

UNIVERSITY OF CENTRAL LANCASHIRE

Student Support & Wellbeing Services:

Management Team Development Programme

May to October 2023



At a glance

Features

- Tailored programme structure
- Spotlight profile assessments providing objective feedback
- Holistic approach for well-rounded development
- Lead Consultant with extensive experience in this field

Benefits

- Improved team cohesion and effectiveness
- Enhanced confidence in individual leadership skills & behaviours
- Clearer understanding of responsibility and autonomy levels
- Sustainable positive impact on team dynamics and performance



"...there are definitely some positive changes even at this early stage. I would say the management team are definitely working more cohesively and have a greater awareness of each other's styles, approaches and needs when it comes to communication/joint working."

The biggest impact I've seen has been the self-awareness of each of the individuals in terms of their role within the management team and their ambitions for the future."

Megan Blissett

Head of Student Support & Wellbeing Services

Objectives

The Student Support and Wellbeing Services Department at the University of Central Lancashire (UCLan) plays a crucial role in providing guidance, support, and advisory services to approximately 30,000 undergraduate and postgraduate students. As Head of this Department, Megan Blissett was keen to provide her senior management team with a development opportunity that would foster a more cohesive and effective team, instil confidence in them to lead on projects, and encourage ownership of personal development.

Using the Spotlight mindset and behavioural profile as a baseline, Lizz designed and delivered a series of interventions that paved the way for individual and collective exploration of performance strengths; develop a curiosity of appropriate strategic-stretch in their roles; and provide a platform for defining personal career goals and action plans.

Our intervention

Phase 1: Individual Sessions & Spotlight Profile Feedback

Commencing in May 2023, this phase provided each team member with insights into their mindset and behavioral traits through the Spotlight profile assessments. Subsequent one-hour 1:1 coaching sessions facilitated discussions on personal performance and effectiveness.

Phase 2: Group Workshops & Team Spotlight Profiles

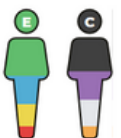
Conducted on 10th July and 5th September 2023, these workshops explored performance preferences, default team behaviour, and individual values. The collective findings from the Spotlight profiles were used to understand team dynamics.

Phase 3: Individual Reflections and Action Planning

Final 1:1 coaching sessions were held on 12th & 13th October 2023, allowing participants to reflect on their progress and create personal development plans.

Impacts

- All participants reported an increased sense of cohesion
- Participants stated that they had gained confidence in their leadership roles
- The Spotlight profile assessments provided valuable insights into individual and collective performance
- Collective raised awareness of the need to develop their strategic stretch, and participants have already started to leverage their levels of working



Team Session Summaries

Student Wellbeing Services Mgt Team Session #1

Info: Session #1 of 2 - Half day with Student Wellbeing Services Management Team
Coordinator: Megan Stewart
Location: RC (on campus)
Date: 12th July 2023, 09:30 - 13:00

Resources: Powerpoint, 2 handouts sent to MMs, Anatomy of Strengths %1, app handout on the day, register
 Strategic Master plans
 Mgtg 101
 Post 101
 Pre-101

Session	Info
1	Pre-101
2	Pre-101
3	Pre-101

Session	Title	Key topics / description	Resources	Activities / exercises	Timing
1	Pre-101			Confidence in role and use of strengths All strengths belonging to the team All capabilities of the team Own CPE (Share in session 4) and that is it	

Session	Title	Key topics / description	Resources	Activities / exercises	Timing
2	Pre-101			Self-reflection from strengths Trust (Establishment / no surprises / without team looking / know where you are going to be in the field) Communication video	10:00

Session	Title	Key topics / description	Resources	Activities / exercises	Timing
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What difference has it made?

- Different perception of wider team compared to management team
- Working on being more confident and slowing conversation down
- Reconnecting with some strengths
- 1 Feel vulnerable
- 2 Clarity in expectations
- Different is OK & not inferior
- Hierarchical systems not affecting confidence and belief in self

What have you *done* differently?

- More awareness of my comfort zone
Made a commitment to push myself outside of this more often
- Aware of "overlays" and adapt approach
- Doing things to be more energised
- Incorporate into personal activities
- Challenging in the moment
- Allowing my forceful opinion to be expressed / shared

Session Design and Content

The team sessions were carefully crafted to ensure that objectives were met in an engaging, inclusive and uplifting environment.

All the activities, discussions and exercises were designed to provide insight and learning, with the opportunity for further reflection after the programme had finished by providing frameworks that can be revisited by the team going forward.



Feedback

Participant Feedback and Evaluation

On completion of the programme, all participants were given the opportunity to provide anonymous feedback via an online evaluation form comprising of 15 questions in a mixture of multiple choice and freeform comment-style responses. Four out of six participants replied, all reporting a positive impact from taking part in the programme.

More detailed feedback from participants highlighted the following themes:

- Reported increase in confidence in their leadership abilities.
- Improved understanding and application of individual and team strengths.
- Enhanced cohesiveness within the team and a shared understanding of their collective strengths, as well as the gaps highlighted by the “empty chair”.
- Greater clarity on levels of responsibility and autonomy.

When captured in summary WordCloud format, the comments to the question: “What difference have these sessions made to you?” can be represented as follows:



These sessions have helped to generate a stronger sense of cohesion in the team

I feel more confident to lead my team or area of responsibility

Having insight on each other's strengths and overplays has helped us to engage as a team more effectively

I have a clearer understanding of the level of responsibility and autonomy expected of me as a leader

