

Title: Senior Leadership Programmes & Capstone Projects

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Case Study Synopsis

In line with Action 4.2.5 of UCC2022 to invest in leadership training enabling staff to progress and enhance their abilities towards delivering responsibility, revised and extended IMI/UCC Senior Leadership Development programmes (Current Leaders Levels 1 & 2) were launched in 2021. A significant new addition was the identification of specific university wide projects by senior management.

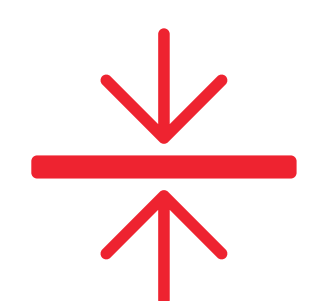


Key Impacts

Following a detailed review of every project, a number have now been forwarded directly to senior staff across the University, several initiatives were already in train and the presentations provided additional resources and information and a number of initiatives have begun since the Capstone presentations. Presentations have been sent for example to the Registrar, Careers, EDI, Media & Communications and HR. The Capstone events have highlighted leadership abilities and potential which exist across UCC and the benefit of cross-category teams working together to collaborate on effecting change initiatives and a culture of continuous improvement. At the level of the individual, the opportunity to engage in a Capstone project presents a learning and networking opportunity in addition to impacting a “real live challenge or issue”.

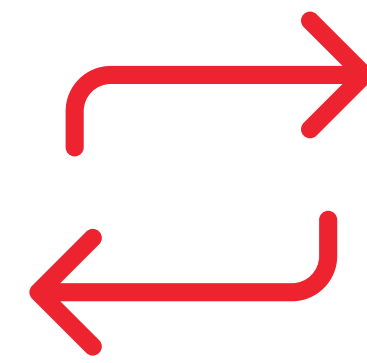
Feedback from participants included:

- ‘The projects provided a valuable opportunity to reflect with colleagues in terms of the university strategic plan, leadership, quality and engagement’.
- ‘The Capstone project was fantastic and gave us a great opportunity to try out our leadership skills in a tangible way’.
- ‘Experience of Capstone project was hugely beneficial. I found working as part of a leadership team to enact change really refreshing’.
- ‘The Capstone project pushed me out of my comfort zone to present’.



Area of Alignment

People & Organisational Culture
Research & Innovation



Intended Changes

- These Capstone projects are intended as a catalyst for the translation and transfer of learning from the programme to the individual’s and the organisation’s work context in the pursuit of one of the 5 strategic priorities of UCC2022. Their purpose is to allow participants collaborate with their peers from across the organisation to identify how they want to influence what that future looks like.
- It was agreed that groups within each cohort would present their ideas, insights and potential solutions to the projects to UCC’s senior leaders with the benefit of senior leaders getting differing perspectives on these ‘real’ projects.



Additional Information

The first year of the revised leadership development programmes has taken place. In total, 14 presentations were given over 4 mornings by groups comprising of over 65 programme participants. At the ULT of 19 July 2022, UCC HR Director Barry O’Brien provided an overview of the Capstone projects including all the project titles and members of each group together with project slides and summaries. ULT noted ‘the useful nature of the content ... together with “the importance of supporting such presentations”’. The HR Director and Staff Wellbeing and Development were tasked with identifying the priority recommendations and advancing these for further discussion.’



Video Links | Graphics

