

# Leadership Learning Pathway – 2025 / 2026 Launch Event

25 September 10am – midday



# Welcome

# Agenda

- **Welcome and introductions**
- **About the Leadership Learning Pathway**
- **Sharing Experience: hearing from colleagues in the Department**
- **Break and refreshments (approx. 11am)**
- **Sharing Experience: hearing from colleagues in the Department**
- **Questions, reflections and close (midday)**

# Introductions

**Please introduce yourself to the colleagues around your table (or in the chat for those online) and share:**

- **why you were interested in the session today and**
- **what you would hope to gain from a departmental leadership programme**

# About the Leadership Learning Pathway

## Leadership Learning Pathway

- **Commitment to Personal Development**
- **Accessible leadership training**
- **The LLP ran for 3 academic years from 2021**
- **Theme per term from University's Leadership Framework**
- **Open to all department members**





**Roadshows were held in the Department in 2024 to collect feedback from colleagues about what would be useful in the LLP**

**We have visited 10 research groups**



charismatic  
good listener  
accessible **open** minded  
mentoring accomplished  
one who listens  
humility **supportive**  
approachable empathy  
leading by example  
fair

Summary	Count
Good listener	30
Empathy/empathetic	25
Support	20
Communication	19
Approachable	18
Vision	17
Fair	13

What are the  
traits of a  
good leader?



empathetic  
good listener availability  
listener personable  
engaged/engaging respectful  
setting good example supportive  
empowering  
good communicator listens  
**communicative**  
kind and friendly  
egalitarian



## Roadshow results: what should a training programme look like in the department?

- In person but built-in flexibility for online format, mix of seniority of grade
- Bite-size sessions (1-2 hours), offsite
- Encouraging reflection after the session
- Sharing experiences
- More advertising of canvas
- Themes of
  - Having difficult conversations
  - Inclusive leadership
  - Building effective relationships

## **Purpose of the LLP, 2025 - 2026**

***Staff and DPhil students are supported in NDPCHS to develop their leadership practice. This in turn will support career, personal and team development and model the department's values, meaning that there is a consistent, positive, and inclusive experience of work across the department***

# The LLP for 2025 - 2026

## How it will work:

- **Three types of activity per term:** 1) Speakers sharing insights and stories 2) Masterclasses and workshops 3) Reflective facilitated sessions, time to think about how to apply LLP learning to our work
- **Target audience:** all NDPCHS department staff and DPhils. Sessions will have space limitations and priority will be given to those who are first to sign up.
- **Feedback:** short feedback form after each session so that we can learn and improve on sessions.

## LLP in Michaelmas Term (MT)

Session	Staff	DPhil students
<b>MT Session 1</b> <b>25 September 10am – midday</b>	<b>Introduction to the LLP</b> <b>Panel discussion (Hybrid)</b>	
<b>MT Session 2</b> <b>24 November 1pm – 3.30pm</b>	<b>Living Leadership Workshop</b> <b>(F2F) Facilitated by Kamal Mahtani</b>	
<b>MT Session 3</b>	<b>None</b>	<b>DPhil Reflective session Thu 27 Nov</b> <b>2025 11:00 - 13:00</b> <b>(facilitated by Kamal Mahtani)</b>

## LLP in Hilary Term (HT)

<b>HT Session 1</b>	<b>Speaker session:</b>	
<b>25 February, 12:00 – 14:00</b>	<b>Leadership and Workplace Culture with Sue Dopson, Saïd Business School</b>	
<b>HT Session 2</b>	<b>Masterclass workshop:</b>	
<b>18 March, 10:00 - midday</b>	<b>Building effective relationships: using coaching skills (for leaders and aspiring leaders)</b>	
<b>HT Session 3</b>	<b>Reflective session</b>	<b>DPhil Reflective session</b>
	<b>26 March, 10:00 – midday (facilitated by PD working group)</b>	<b>23 April, 10:00 – midday (facilitated by Kamal Mahtani)</b>

## LLP in Trinity Term (TT)

<p><b>TT Session 1</b></p> <p><b>Date TBC</b></p>	<p><b>Speaker:</b></p> <p><b>Inclusive leadership</b></p>	
<p><b>TT Session 2</b></p> <p><b>20 May, 10:00 – 12:00</b></p>	<p><b>Masterclass workshop:</b></p> <p><b>Having difficult conversations and feedback skills</b></p>	
<p><b>TT Session 3</b></p> <p><b>Date TBC</b></p>	<p><b>Reflective session</b>  <b>(facilitated by PD working group)</b></p>	<p><b>DPhil Reflective session</b>  <b>17 June, 10:00 – 12:00</b>  <b>(facilitated by Kamal Mahtani)</b></p>

## The LLP for 2025 – 2026, next steps

- **Additional sessions are possible if there is demand**
- **Sessions will be publicised in the weekly Departmental newsletter and a termly LLP newsletter**
- **Please contact Sarah Lewis or Ginger Jansen for more information or with any ideas or suggestions for the LLP**
- **Watch this space for the updated Canvas LLP pages**
- **Questions?**

# Sharing Experience: some key leadership theories / tools from colleagues in the Department

# Pete Scarborough

# Rebecca Barnes

# NIHR Future Focused Leadership Programme

## Emerging Research Leaders, Cohort 1

Rebecca Barnes, Associate Professor & NIHR Fellow

# How I benefitted

- Professional talent development provider, 12-month hybrid programme;
- Insights into NIHR strategic aims/principles;
- Reflection on current leadership roles and experience;
- Participated in themed online sessions and residential events:
  - Lead self and nurture others
  - Connect and build
  - Leading beyond authority
- Insights/support from 360 feedback and 1:1 online coaching;
- Immersive 1:1 in person VR experience!



# Practical information

- **Competitive award;**
- **Free, except for travel for 3 residential workshops;**
- **Criteria for applying:**
  - **NIHR Academy member**
  - **Early to mid career researchers (clinical & non clinical)**
  - **2+ yrs postdoctoral**
  - **Undertaking a formal training / career development award**
  - **First significant leadership and management roles**
  - **Can commit to the 12-month schedule**
- **Applications for 2026 open now - see [here](#)**

Future Focused Leadership Programme

## **Future Focused Leadership Programme - emerging research leaders stream**

12-month, free leadership development opportunity for NIHR Academy Members. The programme consists of residential workshops, coaching sessions and online modules.

**Opening date:**

2 September 2025 at 1:00 pm

**Closing date:**

21 October 2025 at 1:00 pm

**Status:** Open



**Break**

# Sharing Experience: some key leadership theories / tools from colleagues in the Department

# Gail Hayward

# Leadership courses



Emerging leadership – Ashridge



Senior leaders – NIHR Cappfinity

# Useful insights



## Ashridge

- Leadership is all about relationships
- BOFF feedback model - behaviour, outcomes, feelings, future
- The power of action learning groups



## Cappfinity

- Your impact is tied mainly to exposure
- What is the network you need v the network you have
- Difficult conversations
- The power of 1 to 1 coaching for you and for your team
- Similar challenges abound but solutions aren't easy

# Sarah Lewis

★ **charismatic**  
 good listener  
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# Coaching Skills (in the right situation)

## Listening skills

- **Check understanding:** *Can I just check that I understand?*
- **Use summarising:** *Can I sum up here: the key things seem to be...*
- **Are you listening or waiting to speak?**



## Asking good questions to colleagues:

- *What would be most helpful for you right now?*
- *How can I best support you?*
- *Imagine that you have successfully addressed your issue. What does that success look like?*
- *What might be the first step?*
- *How would you advise a colleague if they were facing the same dilemma?*



And to yourself....

- *What did you do well? What surprised you? What might need to change?*



## Find out more:

- [Coaching apprenticeship](#)
- [Coaching Skills for Managers and Exploring Leadership \(The Confident Manager Series\)](#)
- [Managers toolkit](#)
- [University coaching network](#)
- [Future LLP session \(HT masterclass\)](#)

# Questions or reflections for the speakers?

**Next time...**

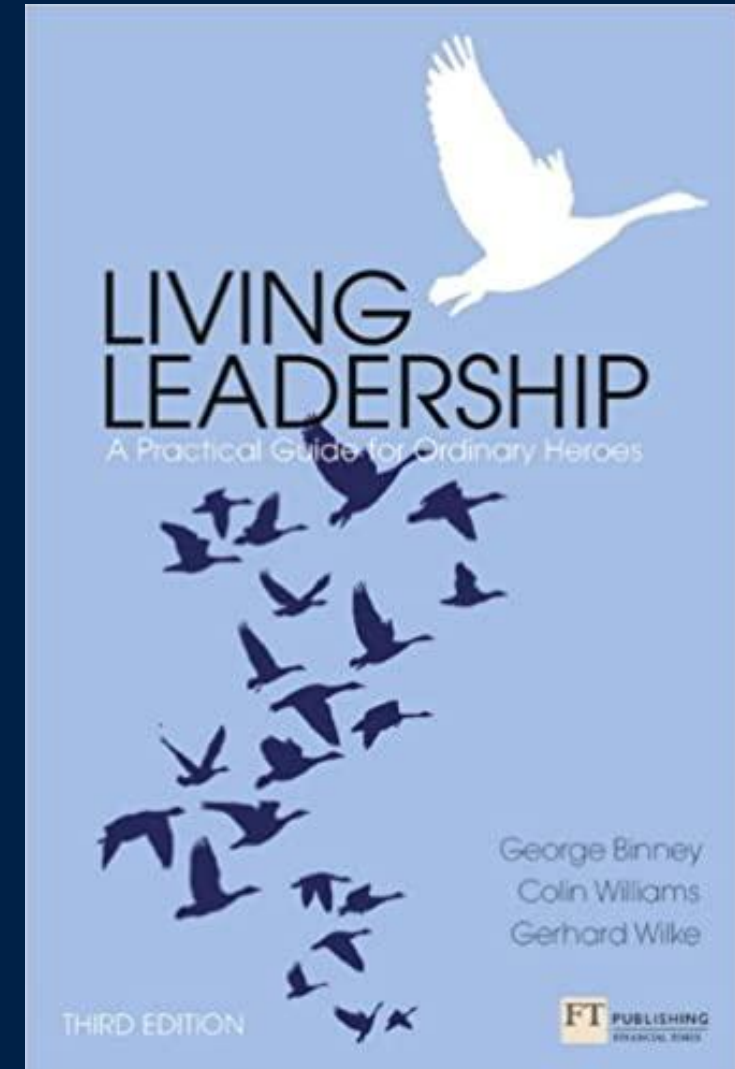


# Contemporary leadership



# Living Leadership: A Practical Guide for Ordinary Heroes

George Binney, Gerhard Wilke, Colin Williams · 2012 ·



**Thank you all**

Close