MORHEL Train-the-Trainers Programme

Context and Purpose:

Within the framework of the MORHEL project and to support the delivery of the National Leadership Development Program (NLDP), each partner University in Morocco has designated two Trainers to develop the modules of the programme, following specific guidelines, and to work collaboratively to ensure a smooth implementation of the training sessions, face-to-face and online. The Train-the-Trainers programme aims to foster positive synergies among the Trainers, share the programme expectations, and build a common understanding of the design, delivery, and assessment procedures. Trainers will also discuss best practices, from an andragogical perspective, to ensure engagement and success.

Intended Learning Objectives:

At the end of this workshop, the Trainers should be able to:

- Build a collective understanding of the NLDP strategic goals and objectives.
- Comprehend the NLDP expectations, rules, and procedures.
- Finalize the content and material of the NLDP modules following the provided guidelines.
- Develop a common platform for module delivery and assessment.
- Share best practices to engage HE managers and leaders and ensure their active participation in the training modules.

MORHEL Train-the-Trainers Programme – Schedule & Activities

	Day 1 (May 8, 2024) ACC, Ifrane	Day 2 (May 9, 2024) ACC, Ifrane	Day 3 (May 10, 2024) ACC & Main Campus, Ifrane	Day 4 (TBD) Online	Day 5 (TBD) Online
09:00 – 10:45	**Welcoming Remarks (15 mins)** - Representative of Host - Ministry Representative - MORHEL Project Lead **The Imperative of Leadership Development for Moroccan Higher Education (20 mins)** - PACTE-ESRI 2030 - Capacity building for change - Support for leadership development **Introduction to the NLDP (45 mins)** - Context and rationale - Strategic goals - Objectives - Structure - Modules - Planning **Introduction to the Train-the-Trainers Program (25 mins)** - Objectives - Content - Schedule	**Reflective Practice for Leaders** **Reflective practice for leadership development (25 mins)** - The nature of reflective practice - Reflective practice in leadership - Tools to support reflection **Exercise 1 (25 mins)** Using a reflective practice tool **Introduction to the Immunity to Change Methodology (25 mins)** - Background to the Immunity to Change Methodology (ICM) - Assumptions revealing and addressing barriers to change - Applications of ICM **Exercise 2 (30 mins)** Using the ICM	**Running the Higher Education Change Project** **Project outline (15 mins)** - Objectives - Expectations - Planning **Setting up projects (10 mins)** - What makes a good project - Finding project clients - Creating project teams **Exercise 1 (20 mins)** Identifying clients and projects **Supporting project teams (20 mins)** - Suggesting project team structures - Mentoring project teams **Assessing projects & teams (20 mins)** - Outputs, outcomes, and impact - The assessment criteria - The assessment processes **Exercise 2 (20 mins)** Case study analysis – Outputs, Outcomes, and Impact.	**Online Micro Teach Sessions** **Session set up (15 mins)** - Briefing by session lead - Trainers and Reviewers: allocated groups - Moving to Breakout rooms **Micro teach sessions (75 mins)** Each participant leads micro teach session online. - 10 minutes micro teach session for main topics - 5 minutes feedback from reviewers and participants - 5 minutes changeover **Session plenary review (15 mins)** - Reviewer feedback - Participant feedback on lessons learned	**Question and Answer Session – Block 2 Leading Operations and Systems** Introduction to module ILOs. Questions for module development teams for trainers on content. - Quality Assurance - Finance and Budgeting - Operations Management - Information Systems Management
10:45 – 11:10	Break	Break	Break	Break	Break

11:10 – 12:30	**Creating Authentic learning experiences with Leaders** **Exercise 1 (15 mins)** Typical strengths and weaknesses of your leaders **The Nature of Leaders in our Programme (15 minutes)** - Roles - Expertise - Experiences - Typical strengths - Typical weaknesses **Promoting Safe Environments (15 mins)** - Encouraging openness in reflection - Cohort selection - Keeping confidences **Techniques for creating Authentic experiences (20 mins)** - Authentic learning experiences - Keeping it to Higher Education - Creating action from leaders **Exercise 2 (15 mins)** Create action activities for HE leaders	**Using the Higher Education Qualities and Skills Framework for impact with leaders** **The HELQS (30 mins)** - What is it to be a leader in HE? - Collecting intelligence on leader qualities and skills - Identifying leadership strengths and areas for development - Mentoring for action with the GROW methodology **Exercise 1 (25 mins)** Identifying strengths and areas for development with the HELQS **Exercise 2 (25 mins)** Mentoring conversation practice with GROW	**Running Active Online Workshops for Leadership Development** **Exercise 1 (20 mins)** - What is online learning good for? - What works well in online learning? - What are the drawbacks? **The MORHEL online learning approach and tool (20 mins)** - MORHEL approach to online learning - Using MS Teams for online synchronous sessions - Recording of the online sessions **Techniques for creating active and online experiences (20 mins)** - Gathering collective evidence - Letting leaders lead learning - Logic leads to conversation **Exercise 2 (20 mins)** Practice logic leads to conversation	**Question and Answer Session – Block 1 Leading Strategy and Governance** Introduction to module ILOs. Questions for module development teams for trainers on content. - Higher Education Landscape - Governance Models - Strategic Management - Monitoring and Reporting	**Question and Answer Session – Block 3 Leading People and Change** Introduction to module ILOs. Questions for module development teams for trainers on content. - Interpersonal Skills - Human Resource Management - Change Management - Ethics and Social Responsibility
12:30 – 14:15	Lunch	Lunch	Lunch & Prayer	Lunch	Lunch
14:15 – 16:00	**Working & Review Session** - Teamwork (Module teams) - Key learning - Review questions	**Working & Review Session** - Teamwork (Module teams) - Key learning - Review questions	***Wrap up of face-to-face workshops***	***Self-Guided Activity***	***Self-Guided Activity***