Exeter Leader Programme

Leadership Difference Skills Development

Introduction

In this document you will find details of our Induction Webinar Series.

Feedback mechanisms are also provided.

This whole programme is available for anyone in a leadership position at the University of Exeter, and those identified in succession planning.

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Induction Webinar Series overview

Audience

Any person holding a leadership position within the University

Purpose

➢ Understand role (in context)
➢ Encourage effective people management through consistent management practices
➢ Begin to grow skills and knowledge in essential operational areas.
➢ Hear from experts in particular topics

Topics

➢ Creating a high functioning team
➢ Mental health and wellbeing
➢ Introduction to People Management
➢ Challenging conversations
➢ Coaching and Mentoring for Quality Conversations
➢ Overview of finance and planning
➢ Compliance and Risk (Incl. Health & Safety, Copyright and related)

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Webinar Schedule

Term 1

Oct
18th 14:00-16:30 Induction for People Managers
19th 14:00-15:30 Handling Difficult Conversations
28th or 31st October High Performing Teams (HoD+DM only)

Nov
3rd 09:30-12:30 Coaching and Mentoring
10th 10:30-12:00 Handling Difficult Conversations
30th 10:30-12:00 Leading Compliance and Risk in Faculties

Dec
1st 13:30-16:00 Induction for People Managers

24/7
Supporting the Mental Wellbeing of Your Team
Finance & Planning

Terms 1-3

HoD Engage Forums

Directors' Engage Series

Term 2

Jan
17th 11:00-12:30 Handling Difficult Conversations
18th 10:00-12:30 Induction for People Managers

Feb
16th 16:00-15:30 Handling Difficult Conversations
27th 13:00-16:00 Coaching and Mentoring

Mar
15th 10:00-12:30 Induction for People Managers

24/7
Supporting the Mental Wellbeing of Your Team
Leading Compliance and Risk in Faculties
Finance & Planning

In prep for Term 2

Induction for SALs

Term 3

May
19th 2:00-3:30pm Handling Difficult Conversations
2nd 09:30-12:30 Coaching and Mentoring

June
19th 2:00-3:30pm Handling Difficult Conversations

July
19th 2:00-3:30pm Handling Difficult Conversations

24/7
Supporting the Mental Wellbeing of Your Team
Leading Compliance and Risk in Faculties
Finance & Planning

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Webinar details

Handling Difficult Conversations

Difficult conversations can be a common matter in the workplace. How we handle and manage these situations is crucial to building an effective team and reaching goals. This high impact session provides a deeper understanding of why conflict arises and explores pragmatic tools for handling challenging discussions and individuals.

As a result of attending this course, you will be able to:.
- Create an empowering mindset that is conducive to having a successful difficult conversation.
- Prepare for difficult conversations by creating some disassociation and objectivity.
- Balancing assertion and relationship with outcome.
- Explore tools, techniques and models to help you handle difficult conversations and people's reactions

Presenter(s): Edit Development www.editdevelopment.com

Dates: Various. Repeated in Term 1, 2 and 3

Sign up: https://www.exeter.ac.uk/staff/development/coursedetail/index.php?code=10786

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Induction for People Managers

This session is designed to provide a clear understanding of the University's expectations of you as a manager. You will hear from expert speakers on key areas of responsibility, including performance management, health and safety, reward and recognition and developing your staff.

As a result of attending this course, you will be able to:
- Understand your responsibilities as a manager of people within the University.
- Identify any gaps in your people management knowledge / skills.
- Know how to access further guidance and support.
- Plan your own professional development as a leader and manager.

Presenter(s): Members of staff from University's HR Advisory Team, Health and Safety, Occupational Health and People Development.

Dates: Various. Repeated in Term 1, 2 and 3

Sign up: https://www.exeter.ac.uk/staff/development/coursedetail/index.php?code=10787

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Coaching & Mentoring: Quality Conversations

Successful mentoring and coaching conversations engage people by challenging them to think, act and learn for themselves. Using the GROW model as a basis this course will encourage you to develop the skills and techniques to enable quality conversations when coaching or mentoring. The course allows for practical application as well as examining the core skills, behaviours and values that help support successful workplace coaching.

As a result of attending this course, you will be able to:
- Identify situations for which you might employ a coaching or mentoring approach.
- Apply the GROW model for effective conversations.
- Recognise five skills for developing quality conversations.

Presenter(s): People Development

Duration:

Dates: Various. Repeated in Term 1, 2 and 3

Sign up: https://www.exeter.ac.uk/staff/development/coursedetail/index.php?code=10788

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Supporting the Mental Wellbeing of Your Team

This online module raises awareness and understanding of the importance of positive mental wellbeing in the workplace and your role in supporting this. It aims to increase awareness of signs and symptoms of poor mental wellbeing and stress and to give practical tools and strategies to support themselves and team members with their mental health and wellbeing.

As a result of completing this online module, you will be able to:

- Understand responsibilities associated with supporting the mental wellbeing of your team.
- Develop awareness of leader and manager behaviours found to be effective in the prevention or reduction of stress at work.
- Recognise and respond to stress in team members.
- Understand the tools and resources available to support
- Understand methods to look after your own mental wellbeing

Presenter(s): Created by Clinical Psychologists and Wellbeing Professionals

Duration: approximately 60 minutes with further reading and resources

Dates: Available 24/7

Sign up: Login to LearnUpon, self-enrol onto the course (title as above)

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Finance and Planning

Support for Finance and Planning will be built in to our ongoing support mechanisms, eg through HoD Engage, Department Managers training and elsewhere, with overview sessions developed by our Finance and Planning Departments at key stages of our planning cycle. Beyond this there is a wealth of information on the Finance Induction Training pages to explore at a time that suits you, based on your requirements.

For Budget Holders it is useful to note that My Finance Portal is a new function in T1 that brings together all the financial reports and information needed by College and Professional Services budget holders and reporting users into one central place. See the Budgets page for the full set of step-by step guides and report explanations.

The MI Hub is a one stop shop for all your data needs. For Heads of Department and Department Managers there is a brand new Dashboard where you will find a suite of reports and tools that the Business Intelligence (BI) team in collaboration with colleagues across the university have put together to help meet data needs and inform strategic decision making. It includes a summary table of the reports believed to be most relevant to you to help familiarise you with the kind of reports produced.

Presenter(s): Finance

Duration: Various

Dates: Various. Repeated in Term 1, 2 and 3

ess: www.exeter.ac.uk/departments/finance/training/induction/

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Leading compliance and risk in the Faculties

This session will describe the compliance and risk arrangements at UOE, highlight the leadership role and support in place for you.

Specifically we will cover:

• Health and Safety – your duties and accountability

• Risk Management arrangements at the University

• The Insurance Arrangements and Insurance limitations

• A broad overview of Information Governance requirements

• The role of Internal Audit

Presenter(s): Kate Lindsell, Head of Compliance

Duration: 90 minutes

Dates: November 30th 10:30-12:00

Sign up: *please contact peopledevelopment@exeter.ac.uk*

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High Performing Teamworking: Theory & Practice

A two part on-line webinar *for Heads of Departments and Departmental Managers*. Each session will be limited to a maximum of 12 participants.

The process is designed to help accelerate the formation of high performing Departmental teams. The sessions will provide a forum to share relevant conceptual frameworks and tools which can then be applied in practice. For those who wish to deepen their understanding of the topic supplementary readings will be provided.

The second session held approximately 6-8 weeks later will be an opportunity to reflect on and discuss the application of the theory in practice. This will be more in the format of an action learning group meeting.

Topics covered include:

- Introductions & Leadership Transitions
- Leading and Managing Academic Units
- What Characterises High Performing Teamworking?
- High Performing Teamworking Frameworks
- Reflection (Existing areas of strength & Areas to strengthen)

Presenter(s): Dr Tom Kennie, Ranmore & Janice Button, Exeter

Duration: 2 X 90 minutes

Date options:

	Session 1	Time	Session 2	Time
Team of Teams 1	**28^h October**	**1000-1130**	**6th December**	**1000-1130**
Team of Teams 2	**28th October**	**1400-1530**	**6th December**	**1400-1530**
Team of Teams 3	**31st October**	**1500-1630**	**9th December**	**1000-1130**

Sign up: https://forms.office.com/r/PW38Ma042x

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Department Managers 'Tools of the Trade'

An additional series is currently underway to support Department Managers in the development of these new roles.

This series aims to create a cohort of Department Managers who are strategically aware and operationally enabled to support Department Leadership Teams through working collaboratively with Faculty Operations staff, PS Partners and PS Divisions to deliver embedded operational support for departments.

Weekly 'Tools of the Trade' sessions are supplemented with online materials and a Department Managers SharePoint Site.

As a result of attending this course, you will be able to:
- Evaluate and use appropriate operational tools to complete key functions
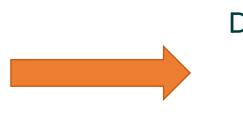- Understand new ways of working, relationships and networks.

Lead Contact: Roo Haywood-Smith
Duration: 120 minutes
Dates: Weekly across Terms 1&2
Sign-up: DMs will have been contacted. Any queries please contact Roo

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Introduction for Senior Academic Leads (SALs)

An additional short programme will also be available to support Senior Academic Leads in the development of these new roles.

The new programme aims to establish a cohort of Senior Academic Leaders who are further equipped in supporting colleagues. The <u>draft</u> programme consists of:

➢ The Role of the SAL

➢ People Management Conversations (performance and objective setting)

➢ Sharing experience and support through Action Learning

As a result of attending this programme, you will be able to:

• Understand your role in the wider context

• Be a better people manager

• Be part of a network of SALs who learn together, support each other and share their experiences

Presenter(s): People Development and Partners

Duration: 90 minutes per session

Dates: Begins in Term 2 (Following final recruitment to the roles)

Register Interest: https://forms.office.com/r/PW38Ma042x

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Head of Department

The HoD Engage forum provides a space for HoDs to meet and share expertise and insights, focused on strategic topics and themes. Chaired by the Provost, the forum is also a chance to discuss concerns, visualise opportunities and raise awareness, feeding directly back to the University's Executive Board.

➢ HoD Engage

We are also offering an opportunity to learn about high performing teams alongside Department Managers:

➢ High Performing Teams (HoD+DM only) October 24th and 28th

Presenter(s): Varies, Chaired by The Provost

Duration: 60 minutes per Forum

Dates: Begins in Term 1 (dates already in diaries)

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Directors (Research & Impact, Education, Global Engagement, PGR)

The "Directors of..." Engage forums provide a space to meet and share expertise and insights, focused on strategic topics and themes.

Chaired by the relevant DVC, the forums also provide a chance to discuss concerns, visualise opportunities and raise awareness, feeding directly back to the University's Executive Board.

➢Engage Series

Presenter(s): Varies, Chaired by DVCs

Duration: 60 minutes per Forum

Dates: Begins in Term 1 (dates will appear in diaries)

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Feedback

Answers to FAQs regarding the programme can be found on our new Exeter Leader Webpages.

We would welcome your feedback on the contents of this Induction Programme therefore please email any questions, comments or suggestions to peopledevelopment@exeter.ac.uk

Thank you.

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