

SDF Staff Developers **CONFERENCE**



**ADAPTING LEARNING IN A CHANGING
HE ENVIRONMENT**

**29th - 30th November 2017
Hyatt Regency Birmingham**



staff development
forum

Developing Excellent Practice
Supported by the Leadership Foundation



- 10:00 Arrival, registration and coffee/tea (Foyer Area)
- 10:15 Welcome and SDF updates (Symphony Room)
- 10:30 Keynote 1: Vijaya Nath, Leadership Foundation for HE (Symphony Room)
- 11:15 Refreshments and exhibits (Foyer Area)
- 11:45 Keynote 2: David Clutterbuck, David Clutterbuck Partnership (Symphony Room)
- 12:45 Lunch served in the foyer
- 13:45 Workshops (1 - 5)
- 14:45 Refreshments and exhibits (Foyer Area)
- 15:15 Workshops (6 - 10)
- 16:15 Keynote 3: Dr Joe Jordan, Smithfield Performance (Symphony Room)
- 17:00 Recap and reflections of day 1 (Symphony Room)
- 17:15 End of Day 1 Christmas Markets/bar/relax
- 19:00 Drinks reception sponsored by Marshall eLearning Consultancy (Upstairs Foyer Area)
- 19:30 Awards ceremony/Conference dinner sponsored by GoodPractice (Symphony Room)

Keynotes 1 -3

KEYNOTE 1 Symphony Room

Update from the Leadership Foundation



Vijaya Nath
Leadership Foundation for Higher Education

Vijaya will present a number of propositions and provocations one year on from the initial dialogue in 2016 and invite discussion with attendees around their perception currently of the Futurist challenges now for HR, OD and SD professionals and their sector leaders.

KEYNOTE 2 Symphony Room

What's new in coaching and mentoring?



David Clutterbuck
David Clutterbuck Partnership

Coaching and mentoring are going through rapid change as the profession matures and adapts to an evolving environment. Among issues David will address are:

- New applications of coaching and mentoring
- How our understanding of what "good" looks like is changing
- False assumptions and taboos - the impact of an evidence-based approach
- How teams rather than individuals are becoming the new focus for coaching
- The growing role of supervision

KEYNOTE 3 Symphony Room

Smithfield Performance



Dr. Joe Jordan
Managing Director of Smithfield Performance

Why is team effectiveness such a blind spot? We invest a lot of time and money on personal effectiveness but much less on team effectiveness. Yet teams are the primary unit of productivity and economic value. None of us works in isolation. The way our teams bind together and the efficiency with which they deliver on expectation are critical elements in making our organisations work.

This keynote speech will look at the value of investing in teams. It will showcase our work with universities. We will introduce the concepts behind the ASTA9 which cover some key ideas in team effectiveness - how the team interpret the team goals and strategy; the share of voice within the team and how this can be manipulated; the clarity that exists around who is supposed to be delivering what; and the nature of collaborative relationships in the team.

There will also be audience participation where we will be discussing some of the opportunities and some of the threats in team effectiveness:

- What do you do about teams that just don't do the sensible things, and how is it that teams can end up in pseudoparalysis?
- What is the impact on business outcomes when people are totally engaged with and totally bought into the team goals?



Parallel sessions - Workshops 1 - 5

Workshop 1

Developing a coaching culture at the University of Westminster



Jean Harrison
University of Westminster



Steph Cowell
University of Westminster



Nick Kapoutzis
University of Westminster

This interactive workshop is aimed at Staff and Organisational Development practitioners interested in developing a coaching culture in their Universities or wishing to reflect on their approach and how to evaluate progress. We will share our journey at Westminster, explore questions around the business case for developing a coaching culture and look into how practitioners can harness the transformative nature of coaching-style conversations to shift cultural patterns that impact on performance and engagement.

Workshop 2

Harnessing Individual and Team Strengths



Jo Keeler
Belbin

We spend much of our day working in collaboration with others. This may be in a team situation or on a 1:1 basis. These relationships can be any combination of easy/difficult/productive/unproductive! This session will explore how to make the most out of those relationships, and show how to identify and resolve potential conflict.

We will use Belbin Team Roles as the language to help understand behavioural tendencies, and get to the bottom of why some relationships are brilliant, and others - putting it politely - less so.

Attendees will leave with a practical understanding of how to elicit causes of possible conflict and promote productive partnerships in the workplace.

Workshop 3

How does OD/L&D balance client demand versus being a finite resource?



Ian Whiting
Oxford Brookes

- How do you manage exponentially increasing demand for your units services set against being a finite resource?
- How do you manage and prioritise the unit's workload?
- How do you manage the expectations of your key stakeholder groupings?
- What process or methodologies (or modus operandi) are successfully used to engage and determine client needs?
- How do you decide on what work is commissioned (and importantly what is not)?
- If an intervention is to be declined how is this explained (rationalised) to the client area?
- How do you plan out resource time and availability over the year?

In pursuit of answering these questions, Ian has been on a quest internally in his own organisation and externally to other HEIs. Thanks to a Santander Scholarship he was able to visit and engage with counterparts at Harvard, Yale and MIT who also resonated with the questions. In this session, Ian wishes to continue this quest by sharing his observations to date and facilitating the sharing of good practice with those who come to the workshop.

Workshop 4

Know your place: Civic and place based leadership for OD or not OD?



Tracy Bell-Reeves
Leadership Foundation for Higher Education



Professor Paul Gentle
Leadership Foundation for Higher Education

We will outline the innovative work we have done in working with leaders in regard to strategic leadership of collaborative place based partnerships that support civic engagement, local growth and innovation. This work has been developed via a range of activities including a national project entitled Leading Places, a pilot leadership development programme entitled 'Know Our Place' and a team based innovation lab supporting collaborative place based partnerships.

This area of activity is increasing in importance for many HEIs, particularly in light of recently stated government policy and the challenges for HE following Brexit.

Drawing on our experience, the session will

- Provide context and content that provides insight as to what is meant by place based leadership and the implications for leaders, particularly around engendering collaborative partnerships.
- Using a series of case studies, involve the group in discussion around implications, benefits and challenges for OD in HE environments
- Use of an enquiry based approach in discussion via a 'provocation' question to debate the relevance of Leading Places to OD - "to OD or not OD?"
- Draw out from the session, potential ways in which OD can influence leaders around civic leadership via activity such as staff engagement.

Workshop 5

Digital capability-Why bother?



Sarah Simpson
University of Hull

Many of us will be familiar with the phrase 'digital capability', but what does this mean in practice? Using our experiences at The University of Hull, we will discuss:

- Why does it matter?
- How important is executive support?
- The challenges of mapping staff digital capabilities?
- Addressing identified learning & development needs
- The challenges you can encounter
- How far can we take it!

Parallel sessions - Workshops 6 - 10

Workshop 6

Team Coaching



Sandra Booth
Aced Training

This session is aimed at OD / L&D Professionals who need to influence and support Coaching strategy and implementation of the Coaching Culture within the HE environment. By the end of the session participants will:

- Understand the difference between Team Coaching and other forms of team development intervention
- Have experienced the type of practical exercises used in Team Coaching
- Understand where Team Coaching fits as part of enhancing effective and efficient individual and Team performance and reaching full potential
- Appreciate the benefits of effective Team Coaching

Workshop 7

Professional recognition for all who support learning and teaching: does that mean me?



Caroline Ackroyd
HEA Academy



Sally Bradley
HEA Academy

An interactive workshop with short presentation to explore and develop an understanding of the UK Professional Standards Framework for teaching and supporting learning in the context of staff development.

Along with an opportunity to capture relevant experience which would contribute to an HEA Fellowship application.

This workshop is aimed at Colleagues who deliver staff development courses for academic colleagues and leadership development and colleagues responsible for recruitment and career progression of academic and learning support staff.

Workshop 8

A different way to work and live



Miles Seecharan
Next Action Associates

The Getting Things Done (GTD) methodology is a powerful way to manage everything that's coming at you no matter how hectic your work and life. For stressed and overwhelmed teams, GTD brings relief and clarity. For leaders, GTD creates headspace and accelerates achievement. The impact it can have - both at work and at home - can be transformational.

GTD has been tried and tested over 30 years of training and coaching with hundreds of thousands of people around the world, and it has a reputation as the gold standard of personal and organisation productivity. This session will introduce GTD and give you a vision of a different way to work and live.

Workshop 9

Using Appreciative Inquiry (AI) as a tool to support academic leaders to lead and manage change more effectively



Laura Bramhall
Sheffield Hallam University

This workshop will provide you with an insight to what Appreciative Inquiry (AI) is and how it can be used as a tool to help academic leaders manage strategy and change in Higher Education.

During the hour, you will find out about how academic leaders are supported at Sheffield Hallam University and hear a specific example of how AI has been used at the university in the past. The session will round up with you having the opportunity to use AI and thereby identify and discuss the factors that lead to successful strategies and change.

Workshop 10

Making the best use of different learning technologies within staff development



Jim Atkinson
University of Northampton

This workshop provides an opportunity for us all to discuss and share our experiences as to what learning technologies work best within staff development.

First there will be a brief presentation, showing an example of using free online tools to make staff development resources and training more interactive and engaging - these include PageTiger, Tricider, and Apester.

This will then be followed by group work where staff discuss on their table what they've found works best within their own training. So for example, which existing or emerging tools, what methods, any new ideas that work well, plus any advantages and disadvantages or tips and advice for others. This could be in relation to E-Learning, online resources, webinars or face to face training.

The session ends in a round-robin where each table takes it in turn to feedback and share to the main group the main points covered within their discussion.

This will be an opportunity for you to learn new ideas from others and update your practice so that you can make your own staff development more effective.





- 09:00 Welcome to day 2
Over-view of day
(Symphony Room)
- 09:05 Keynote 4: Jonathan Stebbings,
Mythodrama
(Symphony Room)
- 10:30 Refreshments and exhibits
(Foyer Area)
- 11:00 Workshops (11 - 15)
- 12:00 Workshops (16 - 20)
- 13:00 Keynote 5: Paul Matthews,
Peoples Academy
(Symphony Room)
- 13:30 Lunch
(Foyer Area)
- 14:15 Two sessions to be run to end the
conference
Networking fun activity or
Mindfulness session
- 15:00 Nick Gallagher-Hughes closing
remarks and prize draw for
Exhibitor Bingo

Keynotes 4 & 5

KEYNOTE 4 | Symphony Room

Inspirational Leadership – Lessons from Shakespeare’s Henry V



Jonathan Stebbings
Mythodrama

Shakespeare’s play Henry V shows a new king uniting a group of disparate people, with different objectives and principles, behind a common purpose and a new vision.

We use this story as a case study for leading in a complex and changing world, looking at some of the common challenges of leadership and encouraging participants to focus on their own leadership dilemmas and explore strategies for managing them.

Leaders need to be visible. They need to communicate vision and purpose in a way that inspires their teams and truly reflects their passion and commitment with authenticity.

KEYNOTE 5 | Symphony Room

The new role of L&D in a changing HE environment



Paul Matthews
Peoples Academy

With all the change around us, doing what we have done is no longer an option. We must adapt and change as L&D professionals. And that means real change, not empty promises. Talking the talk, but not walking the talk, is not enough. We must do things differently, and we must learn the skills to do those different things.

“Who are we as HE L&D practitioners?”

“Who do people think we are?”

“What can people expect of us?”

“How do we need to be thinking/changing so we can deliver on those expectations?”

“What have we learnt about this change from the conference?”

This keynote will present some answers, but more importantly, food for thought to guide better thinking around L&D strategy for the future.



Parallel sessions - Workshops 11 - 15

Workshop 11

mBraining Neuroscience applied in coaching



Reb Veale
Reveal Solutions

Neuroscience has proven that we not only have one, but three brains! In addition to the brain in our head, we also have a brain in our heart and in our gastrointestinal system. So what? Have you ever worked with people who act as if they have a conflict between their thoughts, feelings and actions? Or people who don't act upon or sabotage their goals, plans and dreams? Or anyone who has difficulty making decisions or in breaking bad habits without really knowing why? Or maybe they feel that something is missing and they're not fully connected to their deepest inner self?

Then it is likely that their brains are not fully aligned and using the power and innate wisdom of their multiple brains. For when the head, heart and gut are coherently aligned with each other, they produce emergent wisdom that allows a person to deeply tap into intuitions and competencies you simply cannot get from the head alone. This is what mBIT (multiple Brain Integration Techniques) Coaching does, by integrating brains with each other in an optimal way.

In this workshop, you will get a brief introduction to the science behind this cutting edge coaching modality that complements your existing knowledge and skill and will experience a couple of exercises, with a key technique to take away to use for yourself and with others to enable alignment.



Workshop 12

Developing with Psychometrics



Justine Ross
Glasgow Caledonian University



Gillian Johnstone
University of Strathclyde

This practical workshop will explore a variety of diagnostic and psychometric tools and how they can effectively support development. The workshop outputs will be captured to compile a user guide or toolkit of common diagnostic and psychometric tools used within the Sector.

The workshop will explore good practice in using development tools and ethical considerations. Time will be given to appreciate the various types of tools and where they have been put to best use. Specific contexts including team development, leadership development, coaching, personal development and relationships will be discussed.

The workshop will then move on to work with the experience in the room to share tools being used in the sector and how they are being used effectively. This facilitated session will form the basis on which to produce a toolkit for practitioners. The output from the session will be to compile a Diagnostic and Psychometric Toolkit outlining the various tools and their best uses.

Workshop 13

Making Training Socially Acceptable: Applying two Japanese concepts to the promotion and execution of support for teaching staff'



Sylvie Donna
University of Durham

Given that teaching staff in an HE institution represent academia and need to convey an impression of competence and knowledge, it is perhaps a taboo in both the formal and informal discourse amongst teaching staff to talk openly about real problems relating to teaching, including those relating to classroom management. (Examples include difficulties dealing with students who are very clearly off-task during lectures and seminars on mobile devices or who simply walk out of lectures before they're finished - and difficulties simply getting students to talk during seminars.)

Although line managers could potentially help, these are also the very people who might influence whether or not a new member of staff progresses beyond probation and they could be facing similar problems themselves. Difficulties relating to these and other problems (relating in particular to technology) can still be addressed, however, although perhaps through workshops and one-to-one observation and feedback programmes which work according to a competence model (perhaps building on the TEF), rather than on a deficit model.

In the light of the increasing importance of student satisfaction, not to mention the need to actually help facilitate learning successfully, it is particularly important to find solutions to these issues - i.e. to find ways of dealing with the real, hidden, but private reality (the *honne*) while presenting an acceptable face (the *tatemae*) to any professional support.

Workshop 14

Stability, Trust, Engagement and Direction: Preparing the Oxford Brookes Business School to be move-ready



Kathy Greethurst
Oxford Brookes University

Employee engagement and trust are key issues facing Universities today as they navigate an increasingly complex and uncertain world. This session will examine these issues in more detail through group discussion and the presentation of a case study, which describes the change journey taken by Oxford Brookes Business School under the Dean's Stability, Trust, Engagement and Direction initiative.

This has involved an All Staff Engagement project, leadership development programmes for the Executive Team and Programme Leads, the creation of a new vision and strategy, introduction of distributed leadership and a new Extended Leadership Group and, with significant investment from Oxford Brookes, the move of the School to a new purpose-built single site.

Workshop 15

How to stop wasting your training budget



Paul Matthews
People Academy

Training, as a learning delivery method, is not going away, and yet results from training are so often disappointing.

Study after study reports that typically only a small percentage of the material covered in the classroom gets transferred effectively, and then 'operationalised' back in the workplace.

Enter a new genre of technology tool called a Learning Transfer Platform or LTP. The name was coined by Robert O. Brinkerhoff, Professor Emeritus at Western Michigan University. A Learning Transfer Platform is a cloud-based software platform that wraps custom-designed interactions around and into more traditional employee development workshops and seminars. This creates a learning/performance improvement journey for each participant that is designed to ensure they 'bring to life' the workshop material in their job, and accelerates their time to proficiency.

This session will cover:

- How a LTP works
- What the user experience is
- What the admin experience is
- What measures you should expect
- How to decide if one would work for you
- What to look for when buying this new technology

Parallel sessions - Workshops 16 - 20

Workshop 16

Coaching for resilience



Gillian Johnstone
University of Strathclyde

This practical workshop will explore the Robertson Cooper i-resilience model and how this can be used within a coaching context.

The University of Strathclyde has been using the Robertson Cooper i-resilience model since 2013 to train leaders, managers and individuals. This session will present the model and explain how we have been using it as part of our development programmes as well as in our coaching service.

In addition to the presentation we will allow time for participants to 'play' with the model and explore it further within a coaching context. The session will also explore the resilient coach and how the model can support coaches being the best they can be.

Outcomes will include:

- Understanding the i-resilience model
- How to use it as a development tool
- Coaching for resilience - tools, techniques
- The resilient coach

Workshop 17

The Professional Doctorate- Vanquishing the demons



Martha Kember
University of Hull

More than half of PhD students experience symptoms of psychological distress and are 2.8 times more likely to develop mental health problems than their fellow University colleagues who hold a higher degree (THE, 2017: 6). So why would you want to embark on a learning journey of up to five years knowing that you were likely to experience such challenges?

This parallel session will be the opportunity to hear from an individual who chose to embark on just such a pathway and who has, so far, managed to 'vanquish the demons'. In this short presentation you'll hear about what motivated me to start the Doctorate of Education (EdD), the journey so far with tears and smiles in equal measure. You'll also hear about the way in which the EdD can contribute to professional learning and development in Higher Education.

The presentation will be followed by a discussion in the group about pathways to professional development and the challenges we experience as professional practitioners in managing our own learning.

Bothwell, E, (2017) Call for action on PhD Mental Health. Times Higher Education, (2,301): 6-7.

Workshop 18

Discussion Group on Apprenticeships



Meriel Box
Liverpool John Mores University



Rebecca Coles
University of Salford

'Growing our own talent' is synonymous with apprenticeships but what does this actually mean in practice for HEIs? Are apprenticeships a good fit for the sector and are we using them widely, if at all? What should our future aspirations be for growing and retaining skills and talent in University roles?

This interactive workshop will share case studies on how apprenticeships are being used at Liverpool John Moores University and the University of Salford, focusing particularly on new degree apprenticeships and the Apprenticeship Levy brought in during 2017. There will be group discussion to learn what others are doing and opportunities to share good practice and future aspirations. As a group we will also explore how best to balance the drive to 'spend the levy' against the need for strategic and robust workforce development approaches, and examine what the role of staff development/L&D is in driving forward excellence in the apprenticeship arena.

Workshop 19

Leading in a VUCA world- what we can learn from bees



Craig Smith
Flint Spark Consulting

"Chaos was the law of nature; Order was the dream of man" - Henry Adams

It's easy to feel overwhelmed by our Volatile, Uncertain, Complex and Ambiguous (VUCA) world. With rapid and shifting requirements from stakeholders, it is often unclear as to where we should look for inspiration and guidance.

What, then, can we learn about dealing with a VUCA world from an insect with only 1/10000th the neurones of a human being? The way honey bees deal with the challenges of the natural world draws interesting parallels that we can apply in our busy and sometimes chaotic working lives.

This session will challenge many of the assumptions we have made about how we run our organisations. These assumptions date back to a time when the world was more predictable and stable than it is now. This session is not about entomology, it is a session about real leadership lessons we need to learn quickly if our organisations are to survive and thrive going forward.

Craig Smith is a leading Organisational Development consultant whose university clients include Newcastle University, Henley Business School, York St. John University, The University of Portsmouth, Durham University, Teesside University and Northumbria University. Craig also works with organisations such as PepsiCo, Babcock International, Tesco and Tommee Tippee.

Workshop 20

Video for learning: Where to find it, how to use it



Martin Addison CEO
Video Arts

With Martin Addison, Video Arts CEO, this seminar will offer practical tips for finding, or making your own, video for learning.

Get your copy of Video Arts' A-Z of video learning and hear insights from the established 'home of video learning'.

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- Insights and trends from Video Arts' latest research
- Where to find video for learning
- When you should make it yourself... and when you shouldn't



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