



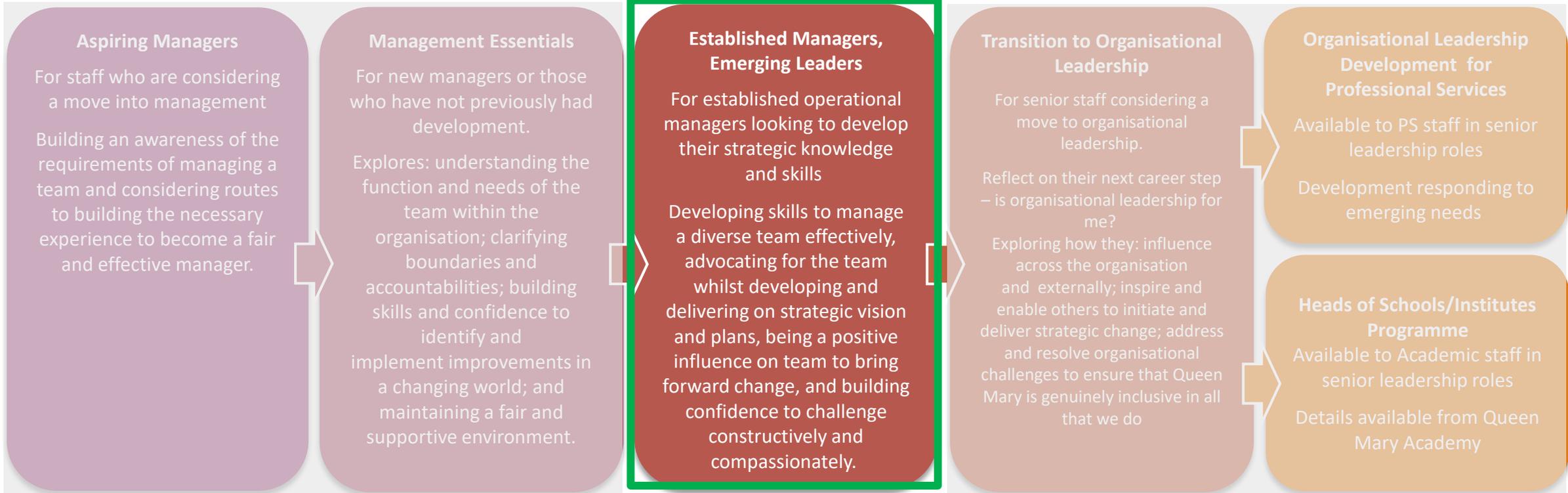
Queen Mary
University of London

Established Managers, Emerging Leaders

Pathways to Leadership

Leadership and Management Development Opportunities

Pathways to Leadership



Electives - Eligibility criteria applicable for specific topics, these will flex to needs, most open to all managers

- Conducting equality impact assessment
- Continuous improvement
- Understanding HE sector finances
- Leading & supporting your team's career development (PS staff)
- Coaching as a Manager
- Finance for non-finance managers
- Innovation and creativity
- Managing Mental Health (see wellbeing for managers)
- Managing conflict or Healthy challenge
- Imposter syndrome
- Enabling excellent performance conversations
- HR policy bite-sized
- Queen Mary Manager
- Making the Most of your Appraisal

Apprenticeships for Staff (Accredited Qualification) – Leadership and Management

Aurora Leadership Programme: Developing women leaders in the HE sector

SEALS (South East Action Learning) – women only

LinkedIn Learning covers a range of management topics

Established Managers, Emerging Leaders

Who is this for?

Staff in established management roles with existing line management responsibility, with little previous formal leadership training

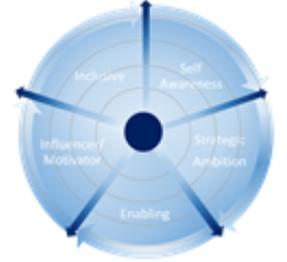
What are the objectives?

At the end of this programme, participants will have :

- Honed their skills to manage a diverse team effectively, with confidence
- Explored how to advocate for the team within the wider University
- Understood their role in developing team plans to deliver on Queen Mary's vision
- Understood the value of being a positive influence on the team to bring forward change
- Built confidence to challenge constructively and compassionately.

Established Managers, Emerging Leaders

How does this link to Leading Together?



Inclusive: Be open-minded, welcoming and curious about the perspectives of others to improve their own decision-making

Self-aware: Be comfortable acknowledging their vulnerability and limitations, and about asking for help in order to develop and improve, creating an environment for others to do likewise.

Strategic: Lead by example, with integrity, compassion and judgement to decide when and how to act, to achieve a productive balance between aspirational and operational focus

Enabling: Create opportunities to broaden the learning and develop expertise of their colleagues, encouraging reflection and sharing in their learning

Influencing/Motivating: Adapt positively to changing situations, supporting others to meet new challenges and opportunities

Each of the objectives links directly to one or more of these 'Leading Together' level 3 behaviours that we would expect a Queen Mary Leader to develop

Established Managers, Emerging Leaders

What's involved?

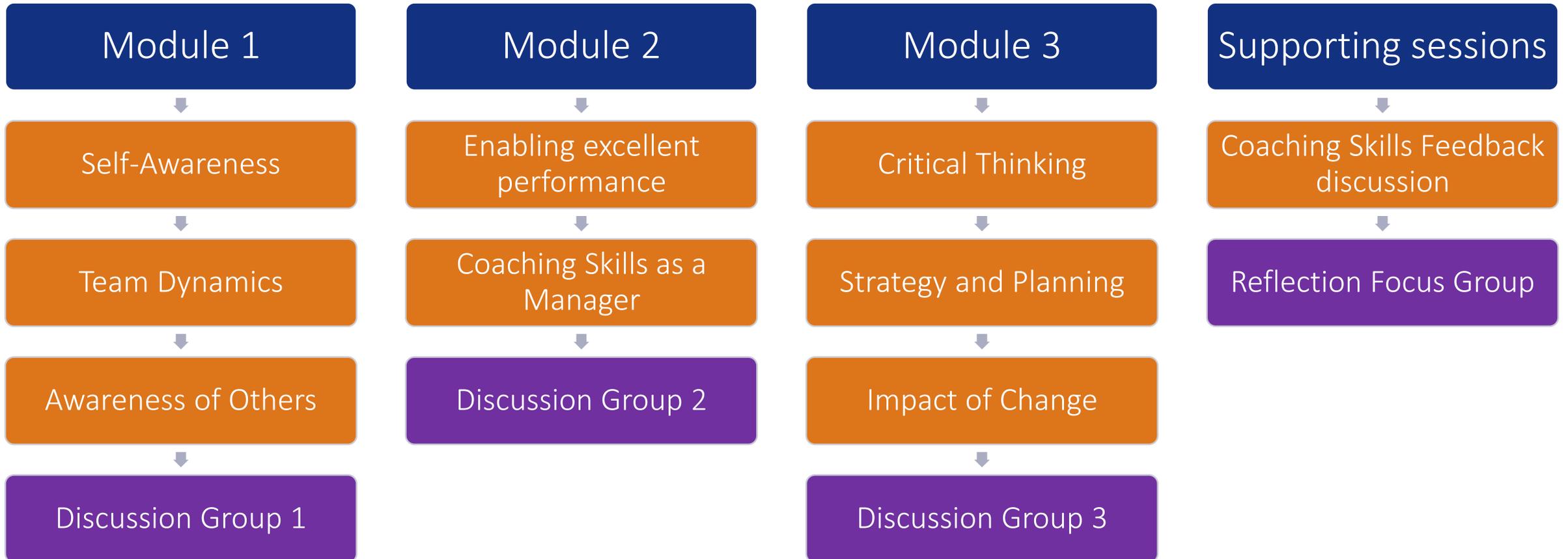
This is a workshop based programme over 8 sessions (please check schedule) with some additional online resources as pre and post session.

Workshops will be supported by solution-focussed discussion groups, and participants will be offered individual coaching; there will also be the option of taking part in other development activities, shared by participants on other Pathways to Leadership programmes. 360 Feedback tools will also be available.

What are the topics?

- Self-Awareness
- Team Dynamics
- Awareness of others
- Enabling excellent performance
- Critical thinking
- Strategy and planning
- Impact of change
- Coaching skills for managers

Programme progression



Session	Date (time)
Expression of Interest Briefing Session (cover Pre-Assessment, 360 Tool, Coaching, DiSC, etc)	14 March 2023 (14:30-16:00)
Self-Awareness With some pre-work, this session will examine the participants' work-style preferences and consider their interaction with colleagues with different styles and preferences.	16 May 2023 (13:00-16:00)
Team Dynamics This workshop will be looking at team dynamics, the importance of trust within the team and addressing factors that might impact on that trust: it will consider the role of the manager in enabling and motivating high performance in their team.	23 May 2023 (13:00-16:00)
Awareness of Others With some pre-work, this session will discuss how to adapt your style to achieve results, and will consider the impact of personal motivators and individual perspectives. It will go on to examine the manager's role in identifying and supporting development needs of others.	6 June 2023 (13:00-16:00)
Discussion group "What are the boundaries of my responsibility?"	13 June 2023 (14:00-16:00)

Session	Date (time)
<p>Coaching skills for managers</p> <p>Building on knowledge and experience examined in previous sessions this workshop will introduce participants to skills and models to support using a coaching approach to their interactions with others, which has been shown to improve engagement and output.</p>	<p>23 June 2023 (13:30-15:00)</p>
<p>Enabling excellent performance</p> <p>In this workshop, participants will build on their awareness from the first 3 sessions, to explore strategies for handling critical but uncomfortable or challenging discussions with staff. Examples will include performance management conversations, working relationships, etc, and focus on equipping the participants to handle these situations compassionately and productively.</p>	<p>28 June 2023 (all day)</p>
<p>Discussion group</p> <p>Will focus on specific issues brought by group members, following sessions 3, 4 and 5</p>	<p>29 June 2023 (14:00-16:00)</p>

Session	Date (time)
<p>Critical Thinking</p> <p>Asking participants to explore recognised critical thinking skills, considering evidence and data sources in the context of Queen Mary's strategic ambition, whilst considering external factors.</p>	<p>4 July 2023 (13:00-16:00)</p>
<p>Strategy and Planning</p> <p>Examining how the team contributes to the aims of the wider organisation, and how simple methodologies for planning and organising workloads can deliver results. The session will signpost participants to additional resources that could lead to further learning around project planning</p>	<p>11 July 2023 (13:00-16:00)</p>
<p>Impact of Change</p> <p>Requiring some pre-work, this workshop will challenge participants to examine their role in encouraging teams to pursue change, enabling change to happen and implementing change programmes, considering where and how they will implement the skills and knowledge gained from previous sessions.</p>	<p>18 July 2023 (13:00-16:00)</p>
<p>Discussion group</p> <p>A practical exercise to apply skills learned in sessions 6, 7 and 8</p>	<p>25 July 2023 (14:00-16:00)</p>

Supporting sessions

Session	Date (time)
Coaching skills for managers – Feedback Session Exploring participants experience of putting their coaching skills into practice.	14 July 2023 (13:30-14:30)
Focus group “Evaluating my learning: where do I go from here?”	12 September 2023 (14:00-16:00)
6 month Reflection and Planning "Evaluating the impact of my learning: where do I go from here?"	11 January 2024 (10:00-12:00)

Elective Workshops

Conducting equality impact assessment

Continuous improvement

Understanding HE sector finances (uses BUFDG resources)

Finance for non-financial managers

Innovation and creativity

Getting and giving effective communications in Organisations

Wellbeing for managers

Evidence-based decisions

How to set KPIs for your team?

Strategic Planning, effective delivery

Imposter Syndrome

Enabling excellent performance

Working with regulations: compliance with Student-facing processes

Working with Policies and Procedures

Engaging with Governance

Leading (and managing) through Change