LEADERSHIP AND PEOPLE MANAGEMENT DEVELOPMENT FOR ACADEMIC COLLEAGUES

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1 **2** **3** **4**

Follow the steps or choose what you want & click on the links

PEOPLE MANAGEMENT DEVELOPMENT

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1 Understand your role (2 modules)

SALs ONLY: SAL Development Session

- Your role and responsibilities in context of promotion and progression, managing absence and performance, checking-in with colleagues.
- Support available.

Induction for People Managers

- The employee lifecycle: manager's role and procedures (recruitment, appointment, probation, wellbeing, PDR).
- Key legal concepts and duties including: health, safety and wellbeing, equality and diversity

2 PDR training (1 module mandatory)

PDR Skills for Reviewers of Academic staff
PDR Skills for Reviewers of Research staff

- Purpose of the PDR process, wider performance management context.
- Adopting a coaching style, giving feedback.
- Hints, tips, tools and techniques to get the most from your PDRs.

3 Management skills (choose from 8 modules)

THE INSTITUTE OF LEADERSHIP APPROVED

You as manager

My Role
- Active management
- Management v leadership
- Different leadership styles

My Communication
- A communication model
- Listening with Empathy
- Closing with action

Managing work

Planning for Performance
- Agreeing expectations
- Factors affecting performance
- What and how (and our Values)
- Delegation

Managing Performance
- Accountability
- Planning and prioritising
- Giving effective feedback
- Impact of hybrid working

Making a difference through change for managers
- Psychological impact of change and how to support people through it.
- A model to plan for change.
- Implementing and anchoring change.
- Challenges you and your teams are facing.

Difficult Conversations
- Building on "my communication"
- What makes them difficult?
- Preparing and opening
- Sharing the message
- Powering up listening
- Conflict modes

Managing others

Developing Individuals
- Importance of development
- Motivation & engagement
- Career development
- Action planning

Developing Teams
- Team building context
- Development model
- 5 team dysfunctions
- Creating an inclusive culture
- Personal styles

LEADERSHIP DEVELOPMENT

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4 Leadership Difference
(4 core modules, 180 review, 6 optional webinars)

Core modules

Leader as Coach
- Definition
- The skills required
- A model
- Why coaching skills work for leaders
- How to deploy coaching skills
- Being compassionate and inclusive
- Emotional intelligence and related topics

Leadings Self
- How mindset affects your leadership development
- How our personal drivers impact your leadership
- Transformational leadership development practices
- Your own sources of power and influence

Leading Systems
- A model for positive system leadership
- Key actions to improve collaborative working within key areas of the system
- Key skills and techniques for developing positive and transformative conversations with wider stakeholder and communities

Leading Teams
- Your team's effectiveness
- Immediate short and mid-term leadership actions
- Steps to engage your team in a positive vision for the future
- Your team's shared accountability

[Nomination process in place (Faculties and Divisions)](#)

Optional webinars

Protecting Team Time	Leading in Demanding Times
Goal-setting	Leading Through Change
Developing Leadership Wisdom	Conflict Management & Resolution

5 Engage forums

HoD Engage. Chaired by the Provost. Organised by the Provost's Office.
DESE Engage. Chaired by DVC (Education). Organised by Jess Johnson.
DoRI Forum. Chaired by DVC (Research and Impact). Organised by Sarah Warren.
DoGE Engage. Chaired by DVC (Global Engagement). Organised by Helen Butler.

6 Leadership Academy

UNDER CONSTRUCTION (DUE 2025)

ADDITIONAL AND ALTERNATIVE DEVELOPMENT

For women

Aurora: Women's Leadership Development

Elevate: leadership development for BAME women

For everyone

360 degree feedback tool

Sign-up as a mentor
Undertake mentor training

Managing & Leading Hybrid Teams

Wellbeing of your team

Supporting the mental wellbeing of your team (LearnUpon)

Supporting the mental wellbeing of your team | Colleague Wellbeing | University of Exeter

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