



## Elevate 2025-2026

**Elevate** is MTU's bespoke leadership development programme – open to all colleagues working in the University. Offered through the Teaching and Learning Unit and funded for this year through the HEA Systems Performance Framework, Elevate is designed to support leadership development for all areas of the university.

This year we will offer three programmes – Leadership Foundation, Leadership Core and Experiential Leadership.

Elevate - Leadership Foundation is aimed at supporting staff who may have any of the following:

- Emerging interest in leadership
- Not involved currently in line managing others formally
- A desire to “test the waters”

Elevate - Leadership Core is aimed at supporting staff who may have any of the following:

- Previous leadership experience
- Informal leadership roles outside MTU
- Led (or currently leading) a project
- Some prior training on management or leadership
- Completed Elevate (Fundamentals) previously

“The sessions delivered were extremely engaging and thought-provoking with relevant practical, small group exercises built-in. The engagement with participants really meant there was full participation by attendees, and we all looked forward to each session.” – **Anne-Marie Flynn, Office of the Vice President Academic Affairs and Registrar**

Elevate - Experiential Leadership is aimed at supporting staff who have the following:

- A formal leadership role in MTU
- Managing other people in line management (directly) or in ongoing project management roles (indirectly).
- Ongoing complex collaboration with a group of people where they can demonstrate an informal but substantial leadership role.

This strand may suit those in Programme/Year coordinator roles.

### Programme Structure

The programme will involve a set number of sessions between October 2025 and May 2026 (See dates at end of this brochure). This year, some sessions will involve all participants while other sessions will be Action Learning Pods which will be county specific. The Action Learning Pods will be a smaller group and will focus on supporting individuals with their personal leadership challenges.

### Benefits

1. Fresh perspectives through participation with colleagues.
2. Increased self-awareness and strategies for relationship development within the organisation.
3. Elevate will offer opportunity to gain a Digital Badge or, for the Experiential Leadership strand, a Special Purpose Award (Certificate in Leadership in Action).

“The Elevate programme facilitated great discussions and provided insight and awareness into the various dynamics of working with people in MTU. It also supported enhanced self-awareness and learning which I thoroughly enjoyed.” – **Aedamar O'Neill, Project Manager, IT Services**

# Leadership Fundamentals

This programme acts as an introduction to key leadership concepts for those with an emerging interest in leadership and no significant prior experience of undertaking leadership roles. It will introduce some key concepts of leadership including traits, behaviours and styles.

## Content

### Introduction

General overview of key

- Leadership principles
- Leadership roles
- Leadership vs management

Leadership Traits and Behaviours

- Traits of Effective Leadership
- Leadership Behaviours

Leadership Styles and Followership

- Motivation
- Leadership Grid



# Leadership Core

## Overview

**The Leadership Core programme is designed to give existing or aspiring leaders greater insight into current theories of leadership and to facilitate their individual growth within MTU through participation in several group sessions with peers.**

The programme examines such areas as: management and leadership contrasted, leadership traits and behaviours, leadership styles, the role leadership plays in setting organization vision and goals, motivation, communication, and conflict.

Utilizing group work, personal reflection, and guest lectures from industry experts, the programme is designed for aspiring leaders to learn existing leadership theory, reflect on their own experiences, and begin the journey of initiating change within their existing work context.

“The Elevate programme provides a great balance of building the knowledge and theory on leadership while giving opportunities for reflection and discussion on practical examples in the higher education context.” – **Aoife Kelliher, Student Empowerment Co-ordinator**

## Content

### Management vs Leadership

This section examines the similarities and differences between these two pivotal areas.

### Leadership Traits and Behaviours

Examining the core characteristics of leadership, in addition to how leaders behave, facilitates a greater understanding of how good, and poor, leaders operate.

### Leadership Styles

The areas of task or relationship focus are examined in detail in this section.

“The Elevate Programme has been a very positive experience for me so far. The course content is very interesting, and the facilitator is a very engaging co-ordinator/leader! There is a great mix of participants in the course with people coming from a number of different areas of the University. It is great to meet colleagues that you hadn't come across before, discuss differing views on what leadership is, and learning together in an open and engaging way.” – **Brian Kelleher, Alumni Office**

"I have found the Elevate Leadership programme very insightful, helpful and challenging. In my current position it has made me more mindful of the impact of how I present myself to the world and how my words and actions may be perceived by others. I found the interactive experience of role-play and group discussions very helpful. Each session expands my knowledge by bringing my awareness to the tools to help me improve my leadership skills." – **Mary Harty, Senior Technical Officer, IT Services**

## Mission, Vision and Goals

In this section the programme considers the role existing and aspiring leaders play in crafting and implementing organizational mission and goals. It forces all participants to reflect on what role they play in the organizational *Why?*

## Motivation

As a key element in organizational and team success, motivation, and understating the role leadership plays in it, will be examined.

## Communication and Conflict

Understanding how communication can be improved and how conflict can be managed better are crucial aspects of a leadership role and so are the subject of this section.

# Elevate Experiential Leadership

## Overview

The Elevate Experiential Leadership programme focuses on '**Leadership in Action**'. This is an in-depth exploration of what leadership looks like in practice with an emphasis on leadership in action at MTU.

This programme is for those who are currently in a position of leadership within MTU and/or have completed previous management and leadership education including, as an example, the Elevate Core programme. Candidates should have a high level of understanding of the fundamentals of management and leadership theories. Candidates would like to develop that knowledge further by exploring and understanding how leadership theories can be applied in practice. Candidates will be ready to reflect on their own leadership and how that impacts the performance of their teams, peers and colleagues. Candidates can then decide to demonstrate their leadership development by applying learnings to an action-based leadership project at MTU.



## Content

### Leadership & Relationships

Exploring the importance of trust, and how to develop and nurture trust. The relationship between leaders and their followers, and the impact on performance.

### Leadership & Culture

Creating and developing a high performing culture where employees thrive and the organisation flies. The leader's role and impact on an organisation's culture.

### Emotional Intelligence

Examining the importance for a leader to manage their own emotions, while also understanding emotions of others. What might Emotional Intelligence look like in the workplace?

## Insights Discovery® Leadership Workshop

Understanding how **Insights** can help a leader to manage, motivate and drive a team more efficiently and effectively.

## Coaching and Mentoring Others

Coaching and Mentoring as key skills to the role of leader/manager, How coaching/ mentoring can enhance and enable organisational transformation and excellence, How to coach/mentor others.

## Leading Change

Identifying and managing the challenges that leaders face when leading change. How leaders can bring their followers on a journey of change.

## Leadership Project Workshop

Course participants present leadership challenges that they have identified. Workshop session to explore potential solutions and actions.

## Recognition

Participants on Leadership Core and Leadership Fundamentals may complete assessments that allow them to attain a digital badge as recognition of their learning. Participants in Experiential Leadership may undertake the Certificate in Leadership in Action, which is a Level 8, 10 ECTS Special Purpose Award.

## Schedule

**Please note that you will be assigned to one Pod. We will aim to facilitate personal requests.**

### Leadership Fundamentals

Proposed Times for Elevate Fundamentals Semester 1 2025-2026		
Workshop	POD (Cork)	POD ( Kerry)
Workshop 1	October 8 <sup>th</sup> 2025	October 8 <sup>th</sup> 2025
	10am-4pm	10am-4pm
	Cork TBC	Cork TBC
Workshop 2	October 15 <sup>th</sup> 2025	October 15 <sup>th</sup> 2025
	10am-1pm	10am-1pm
	MTU - CSM	MTU - Kerry North Campus
Workshop 3	November 5 <sup>th</sup> 2025	November 12 <sup>th</sup> 2025
	10am-1pm	10am-1pm
	MTU NMCI	MTU - Kerry North Campus
Workshop 4	December 3 <sup>rd</sup> 2025	December 3 <sup>rd</sup> 2025
	10.00am - 2.00pm	10.00am - 2.00pm
	Kerry TBC	Kerry TBC

### Proposed Times for Elevate Core 2025-2026

Workshop	POD 1 (Cork)	POD 2 (Cork)	POD 3 (Kerry)
<b>Workshop 1</b>	October 15 <sup>th</sup> 2025	October 15 <sup>th</sup> 2025	October 15 <sup>th</sup> 2025
	10am-4pm	10am-4pm	10am-4pm
	Cork	Cork	Cork
<b>Workshop 2</b>	October 22 <sup>nd</sup> 2025	November 5 <sup>th</sup> 2025	November 12 <sup>th</sup> 2025
	10am-1pm	10am-1pm	10am-1pm
	MTU - School of Music	MTU - School of Music	MTU - Kerry North Campus
<b>Workshop 3</b>	November 19 <sup>th</sup> 2025	November 26 <sup>th</sup> 2025	December 3 <sup>rd</sup> 2025
	9am-1pm	9am-1pm	9am-1pm
	MTU Bishopstown	MTU Bishopstown	MTU - Kerry North Campus
<b>Workshop 4</b>	January 14 <sup>th</sup> 2026	January 14 <sup>th</sup> 2026	January 14 <sup>th</sup> 2026
	10.00am - 4.00pm	10.00am - 4.00pm	10.00am - 4.00pm
	Kerry	Kerry	Kerry
<b>Workshop 5</b>	January 21 <sup>st</sup> 2026	January 28 <sup>th</sup> 2026	February 4 <sup>th</sup> 2026
	10.00am - 1.00pm	10.00am - 1.00pm	10.00am - 1.00pm
	NMCI	NMCI	MTU - Kerry North Campus

### Proposed Times for Elevate Experiential 2025-2026

Workshop	POD 1 (Cork)	POD 2 (Cork)	POD 3 ( Kerry)
<b>Workshop 1</b>	1 <sup>st</sup> October 2025	1 <sup>st</sup> October 2025	1 <sup>st</sup> October 2025
	10am-4pm	10am-4pm	10am-4pm
	Kerry TBC	Kerry TBC	Kerry TBC
<b>Workshop 2</b>	15 <sup>th</sup> October 2025	22 <sup>nd</sup> October 2025	5 <sup>th</sup> November 2025
	10am-1pm	10am-1pm	10am-1pm
	MTU - NMCI	MTU - NMCI	MTU - Kerry North Campus
<b>Workshop 3</b>	12 <sup>th</sup> November 2025	19 <sup>th</sup> November 2025	26 <sup>th</sup> November 2025
	10am-1pm	10am-1pm	10am-1pm
	MTU Bishopstown	MTU Bishopstown	MTU - Kerry North Campus
<b>Workshop 4</b>	3 <sup>rd</sup> December 2025	17 <sup>th</sup> December 2025	10 <sup>th</sup> December 2025
	10am-1pm	10am-1pm	10am-1pm
	MTU Bishopstown	MTU Bishopstown	MTU - Kerry North Campus
<b>Workshop 5</b>	21 <sup>st</sup> January 2026	21 <sup>st</sup> January 2026	21 <sup>st</sup> January 2026
	10.00am - 4.00pm	10.00am - 4.00pm	10.00am - 4.00pm
	Cork TBC	Cork TBC	Cork TBC
<b>Workshop 6</b>	11 <sup>th</sup> February 2026	25 <sup>th</sup> February 2026	4 <sup>th</sup> March 2026
	9.00am - 1.00pm	9.00am - 1.00pm	9.00am - 1.00pm
	MTU - School of Music	MTU - School of Music	MTU - Kerry North Campus
<b>Workshop 7</b>	11 <sup>th</sup> March 2026	25 <sup>th</sup> March 2026	15 <sup>th</sup> April 2026
	10.00am - 1.00pm	10.00am - 1.00pm	10.00am - 1.00pm
	MTU - Observatory	MTU - Observatory	MTU - Kerry North Campus
<b>Workshop 8</b>	22 <sup>nd</sup> April 2026	29 <sup>th</sup> April 2026	6 <sup>th</sup> May 2026
	10.00am - 1.00pm	10.00am - 1.00pm	10.00am - 1.00pm
	MTU - Bishopstown	MTU - Bishopstown	MTU - Kerry North Campus