

# CREATING THE LEADING EDGE

## REGIONAL MANAGEMENT DEVELOPMENT PROGRAMME

For Middle Management Staff Working in  
Higher Education in the Western Cape

# 2018

	<b>CORE MODULES</b>
26 – 28 March	1.1 Leadership – Part 1: Personal Leadership
23 & 24 April	1.2 Leadership – Part 2: Building the Team
3 May	1.3 The Higher Education Sector – A Broad Overview
15 – 17 May	1.4 Basic Financial Management
29 & 30 May	1.5 Labour Law for Leaders
12 – 14 June	1.6 Project Management
14 – 16 August	1.7 Leadership – Part 3: Goal Setting, Feedback and Coaching
20 & 27 September	1.8 Effective Communication
	<b>ELECTIVES</b>
20 & 21 June	2.1 Managing Conflict and Negotiating Effectively
28 & 29 August	2.2 Developing Resilience

# introduction



Middle managers are a valued and essential resource in higher education (HE). To meet the challenges of the complex and changing HE environment in South Africa, these managers need continuing professional development. Many staff development needs are generic, and regional collaboration in the provision of training events to meet such generic needs will form the foundation for the development of a strong HE region in a restructured national system.

This is the sixteenth cycle of this very successful regional development programme for middle managers working in higher education institutions (HEIs). It has been developed by and for the HEIs in the Western Cape and is presented under the auspices of the Cape Higher Education Consortium (CHEC). The programme is designed to meet the needs of middle managers and to create effective networks of key managers in the Western Cape.

The programme is for academic Heads of Departments, Research Group Heads, and Support/Professional staff managers. (Graduate or graduate equivalent, over 5 years work experience, new managers or experienced managers).

The programme is presented in modular form. The core modules constitute a comprehensive management development programme based on the essential competencies all leaders and managers need. A CHEC certificate, recognised by all the HEIs in the region, is presented to those who successfully complete all of the core modules. However, managers not wishing to attend all the core modules, may enroll for one or any number of modules subject to their development needs.

Interested staff should complete a nomination form. Forms are available from the Human Resources Department (Staff Development section) of each HEI in the region. The forms should be completed and returned to your staff development/training section.

**Register before 28 February 2018 to secure your place on the modules you want to attend.**

**Late applications will only be considered if there are still places.**

**Note: Once you register, you may still cancel your registration if you do so no later than 14 days prior to commencement of the course. Your university will be charged if you are absent, or if you cancel within 14 days. For some courses there is a waiting list, so please cancel if you cannot attend as this could secure a place for someone on the waiting list.**

# core modules



## **1.1 Leadership – Part 1: Personal Leadership**

26 – 28 March 2018 (2,5 days – Wednesday is a half day)

Co-ordinator: Ria Wills

Venue: EERU Centre at UWC

The purpose of this module is to establish a solid foundation for any leader – how to lead *oneself* to be personally effective. The module will explore personal insight, personal positioning and personal planning.

### **Outcomes:**

- Accepting responsibility for one's own life, what has to be achieved and how to live it; confronting oneself with care; recognising and acknowledging one's own emotions; recognising that "true" power is internally referenced.
- Acknowledging the behaviours and emotions of others and having an awareness of the impact on oneself; being aware of the impact of one's own emotions and behaviours on others; being mindful of the use of positional/external power.
- Having a clear personal vision; setting personal goals for development and changes needed in one's own life; being aware of the need for action.

## **1.2 Leadership – Part 2: Building the Team**

23 & 24 April 2018 (2 days)

Co-ordinator: Helene Smit

Venue: EERU Centre at UWC

In this module the key principles of group dynamics will be explored i.e. roles, patterns in group behaviour, and the group as a system. We will look at team development, building and sustaining healthy teams, power and rank, managing diversity in teams and finally managing conflict in teams.

### **Outcomes:**

The participant will be able to:

- determine whether a given group is functioning as a team or not
- determine the stage of team development and take appropriate action for that stage
- monitor and ensure that the team is functioning healthily
- assist the team to divide roles appropriately
- prevent power and rank differences from unnecessarily fuelling workplace conflict
- enter into a conflict resolution process and assist others to resolve conflict

# core modules



## **1.3 The Higher Education Sector – A Broad Overview**

3 May 2018 (1 day)

Co-ordinator: Hugh Amoore

Venue: EERU Centre at UWC

This key module sets the context in which managers in HE must operate. The module is recommended for managers who are new to the HE environment or for those who have never been formally inducted regarding the issues in HE.

The module will explore the challenges facing HE both internationally and in South Africa (particularly in the context of the students protests of 2015 & 2016, the unresolved issues of fee free higher education - for all? or for the poor? – and the continuing challenges of transformation recently highlighted by the SAHRC (see SAHRC report on Transformation in public universities at [www.sahrc.org](http://www.sahrc.org)).

The South African regulatory maze will be simplified. Taking an HE institution from its mission to on-the-ground management will be debated with the use of case studies. Issues such as governance, transformation, community service, quality assurance, research, information management and performance indicators for higher education will be covered.

## **1.4 Basic Financial Management**

15 – 17 May 2018 (3 days)

Co-ordinator: Paul Slack

Venue: EERU Centre at UWC

This module will provide managers with the basics of financial accounting, financial analysis and management accounting in order to apply these skills to the efficient financial management of a department, cost centre or faculty. The content will cover the fundamentals including understanding and identifying the components of a balance sheet, income statement and cash flow statement, financial analysis, understanding the difference between capital and revenue, budgeting, cost of capital, financing techniques and working capital management. Participants will learn how to prepare operating and capital budgets and apply these to the effective management of their own institutions.

# core modules



## 1.5 Labour Law for Leaders

29 & 30 May 2018 (2 days)

Co-ordinator: Vanessa Pather (TOKISO Dispute Settlement Panellist)

Venue: EERU Centre at UWC

An overview of labour law in South Africa will be given. However, this is a practical module designed to equip the participant with skills regarding the role of that of an initiator and/or chairperson at a disciplinary or poor performance hearing. The module will cover the following topics:

- The difference between misconduct and incapacity
- The Code of Good Practice: Dismissal
- Procedural and Substantive fairness
- Strategising the case
- How to gather facts and information – the investigation
- Preparing an opening and closing statement
- Rules of evidence – dealing with evidence and admissibility
- How to examine and cross examine
- Pitfalls within the process – how to address
- Poor performance management – counselling as joint problem-solving
- Preparing for the performance hearing

## 1.6 Project Management

12 – 14 June 2018 (3 days)

Co-ordinator: PSP Icon

Venue: EERU Centre at UWC

The work of the middle manager is increasingly taking the form of projects, be it managing a small project team or being part of project team. This module will introduce the middle manager to some key practical tools and develop competencies in the use of these tools. Each of the following phases of a project will be covered: Justify, Plan, Activate, Control, End (commonly referred to as the JPACE system). The module will end by exploring how change affects staff and how to manage effective change.

# core modules



## **1.7 Leadership – Part 3: Goal Setting, Feedback and Coaching**

14 – 16 August 2018 (3 full days)

Co-ordinator: R Wills

Venue: EERU Centre at UWC

Competencies and understanding acquired in Leadership Parts 1 will be applied to work on analysing problems, setting work objectives, facilitating change, giving feedback and coaching.

### **Outcomes:**

The participant will have the enhanced ability to:

- Agree meaningful, challenging and achievable goals
- Coach individuals to ensure their success and growth
- Give feedback that supports continuous improvement and growth

## **1.8 Effective Communication**

20 & 27 September 2018 (2 days in different weeks)

Co-ordinators: Hanelie Adendorff, Nicoline Herman and Karin Cattell

Venue: Devon Valley Hotel, Stellenbosch

While senior management define strategy and delineate policy, the middle manager is tasked with implementation. Effective communication, both on an organisational level as well as a personal level, is central to success. This module aims to create learning opportunities for participants to enhance their knowledge and skills in this regard.

By the end of this module participants will be able to:

- Plan and implement effective communication structures and processes in organisations.
- Write professional emails and reports.
- Plan, prepare and deliver an effective presentation.
- Give peer feedback to facilitate effective communication.



## 2.1 Managing Conflict and Negotiating Effectively

20 & 21 June 2018

Co-ordinator: Vanessa Pather

Venue: EERU Centre at UWC

Workplace relationships can sometimes be adversarial and lead to conflict. Conflict in turn can escalate and lead to dysfunctional and unproductive workplaces. This module is designed to provide participants with an introduction (and a tool box of skills) on how to manage conflict.

The module will cover the following topics:

- The nature and causes of conflict;
- The different approaches to conflict management;
- The difference between information sharing; consultation and negotiation;
- The difference between positional and interest based negotiation;
- How to deal with emotions;
- A tool box of conflict resolution and negotiation skills, including:
  - Active listening
  - Questioning
  - Problem solving
  - Brainstorming



## 2.2 Developing Resilience

28 & 29 August 2018

Co-ordinator: Anwar van der Schyff

Venue: EERU Centre at UWC

This 2 day module is based on the premise that resilience is a pattern of qualities and skills – a competency that leaders can develop. This in turn will help them turn stressful circumstances (potential disasters) into growth opportunities instead. Managers with a change resilient attitude have developed a solid, assured and secure sense of self. At the core of this confidence and assuredness is a fundamental belief that together we will be able to cope with whatever circumstances arise. This does not mean that they will not be thrown of balance from time to time by unexpected events and circumstances. However, they are able to deal with the unexpected, stay committed to relationships, and in general view change as a challenge and not a threat.

Outcomes: Delegates will develop the ability to:

- Lead in challenging times with more self-confidence and greater self-awareness.
- Be more resilient to stress.
- Approach change as a meaningful challenge, rather than detaching and giving up.
- Resolve ongoing conflicts, and build an environment of assistance and encouragement among co-workers.
- Model resilient behavior and a can do attitude.