



THE UNIVERSITY *of* EDINBURGH
Learning and Development

Aspiring Manager Development Programme

Information Pack

Information for completing the Aspiring Manager programme

The Aspiring Manager

We are delighted to have you on our Aspiring Manager programme, the University's development option for staff who do not currently manage anyone and demonstrate the potential and motivation to develop into a management role.

The Aspiring Manager aims to set you up for success and prepare you for future management roles through increasing your awareness and understanding of management and its importance within the University and how it links in with other roles. The programme will focus on the following themes:

- **Understanding management:** exploring your motivations for becoming a manager, identifying how you like to be managed and considering the key responsibilities and skills of a good manager.
- **Identifying and developing key management skills:** developing others through delegation and motivation and having difficult conversations through providing feedback and monitoring performance.
- **Know why you're a future manager:** bringing together your strengths and current skills, your key takeaways from the programme and presenting yourself as a future manager at the University.

The programme supports delegates to identify their individual learning objectives and tailor their development accordingly.

There is a strong focus on self-directed learning, blended with online workshops and discussion groups to build leadership and management networks across the organisation.

Content in each element has been designed to reflect key organisational priorities, embed our values and create a community of aspiring managers.

In this pack you will find information to support you on your journey towards becoming more confident in preparing and applying for future management roles within the University.

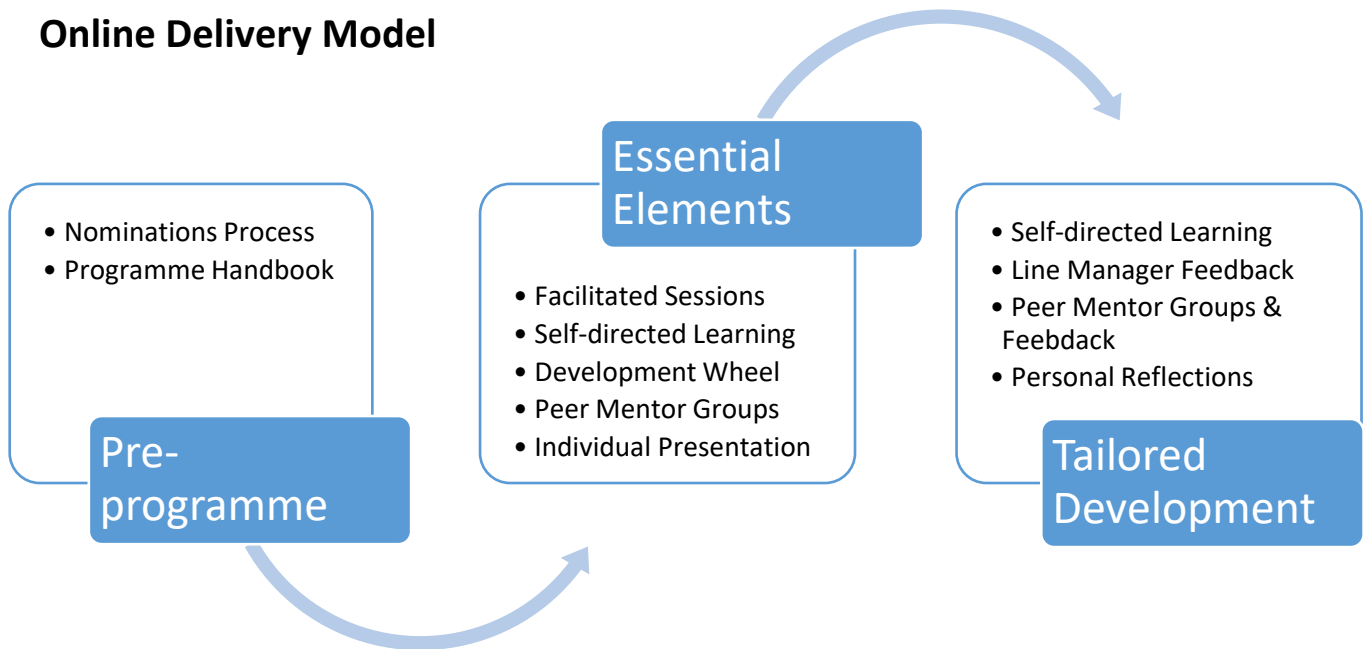
Please ensure you read through the information in this pack. There will be an opportunity to ask any questions about any element of the programme at the first session but please do get in touch if you have any queries or concerns in the meantime.

We look forward to connecting with you over the coming months.

Best wishes,
The Talent & Development Team

learninganddevelopment@ed.ac.uk

Online Delivery Model



Pre-programme

Nominations Process

As part of the nominations process you will have identified your role aspirations for completing this development, the skills you are looking to develop and how you hope your behaviour will change. You will have discussed this development with your nominating manager to agree how best to set you up for success.

We will be keeping your nominating manager updated as the programme progresses and encouraging them to engage with you about how you are finding the programme and applying the learning and how they can support you to best effect.

Materials and Resources

The programme is supported through Microsoft TEAMS and SharePoint.

All materials and resources are available for each element of the programme through the Aspiring Manager SharePoint site. All communications for the programme will be added to your specific cohort TEAMS site. You are encouraged to familiarise yourself with TEAMS and engage in the site to connect with other delegates on the programme.

Learning Sessions

There are four main learning sessions to support the programme:

- **Session 1: Programme Welcome** - a full cohort opening presentation to introduce you to the programme with Q&A (60 mins).
- **Session 2: Understanding management** - a smaller group facilitated session exploring your motivation for becoming a manager, identifying how you like to be managed and discussing the key responsibilities and skills of a good manager (2 hours).
- **Session 3: Identifying and developing key management skills** - a smaller group facilitated session at the mid-point of the programme to identify and develop the key management skills of developing others and having difficult conversations (2 hours).
- **Session 4: Know why you're a future manager** - a full cohort briefing on the requirements for your individual presentation on why you are a future manager at the University of Edinburgh, supported by Q&A (30 mins).

All sessions will be held on **Zoom**. If you are unfamiliar with this platform or would like a refresh, you find information on 'Joining sessions with Zoom', including some tips and guidelines, at the back of this handbook. Please take time to familiarise yourself with this content prior to the first Session.

Essential Elements

Resources, documents, dates and links to bookings, where appropriate, can be found in the SharePoint or TEAMS sites. Delegates will be invited to join these once accepted on to the programme.

Facilitated Sessions

Of the four sessions outlined above, Sessions 2 and 3 are facilitated in smaller groups of 15 delegates and are an essential part of the programme. Sessions 1 and 4 are delivered to the full cohort and include the opportunity for Q&A.

Self-Directed Learning

There are two main areas of focus for the self-directed learning and we encourage you to view these as essential elements of the programme and prioritise time for them.

Development resources

New Manager Toolkit

You will have access to the range of resources in our **New Manager Toolkit**. These include information and links on line manager responsibilities; access to a LinkedIn Learning course offering practical advice to help establish your identity as a leader, connect with your team, and become a successful manager; a couple of articles on stepping up from peer to leader and managing team expectations; and a video about how to build trust, commitment and accountability in your team. Please note you do not have to complete the People Management Skills element of the New Manager Toolkit - this is a longer and more in-depth course from futurelearn and the Chartered Institute of

Personnel and Development (CIPD) and is a good resource to refer back to when you have the time and/or inclination!

Development Wheel

We ask you to complete a **Development Wheel** which will enable you to consider where you are now in relation to the different elements of management, where you want to be and create a plan on how to take action to address the areas you have identified. We also ask you to discuss your Development Wheel with your line manager, so you can gain some perspective on how they see your skills in these areas. This has proved very insightful for many delegates!

Group Discussion and Summary

You have control over how you schedule and structure your time to review the resources and complete the Development Wheel between Sessions 2 and 3. We do ask you to **meet with your Peer Mentor Group colleagues** to discuss your key takeaways from the New Manager Toolkit resources and the Development Wheel and **provide a short summary** of your conversation prior to Session 3 of the programme. You will need to factor that into your scheduling.

As you progress through the programme you will start to identify the skills and behaviours you are already demonstrating and what specifically you need/want to focus on in terms of your development and preparation for future management roles. Keep these goals in focus, seeking out and taking opportunities to develop these.

1. Developing Others and Difficult Conversations

The Developing Others and Difficult Conversations resources are essential elements of the programme in preparation for Session 3. Each of these resources poses some questions and a specific task which will be discussed during Session 3. We encourage you to schedule in time to review and prepare.

Peer Mentor Groups

You will be allocated to a Peer Mentor Group providing you the opportunity to connect with another 4-5 delegates on the Aspiring Manager programme to give and receive support from each other throughout the programme. Your Peer Mentor Group colleagues will also review and provide feedback on your final presentation. We encourage you to view these as essential elements of the programme and prioritise time for them.

Details of which Peer Mentor Group you have been allocated, information about when to meet, and guidance on giving feedback on final presentations, can all be found in the SharePoint site.

Individual Presentations

The Aspiring Manager programme culminates in you preparing and recording a presentation on 'Why I am a future manager at the University of Edinburgh' - sharing stories of how your learning has impacted on you as an aspiring manager and your aspirations for the future. Your presentation will be shared with your line manager and Peer Mentor Group colleagues who will review and provide you with feedback. A full briefing outlining the requirements and timeline will be provided in Session 4.

Tailored Development

Self-Directed Learning

Additional resources are available for you to review in the [Recruitment Toolkit](#) and [Preparing for a management interview and development beyond the programme](#). You have control over how you schedule and structure this and what resources you access either during the programme or following completion. This is supported by optional group work to enable you to discuss these resources in your Peer Mentor Group.

Line Manager Feedback

Your nominating manager plays a key role in your development both during and beyond the Aspiring Manager programme. This can be specific conversations about your participation in, and learning from, the programme or during existing meetings and interactions.

As essential elements of the programme, we encourage you to discuss your Development Wheel with your line manager and for them to review and provide you with feedback on your presentation. These conversations provide a further opportunity for you to identify the skills and behaviours you are already demonstrating and what specifically you need/want to focus on in terms of your development and preparation for future management roles.

Peer Mentor Groups and Feedback

As mentioned earlier, you will be allocated to a Peer Mentor Group providing you the opportunity to connect with another 4-5 delegates on the Aspiring Manager programme to give and receive support from each other. We will provide guidance as to when your Group should meet to support the essential elements of the programme, i.e. providing feedback on your final presentation. We encourage you to be proactive in developing supportive relationships where you can discuss your learning, reflections and future aspirations and experiences, and continue to learn from each other, throughout and beyond the programme.

There is the opportunity for optional group work following the programme as outlined above and you can decide as a group, how you may like to continue to support each other's development on an ongoing basis. All related supporting documents can be found in the Peer Mentor Groups folder in your SharePoint site.

Personal Reflections

The programme culminates in you sharing stories of how your learning has impacted on you as an aspiring manager and your aspirations for the future. We would encourage you to schedule time to capture your personal reflections as you progress through each element of the programme, as well as following discussions with your line manager and peer mentor group colleagues.

Meet your Facilitator

Isla McCrone

Director, Action Provocateurs

ACC MInstILM MAC Assoc CIPD



Isla is an experienced business professional, leader, coach and facilitator with over 30 years working in both the private and public sectors. Most of her career (over 20 years) has been in Financial Services, working for Halifax Bank of Scotland (HBOS) and in the Scottish Government (8 years), where she led the national enterprise education policy (young people aged 3-18yrs). She started her own business in 2011 and initially worked part-time for Edinburgh Napier University (2012-2015) as a Professional Development Facilitator and Consultant. Her background is extensive and includes IT, training and development, human resources, sales and marketing, business development and public policy development and delivery.

Isla leadership journey began in 1993 when she was appointed from within the team to lead it; a challenging and rewarding opportunity. Since then, she has led a range of different teams and groups throughout her career, including; remote teams, teams with no direct line responsibility (e.g. local authority education officers), and academic and business professionals.

She is a Member of the Institute of Leadership and Management (MInstILM) and a facilitator, tutor and assessor of ILM Leadership and Management qualifications at Levels 3 and 5 within the higher education sector. She is also an accredited coach and visiting facilitator with the Leadership Trust, and a professionally trained and accredited Coach with the International Coach Federation.

She is married to Oliver, has a fox red Labrador called Magners, and lives in Dunfermline. She is a passionate golfer and is Vice Captain of Midlothian Ladies Golfing Association. Her other passions include cooking, health, being in nature and personal development.

Isla's Linked In profile can be accessed [here](#).

Meet your Administration Support

Suzanne Moorhouse

Virtual Assistant, Advance Virtual Assistants



Suzanne is an associate of Advance Virtual Assistants and supports Isla with the programme administration. After 16 years in the Royal Navy, where she had a varied career as a Logistics Officer at sea, on shore establishments and in the Ministry of Defence, she set up at an Executive Assistant working in the main for a Performance Consultancy. She is a very reliable administrator with a depth of experience in office and personnel management, personal administration and business support.

Joining Sessions with Zoom

If you are new to Zoom or want a few refreshers, please review the information below to help us all get the most from our time together.

Q: Do I have to have a Zoom account to be a participant of a Zoom session?

The short answer is 'No'. But please be aware of the following taken from the Zoom website:

- Before joining a Zoom meeting on a computer or mobile device, you can download the Zoom app from the Zoom Download Center. Otherwise, you will be prompted to download and install Zoom when you click a join link.
- You can also join a test meeting to familiarise yourself with Zoom.

You can click on the blue hyperlinks below or manually enter the following web URLs:

- Download Centre: <https://zoom.us/download>
- Join a test meeting: <https://zoom.us/test>

Q: What equipment do I need to attend a Zoom meeting?

For the optimum experience, we strongly recommend you join via a desktop/laptop computer and use computer audio. If you have a headset, this can help reduce any feedback. If you don't join from these devices there may be certain features that are unavailable to you and will impact your experience and learning.

If absolutely necessary, Zoom does support joining from a range of devices.

Yes, you can use a telephone - if for whatever reason your computer doesn't have audio, you can click the link on the Zoom meeting for video and then call in with the Zoom phone information that has been shared.

Q: What should I do before the training to prepare for using Zoom?

1. Please use the guidelines above to access and test Zoom before the sessions (one less thing to think about on the day).
2. A Zoom link for each session will be shared with you on the TEAMS Channel. It will connect you directly to our Zoom meeting. You can click this link before the day to ensure it works. Depending on when you click it, you will either see a message that says 'Please wait for the host to start this meeting' or 'Please wait. The meeting host will let you in soon.' Either way, that's fine and you are in the right place.

ZOOM Support

Here are two support pages with short videos from the Zoom team that run you through the process and options of:

How to Join a Zoom Meeting.

<https://support.zoom.us/hc/en-us/articles/201362193-Joining-a-Meeting>

Introducing the controls and options you will have in the meeting

<https://support.zoom.us/hc/en-us/articles/200941109-Attendee-controls-in-a-meeting>

In case you do run into an unexpected error or difficulty, the Zoom support centre can be found here: <https://support.zoom.us/hc/en-us>

Tips and Guidelines

Here are some handy tips and useful things to be aware of:

- Please use a headset where possible when you know you are in an open environment.
- Please also refrain from recording any of the content or conversations from during the Opening and Mid-point sessions (both the Opening Presentation and Final Presentation Briefing will be recorded and shared).
- Get yourself comfortable and setup ready to learn - have your notepads at the ready, grab a drink, get rid of the distractions you know can be avoided. You know what works best for you.
- You will be 'Muted' automatically to help with 'noise management' in the larger Zoom sessions. You can unmute yourself when invited to ask questions. You will be 'Unmuted' in the smaller Opening and Mid-point sessions.
- During the larger group sessions, please keep your video turned off, as this helps with bandwidth/connection. During the smaller group session, please have your video turned on. It's great to see everyone's faces and get to know each other.
- Play with switching between 'Speaker' and 'Gallery' view on Zoom – one allows you to focus more on who is speaking, and one allows you to see everyone at the same time. Both are useful at different times. [Click here](#) for more information.
- Stay hydrated and have some snacks at hand if you want them.
- Find a quiet space. As the sessions are live (unless you're watching a recording of the Opening Presentation or Final Presentation Briefing) and interactive, please make sure you are in a quiet environment when you join. We also appreciate quiet spaces can be at a premium.
- Enjoy! This can't be left off any 'handy tips' list, right? Thank you for being a part of this training with us. We're excited to get going, and to see you there.

Further Support

Whilst Zoom will certainly know their product best, we understand that sometimes knowing the question to ask can be the trickiest part – we don't know what we don't know.

If you'd like to have a quick chat with me or Suzanne, my Virtual Assistant, please let us know and we'll do our best to support you before, during and after the sessions.

We look forward to seeing you online!

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