

Job Description

Organisation and Leadership Development (OD and LD) Manager

Salary:	Grade 8
Contract:	Full time / ongoing
Location:	Canterbury Campus – hybrid working arrangements in place
Responsible to:	Head of Talent & Organisational Development
Responsible for:	Talent & Organisational Development Adviser
Job family:	Administrative, professional and managerial

Job purpose

This role will provide strategic leadership and subject matter expertise in organisational and leadership development, enabling the University to build the leadership strength, cultural alignment, and organisational capability required to achieve its long-term ambitions. The role holder will act as a trusted advisor to leaders, shaping approaches that enhance collective leadership effectiveness, drive cultural change, and ensure the University is equipped to thrive in a complex and rapidly evolving higher education landscape.

Through thought leadership and evidence-based practice, the incumbent will design and deliver innovative (sometimes disruptive) frameworks, interventions, and initiatives that build resilience, agility, and impactful leadership across the institution. By influencing at senior levels and working in partnership across academic and professional services staff, the role will directly contribute to embedding a collaborative, inclusive, and high-performance, impactful culture that enables a compelling employee value proposition. The incumbent will also act as a Deputy for the Head of T&OD where required.

Key accountabilities

The following are the main duties for the job. Other duties, commensurate with the grading of the job, may also be assigned from time to time.

Development and Delivery of the People & Culture Strategy

- Develop, deliver, and evaluate the People and Culture strategy to elevate employee experience across talent attraction, reward and recognition, retention, and development in the University.
- Provide specialist expertise in the development and implementation of a strong employer value proposition / brand internally and externally.
- Lead on the delivery of key strategic projects within the HR & OD function and at University level when those have an impact on people, processes, and systems and/or ways of working.
- Design and facilitate diverse strategic cultural interventions across levels to build and embed an inclusive, collaborative, and high-performing, impactful culture.
- Lead the implementation and continuous improvement of the University's performance appraisal to drive a meaningful practice focused on both staff performance and development

- Utilise recognised OD tools and techniques and internal data sources (360, staff engagement data etc.) to assess and report on culture, leadership behaviour, and people practices. Use this business intelligence to feedback to relevant stakeholders and inform future initiatives.
- Craft and deploy a comprehensive culture communication strategy.
- Create thorough updates and reports for relevant project boards, and committees (Executive Group, People Committee, etc.)

Leadership Development

- Develop, deliver, and evaluate high-impact leadership behavioural frameworks and development programmes that strengthen leadership capability across the University, embedding values-driven leadership and cultivating an inclusive, collaborative, and high-performing culture
- Provide expertise to leaders and managers to enhance team, School and Directorate effectiveness through coaching, facilitation, and the delivery of customised leadership development interventions
- Roll out, evaluate, and improve an outcome based approach and methodology for succession planning, and talent review at leadership levels to build a sustainable leadership pipeline.

Strategic Change Management

- Define the role of OD in transformational change to develop change capability and resilience at an organisational level that becomes embedded within our culture.
- Design/co-create and implement complex transformational change programmes aligned to context, values and strategic priorities, ensuring appropriate buy-in from key stakeholders and working closely with Academic and Professional staff and external providers to deliver on outcomes.
- Measure impact of key transformational change programmes at organisational and local level.
- Provide specialist expertise and advice on change initiatives across the University, ensuring the impact of change is being addressed and that new ways of working and people practices are sustainably embedded.

Strategic Workforce planning

- Provide specialist expertise on current and future workforce capabilities to support the University in adapting to changes in the sector landscape and recruitment challenges.
- Define and roll out a methodology and approach for capability assessment and skill gap analysis to enable the mission and strategic priorities for the University.
- Collaborate with the People Development manager and the HR partners and share expertise on diverse programmes and initiatives that build the capabilities required for current and future success.
- Implement, develop and maintain relevant dashboards and tools for strategic workforce planning.

Stakeholder management

- Monitor the external environment and the wider market to identify current and future trends (1+ years) which will impact the University. The role is required to consider macro trends and issues in change management and wider OD initiatives to align this with current People Plan.

- Formalise an approach to effectively manage stakeholder engagement across the organisation in order to provide specialist expertise, influence and build trust with key decision makers with a view to build an in-depth understanding of their contexts and priorities and deliver on the People Plan and wider OD agenda.
- Manage Communities of Practice across the University.

Supplier management

- Commission and manage additional internal or external resources as and when required in order to ensure cost effective delivery of agreed OD initiatives and in accordance with Financial Regulations.
- Manage budgets and spends for all OD related activities.

Key challenges and decisions

The following provide an overview of the challenging or complex parts of the role and the degree of autonomy that exists.

Key challenges and decisions are as follows:

- In the absence of a well-established framework for OD and given the low level of maturity of the organisation, the role holder needs to demonstrate a high level of expertise in the field and extensive experience in navigating complex ambiguous environments and an ability to advise, influence and educate decision makers at executive level.
- Aside from the development and delivery of new and updated University-wide strategies, the OD and LD manager will need to demonstrate a strong business acumen and an ability to understand and adapt to changes to context, pivot, re-prioritise or re-shape the work as required whilst managing stakeholder expectations and deadlines. There is a strong accountability that comes with the role in terms of commitment made to the Executive Group (EG), various project boards and committees and how those groups of stakeholders are kept informed of progress.
- The role involves strong strategic focus and high levels of autonomy in the management of project timelines and deliverables, resources (e.g. budgets), working extensively with peers and members across academic and professional services with no direct reporting to achieve collective goals, and managing external resources (i.e. Consultants) as and when required.
- Given the level of change the organisation is currently undergoing, the role holder will need to quickly establish rapport with internal and external stakeholders and build their awareness of sector and organisational context whilst supporting the delivery of key strategic University-wide transformational change programmes

Facts & figures

The Organisational and Leadership Development manager is part of the Talent & OD function within the HR&OD directorate which is a centralised professional function and is comprised of Service Delivery, People Partnering and Centres of Expertise (including Employment Relations, T&OD, Reward). The overall directorate supports the University to deliver its goals of excellence in education and student experience; research and innovation; and engagement, impact and civic mission via the recruitment, retention, reward, recognition, and development activities of our staff.

This is a strategic expert and advisory role that requires high level of professional knowledge and expertise and an ability to advise and challenge at all levels in the organisation including senior leadership level. In order to maintain an up-to-date knowledge of best practice in the field, the role holder will need to be willing to continuously develop their professional practice and be involved in relevant external practitioner networks.

Budgetary Responsibility: Yes

Internal & external relationships

Internal: Wider T&OD team including EDI, HR&OD function, Project management Office, Senior leaders within Schools and Directorates, Unions and Staff representatives, and Communities of Practice.

External: Suppliers, trusted partners, networks.

Health, safety & wellbeing considerations

This job involves undertaking duties which include the following health, safety and wellbeing considerations:

- Regular use of Screen Display Equipment
- Conflict resolution
- Pressure to meet important deadlines such as might be inherent in high profile projects
- Ability to travel in a timely and efficient manner regularly between campuses

Person specification

The person specification details the necessary skills, qualifications, experience or other attributes needed to carry out the job. Applications will be measured against the criteria published below.

Selection panels will be looking for strong, clear evidence and examples in an application, or cover letter (where applicable), which back-up any assertions made in relation to each criterion.

Essential Criteria:

- Post graduate qualification in OD/Behavioural Psychology/HR Management or Business; CIPD membership or other relevant professional body. (A)
- A successful track record of operating at a strategic level across diverse sectors (Industry background) as an in-house practitioner and/or consultant. (A,I)
- Comprehensive experience leading diverse high-impact, measurable culture transformation interventions across an organisation. (A,I)

- A successful track record in designing, implementing, and evaluating large scale transformational strategic change programmes within a commercial environment. (A,I)
- Extensive experience in developing and delivering outcome-based leadership development frameworks and programmes at senior leadership and management levels. (A,I)
- Demonstrable experience developing and implementing a comprehensive strategic workforce plan. (A,I)
- Ability to write board and executive group level reports and compelling business cases, project initiation documents, and whitepaper documents for diverse groups of stakeholders, producing high quality output. (A)
- Proven ability to lead multiple interventions simultaneously, managing conflicting and shifting priorities while meeting quality standards and stringent timelines. (I)
- Ability to synthesise internal and external data to generate impactful insights and reports from scratch that shape OD and LD strategic priorities. (A,I)
- Exhibit bold, change leadership with the ability to effectively navigate continuous change and uncertainty by challenging status quo, balancing long-term goals and tactical execution, and acting decisively in the face of incomplete information and limited resources. (I)
- Display thought leadership and expertise through a deep knowledge of the latest research and methodologies in Organisational Development and workforce planning. (A,I)
- Experience in building and managing sustained positive, productive stakeholder relationships in a complex, matrix environment. Has effective presentation, negotiation and influencing skills with stakeholders across levels. (I)
- Values collaboration, breaks down siloes, and promotes cross synergies, shared decision-making and co-consultation/engagement with diverse stakeholders and team members, to achieve School, Directorate, and University goals collectively. (I)
- Lead with high professionalism, openness and empathy in design and delivery of strategic interventions and interactions across the University. (I)

Desirable Criteria:

- Experience in the HE sector (A)
- Member of a recognised OD network highly desirable (e.g. ODNE, ODHE) (A)
- Accreditation in specific developmental programmes (i.e. Crucial conversations) or in using Psychometric suites (i.e. MBTI, Hogan) (A)
- Design skills using specialist tools such as Adobe, etc (A)

Assessment stage: A - Application; I - Interview; T - Test/presentation at interview stage