
Divergent, insurgent, allegiant and emergent programme design – A brave new world or a step too far?

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What we will cover today

- What we did, why we did it and how it turned out
- Group activity
- Further exploration of emergent approaches
- Summary and lessons learned

Background

- Previous programmes
- Academic and professional services
- New VC, strategy
- Contribution of leaders to this
- Individual and group learning
- Self-awareness

The initial process

- The team
- Thinking and preparation (lots!)
- “Selling” the approach and getting buy-in
- Recruiting participants
- Devising the elements of the programme

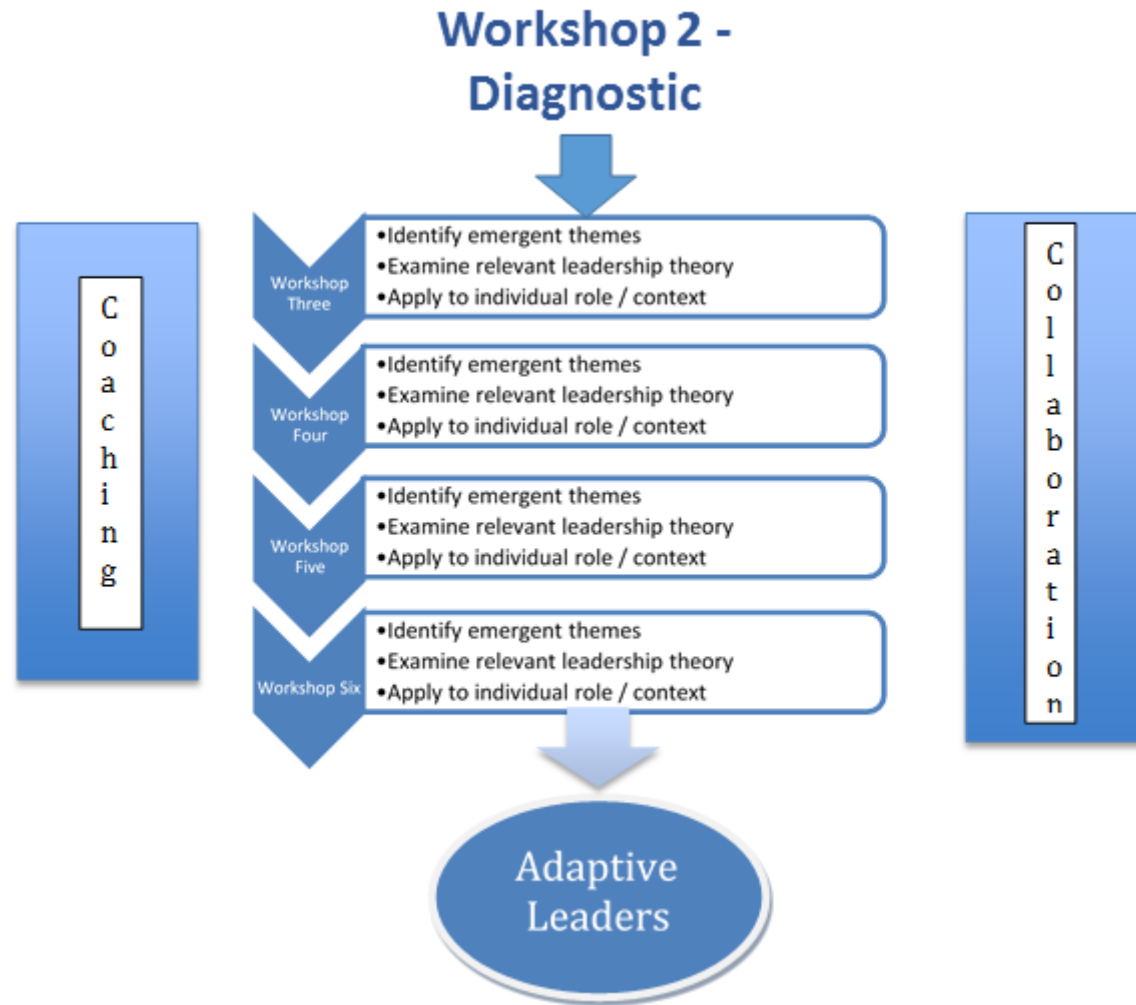
Bristol Senior Leaders Programme Structure Overview



Diagnostic day and follow-up process

- Our question to the group:

*“What leadership capabilities
do we need to develop
as individuals and as an organisation?”*





Over to you!

- **Please now devise, as a room, a process to find out what you want to know and share about this approach to programme design.**
- Devise a process to decide and feed back within 10 minutes.

How did that feel?

What were you thinking?

What should we do next?

What we learned and...

- Diagnostic process was scarily broad and open and we/they struggled
 - It took some time for people to grasp what was going on; they clicked at different points in the process
 - There is risk in this approach; it is less safe than the alternatives (but the University got on board with it)
 - It raises expectations of follow-up that may be difficult to meet
 - The group engaged more willingly and thoroughly (and were proud)
 - Trust and respect was stronger
 - They went from 'why me?', through, 'what do you want of me?' to 'what can we do?'
-

... what we will do differently

- They will be new participants and will decide so it will be different anyway!
- We will seek additional external speakers
- We may be more confident and aware of what they might be feeling through the early stages
- We will, however, hold and explain the process a bit more clearly so it feels “safer”

What next?

To be continued . . .

- Underway with recruiting the second cohort (larger numbers)
- The first cohort will meet again to review in December
- They will have lunch with the second cohort
- We will then launch with the second cohort

Anything could happen!

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