Leading Through Influence

# Overview

This programme is designed for colleagues who lead projects, collaborations, initiatives, groups or tasks without having formal line management responsibility. It directly supports the aim of building a distributed model of leadership at the University, where colleagues are empowered to take ownership and deliver shared aspirations.

Quotes from previous delegates:

“*Just do this training course! The Leading Through Influence training course was the one of the best I have attended at the University. As an SDTL, without direct line management of staff, you are often in a position of having to try to get your point of view across without directly instructing people. The course helped me to understand both myself and others, techniques for leading and provided me with the tools to be a better SDTL. I would highly recommend it!*”

Stuart Black, Associate Professor and SDTL, Geography and Environmental Science

“*The course was incredibly thorough and helped us explore our own personalities as well as how to understand and influence the behaviour of others. It was delivered in an engaging way which allowed us all to share our own experiences and challenges in a supportive environment. There was an emphasis on how we would use the advice in our professional and personal lives, ensuring the theory was put into practice*.”

Pete Bryant, Press officer in Marketing, Communications and Engagement

*“This programme was such a worthwhile use of my time.  Gaining insight into the different ways in which people are motivated has enabled me to identify how I can work with colleagues more effectively.  Equally important, taking time out to reflect on my own thinking and motivations, especially when under pressure, means I have a better sense of what I'm aiming to achieve and how I might get there.”*

Professor Kate Harvey, Psychology

Getting things done at work requires planning, collaborating and problem solving. The ability to effectively draw on good relationships is essential when you rely on others to contribute to successful task completion and this programme shares best practice in:

* Managing yourself (insight)
* Working with others (outsight)
* Noticing the evolution of the organisational context and how this affects your approach (foresight)

The programme will specifically focus on the application of the skills, behaviours and tools learned.

This programme was previously called ‘Learning to Lead’, so if you have attended that, you will not need to attend this programme.

**Programme Aims**

By the end of this programme, you will be able to:

* Enhance your influencing skills by tailoring your approach according to the motivations and priorities of others to maximise collaboration and minimise conflict
* Be a role model for the University’s [Leadership Framework (the 3Rs)](https://www.reading.ac.uk/human-resources/-/media/project/functions/human-resources/documents/the-3rs-resourceful-responsible-respectful.pdf?la=en&hash=F9478A05FA1CF3F01C8D8DF8DFAB5574)
* Manage your priorities more effectively to increase your personal productivity
* Regularly review the external organisational context and implement enhancements to the way you work
* Commit to a self-development plan by continuing to access learning resources and supportive networks across the University

If your role includes line management responsibility for staff, then we recommend you consider the “Inclusive Leader” programme.

**Programme Delivery**

Two cohorts have been organised:

* one will be delivered online from November 2021 to June 2022
* one will be delivered in person, if circumstances permit, from March 2022 to June 2022

**Programme Structure**

The course consists of:

* Modules delivered as a half-day (online) or full-day (in person) sessions, spread over several months
* Four two-hour online Action Learning Sets
* Pre and post module self-directed learning (e.g. TED talks and short articles)
* The option of three one-hour one to one coaching sessions

**Cohort Dates**

You must be able to participate in all the sessions listed below in full. The modules take place from 9.30 to 1.00 (online cohort) or 9.30 – 4.30 (in person cohort). The Action Learning Sets (ALSs) run for two hours on the date given (9.00 – 11.00, 11.30 – 1.30 or 2.00 – 4.00). You will be asked for your preference as for the time of your ALS once accepted onto the programme. You will need to attend at the same time for all ALSs.

**Cohort 7**

This programme will remain online for all dates

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| **Session** | **Date** | **Time** |
| Module 1 | 23.11.2021 | 9.30 – 1.00 |
| Module 2 | 15.12.2021 | 9.30 – 1.00 |
| Action Learning Set 1 | 20.12.2021 | 9.00 – 11.00 or 11.30 – 1.30 or 2.00 – 4.00 |
| Module 3 | 17.01.2022 | 9.30 – 1.00 |
| Module 4 | 17.02.2022 | 9.30 – 1.00 |
| Action Learning Set 2 | 07.03.2022 | 9.00 – 11.00 or 11.30 – 1.30 or 2.00 – 4.00 |
| Module 5 | 14.03.2022 | 9.30 – 1.00 |
| Module 6 | 06.04.2022 | 9.30 – 1.00 |
| Action Learning Set 3 | 11.04.2022 | 9.00 – 11.00 or 11.30 – 1.30 or 2.00 – 4.00 |
| Module 7 | 27.04.2022 | 9.30 – 1.00 |
| Module 8 | 25.05.2022 | 9.30 – 1.00 |
| Action Learning Set 4 | 06.06.2022 | 9.00 – 11.00 or 11.30 – 1.30 or 2.00 – 4.00 |

**Cohort 8**

This programme will be delivered in person, if circumstances permit

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| **Session** | **Date** | **Time** |
| Module 1 | 07.03.2022 | 9.30 – 4.30 |
| Action Learning Set 1 | 14.03.2022 | 9.00 – 11.00 or 11.30 – 1.30 or 2.00 – 4.00 |
| Module 2 | 31.03.2022 | 9.30 – 4.30 |
| Action Learning Set 2 | 04.04.2022 | 9.00 – 11.00 or 11.30 – 1.30 or 2.00 – 4.00 |
| Module 3 | 04.05.2022 | 9.30 – 4.30 |
| Action Learning Set 3 | 09.05.2022 | 9.00 – 11.00 or 11.30 – 1.30 or 2.00 – 4.00 |
| Module 4 | 07.06.2022 | 9.30 – 4.30 |
| Action Learning Set 4 | 13.06.2022 | 9.00 – 11.00 or 11.30 – 1.30 or 2.00 – 4.00 |

## Application Process

To apply, please complete the Leading Through Influence summary application form and email it to [peopledevelopment@reading.ac.uk](mailto:peopledevelopment@reading.ac.uk) **by noon Friday 8 October 2021.**

We anticipate contacting the successful applicants by Friday 22 October 2021.

If you have any questions about this programme, or leadership development generally, please contact Lynn Moore ([lynn.moore@reading.ac.uk](mailto:lynn.moore@reading.ac.uk)) or Marc Adams ([m.d.adams@reading.ac.uk](mailto:m.d.adams@reading.ac.uk)) in People Development.