentation of the results of an individual or group project

Curriculum by study months / weeks

Nr.	Module	Total hours			Number of hours by types of activities		Evaluation
		Total	Direct contact	Individual work	S/T	P	
2.	Management of people/HR and organizational culture	210	38	112	38		Presentation of the results of performing current tasks
			14	46		14	Presentation of the results of an individual or group project

Curriculum by study months / weeks

Co-funded by the
Erasmus+ Programme
of the European Union

Nr.	Module	Total hours			Number of hours by types of activities		Evaluation
		Total	Direct contact	Individual work	S/T	P	
3.	Management of Resources in higher education	210	50	160	50		Presentation of the results of performing current tasks
			17	43		17	Presentation of the results of an individual or group project

Curriculum by study months / weeks

Nr.	Module	Total hours			Number of hours by types of activities		Evaluation
		Total	Direct contact	Individual work	S/T	P	
4.	Change management and institutional development	210	38	112	38		Presentation of the results of performing current tasks
			14	46		14	Presentation of the results of an individual or group project
Total		1200	298	902	164	134	

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