

# Creating the Executive-Edge (2023)

## Programme rationale

CHEC's Higher Education Leadership Development programmes are known for their ability to develop capacity within the member universities in support of each university's own strategic intent and direction. This supports the Western Cape and the South African national education system in building an innovative regional HE system.

Creating the Executive-Edge Programme (CEE) has been developed by, and for, the universities in the Western Cape and is presented under the auspices of the Cape Higher Education Consortium (CHEC). The Programme is designed to meet the strategic needs of senior and executive management in HEIs in the Western Cape. The Programme is designed for deans, deputy deans and senior or executive directors appointed to executive positions in HEIs.

The purpose of the CEE is:

*To engage in strategic leadership through people management in HE.*

The value of the CEE (Creating the Executive Edge) lies in the development of strategic leadership who values transformation, communication and performance engagement. To this, the Programme follows a framework for human-centric leadership in turbulent times.

There are four aspects in support of this: the ability to build trust and create a psychologically safe workspace, to recognise and align meaning and purpose between people and organisation by understanding the self, to grow and develop people through coaching and mentoring and to have systems view before acting. To this, human-centric leadership during volatile times, focuses on (1) Changing the conversation and ensuring emotional safety by understanding the self; (2) understanding and working with change in diverse forms of leadership, re-introducing communication and creativity through systems thinking and systems dynamics.

## Intended Audience

The CEE is intended for the senior and executive manager and director at the levels of deans, executive deans and executive or senior directors.

Therefore, the CEE Programme is for you if you are in a leading and executive position where strategic decisions must be made, and you are required to be the change agent taking on liferent leadership roles and responsibilities that require of you a deep sense of self understanding before being able to manage and lead people that report to you.

## Creating the Executive-Edge 2023 calendar

<i>Application closing date</i>				<b>15 June 2023</b>
<i>Programme welcome and orientation to the CHEC CEE system</i>				18 August 16:00 - 19:00
<i>Core courses</i>				
<b>Being the sense-maker</b>	1.1	Systems thinking in HE	Prof Sanchen Henning	28, 31 Aug 16:00 - 19:00
<b>Being the change agent</b>	1.2	Personal mastery	Ms Kim Everett	26, 28 September 16:00 - 19:00
	1.3	Leaders as change agents in the new HE context	Prof José Frantz	24, 26 October 16:00 - 19:00
<b>Being the leader</b>	1.4 <i>(new!)</i>	Leading people through effective communication	Dr Phumzile Mmope	21, 23 November 16:00 - 19:00
	1.5	Leadership and strategy in context	Prof Drikus Kriek	4, 6 December 16:00 - 19:00
<i>Programme closure</i>				December 2023

## Programme orientation

The Programme will kick off with an orientation session that all participants and facilitators should attend. The orientation will provide an overview of the CLE Programme, the content and delivery method and introduce the CHEC team and facilitators on the Programme. The orientation will be hosted before the first course is presented and attendance is compulsory for everyone.

We realise that your time is limited and therefore scheduled the sessions in the late afternoon. **There are two sessions scheduled for each of the core courses. We will provide you with reading materials and preparations when required but we value your time.** The sessions will focus on engagements with the facilitators, specifically selected for their in-depth knowledge of the four areas of the programme.

If you are interested, you may register for the CLE elective courses additionally to the five core CEE courses indicated below.

## CEE 1.1 Systems thinking in HE: The Nature of the Beast in Higher Education

*Facilitator: Prof Sanchen Henning*

*Course description*

Unravelling the pattern which connects through five principles:-

*Principle #1 Openness: Critical stakeholder transactions*

*Principle #2 Purposefulness: Value-based behaviour*

*Principle #3 Multidimensionality: Creating complementary relationships*

*Principle #4 Emerging property: Quality improvement as the sum of all parts*

*Principle #5 Counterintuitive behaviour: Expecting the Unexpected*

Leading in uncertain and complex environments

*Conquering challenges and creating new pathways*

*The tie that bonds: a shared image of a desired future*

*Bio of facilitator*

Sanchen Henning is a research psychologist, currently employed by the Graduate School of Business Leadership, UNISA. She completed a Masters' degree in Research Psychology at the University of Pretoria and PhD in Consulting Psychology. Her role as a systems psychodynamic scholar includes research and teaching to postgraduate students, executive coaching and consulting to organisations on complex and unconscious human behaviours.

## CEE 1.2 Personal mastery

*Facilitator: Kim Everitt*

*Course description*

The essential challenge in future individual and team performance is personal mastery. It necessitates support workers, team leaders, and managers assessing and applying their own knowledge to comprehend, motivate, and manage people in a variety of settings, including conflict and interpersonal differences. This course is taking personal mastery a step further by teaching how to fully understand who you are and what drives you; it is primarily concerned with self-awareness, inner-work, and observing the impact our patterns of thinking, feeling, and behaving have on the people and situations around us, as well as the outcomes of these encounters.

Topics covered:

- The powerful Neurology in Personal Mastery
- The energy of a Leader: The signature of authentic charisma
- The Human Needs drivers of the Leader: Managing others in Change
- The skill of Coaching/Mentoring/Managing in Leadership application
- Our three intelligences and how to apply them toward Authenticity and Wisdom

*Bio of facilitator*

Kim Everitt is an internationally qualified Master coach, author, keynote speaker, professional trainer, mentor and entrepreneur, and founder & CEO of the NeuroCoach Institute, NeuroBusiness Institute. Kim's personal guarantee of authenticity, professionalism and agility echoes through everything she does.

## CEE 1.3 Leaders as change agents in the new HE context

*Facilitator: Prof José Frantz*

*Course description*

Higher education is currently facing tremendous difficulties, which are fuelled by the internet's rapid expansion, higher education's rising globalisation, and the ever-present question of institutional quality. Leading change has become an ever-present reality for leaders in the higher education sector. The traditional pattern of instructional providing is being broken by new types of educational delivery via virtual networks. Higher education is being redefined by new players. The rules are changing, and higher education institutions are under more pressure to adapt.

As we embrace change as a constant it is important that we engage on how we can address this in our own context. The course offers an opportunity for engagement, influential conversations and reflection as we seek to find tangible solutions for the challenges we face.

Specific content

- Why higher education needs change agents.
- Being a leader in a new higher education setting by being a change agent: Characteristics of leaders as change agents
- Types of change management models
- Equipping faculty to be part of the processes of change agency
- Masters of the change process
- Immunity to change
- Challenges to change on HE

*Bio of facilitator*

José Frantz is the Deputy Vice Chancellor for Research and Innovation, UWC. She has held leadership positions as the Dean of the Faculty of Health Sciences, Deputy Dean of Research and Head of Department. She has developed leadership development programs in higher education which has assisted in driving transformation in higher education at departmental, faculty and university level. She has conducted and continues to conduct research in leadership development and publishes in this area. Her 20 years' experience in the higher education sector makes her a valuable resource for future leaders.

## CEE 1.4 Leading people through effective communication

*Facilitator: Dr Phumzile Mmope*

*Course description*

In our increasingly VUCA (volatile, uncertain, complex, ambiguous) higher education environment, persistent changes become a point of much reflection and bring about key learnings and insights. For one, HE leaders are reminded that leading people through change begins with communicating effectively, authentically and with respect in a way that enables leaders to lead with influence, inspire change and take people along instead of forcing change. Leaders may have different styles. Whatever their style, communication remains central to their leadership role.

This course will focus on leadership communication for change. Effective leaders do not start to communicate when change is needed or happening, they already have the understanding that leading people through change hinges on connection built on empathy and trust. Leaders should consistently and intentionally enhance their ability to be mindful, to connect with and inspire others towards a common purpose through shared values underpinned by empathy and inclusion.

Topics covered:

- Why leadership communication is important
- Leading others begins with self-leadership and accountability for an enabling environment for effective communication
- Skills for building personal credibility and influencing others
- Communicating for Change - a framework for effective and inclusive engagement
- Telling and Retelling: consistency of an institutional narrative and common talking points

*Bio of facilitator*

Phumzile Mmope is an internationally credentialed leadership coach, strategic communication consultant, facilitator, speaker and writer with a deep understanding of effective communication and how it influences leadership, teams, performance and professional relationships. Her leadership and business coaching credentials are endorsed by Coaches and Mentors of South Africa (COMENSA) and the Worldwide Association of Business Coaches (WABC). She is a registered Chartered Public Relations Practitioner (CPRP) with the Public Relations Institute of Southern Africa. In addition, she is a member of the Council for Advancement and Support of Education (CASE); and the International Association for Business Communicators (IABC).

## CEE 1.5 Leadership and strategy in the new context

*Facilitator: Prof Drikus Kriek*  
*Course description*

The course participants will engage about the role and duties of the leader, theories of educational leaders, what makes educational leaders effective in their role and challenges faced by senior leaders. The course will endeavour to find new paths of leadership for the current and future HE challenges and will focus on the key conditions that need to be in place to ensure followers are motivated to follow voluntarily.

- Healthy universities (effectiveness of leadership on a healthy universities)
- Understanding your role in leadership development
- Making critical sense of leadership development
- Creating conditions to lead
- Motivating followers through a mindspace to lead
- A framework for leadership in HE
- What does it mean to be a leader in diverse situations?
- Cultural perceptions of senior leaders of the practice of leadership in higher education
- Major challenges in leading academic staff from the perspective of senior leaders
- Placing leadership in the context of education.

*Bio of facilitator*

Drikus Kriek is Dean and Director of the Doctoral Programmes at the IEDC-Bled School of Management in Bled, Slovenia. He is Associate-Professor of Leadership and HRM at IEDC and Wits Business School. He teaches Leadership, Leading High-Performance teams and Organisation Development courses on various Doctoral, MBA and Coaching programmes as well as on executive education programmes both locally and internationally. He was Director of the Leadership Development Centre at Wits Business School of the University of the Witwatersrand. He holds an MA (Clin. Psych.) and MBA degrees, both cum laude, from the Rand Afrikaans University (now University of Johannesburg) and the University of Stellenbosch respectively and received his Doctorate from the University of Pretoria and is a graduate of Yale University in the United States.