

UJ Women's Leadership Development Programme

The UJ Women's Leadership Development Programme (UJWLDP) is designed to:

- Broaden the awareness and understanding of management and leadership in an emerging market within the education sector;
- Enhance the personal leadership skills of senior women leaders;
- Create a coaching and mentorship practice amongst senior women leaders;
- Explore practical methodologies to equip women leaders with the tools to have courageous conversations;
- Develop a connected, high performing network of skilled women leaders.

The programme also has a focus on Action Learning to ensure maximum benefit to the delegates from this learning approach. The programme also recognises the importance and value of building networks and learning from peers.

To support the transfer of learning from the classroom to the workplace each delegate will be supported by an executive coach who will help translate the insights from the programme into practical actions and high impact results.

OVERVIEW:

Our guiding philosophy for the UJWLDP is to enhance the delegates' knowledge base about management, personal leadership and their understanding, in terms of strategic thought and practical implementation. We believe that the starting point of the programme should be to inspire the delegates to want to develop and then give them the means to bring about this personal change and personal growth.

Where possible, we would create links between the programme and the career development processes and performance management systems of UJ. Where appropriate we would invite senior executives from UJ to contribute to the lecture sessions so as to build a bridge between business school theory and current best practices.

JBS has deep partnerships aimed at developing senior women leaders. The High-Performance Women in Leadership module is a transformational leadership development programme for women that focuses on how to turn Intent into Impact as Women Leaders, to thrive at work and in life. Through a deeply immersive learning experience, participants explore how self-acceptance, self-awareness and self-regulation inform opportunities for Women Leaders to be Purposeful, Conscious and impactful leaders, able to break through "glass ceilings" and office politics. A strong Neuroscience thread informs the storyline of the programme.

Deep levels of reflection and support coaching challenge hardwired limiting beliefs, culture and gender assumptions, biases and triggers, to unleash the capacity and capability of Women Leaders to Empathise and lead others collaboratively, systemically and creatively.

The UJ Women's Leadership Development Programme is aimed at women that focuses on how to turn Intent into Impact as Women Leaders, to thrive at work and in life.

Through the immersive learning journey participants:

- Identify and self-lead personal Enablers and Disablers, including self-care
- Create Social Safety for self and others for high-performance thinking
- Build Trust through Purposeful Leadership in the context of Diversity and Inclusion
- Explore the multiplicity of roles as Women Leaders and create a personal development plan to develop Agility and Resilience across this multiplicity
- Seek out radical experiences to challenge assumptions and hardwiring of self and others
- Challenge limiting beliefs of self and others
- Face the unknown with courage and confidence in a highly disruptive 4IR leadership context
- Innovate in collaborative, high-performance teams.

Importantly, part of the learning of WILP is to expose attendees to the socio-economic environment and cultural dynamics within the current business market. Such discussions are critical in assisting South Africa senior managers to develop an understanding of African markets, particularly with regards to decisions around which markets to consider, entry strategies, barriers to entry, the competitive landscape and so-called 'soft issues' and culture among others.

PROGRAMME CONTENT:

JBS's guiding philosophy is expressed in the distinctive design of the components of this programme. The content presented below are proposed topic designed specifically for the target audience:

- **Module 1:** Business, Environment and Sustainability (1 day)
- **Module 2:** The Academic Leader (1 day)
- **Module 3:** High-Performance Women in Leadership (3 days)
- **Module 4:** High-Performance Women in Leadership (3 days)
- **Module 5:** Effective Stakeholder Engagement and Strategic Partnership (Strategic Communication) – (2 days)
- **Module 6:** Advanced Strategic Management (1 day)
- **Module 7:** Dare to Lead – Emotional Resilience, The Power of Vulnerability – based on the work by Dr Brené Brown (1 day)
- **Module 8:** Transformation (Gender, Race, Culture) and Change Management (2 days)
- **Module 9:** Coaching and Mentoring (2 days)
- **Module 10:** Action Learning Projects (3 days)
- **Module 11:** Cultural Immersions (1 day)

In order to maximise learning the following elements are included in the programme and are deemed to be the competitive advantage of the JBS design:

- Pre-work
- 360° leadership feedback questionnaire
- Leadership Quest - individual leadership assignment
- Executive Coaching – one on one (contracted)
- Personal leadership workshop
- Local academic content
- International academic case studies
- Peer-to-peer learning
- Cultural immersion activities
- Action Learning Project



PRE-WORK

A workbook will be sent to the delegates prior to the start of the programme in which they are asked to complete the following:

- **COMPLETION OF A "CAREER BLUEPRINT"**
This challenges the delegates to think through their career thus far and to map out the next steps in their career
- **LEADERSHIP 360° QUESTIONNAIRE**
This will provide delegates with composite feedback on his/her leadership style. The questionnaire is based on the Head, Heart and Hands model of leadership.
- **THE ACHIEVEMENT NETWORK PROCESS**
This will lay the foundation for teamwork and project management on the programme. The inventory has a 360° component to it, which provides valuable feedback to the delegates on their performance on project work.
- **INTERVIEWS WITH SELECTED PEOPLE**
Delegates will undertake interviews with selected people in the organisation to assist them formulating personal learning objectives for the programme.
- **PRE-COURSE READING**
This will be sent to delegates so that they can prepare in advance for the sessions at the Johannesburg Business School.
- **LEADERSHIP QUEST**
This is an individual leadership assignment which the delegate works on for the duration of the programme. The task of the delegate is to identify the type of leader they want to become as well as three specific goals taken from their performance contracts at work. The delegates are also asked to identify one personal goal as well. The delegates then work of their leadership quest with their executive coach to fulfil on their quest to become the best leader they can become.

EXECUTIVE COACHING

Each delegate will be assigned an executive coach who will work with the participant to facilitate the transfer of learning to the workplace, as well as on the Leadership Quest. The coaching on the programme would be closely supervised in accordance with the programme schedule for the coaching sessions. A manager will be appointed for each programme to ensure that the coaching is delivered as designed.

An impact assessment will be conducted six months after the close of the programme and the 360° Leadership feedback will be repeated to compare the original feedback report with the post programme feedback (this feedback will be mediated by the coach). A detailed report will be compiled on the impact of the programme on each delegate. As this is the outcome of the coaching process the report is confidential and is not released to UJ. A summary report will be produced for the group when the programme concludes, identifying individual achievements.

PEER-TO-PEER LEARNING

An important element of the learning process is peer-to-peer learning. This allows the delegates to create powerful networks that impact their continuous learning journeys.

The suggested peer-to-peer learning for the programme would entail running a series of dialogue and reflective sessions within the study blocks to allow critical thinking and conversation to take place. The role of the integrator on the programme will be to facilitate these sessions as well as capture key lessons learned from the group.

CULTURAL IMMERSION ACTIVITIES

A fundamental component of the WILP is for delegates to experience different cultures. As part of the suggested programme we would include a cultural immersion to create dialogue on aspects such as privilege, power, social norms, intercultural communication as well as perceptions of gender stereotypes.

ASSESSMENT OF DELEGATES

On the programme there are three delegate assessments:

- **Individual assignment:** Based on an integration of the course work
- **Leadership Quest:** Individual assignment
- **Action Learning Project:** Group assignment