

CREATING THE LEADING EDGE

REGIONAL MANAGEMENT
DEVELOPMENT PROGRAMME

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

2012

CORE MODULES

19 April	1.1 The Higher Education Sector – A Broad Overview
9–11 May	1.2 Leadership – Part 1: Personal Leadership
30 & 31 May	1.3 Leadership – Part 2: Building the Team
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30 Aug & 4 Sept	1.6 Effective Communication
18–20 Sept	1.7 Basic Financial Management
23 & 24 October	1.8 Labour Law for Leaders

An initiative of

UNIVERSITY OF CAPE TOWN
UNIVERSITY OF STELLENBOSCH
UNIVERSITY OF THE WESTERN CAPE
CAPE PENINSULA UNIVERSITY OF TECHNOLOGY



CHEC

Cape Higher Education Consortium

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 tenth cycle of a 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 Department, Research Group Heads, and Support/Professional staff managers. (Graduate or graduate equivalent, over 5 years total 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. (Note: elective modules have been offered in the past in addition to the core modules. In 2012 we are not offering electives but these may be re-introduced next year).

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.

Register for the whole programme or any number of the modules by completing a nomination form – available from the Staff Development section of your Human Resources Department. Completed applications should be sent to your Staff Development section before 11 April 2012.

core modules



1.1 The Higher Education Sector – A Broad Overview

19 April 2012 (1 day)

Co-ordinator: Anita Maurtin-Cairncross

Venue: ICT Centre, CPUT Bellville Campus

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. 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.

1.2 Leadership – Part 1: Personal Leadership

9 to 11 May 2012 (2,5 days – Friday is a half day)

Co-ordinator: R Wills

Venue: Botanical Gardens, Stellenbosch

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.

core modules



1.3 Leadership – Part 2: Building the Team

30 & 31 May 2012 (2 days)

Co-ordinator: Helene Smit

Venue: ICT Centre, CPUT Bellville Campus

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.

1.4 Project Management

24 to 26 July 2012 (3 days)

Co-ordinator: PSP Icon

Venue: ICT Centre, CPUT Bellville Campus

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 with an examination of how change affects staff and how to manage effective change.

core modules



1.5 Leadership – Part 3: Goal Setting, Feedback and Coaching

14 to 16 August 2012 (3 days)

Co-ordinator: R Wills

Venue: ICT Centre, CPUT Bellville Campus

Competencies and understanding acquired in Leadership Parts 1 and 2 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.

1.6 Effective Communication

30 August and 4 September 2012 (2 days in different weeks)

Co-ordinators: Hanelie Adendorf and Nicoline Herman

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.

Outcomes:

- An ability to plan and implement effective communication structures and processes within organisations.
- An ability to write well structured 'business' letters, emails and reports.
- A clear understanding of how to plan, prepare and deliver an effective presentation.
- An ability to evaluate a successful presentation.

core modules



1.7 Basic Financial Management

18 to 20 September 2012 (3 days)

Co-ordinator: Paul Slack

Venue: ICT Centre, CPUT Bellville Campus

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, break even analysis and 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.

1.8 Labour Law for Leaders

23 and 24 October 2012 (2days) (still to be confirmed)

Co-ordinator: Barney Jordaan of Maserumule Employment Consulting

Venue: ICT Centre, CPUT Bellville Campus

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