Aurora and Aurora@Kent
Reflections/Discussion

Yvonne Sherwood
Aurora Champion
Aurora means ‘dawn’

Goddess of change...

Reinvents herself every morning...

A woman for the moment (!)
Aurora

Women-only Training Programme set up by the Leadership Foundation in 2013
up to senior lecturer and professional services grade 9
70+ alumni here at Kent, plus role models and mentors
4 day long workshops in London plus an Action Learning Set
Prof. Michelle Ryan
The Glass Cliff: Women’s Leadership Roles in Times of Crisis
Aurora@Kent in collaboration with Women’s Network

Programme of local Aurora events, open to all staff

Emphatically *not* women only

Aurora alumni and participants, and those who have never been directly involved in Aurora...

‘This event is open to ALL colleagues, ALL genders, and ALL disciplines’

Important resource for institutional and cross-institutional networking
Local Speakers/Panels

Q&A with Karen Cox, Julia Goodfellow
Panel on leadership styles and strategies
(Juliette Pattinson, Patti Baker, Louise Naylor)
Julia Georgina Randsley de Moura ‘Leadership and Management Styles in an Academic Context’,
Amalia Arvaniti ‘Muted Groups and Implicit Bias’
And...???
Using Visitors to the UoK (academic leaders, professional services managers, role models)

Michelle Ryan (the ‘Glass Cliff’)
Nalini Joshi (Pure Maths)
Helen Beebee (Philosophy) ‘“Minorities” in Academic Disciplines: Practical Strategies for Change’

Resources (powerpoints, notes, recordings) available on Learning and Development Leadership and Management page:
https://www.kent.ac.uk/hr-learninganddevelopment/leadership&management/index.html?tab=aurora
Plans going forward

1. Panel of senior academic women, answering specific questions about research career development (request from Judith Bovensiepen, Aurora 2018-2019)

2. Workshop with Patricia Lewis (Kent Business School) (‘Feminine’ Leadership)

3. Another round of the popular Leadership Styles presentations (Q & A) with senior women at Kent

Also another round of ‘coffee with colleagues’
+ Action Learning Sets at UoK, starting with 2018-2019 Aurora cohort (Aurora 1 and Aurora 2 combined) in autumn term
Change...

In-house training programme for women alongside Aurora

Challenges

Losing (?) the value of the cross-institutional action learning set where delegates from different universities share good practice

Loss of virtual cross-institutional networks—e.g. JISC email group
Why, exactly?
Key forms of networking:

1. Operational
2. Personal
3. Strategic

For more detail: Harvard Business Review, 2007: How leaders create and use networks:
<table>
<thead>
<tr>
<th></th>
<th>Operational</th>
<th>Personal</th>
<th>Strategic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Get things done effectively.</td>
<td>Enhance personal/professional development.</td>
<td>Identify future priorities and challenges.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Links to useful information and contacts.</td>
<td>Get help to respond to these.</td>
</tr>
<tr>
<td><strong>Location &amp; focus of contacts</strong></td>
<td>Contacts: mostly internal.</td>
<td>Mostly external.</td>
<td>Internal and external.</td>
</tr>
<tr>
<td></td>
<td>About current demands.</td>
<td>Focus on current and potential interests.</td>
<td>Focus on the future.</td>
</tr>
<tr>
<td><strong>Participants &amp; sign-up</strong></td>
<td>Mostly non-discretionary:</td>
<td>Mostly discretionary:</td>
<td>Discretionary:</td>
</tr>
<tr>
<td></td>
<td>Indicated by key tasks and</td>
<td>Need to seek out those who are</td>
<td>Need to identify those with strategic focus and relevance to</td>
</tr>
<tr>
<td></td>
<td>corporate structure.</td>
<td>relevant.</td>
<td>future priorities.</td>
</tr>
<tr>
<td><strong>Network behaviours &amp; attributes</strong></td>
<td>Depth:</td>
<td>Breadth:</td>
<td>Leverage:</td>
</tr>
<tr>
<td></td>
<td>Building strong working</td>
<td>Reaching out to links who can refer you or</td>
<td>Creating inside-outside links, beyond immediate boundaries</td>
</tr>
<tr>
<td></td>
<td>relationships.</td>
<td>deliver positive word of mouth about you.</td>
<td>of the organisation.</td>
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Network maps

Draw a map of your networks and discuss them in pairs

• What connections are most important to you?
• Where are the gaps?
• Identify one problem/strategy (something that you would like to fix/get done) and think about how to use your networks to do this
• Identify one new action to fill a gap
Networks at Kent

• Women’s Network
• Aurora@Kent
• Athena Swan
• Association of University Administrators
• PASS network--for all staff who are providing support to students
• Research Administrators’ Network
• Coffee with Colleagues
• Shadowing...
Networks outside Kent (inside/outside)

• Action Learning Sets and JISC email Aurora (virtual networks)
• Women in Academia Facebook Page
• Disciplinary Networks (e.g. Society for Women In Philosophy UK)
• And...???