**Manager’s discussion guide – helping your team to develop leadership and management skills**

This guide is intended to support appraisals, one-to-one meetings and other career development discussions you may be having with members of your team who are managers or aspiring managers.

Identifying development needs

We would encourage you to approach development conversations using a coaching approach: helping your team member to think things through and find their own answers by asking lots of open questions. Before having a conversation about development needs, it might be useful for your team member to use the [Leading Together Self-assessment](https://profdev.qmul.ac.uk/what-we-offer-/pathways-to-leadership/). This also includes suggestions for development activities.

People will learn and apply more if they are clear about what they need to learn and why.

**Questions to consider**

* In terms of managing a team; what are their development objectives?
* What is going well? What are their management challenges?
* Are there any changes taking place they need support with?
* What are their longer-term career ambitions?

Encourage completion of the Pathways to Leadership [Expressions of Interest form](https://forms.office.com/Pages/ResponsePage.aspx?id=kfCdVhOw40CG7r2cueJYFFZf1wwG8BJMs_6pOSosvOpUQ1VaRVhOREVQN1E2TU1BUkJEOEhPMFlHTC4u) to determine which programme may be most suitable for them.

**Leadership and management development options**

[Find out more about Queen Mary’s Pathways to Leadership programmes.](https://profdev.qmul.ac.uk/what-we-offer-/pathways-to-leadership/)

As well as Queen Mary’s internal Pathways to Leadership programmes, there are external programmes such as the Aurora women’s leadership programme and accredited qualifications through management and leadership Apprenticeships. See [here](https://profdev.qmul.ac.uk/apprenticeships/available-apprenticeships/) for more details.

There are other ways of developing new skills and experience beyond attending a course or programme which may be more impactful. Other development opportunities include;

* Getting or becoming a [mentor](https://profdev.qmul.ac.uk/what-we-offer-/coaching-and-mentoring/)
* Getting or becoming a [coach](https://profdev.qmul.ac.uk/what-we-offer-/coaching-and-mentoring/)
* [Job shadowing](https://profdev.qmul.ac.uk/what-we-offer-/job-shadowing/) e.g. perhaps shadowing parts of aspirational role – either at Queen Mary or another University, or observing and reflecting on a particular skill,
* Professional networks
* [Staff networks](https://hr.qmul.ac.uk/equality/staff-networks-/) and [communities of practice](https://profdev.qmul.ac.uk/what-we-offer-/communities-of-practice/)
* Taking on a project to stretch skills or gain new experience
* Reflecting on and/or getting feedback on particular skills e.g. chairing a meeting, presenting
* Online learning e.g. [LinkedIn Learning](https://profdev.qmul.ac.uk/what-we-offer-/linkedin-learning/)

Details of these can be found on the [OPD webpages](https://profdev.qmul.ac.uk/)

**During and following any development:**

The support of managers in helping team members to apply learning is key. That is why in all our internal programmes we encourage participants to discuss the content with their manager. When your team member is undertaking any learning, consider how you can support them and ask them what feedback/opportunities they need.

**Using a coaching approach to support development conversations in one-to-one meetings**

* What was the key learning/take-away for you from the course?
* What have you tried in practice so far? What have you implemented?
* How did that go? What was the impact?
* What has worked/what could you do differently
* Is there anything else you’d like to try?
* Tell me more about that?
* Who else can help?
* How can I help you to practice your new skills and gain confidence and experience?
* How else can I support you?

At the end of any programme, reflect with your team member on the impact of their learning on their confidence and competence as manager. We’ll give you both the opportunity to give feedback and welcome your thoughts to make our courses and programmes as effective as possible. We suggest that you take the time to discuss with your member of staff how to continue their management development journey.

By making the time to have these discussions during your one to one meetings, you are underlining the importance of their development, as well as helping them to improve their day-to-day management practice.

In the case of apprenticeships, line managers have a formal role in their team member’s apprenticeship and need to be able to attend review meetings with the training provider and ensure that their team member makes the required progress.

If you need any further support, contact the OPD team for a discussion at [opd@qmul.ac.uk](mailto:opd@qmul.ac.uk)