

Management in Action

Briefing Pack: Cohorts 18 & 19

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Introduction

This briefing pack has been produced to introduce you to the Management in Action programme and to hopefully answer some of the initial questions that you may have.

The target audience for this programme is first time/first line, Supervisors/Team Leaders/managers.

To be considered for the programme, you need to discuss your individual needs with your line manager and identify the areas of your performance that you wish to develop. It will also be beneficial to discuss opportunities that may arise for you to apply your learning in the workplace. This can then be recorded on the application form and submitted by **12 noon, Friday 8 June**.

Two programmes will be offered during the 2018/19 academic year, with 16 places available on each. The dates of both programmes can be found on page 7 of this pack.

If the programme is oversubscribed Learning & Development reserves the right to make the final selection of participants to ensure a balance of roles and departments. All places will be confirmed by Friday 6 July 2018.

If the programme is oversubscribed HoDs will be asked to prioritise the applications received from their department.

Before applying, please:

- Agree with your line manager that this programme meets your development needs and that you can commit to all workshop dates and other programme activities.

Should you have any questions, please do not hesitate to contact me on ext. 4867 or at lindsay.coomer@york.ac.uk.

Kind regards.

Lindsay Coomer
Leadership and Staff Development Advisor

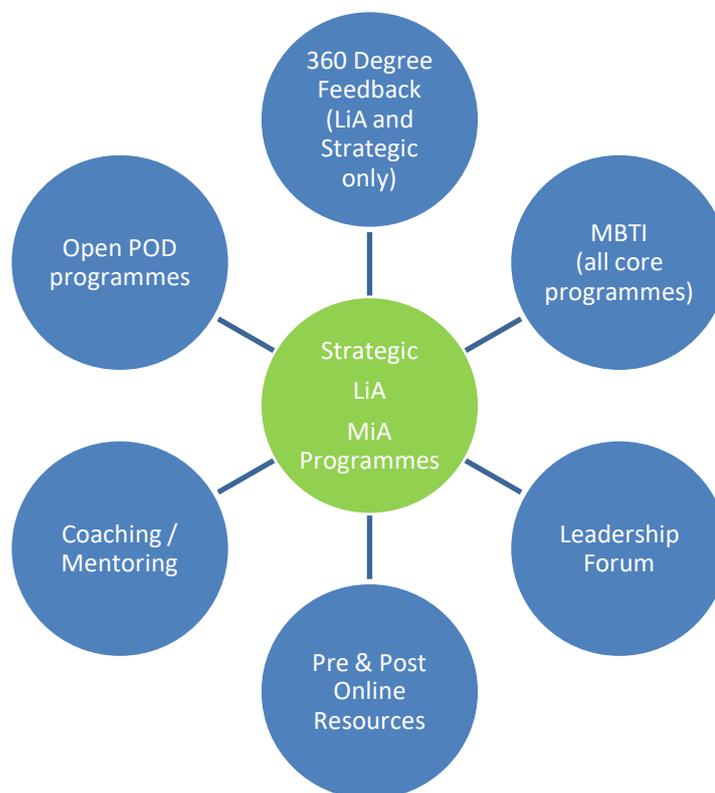
1. Context of leadership development at the University of York

May 2008 saw the introduction of a Leadership Development Strategic Project. The focus of this project was to provide a framework and range of interventions in order to provide support and skills to those who are in leadership and management roles.

This resulted in the introduction of a comprehensive suite of leadership development opportunities. This is being continually updated as a result of feedback from delegates and key stakeholders in order to keep abreast of the developments within HE. This framework aims to create collective leadership capability that empowers and enables leaders to:

- gain deeper insights into the global/university context of leadership
- develop the strategic direction of their departments and activities to support departmental goals and the University Plan
- build sustainable high performing teams, built on the key skills of effective dialogue, feedback, inclusivity and engagement

This holistic approach as illustrated below, was recognised by The Times Higher Education Awards in 2009 when we received the award for ‘Outstanding Contribution to Leadership Development’. In 2012 we received a Times Higher Award for ‘Outstanding Support for Early Career Researchers’ for our Research Leaders Programme, and in 2014 we also received a Times Higher Award for ‘Outstanding Contribution to Leadership Development’ for our Collaborative Leadership Programme.



The following five core leadership programmes provide an opportunity to consolidate and develop existing knowledge, understanding, skills, attitudes and behaviours and they are open to relevant staff in a leadership role:

1) Collaborative Leadership Programme: For discrete Department Management teams to enable them build the capability and confidence of the management teams in departments, to face the challenges and changes of the new higher education environment.

2) Strategic Leadership Programme: Suitable for Heads of Department and members of the Senior Management Group. Places on this programme are by invite only.

3) Leadership in Action: Suitable for middle managers who are responsible for large teams and/or managing line managers within their team.

4) Leading Without A Team: Suitable for those responsible for the delivery of strategic / cross university projects where delegates have to influence key stakeholders without line management responsibility

5) Research Leaders Programme:

The Research Leaders Programme was introduced as a result of many research active academics and their managers highlighting that the abstraction for the Leadership in Action Programme was too long .The content covers the critical areas of the Leadership in Action programme but is presented in a research-only context. This can be supplemented through the core Learning & Development provision.

By meeting others in a leadership role from across the University, you will have the opportunity to share best practice whilst building a diverse network of support. The 360 degree and coaching elements of the programme will also provide a rich platform for greater self-awareness and personal growth.

All of the programmes are built around three core themes:

Managing and Developing Self: Self Efficacy

An opportunity to get feedback and review your personal approach to leadership and management .These modules will also identify key leadership skills and behaviours which will be effective within our environment.

Managing and Developing Others: Relational Leadership

Understanding your role in relation to building an effective team, developing individuals, maximising performance, dealing with conflict, managing change and holding difficult conversations.

Managing within the University: Organisational Leadership

Understanding the structure, policies and frameworks within which the University operates. A particular focus is placed on financial management, strategic and operational planning and statutory requirements.

2. Principles of the core leadership programmes

- To provide the essential knowledge and understanding required to perform leadership and management roles effectively.
- To develop the relevant skills, attitudes and behaviours of those who hold leadership and management roles within the University.
- To create a supportive and effective framework to share best practice and explore solutions to challenges within leadership and management roles.
- To support University Strategy by developing and empowering leaders and managers to achieve high performance.
- To maximise the potential of our managers and leaders.
- To provide departments with leadership and management skills this will assist in meeting department aims and objectives.
- To contribute to a culture of continuous professional development.

3. Methodology and principles of approach

- A programme of formal workshops.
- In addition, all leaders and managers will be encouraged and supported to undertake appropriate self-development activities.
- Mentoring and coaching will be offered to support individual development.
- To acknowledge the differing learning styles of delegates, activities may also include use of external and internal speakers, psychometrics, facilitated sessions and classroom-based approaches.
- The content of the activities will address knowledge, understanding, skills, attitudes and behaviours.
- Programmes will focus on practical problems/case studies.

4. Overview of the Management in Action Programme

<p align="center">Module 1 (Core) You and Your Role</p>	<p align="center">Modules 2-4 (Core)</p>	<p align="center">Optional Supplementary Programmes Available throughout the year as part of the core L&D Programmes</p>
<p>Day One:</p> <ul style="list-style-type: none"> ▪ Welcome and Introduction ▪ Current challenges facing York and HE Sector ▪ Leadership vs. Management ▪ Exploring your role <p>Day Two:</p> <ul style="list-style-type: none"> ▪ Myers Briggs Type Indicator – Recognising differences ▪ Learning Cycle and styles ▪ The importance of reflection 	<p>Module 2: Managing Yourself</p> <ul style="list-style-type: none"> ▪ Time Management ▪ Delegation ▪ Problem solving 	<ul style="list-style-type: none"> ▪ Resolving Interpersonal Conflict
	<p>Module 3: Managing Others</p> <ul style="list-style-type: none"> ▪ Communication styles ▪ Assertiveness ▪ Personal Impact 	<ul style="list-style-type: none"> ▪ Influence and Persuasion ▪ How Am I Coming Across? (Transactional Analysis)
	<p>Module 4: Getting the Best from Your Team</p> <ul style="list-style-type: none"> ▪ Motivation ▪ Stages of team development ▪ Team dynamics 	<ul style="list-style-type: none"> ▪ Manager As Coach ▪ Practical Performance Management
	<p align="center">Celebration Event</p>	

4.1 Myers Briggs Type Indicator (MBTI)

The MBTI instrument is an exceptionally versatile tool that provides individuals and teams with a powerful understanding of their own and others' personality styles. Insight into the differences between personality types helps groups and individuals to work together more effectively, improving communication and reducing conflict. By recognising the preferences that MBTI illustrate and identifying your personal type, you will be able to develop your role as a leader.

This tool has been used in both the Leadership in Action and Strategic Leadership programmes.

4.2 Forthcoming Programme Dates

Module	Cohort 18	Cohort 19
Induction	9 August 2018 (11:30 – 13:00)	5 September 2018 (11:30 – 13:00)
Module 1 You and Your Role	3 & 4 September 2018 (Includes evening meal on 3rd)	19 & 20 September 2017 (Includes evening meal on 19th)
Module 2 Managing Yourself	11 October 2018	15 October 2018
Module 3 Managing Others	13 November 2018	27 November 2018
Module 4 Getting the Best from Your Team	10 December 2018	19 December 2018
Celebration Event	13 February 2019	13 February 2019

Day-long sessions run 09:30 – 16:30, **except** for Module 1 which is 09:00 – 17:00.

Please note however that the first day of the first module (3 September and 19 September respectively) will include an **evening meal** which delegates are encouraged to attend. The evening will be finished by 9pm. Module 1 will take place at **Mercure York Fairfield Manor Hotel** for both cohorts. All remaining modules on both cohorts will take place at Kings Manor.

Please also note that it is delegate responsibility to arrange transport to and from training venues. Any additional transport costs will need to be claimed through your departmental expenses.

4.3 Testimonials from previous Management in Action cohorts

“Very informative, interactive and interesting. This has been a really valuable course and I have gained many skills which I am already implementing in the workplace. The course has greatly increased my confidence as a manager and my drive to progress my career at the University.”

“The best related work course I have attended by far!!”

“Very useful and beneficial. [The Management in Action Programme] has increased my confidence in myself in the workplace. I’ve also made valuable connections with colleagues outside my department. The principles I’ve learned are useful to apply in reality.”

5. Learning & Development (L&D) provision

In addition to the core leadership programmes, in order for individuals to meet all of their development objectives, we will highlight particular elements of the L&D provision that may enhance learning.

Particular sessions that are available to all staff, may supplement learning covered in the core leadership programme or address individual learning objectives that are not covered as part of the leadership programme. These may include:

- Developing Personal Resilience
- Data Protection and Freedom of Information
- Discipline and Capability
- Equality and Diversity
- Influence and Persuasion
- Dealing with Interpersonal Conflict
- Project Management

6. Applying and embedding your learning

It is suggested by Cope (2005) that to be effective learning must be embedded in the workplace and learners supported in that process. He identifies that as a general rule 10% of effort should be on identifying the learning needs and objectives, 20% on an open programme learning event, 30% on workplace coaching and action learning and 40% on embedding that learning in the workplace.

The University of York Staff Survey 2017 stated that 66% of respondents had the opportunity to put new skills and knowledge gained at or through the University into practice in the workplace. This is more effective with the involvement of your direct line manager and as a result we encourage you to involve them and update them regularly on your thoughts, reflections and your development plan.

At the end of each module, reflection time will be provided for you to identify what you have learnt and how you may apply the learning back in the workplace.

Only 22% of staff completing the 2017 Staff Survey stated that they have useful discussions about their performance at work outside the annual performance review. If you do not already have an existing mechanism in place for regular meetings with your line manager, you will need to introduce this prior to commencing on the Management in Action programme. This will enable you to discuss progress and highlight potential opportunities within the Department to transfer your learning.

7. What we need from you

- 1) Confirmation and commitment from you to all of the advertised dates.
- 2) Arrange a meeting with your line manager to discuss your application
- 3) Complete the application form – accessible from the Management in Action webpage once live: www.york.ac.uk/admin/hr/leadership-and-management/. On completion of the Applicant Sections, your line manager will need to complete Section 4 to confirm their support of your application. A paper version of the application form is available on request – please email leadership-development@york.ac.uk.

Completed forms to be submitted either:

Electronically to: leadership-development@york.ac.uk

or via internal mail to:

Kirsty Dixon/Bryony Jones
H/B40 Heslington Hall

- 4) The deadline for the **completed** form to be submitted is **12 noon, Friday 8 June 2018**. Confirmation of attendance on the programme will be sent to you by Friday 6 July 2018.
- 5) Commitment to engaging with the MBTI instrument.
- 6) Commitment to meet with your line management during the programme to discuss your progression and to identify opportunities for you to apply the learning in the workplace.