

# Leiden Leadership Programme

Partner organisations – practical assignment



Honours Academy – Leiden University



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# The Leiden Leadership Programme

## Leiden Leadership Programme

The Leiden Leadership Programme (LLP) is a one-year honors program for master's students from Leiden University, TU Delft, and Erasmus University Rotterdam. Throughout the LLP, master's students from diverse fields engage in lectures and training sessions, applying the acquired knowledge and skills to a practical assignment for a company or organization. This enables students to create a meaningful impact within a relevant social theme.

## Mission of the Leiden Leadership Programme

Our mission is to provide a diverse group of students with the essential knowledge, insights, and skills in the realm of leadership, thereby enhancing their capacity to make a significant social impact. Further information about the programme can be found [here](#).

## Goal of the practical assignment

The practical assignment is designed to aid organizations in addressing contemporary leadership challenges through the unique academic perspectives offered by LLP students. By undertaking the practical assignment, LLP students contribute positively to the organization, thereby amplifying their societal influence. Moreover, students have the opportunity to apply and refine the knowledge, insights, and skills they have acquired through the LLP (and their master's program) in a real-world context.

## The practical assignment

Within the framework of the practical assignment, interdisciplinary teams of (inter)national students, comprising 5 to 6 members, focus on resolving a current leadership issue within an organization. The practical assignment should centre around leadership in a comprehensive sense and be intertwined with one of the following themes:

- Sustainability & Climate
- Equality & Inclusion
- Healthy Living & Wellbeing
- Peace & Safety

## Imbedded in the LLP

The practical assignment is part of the Leadership Lab of the LLP. The Leadership Lab consists of an interdisciplinary student team that works together throughout the entire programme under the guidance of a Lab Leader (teacher). During the Leadership Lab sessions, students engage with current leadership issues, tackling questions and assignments tailored for the Lab's purpose. Students from various disciplines bring their expertise together during these sessions, drawing upon knowledge and skills acquired through their respective master's degrees and elective within the LLP.



Please, click on the picture to go to the website and zoom in

# What are the benefits for partner organisations?



Within this partnership the LLP offers its partner organisations the following:

- An interdisciplinary team of 5 or 6 talented (inter)national students that focuses on solving a societal or organizational issue in which leadership (in a broad sense) plays a role. The partner organisation will receive a concise advisory report (2500 – 3000 words) and a visual (ppt, animation, or video) with an answer and concrete recommendations for the topical issue presented by the organisation. Read more about the final product [here](#).
- Customized assistance for the practical assignment from the Leiden Leadership Programme by the relations manager and the teacher.
  - The relationship manager communicates with the contacts, monitors whether practical matters are going well, and ensures that contacts from the organisation are well informed.
  - The teacher monitors the progress of the student team and ensures the quality of the research.
- Exclusive network events for partner organisations.
- Seminar(s) on a leadership theme provided by Leiden University.
  - The contact person(s) of the organisation are invited to one or more Leadership Essentials (in English).
- A meeting with the LLP students with the purpose of recruitment for the partner organisations.

## End product of the practical assignment



The practical assignment serves as the culmination of the Leadership Lab assessment. The student team will deliver a concise advisory report (2500 – 3000 words) to the partner organization, encompassing the following elements:

- What is the assignment of the organisation?
  - The student team is tasked with comprehending and articulating the organization's assignment. It is imperative that the team grasps the intricacies of the issue (associated with one of the themes), can elucidate its complexity, and contextualize it within the organization's framework and mission.
- What is the leadership issue?
  - The student team is expected to delve into the leadership facets relevant to the organization. It is preferable that the team applies the knowledge gleaned from Leadership Essentials, Leadership Modules, and the Leadership Lab while dissecting these aspects.
- Results
  - Drawing from interviews, observations, (policy) documents, and a literature study, the student team will outline the research findings. This will address the posed question and offer a resolution to the organization's presented issue.
- Recommendations for the organisation
  - The student team will furnish tangible recommendations derived from their research, pertaining to both the assigned task and the associated leadership issue. These recommendations should hold practical utility for the organization's improvement.

In conjunction with the advisory report, the student team will present a visual representation (video, PowerPoint, presentation, or animation) that conveys their insights into the organization's issue or query. With guidance from the organization, the students will determine the suitable and desired format for the visual. In this process, it is crucial to deliberate the visual's purpose, target audience, and other pertinent aspects to ensure its alignment with the organization's ethos and culture.

## What do we ask of our partner organisations?



The partner organisations that want (international) master students to carry out a practical assignment for their organisation will be asked the following:

- One or more concrete internal questions of the organisation related to leadership (in a broad sense) and one of the themes:
  - Sustainability & Climate
  - Equality & Inclusion
  - Healthy Living & Wellbeing
  - Peace & Safety
- Willingness to make the organisation available for the students and to give them access to multiple layers within the organisation.
- Support in the form of a designated contact within the organisation. In the case of an international student team, mastery of the English language is important.
- Access to the necessary relevant employees and facilities available within the organisation.
- Assessment of the final product. Read more about the assessment [here](#).

# Coaching and assessment of the student team



As the LLP is an extracurricular master's honors program, the student team is expected to demonstrate assertiveness, professionalism, and independence. However, for many students, this will be their first experience with a practical assignment, and therefore assistance is offered by both the partner organization and the LLP.

## Assistance from the partner organisation

The student team will receive guidance from one or more designated contacts within the organization. This will include an informal introduction between the student team and the organization's representatives in December. Subsequently, from January to March, the team will engage in more intensive communication with their contacts to guide them through the assignment. While preference is given to in-person meetings, online meetings can also be arranged. The organization's contacts will assist the student team in accessing relevant (policy) documents, identifying respondents, and addressing other practical matters such as accounts, building access, etc.

## Assistance from the Leadership Lab teacher

In addition to the support provided by the partner organization, substantive assistance will be offered by the teacher of the Leadership Lab. This teacher will oversee the progress of the practical assignment and evaluate the quality of the final product. The students will deliver an interim presentation to the Leadership Lab teacher, presenting their initial findings from the practical assignment. The teacher can then offer advice and provide feedback to the students. Furthermore, the teacher will be available throughout the project to address any questions and provide guidance if the students encounter challenges.

## Intervision and literature

LLP students will participate in intervision sessions with each other and will have the opportunity to share experiences and challenges they encounter in the practical assignment. Through this, the students learn to work successfully in teams and to engage professionally with an organization. Everything discussed during these intervision sessions is kept strictly confidential. Additionally, relevant literature on leadership and the relevant themes will be provided during the LLP, so that students can utilize them, if applicable, for the practical assignment.

### **Study load of the practical assignment**

The practical assignment is embedded within the Leadership Lab (4 EC per student = 112 hours in total). The practical assignment carries a study load of approximately 56 hours per student. During this time, students will engage in research at the partner organization, which includes conducting interviews, attending meetings, and preparing a report. In the initial phase, students will draft a protocol to outline their plans and task allocation. This approach ensures that the practical assignment can be effectively managed alongside other educational commitments.

### **Assessment**

The designated contact person(s) from the partner organizations will be requested to complete an assessment form regarding the collaboration and outcomes of the practical assignment. This assessment considers both the process (communication, professionalism, and cooperation) and the final product (quality and applicability).

The teacher of the Leadership Lab will also evaluate the final product based on its content and the students' contributions during the Leadership Labs. This evaluation encompasses verifying the utilization of academic literature, accurate interpretation of the literature, comprehensive incorporation of all components in the final product, and a professional presentation. For this purpose, access to the submitted advisory report and visual materials is essential. The teacher will refrain from distributing the advisory report and visuals unless explicit permission is granted by the organization for alternative use or retention.



*Certificate ceremony in the Marekerk in Leiden - July 2023*



# Timeline practical assignment



## Timeline of the assignment

October	Partner organisation formulates one or more questions for the practical assignment and submits this to the relations manager in <a href="#">this form</a> .
Late November	LLP student team is matched to the organisation and receives the practical assignment
12 <sup>th</sup> of December	First introduction LLP student team and organisation
January – May	LLP student team works on the organisation's practical assignment
February	Network event with the contact persons of the partner organisations
Early May	Deadline of the practical assignment for the LLP student team
Mid May	Deadline of assessment for the organisation and the teacher
6 <sup>th</sup> of June	Recruitment event for partner organisations and (alumni) LLP students
5 <sup>th</sup> of July	Award ceremony for the LLP students

## Questions?

The relationship manager, Alicia Slooff, is available to discuss the practical assignment of the Leiden Leadership Centre. Please don't hesitate to email [b.a.slooff@fgga.leidenuniv.nl](mailto:b.a.slooff@fgga.leidenuniv.nl) for an appointment.