

UNIVERSITY OF
LINCOLN



Why we developed
the course?



INSPIRE

Leadership training ‘benefits universities, not minority staff’

Effectiveness of courses aimed at improving diversity in leadership called into question by interviews with ethnic minority staff - Professor Bhopal, Deputy Director of Centre for Research in Race and Education

British Educational Journal January 6, 2020

“lack of engagement from senior management led some to conclude that “institutions are using these courses as a tick-box exercise to say they are supporting BME staff”, Professor Bhopal told *Times Higher Education*.

“These courses are very much based on a ‘deficit model’, in which BME staff are told that they need to improve and that improving diversity is the responsibility of these individuals”

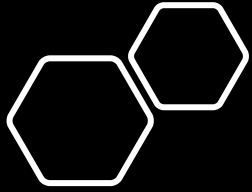


Dr Nicola Rollock, reader in equity and education at Goldsmiths, University of London, speaking on a panel at *Times Higher Education's THE Live*

November 27, 2019

Called for UK universities to be forced into improving diversity because without extra impetus, the pace of change will continue to be too slow, according to experts and leaders to take a greater responsibility in addressing diversity and inclusion as the pace of change was far too slow.





Advance HE Report
Equality in higher
education: staff
statistical report
2019

Published
On: 25/09/2019

Specifically highlighting the BAME issues:

- The attainment gap between white and black students qualifying with a First/2:1 degree was 23.4%
- 0.6% of UK professors were black
- Fewer than five heads of institutions were UK BAME (3.1%)





Police Service

Post MacPherson Report into death of Stephen Lawrence:

Government targets to focus the attention of police forces across UK:

- **Recruitment** – representation
- **Retention** – to create healthy cultures where everyone feels valued
- **Progression** – where there is a level playing field across a diverse workforce to advance to senior positions



Johnson & Johnson

Employees

Worldwide: 127,000+

- Diversity & Inclusion:
- Made Diversity a priority
- Employee resource groups
- Mentoring programs
- 'Diversity University', which is a dynamic website that helps employees to understand the benefits of working collaboratively.
- The Chief Diversity officer also reports directly to the CEO and
- Reward and Recognition Schemes

Johnson & Johnson





Accenture

Accenture

Employees Worldwide: 375,000+

Diversity training within the company is broken into 3 different categories:

- 1) Diversity Awareness – to help people understand the benefits of working with a diverse organisation
- 2) Diversity Management – to equip executives to manage diverse teams and
- 3) Professional Development – to enable women, LGBT and ethnically diverse employees to build skills for success.





To be successful, diversity has to be a golden thread throughout an organisation's psyche



INSPIRE



**EMOTIONAL
INTELLIGENCE**





Increasing evidence to demonstrate that Emotional Intelligence is a key factor for sustained personal, leadership and organisational growth



S+EI Coaching, Training & Assessments Embraced by Many Organizations





Self-Awareness

Emotional Self-Awareness*
Accurate Self-Awareness
Personal Power*

Other Awareness

Empathy
Organizational Awareness*
Service Ethic

Self Management


Behavioral Self Control*
Integrity*
Innovation & Creativity
Initiative and Bias for Action
Achievement Drive*
Realistic Optimism*
Resilience*
Stress Management
Personal Agility
Intentionality*

Relationship Management

Communication*
Interpersonal Effectiveness
Powerful Influencing Skills*
Conflict Management
Inspirational Leadership*
Catalyzing Change
Building Bonds
Teamwork & Collaboration
Coaching & Mentoring Others*
Building Trust*



Breakdown of the Programme



INISFP

6 modules



Module 1

Understanding Yourself (2 Days)

Understanding leadership in context

An overview of the 4 quadrants of Emotional Intelligence

An in-depth exploration of the 13 competency areas of the first two quadrants (self-awareness and self-management, including:

- Core values
- Understanding and debriefing experiences
- SEI Profile
- Understanding the 'thinking' process
- Belief Cycles
- Behavioural Preferences
- Some work around time management



Module 2

Understanding the Organisation (1 Day)

This day would be focused on the 3 competencies of quadrant 3 of EI – Social Awareness.

During this day we would focus on:

Empathy

Situational Awareness

Service Orientation



Module 3

Building Powerful Relationships(1 Day)

- Conflict management
- Dysfunctional teams
- Leadership styles and their uses
- Exercise to personal leadership styles (discussion or exercise)
- Basic coaching skills as a leader
- Input on difference between management and leadership
- Input around Belbin
- Link Belbin into both leadership styles and personality profiles in Mod 1



Module 4

Speaking With Confidence

This day is purely focused on developing public speaking skills for the boardroom environment. As part of the day, they will have to prepare a 10-minute presentation with PowerPoint if necessary on a subject of their choice to the rest of the group.



Module 5

Becoming a Powerhouse at Meetings

Understand different types of meetings:

Informational

Problem-solving

Brain-storming

Performance review

Strategic

Then to look at most appropriate communication style within the meeting



Module 6

Leaders of the Future

Paper feed exercise that is designed to subtly incorporate all leadership styles within their and to allow each participant to act as the 'leader' through the scenario and then to debrief the learning.

Day concludes with a form of certification and celebration.



Input from leaders within the university in every module to make the learning more bespoke



Supporting the Programme

Mutual Mentorship Scheme

Inclusive Leadership Programme

Strategic Development to Embed an
Inclusive, Emotionally-Intelligent Culture



Questions
