



EDINBURGH MANAGER PROGRAMME

Delegate Information Pack



The Edinburgh Manager Programme

Thank you for your interest in our Edinburgh Manager programme, the University's development option for staff who are people managers across all areas of the University.

The Edinburgh Manager aims to develop your management skills and provides opportunities for self-reflection on your values and behaviours to foster authenticity in your approach to management and leadership. The programme has a strong focus on self-directed learning, blended with online workshops and discussion groups to build leadership and management networks across the organisation.

In this Pack you will find information to help you decide if this programme is the right development option for you.

Delegates accepted onto the programme will also be given access to a SharePoint resources site and a Microsoft TEAMS channel.

Please ensure you read through the information in this pack. If you have any questions about leadership and management development at the University please get in touch.

Best wishes,
The Talent & Development Team
TalentandDevelopment@ed.ac.uk

Please note that some of the resources are only available to delegates who have been accepted onto the programme and given access to the SharePoint resources file. As a result, some links in this document may not work for you if you have not yet been given access.

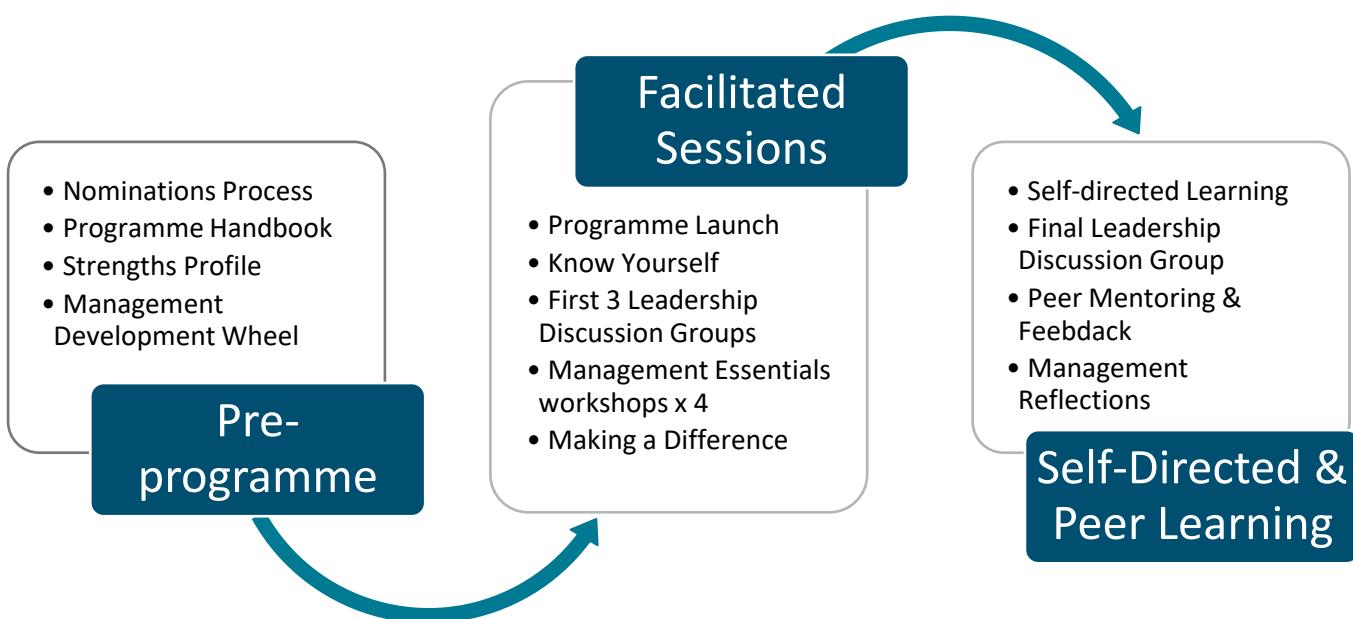
Management Skills and Behaviours

Management skills and behaviours explored on the programme include:

- Self-reflection
- Building trust
- Supporting change
- Inclusive leadership practices
- Collaborating with others
- Influencing beyond authority
- Relationship building
- Conducting meaningful conversations
- Giving and seeking feedback
- Personal, team and organisational values and behaviours
- Engaging, developing and supporting people
- Delegation
- Performance management
- Coaching and facilitation skills

Delivery Model

The programme is mostly delivered online, with some elements delivered in person. Attendance is required for all facilitated sessions and discussion groups.





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 Edinburgh Manager SharePoint site. All communications for the programme will be added to the cohort TEAMS site.

Delegates are encouraged to familiarise themselves with TEAMS and engage in the site to connect with peers on the programme.

Pre-programme

Nominations Process

As part of the nomination process you will identify your aspirations for completing the programme, and the skills and behaviours you are looking to develop. You will discuss this development with your nominating manager to agree how best to set you up for success.

We will keep your nominating manager updated as the programme progresses and encourage 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.

Strengths Profile

At the start of the programme you are asked to complete a **Strengths Profile questionnaire** to support self-reflection and awareness. There are opportunities within the programme to reflect on key questions regarding the strengths and weaknesses you have identified and to use these in your personal development plan. This helps to identify strengths currently used and the strengths you are maybe not yet aware you have, and how you can maximise both in your management role.

Guidance for managers

In preparing yourself for the programme you should familiarise yourself with the information included in the [Guidance for managers page](#) and the documents and information this links to. In particular, you should familiarise yourself with the [Information for Line Managers document](#), and [A-Z of HR policies](#). This will enable you to understand your role in the context of being a manager at the University.

Management Development Wheel

You will complete a **Management Development Wheel**, a simple self-assessment tool that will enable you to consider where you are in relation to 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.



Facilitated sessions & workshops

A series of workshops and facilitated sessions will help you bring together different elements of the programme, explore leadership skills and behaviours, and create opportunities to reflect and learn with other delegates.

Programme Launch

Facilitated by the Talent & Development team, the in-person Programme Launch brings the pre-programme elements together, setting you up to get the best from the programme. You will meet the programme lead and have the opportunity to ask any questions. You will also meet your discussion group and reflect on your role as a manager at the University.

Know Yourself session

Delivered virtually by the Talent and Development team with support from internal coaches working across the University, the Know Yourself session brings the full cohort together to dig deeper into the self-reflection tools to enable you to consider what you have learnt about yourself going through the nominations process and completing the development wheel and what this means for you as a manager at the University.

Only the first 30 minutes of this session are recorded, introducing coaching practice. The 90 minutes of practical exercises are not recorded.

Discussion Groups

Facilitated virtually by trained programme alumni and internal partners, Discussion Groups bring a consistent group of 6 to 8 people together 4 times over the programme to discuss real management challenges being faced at the University. Discussion groups are bases on Action Learning Set theory.

You should come to each discussion group prepared to talk about a real-life management challenge that would benefit from peer input. 1-2 people will be able to discuss their situation at each meet up with everyone having the opportunity to speak about their issue at least once during the programme.

Line Management Essentials

Delivered virtually through TEAMs by our external consultants GatenbySanderson over four 2.5 hour workshops. At the Line Management Essentials sessions, you will meet with a smaller number of delegates from the cohort (usually around 20). Each of the 4 workshops are run 3 times so you have 3 different dates available to choose from.



The workshops are designed to support delegates with:

- ✓ Building trust
- ✓ Supporting change
- ✓ Inclusive leadership practices
- ✓ Collaborating with others
- ✓ Influencing beyond authority
- ✓ Acting on feedback received
- ✓ Meaningful conversations

The 4 workshops cover:

1. The Foundations of Management

- Consider your own values and how they impact your approach to managing others
- Be aware of how the values set of others impacts management
- Understand psychological safety in teams and how to build an environment of safety and trust

2. Getting the best from your Team

- Consider your own values and how they impact your approach to managing others
- Be aware of how the values set of others impacts management
- Understand psychological safety in teams and how to build an environment of safety and trust

3. Manager as a coach

- Develop an approach to setting team goals and the steps to take to achieve these
- Develop core coaching skills of active listening and asking powerful questions
- Understand the GROW model of coaching and how this can be used in practice

4. Managing yourself

- Understanding the drivers behind people's different reactions to change
- Developing strategies to minimise threat and maximise reward in interactions with others during times of change
- Understand the different types of attention and how they can be used to make good use of time
- Consider opportunities for work allocation and delegation in your team

Making a Difference session

Facilitated by the Talent & Development team, the Making a Difference Event brings the whole cohort together to recognise and celebrate your learning journey and the impact you are starting to make as a result of completing the programme.



Self-directed and peer learning

Self-Directed Learning

We ask that you schedule time to complete self-directed learning during the programme, supported by the range of resources in our [toolkits](#) and learning modules available via the Learning App on People & Money (e.g. LinkedIn Learning). You have control over how you schedule and structure this and what resources you access during this time. We encourage you to view this as a **core element** of the programme and prioritise time for this in your own diary.

We know that you all have varied management experience and differing challenges. In the pre-work you will start to identify what specifically you need/want to focus on in terms of your management skills. Keep these goals in focus as you progress through the programme, seeking out and taking opportunities to develop them.

Peer mentoring / development buddies

To support networking, you will be “buddied up” with one or two peers on the programme, giving the opportunity to connect with other delegates to give and receive support from each other. We will provide guidance to support and 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. You will provide peer feedback on each other’s Management Reflections Presentation.

We also encourage you to create or update your professional profile and/or [LinkedIn profile](#) as these serve as a great way to virtually introduce yourself and raise your profile in the management community. [Rock Your Profile](#) is a great resource that can help with your profile if needed.

Management Reflections video

This element is designed to give practice of delivering a short concise update using digital skills, with the benefit of giving and receiving feedback. These are key skills required of our managers.

Delegates are asked to record a video of how your learning has impacted on you as managers and the difference this has made. We 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 nominating manager and peer mentor(s).

Guidance on the content and length of presentation are available from the [Management Reflections Information](#) folder.