

Our Leadership Landscape

Contents

(click to navigate to the page)

[SAL and HoD Induction and People Management](#)

[Professional Services management and leadership roles](#)

[Leadership Skills](#)

[Leadership Academy](#)

[Leadership Principles](#)

Academic Landscape

Academic role specific Introductions

1. Understand your role (1 module)

SAL Development Session

Topics:

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

HoD Development Session (under construction)

Topics:

- Role of the HoD
- Accountability and responsibilities
- Finance and planning

2. Do People Management Conversations training (2 modules)

People Management Conversations (includes mandatory PDR Reviewer training)

Topics:

- Scheduling effective, regular 1-1 reviews and conduct PDR conversations with the people you support
- Conducting effective workload conversations using new University level principles
- Setting effective objectives
- Reviewing progress and providing useful feedback

Handling Challenging Conversations

A high impact session providing:

- a deeper understanding of why conflict arises
- pragmatic tools for handling challenging discussions and individuals.

People Management Development

3. Grow management skills (pick & mix or whole pathway)



Pathway 1 - Essentials

Me 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

Pathway 2 - Practitioner

Me as Manager

My Role

- Active management
- Management v leadership
- Different leadership styles

My Communication

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

Managing Others

Developing Individuals

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

Difficult Conversations

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

Developing Teams

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

Each whole pathway is recommended but attend what you need. Each module counts towards the e-badge accreditation

4. Consider additional development

Leading & Managing Change

Wellbeing & mental health

Personal Effectiveness

5. Develop Leadership skills

Professional Services Landscape

Aspiring to become a people manager

[The Aspiring Managers Programme](#)



PROGRESSION
WHEN IN POST

Professional Services Introduction to People Management

1. Get the basics

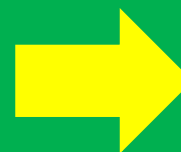
[Induction for People Managers](#)

- 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. Learn about HR Procedures

[Performance](#)

[Sickness Absence](#)



3. Do your PDR Reviewer training

MANDATED DEVELOPMENT

[PDR Skills for Reviewers of Professional Services 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.

People Management Development



4. Grow Management Skills (pick & mix or whole pathway)

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5. Consider additional development

[Leading & Managing Change](#)

[SWIMM Middle Manager Programme](#)

[Team Leader Level 3 Apprenticeship](#)

[Wellbeing & mental health](#)

[Personal Effectiveness](#)

6. Develop Leadership skills



Leadership Development

Leadership Skills Development

7. Sign-up for the NEW Leadership Difference Programme (two sections: Leading Strategically and Mastering Leadership)

Leadership Difference: Leading Strategically

Core modules

180 Insights

1:1 coach

Action Plan Onboarding

Leader as Coach

Leading Self

Leading Systems

Leading Teams

Leadership Difference: Mastering Leadership

Optional 90 minute webinars

Protecting Team Time

Leading in Demanding Times

Goal-setting

Leading Through Change

Developing Leadership Wisdom

Conflict Management & Resolution

Annual Celebration Lunch

Keynote Speaker

Lunch and Networking

Celebrating Completers

Due Summer 2024

ALTERNATIVE DEVELOPMENT

L5, L6 and L7 Apprenticeships:

[Operational Manager](#),

[Chartered Manager](#) and [Senior Leader](#)

8. Consider other options

ADDITIONAL DEVELOPMENT FOR WOMEN LEADERS

[Aurora: Women's Leadership Development](#)

[Elevate: leadership development for BAME women](#)

ADDITIONAL DEVELOPMENT FOR ALL

Sign-up as a mentor

[Undertake mentor training](#)

[360 degree feedback tool](#) and Insights profiling

[Managing & Leading Hybrid Teams](#)

10. Progress to the Leadership Academy

Nominations

is now closed for 2023/24 (Directors)

Leadership Academy

11. Sign-up (you only need to book once – you will be sent invitations to each session that you can accept or decline as you wish)

Content from the Exeter Centre for Leadership

- ~~* Introduction to the Academy – Oct 6th 10.00-11.30~~
- ~~* Dark Triad and Leadership – Nov 16th 10.00-11.30~~
- ~~* The arts, shaping a new purpose-driven leadership approach – Nov 28th 17.00-19.30~~
- ~~* Leadership in Practice 1 – Dec 8th 9.30-11.00~~
- ~~* CEOs and their climate crisis blindspot – Jan 23rd 17.00-19.30~~
- ~~* Leadership in Practice 2 – Feb 20th 10.00-11.30~~
- ~~* Olympic success to a new understanding of high performance – Mar 7th 17.00-19.30~~
- * Leadership and Wellbeing – **Apr 25th 10.00-11.30**
- * Self-Leadership – **May 16th 13.00-14.30**
- * The hideous effects of destructive leadership – **Jun 13th 10.00-11.30**

Includes the TEXL leadership skills self-assessment tool

12. don't forget....

Annual celebration lunch

Due Summer
2024

- * **Keynote speaker**
- * **Free lunch!**
- * **Networking opportunities**
- * **Celebrating completers**

Our three leadership principles

Strong induction

Leadership skills

Ongoing support

Three Keys to enabling Leaders at all levels of the institution to play their critical role in developing the 'Exeter Leader culture' across our community.

Strong Induction

Induction programmes to cover the practicalities of roles, avoiding information overload and providing an ongoing support framework. We also offer a range of **CPD opportunities** that will help you build your people management skills.

Leadership Skills

'**The Leadership Difference**' aims to embed a solid foundation of leadership (and the behaviours we value) throughout the organisation, through a structured programme, to produce self-aware, culturally competent, inclusive and compassionate leaders.

Based on a strong awareness of the responsibility of 'leadership' and the personal impact leaders have on others, we aim to develop emotionally intelligent leaders to: ***Create an Inspiring vision and sense of purpose, Develop collaborative working and hold an ongoing commitment to be a force for positive change.***

The robust programme comprises of social and cognitive psychology, behavioural economics, and organisational development, and is based on the latest thinking, academic research and best practice in the field of leadership development. The programme is intended for established people managers, those new to the role or identified in succession planning and is our gateway programme into ongoing development. Alumni of the programme will go on to join our ongoing Leadership Academy for continued support and development.

Ongoing Support

The Leadership Academy continues the commitment to ongoing mastery of leadership, in-order to enable leaders to become the best that they can be for those they lead. Based on responsible, authentic, inclusive and compassionate leadership, we will create a community for both PS and Academic leaders to lead a high performing culture.

CPD Opportunities provide a range of development to continue to build critical leadership skills and behaviours. Includes programmes tailored to particular staff groups and initiatives.