

# LEADERSHIP AND PEOPLE MANAGEMENT DEVELOPMENT FOR ACADEMIC COLLEAGUES



University  
of Exeter

1

2

3

4

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



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)



### 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

## 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

#### Optional webinars

Protecting Team Time

Leading in Demanding Times

Goal-setting

Leading Through Change

Developing Leadership Wisdom

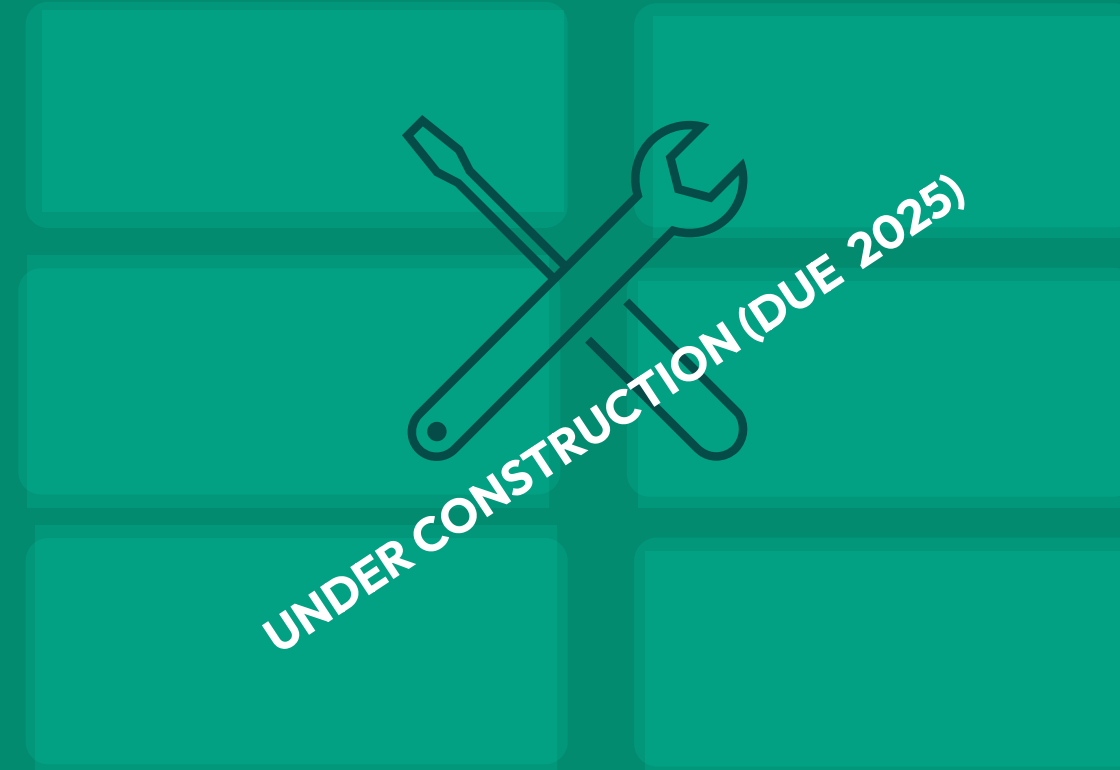
Conflict Management & Resolution

Nomination process in place (Faculties and Divisions)

## 5

### Leadership Academy (6 optional modules)

#### Optional modules



Register for any or all modules (due Oct 2024)

# ADDITIONAL AND ALTERNATIVE DEVELOPMENT



University  
of Exeter



## 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](#)