

# Leadership in Higher Education, It's complex!

30<sup>th</sup> March 2023



PeopleInsight

## Learn and Share events



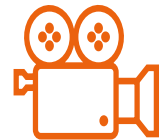
PeopleInsight

# Welcome!

To our Higher Education **learn and share** event series from People Insight, designed to help you create organisations where people can thrive.



Please keep yourself on mute



This event is being recorded



We want to hear from you



Event sharing



Keeping in touch

# Today's content



**Jane Tidswell**

HE Sector Lead



**Vanessa White**

Deputy Director of People Services



Cardiff Metropolitan University | Prifysgol Metropolitan Caerdydd



**Lisa Hughes**

Senior consultant, OD specialist



- 12:00 **Introductions: About People Insight. Why Leadership?**  
Jane Tidswell, People Insight
- 12.15 **Let's hear from Cardiff Metropolitan University**  
Vanessa White, Cardiff Metropolitan University
- 12.35 **How to be an engaging leader in the HE sector**  
Lisa Hughes, People Insight
- 12:50 **Q&A**  
All
- 12:59 **Close**

# People Insight

Making the world a more engaging place to work



## Platform

Intuitive tech enabled data, insight & action to listen quickly and with ease



## Expertise

Consultant guided design, interpretation, facilitation and capability building



## Support

Flexible light touch to full programme implementation at pace

# We understand Higher Education



## Sector expertise

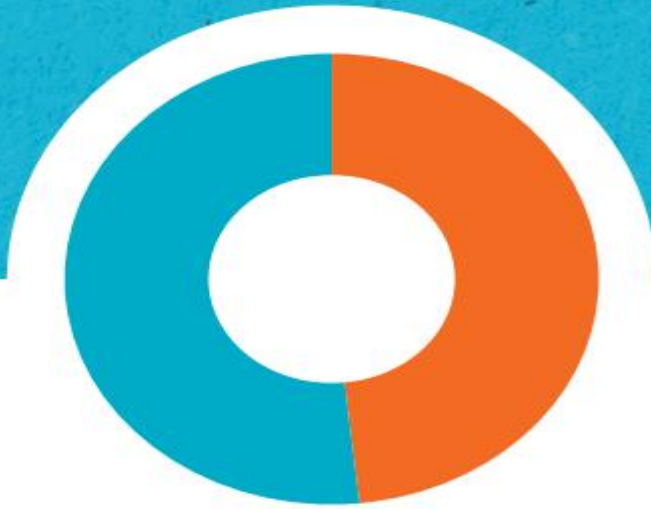
We work with over **50 HEIs** on their staff listening programmes from infrequent employee surveys to a more agile, tech-forward listening strategy, tackling engagement, diversity and inclusion, wellbeing and the challenges of new ways of working.



UNITED KINGDOM · CHINA · MALAYSIA



# HE benchmark insights



## Overall engagement

All Sector

**78%**

HEI

**73%**



## Average response rate

All Sector

**75%**

HEI

**65%**

# Leadership directly impacts engagement levels in the HE sector

## The Key Drivers of engagement are:

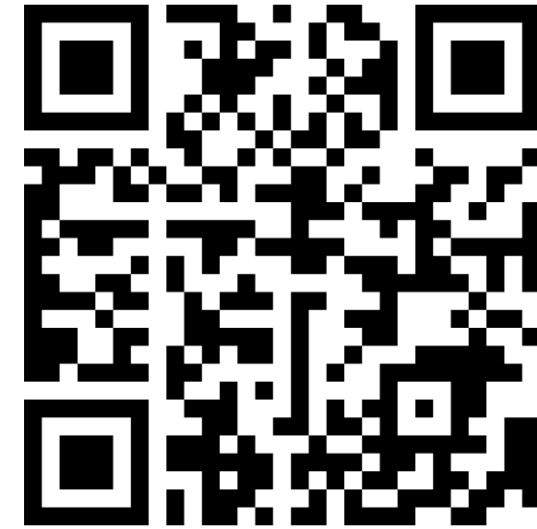
- 1 I feel valued and recognised for the work that I do
- 2 I believe the University will make changes as a result of this survey
- 3 I trust the University's Executive Board to lead the organisation effectively
- 4 My career development aspirations at the University are being met
- 5 Senior leaders in my area listen to the views of staff

3 of the top 5 drivers of engagement across the HE sector is linked to leadership

# Do these resonate? (Question 1)

## The Key Drivers of engagement are:

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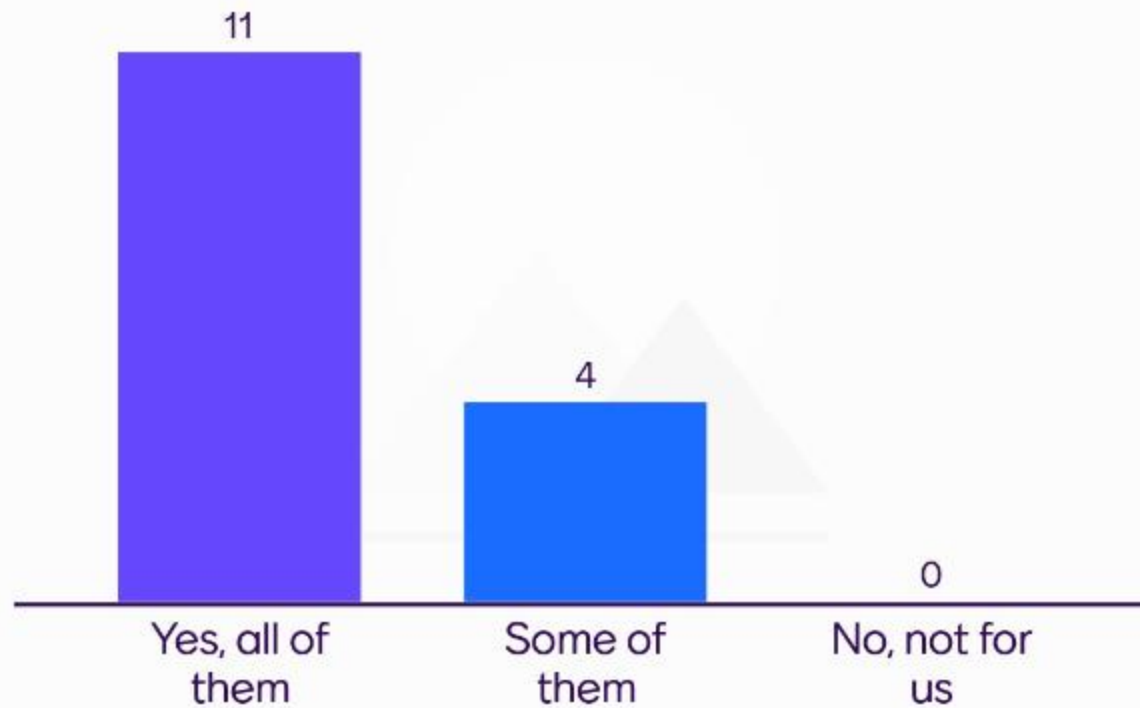
**We want to hear from you!**

Scan the QR code or visit [www.menti.com](http://www.menti.com) and use code: 7583 4101 to take part





# 1. Do these key drivers resonate with you?



# What action can we take on them?

(Question 2)

## The Key Drivers of engagement are:

- 1 I feel valued and recognised for the work that I do
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## 2. What action can we take on them?

11 Answers

Mentimeter

Clear action plans, well communicated progress in timely fashion

Engage early in the process with senior leaders to gain buy in

I think providing more opportunities to talk and listen with colleagues.

Leaders listening and responding

Understanding why? Deeper level of analysis (focus groups)

I think leaders responding to the survey in a positive way makes a big difference!

Ensuring action plans are followed through

Embed well-being and psychological safety in leadership styles

Demonstrate better ways to listen and respond to staff

Demonstrate how leaders have heard and acted on what they have heard

Robust leadership sessions that highlight evidence based reasons for development

# Compared to other sectors we see lower leadership scores.....



Confidence in senior management

All Sector

HEI

58% 48%

Leadership listens to staff

All Sector

HEI

60% 49%

I believe that action will be taken as a result of this survey

All Sector

HEI

51% 41%

# Tell us what you think



Confidence in senior management

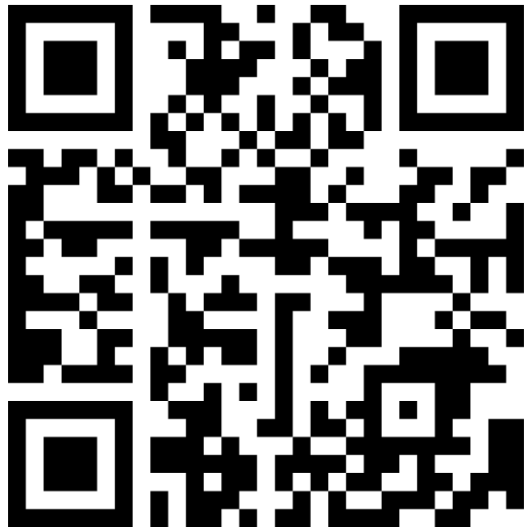
All Sector **58%** HEI **48%**

Leadership listens to staff

All Sector **60%** HEI **49%**

I believe that action will be taken as a result of this survey

All Sector **51%** HEI **41%**

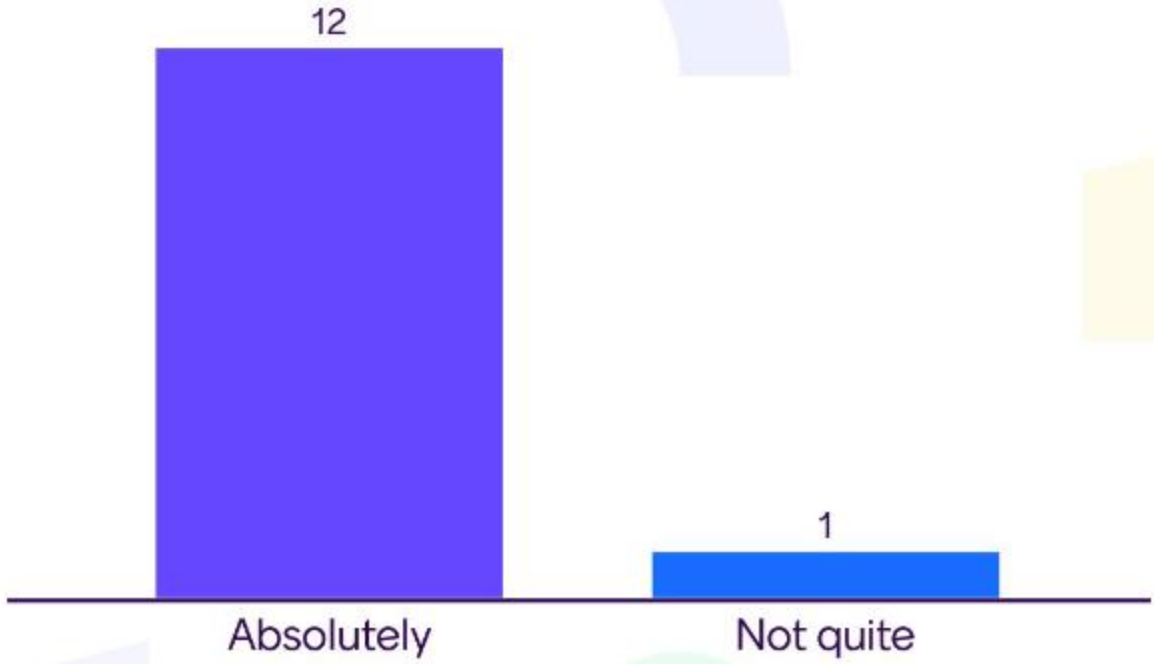


Scan the QR code or visit [www.menti.com](http://www.menti.com) and use code: 7583 4101 to take part

Question 3. Do you agree with these figures?

Question 4. What can we do to improve leadership scores in the HE sector?

### 3. Do you agree with these figures?



## 4. What can we do to improve leadership scores in the sector?

10 Answers

Mentimeter

More trust for others to act

You said we did on actions

Develop leaders ability to communicate in an authentic and engaging way

Clarity on the leadership role and managing expectations with the organisations! Leadership framework could help to support this!

Being available, visible

More visible senior staff

Really invest in leadership as a role in its own right rather than see it as an additional role alongside the "day job"

Leaders need to be trusted and act on feedback

Embed well-being and psychological safety in the leadership styles/behaviours

I think there is something about it not being a quick solution and tge experience of leaders listening and action being taken takes time to be felt

# Cardiff Metropolitan University



Cardiff  
Metropolitan  
University

Prifysgol  
Metropolitan  
Caerdydd



**Vanessa White**

Deputy Director of People  
Services



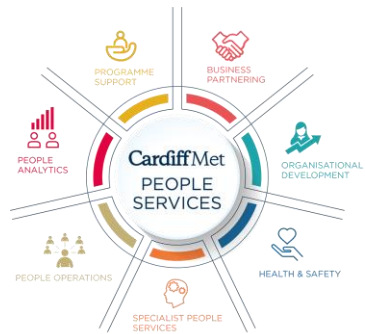
# Cardiff Metropolitan University



Cardiff  
Metropolitan  
University

Prifysgol  
Metropolitan  
Caerdydd

- **12,471** campus students, 13,702 partnership students – 67% UG & 33% PG
- **1,572** core staff, 2021 – 2022 £137m income
- Grad outcomes; **TOP IN WALES** for leavers in work or further study ( 98%)
- **UK & IRELAND University of the Year Awards 2021** (THE Times Awards 2021)
- **People & Planet Best University 2022 – 2023**



- **Strategy & OD team** of 7. OD, L&D, Policy and Staff Wellbeing
- UUK runners up best HR team 2021
- CIPD Wales runner up best HR team 2021
- Based on entries with a focus on developing Collective Leadership



- **People Insights Staff Survey – June/July 2022:**
- Overall Engagement Score 83% (66% participation rate)
- Theme of Leadership 56%, 31% not sure, 13% disagreed

# Developing Collective Leadership



Leaders' Exchange



Internal Modular Development Programmes, with 360° feedback exercise, psychometrics and a qualification options embedded



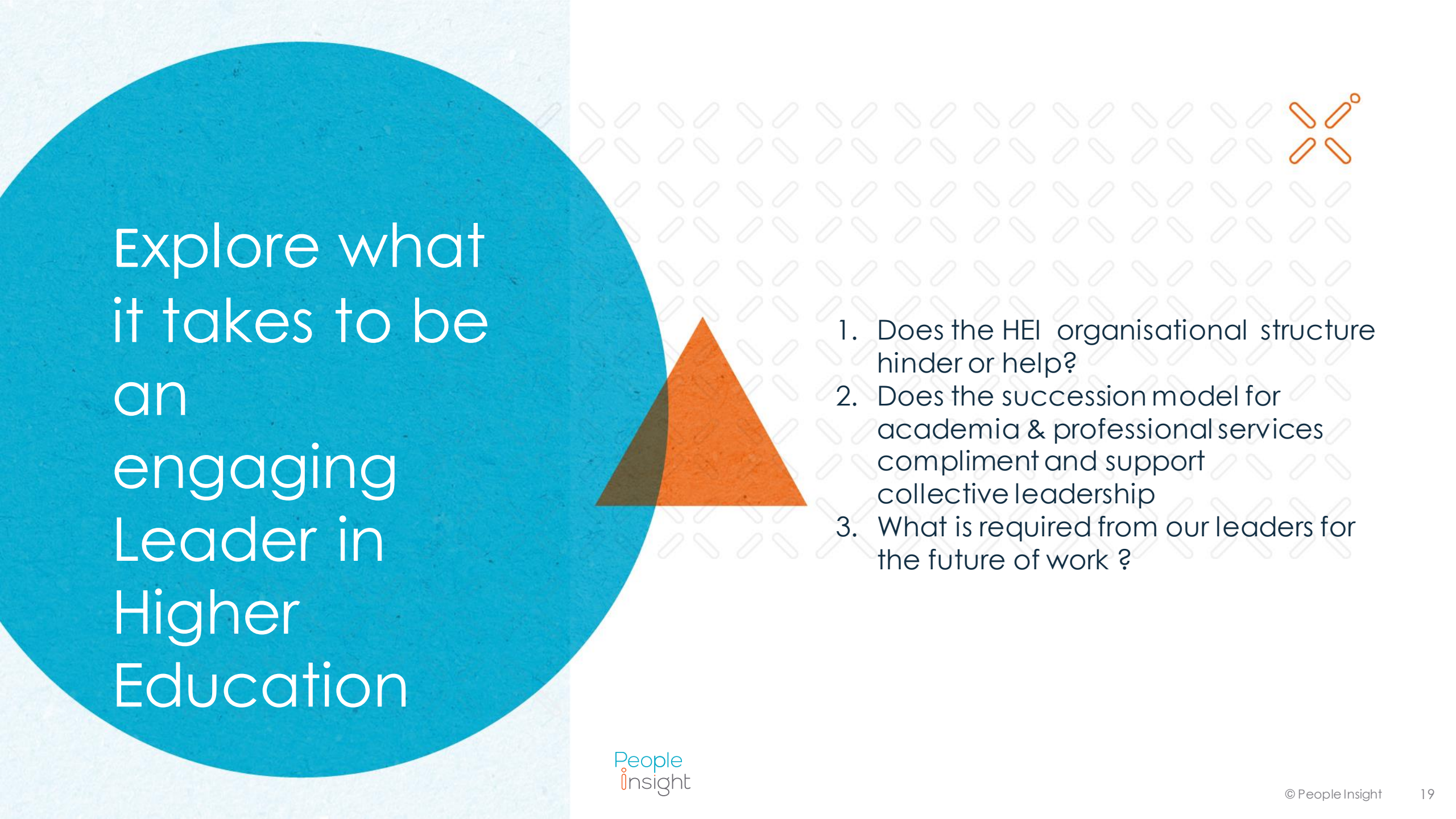
Insights Discovery<sup>®</sup>, Strengthscope and EQi2<sup>™</sup>

Manage @Met

Essential for all staff in a line management

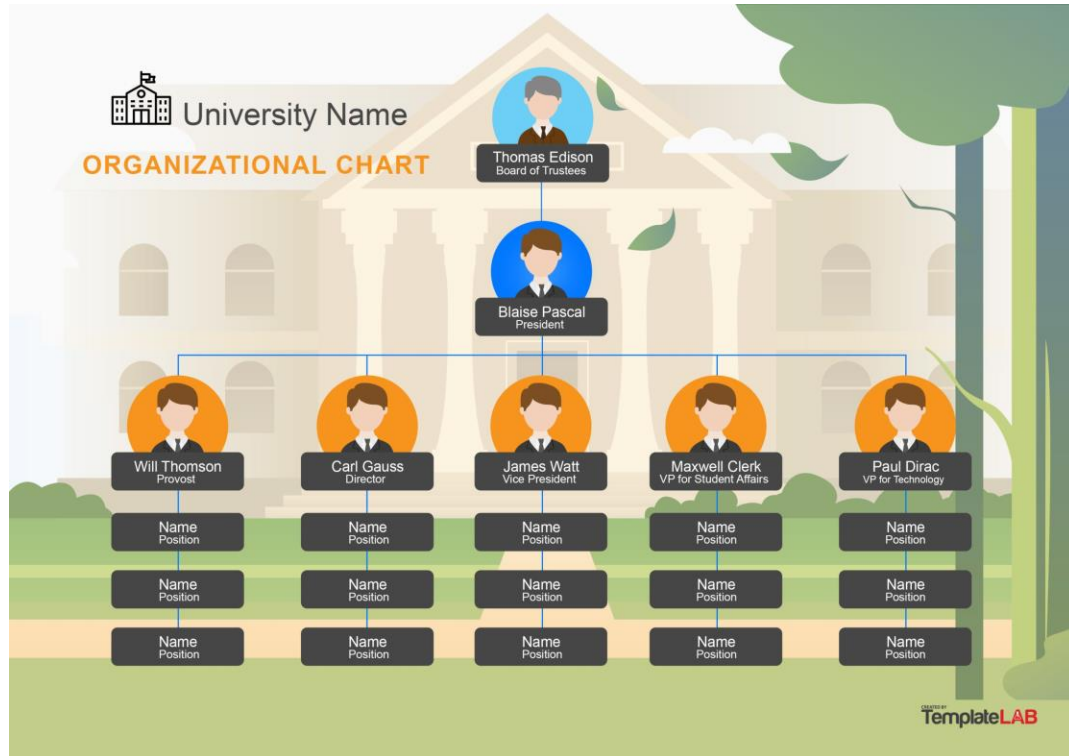
**13 essential modules** Maximum of **25.5 hours** (28.5 hours including optional modules). **Completed over 1 year**. All virtual, bitesize and with RPL option

# Explore what it takes to be an engaging Leader in Higher Education

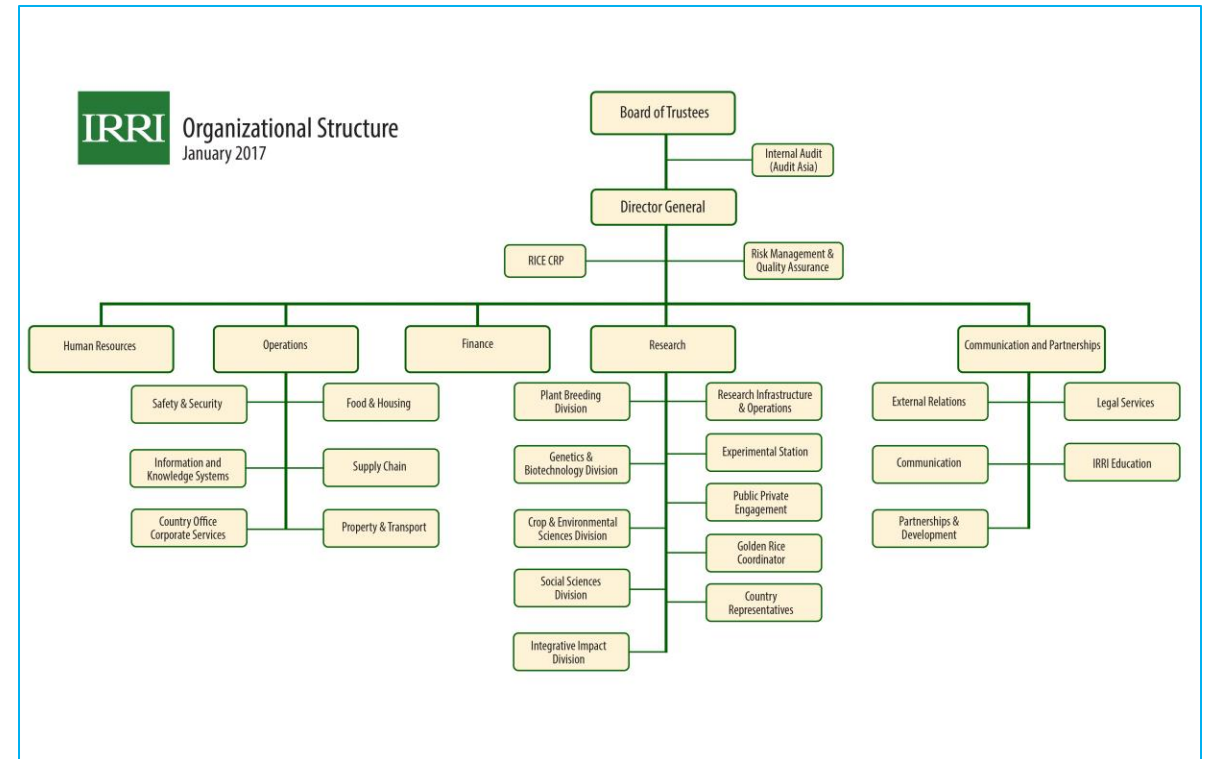
- 
1. Does the HEI organisational structure hinder or help?
  2. Does the succession model for academia & professional services compliment and support collective leadership
  3. What is required from our leaders for the future of work ?

# Does the HEI organisational structure hinder or help?

## Academia



## Business partner approach ( services/support )



## 2 Phases to consider within HEI

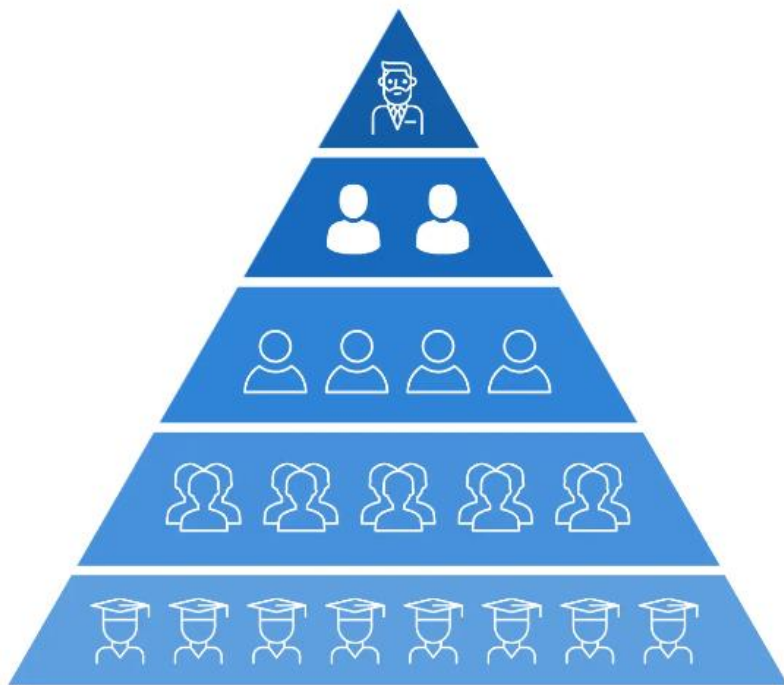


The 'Giga' phase, which sets the vision and strategy and high-level goals, and then examines structural options and summary processes.



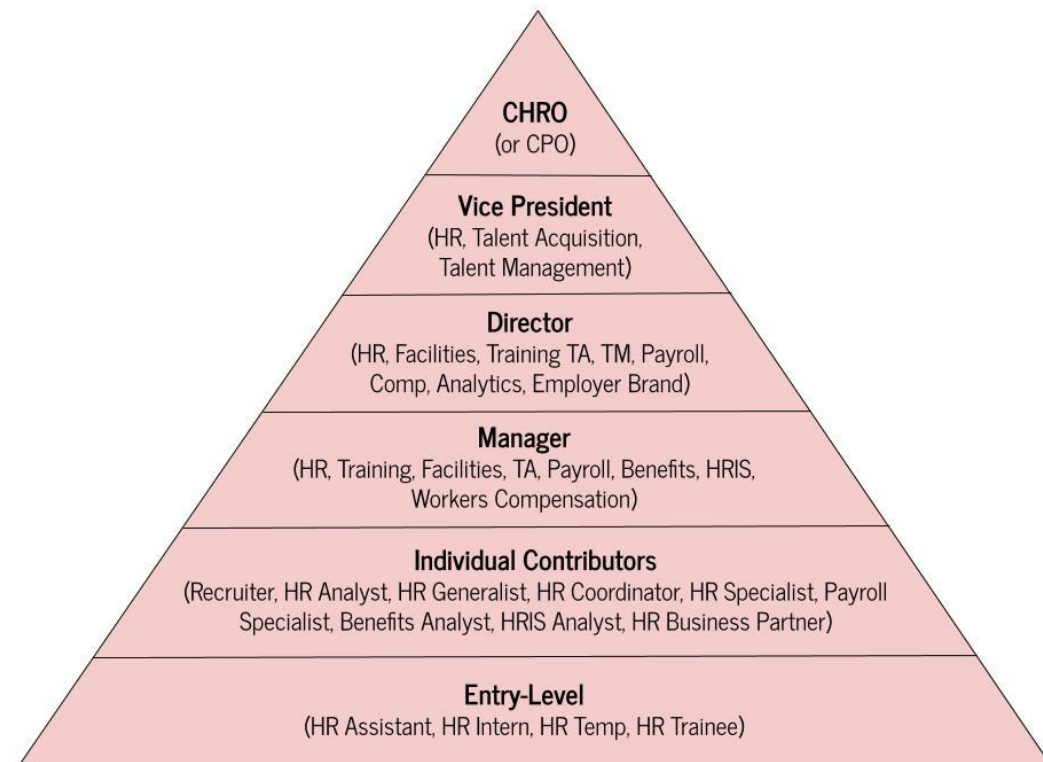
The 'Nano' phase, which analyzes and designs the teams' and employees' objectives, processes, activities, competencies, responsibilities and then right-sizes the number of employees

# Does the succession model for academia & professional services compliment and support collection leadership?



DiscoverPhDs.com

**Dean**  
**Head of Department**  
**Named Professor**  
**Professor**  
**Reader**  
**Senior Lecturer**  
**Lecturer**  
**PostDoc Research Fel**  
**Assistant Lecturer**  
**PhD Student**



# What is required from our leaders for the future of work ?



## Components of Human Leadership



**Authentic**

Act with purpose and enable true self-expression, for both themselves and their teams.

+



**Empathetic**

Show genuine care, respect and concern for employees' well-being.

+



**Adaptive**

Enable flexibility and support that fits team members' unique needs.

**Human Leadership**

[gartner.com](https://www.gartner.com)

Source: Gartner  
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**Gartner**

Psychological safe  
Environments

# Evolving how we lead with empathy and evidence



Refresh/learn, how you process and manage data and insights with the opportunity to view the new 'voice' dashboard and management tool.



Best practice for sharing and listening to your department/team. Introducing some easy-to-use models to develop high-performing and engaged teams



Refreshing your approach to change, the impact on your department and team, assessing your current Inclusive and collective Leadership approach



Connecting employee voice, management, and outcomes – Group led case study to utilise and summarise you're learning





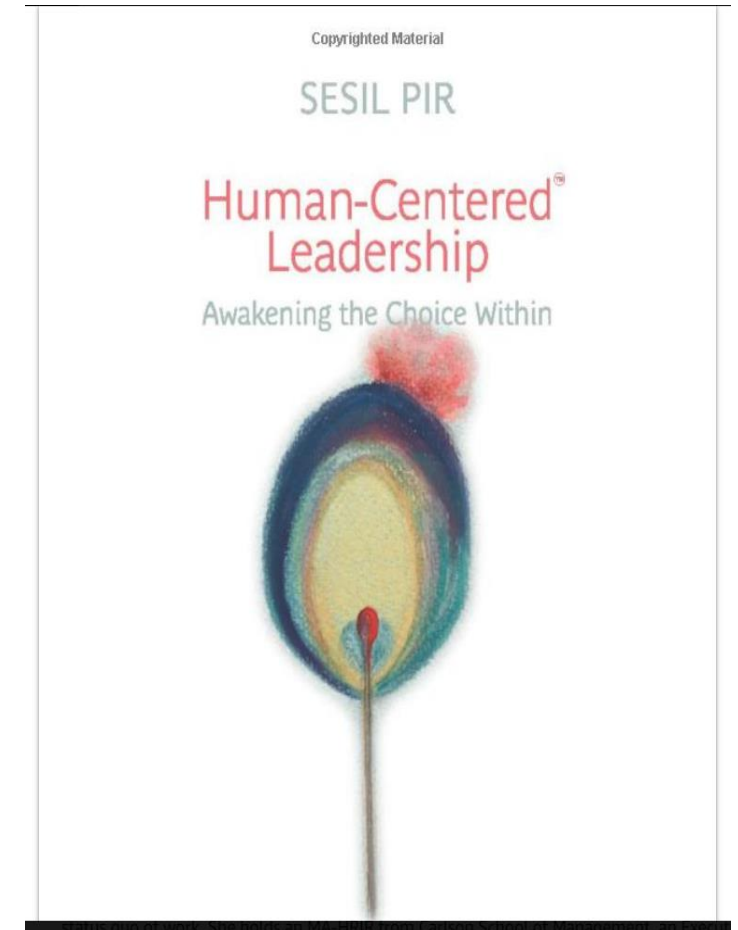


[\(PDF\) Developing collective leadership in higher education \(researchgate.net\)](#)



[Inclusive Leadership | Reports | CIPD](#)

Peopleinsight



[Human-Centered Leadership:](#)  
[Amazon.co.uk: Pir, Sesil:](#)  
[9786059218894: Books](#)

# Q&A

# We don't just care about people, we care about the environment too



Eden Reforestation Projects  
PLANT TREES | SAVE LIVES

For every attendee that joined today's learn & share, we'll be planting 1 tree.

Thank you.

## Special thanks:

Vanessa White





# Thank you for joining US

Subscribe to the People Insider for monthly employee engagement resources

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