Moving into MANAGEMENT

ILM Level 3 Award in Leadership & Management
SQCF level 7
**Aims of the Programme**

Aimed at staff who have a desire to develop themselves to be effective leaders, the programme offers delegates the opportunity to:

- Enhance their own self-awareness to increase effectiveness
- Understand what it means to be a leader at the University
- Increase their capability to lead teams effectively
- Develop skills in communication, delegation, and relationship management
- Gain knowledge and experience of key management responsibilities including managing meetings, conducting performance reviews, stress management and mental health, and understanding HR policies and procedures

Delivered by experienced staff, the programme addresses leadership in three overlapping levels. At the core, foundational level, is personal leadership: understanding your own behaviours and actions, and what leadership means for you. Next is how you lead in relation to others; how you communicate, interact, direct and influence to build your team. The outer level is leadership in a University context, taking an organisational view on how your role as a leader can support the achievement of the University’s organisational objectives.

The University’s popular Moving into Management programme has been specifically designed to underpin and enhance management excellence at all levels within the University community. This programme is suitable for colleagues who have management responsibilities but no formal training and are serious about developing their abilities, as well as those who are looking to prepare themselves for a move into a role with management responsibility.
Format of the Programme

The programme is designed to blend the benefits of workshops, networking and peer learning over a six month learning journey.

The Moving into Management Programme has been designed to give practicing or aspiring managers a solid foundation for their formal development in this role and is designed to develop management skills and knowledge.

The programme is separated into three key areas of leadership: personal leadership, managing others, and managing in the organisation. In each of these areas delegates will find:

Core programme units (6): these units are the foundation of the programme, and attendance at each of these workshops is expected. These units focus on the development of key leadership and managerial skills. The learning from these units also forms the basis of the formal ILM assessment on this programme. The three assessed units are as follows:

1. **Understanding Leadership** helps candidates to develop knowledge and understanding of the concept of leadership as required by a practicing or potential first line manager. It examines different leadership styles and the effect on which they have on the team. We will also evaluate your own leadership styles and qualities and discuss how these can be enhanced to ensure you are getting the most from your team.

2. **Building an Effective Team** aims to develop knowledge and understanding of how to build an effective team. You will learn how to build effective working relationships, focussing on building trust and communication with your team. There will be an interactive team development session using the Belbin Team Roles model, which will help you to understand how a team can benefit from diverse skills and experience.

3. **Motivating and Engaging Staff** aims to develop to develop knowledge and understanding of motivation theory and how it can be applied in the workplace to improve performance.

Optional workshops to enhance learning: for each module, candidates will find three optional workshops. These workshops are designed to provide skills and knowledge to enhance your core learning, and have been developed based on feedback from previous candidates. You will be expected to attend at least one of those workshops, although you are welcome to attend as many as you feel will be of benefit to you. You should submit your full workshop choices to Amanda Hopwood, course tutor, before the programme begins.

You can find an overview of the programme structure on the following page:
### Personal Management

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>4th Oct 2018</td>
<td>From Peer to Leader: Managing Your Manager</td>
</tr>
<tr>
<td>18th Oct 2018</td>
<td>10.00 – 12.00</td>
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<tr>
<td>22nd Oct 2018</td>
<td>Help! I’m a Manager: Finding the Fit: Recruitment and Induction</td>
</tr>
<tr>
<td>14th Nov 2018</td>
<td>Delegation Skills: Planning for Difficult Conversations</td>
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<td>10.00 – 12.00</td>
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### Managing Others

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<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>1st Nov 2018</td>
<td>Managing Others: Building an Effective Team</td>
</tr>
<tr>
<td>27th Nov 2018</td>
<td>10.00 – 12.00</td>
</tr>
<tr>
<td>16th Jan 2019</td>
<td>Managing Others: Communication Skills</td>
</tr>
<tr>
<td>13th Dec 2018</td>
<td>10.00 – 15.00</td>
</tr>
<tr>
<td>22nd Jan 2019</td>
<td>Managing Others: Stress Management for Managers</td>
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<td>13.00 – 15.00</td>
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### Managing in the University

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>5th Mar 2019</td>
<td>Managing in the University: Motivating and Engaging Staff</td>
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<tr>
<td>5th Feb 2019</td>
<td>10.00 – 13.00</td>
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<tr>
<td>26th Feb 2019</td>
<td>10.00 – 12.00</td>
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<tr>
<td>19th March 2019</td>
<td>10.00 – 14.00</td>
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<tr>
<td>14th Jan 2019</td>
<td>10.00 – 13.00</td>
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### Programme Launch

- Self-Awareness
- Understanding Leadership
- Building an Effective Team
- Communication Skills
- HR for New Managers

### Programme Finale

- Motivating and Engaging Staff

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**Core programme unit:** attendance mandatory

**Core programme and ILM assessed unit:** attendance mandatory

**Personal Management Modules:** choose at least one

**Managing Others Modules:** choose at least one

**Managing in the Organisation Modules:** choose at least one
Moving into Management

Workshop Information

The Programme is delivered through workshops over a series of six months, followed six months later by a half-day review and CPD event. Other events are also delivered to support participants who choose to undertake the Institute of Leadership and Management (ILM) accreditation option (see the last page for more details of this option). There is a strong emphasis throughout on the transfer of learning from the classroom to the workplace.

CORE:

Programme Launch:
This event provides an opportunity for delegates to meet each other for the first time, to understand more about the course, and to obtain information about the option to complete an externally accredited Level 3 Award in Leadership and Management through the ILM. This formal accreditation requires the completion of three work-based assessments and the payment of a fee; more information can be found on the last page.

CORE:

Self-Awareness:
This first workshop is designed to support candidates in understanding more about their own personality and learning preferences. We will begin by focussing on self-awareness and understanding, valuing and harnessing individual differences, with participants taking part in a Myers-Briggs Type Indicator (MBTI) session. This will afford a deeper understanding of the impact that behaviour preferences can have when dealing with people. We will also complete a learning styles questionnaire, which will help you not only to understand your own learning preferences, but also how preferences in your team can differ.

CORE:

Understanding Leadership:
This workshop aims to help candidates to develop knowledge and understanding of the concept of leadership and what it means to be a manager in an organisation. Each delegate will reflect on the situational leadership model, and we will spend some time examining our different leadership styles and how this may impact on our teams. We will discuss ways to enhance your leadership styles and qualities in order to get the best from your team in all situations. The last half hour is an ILM tutorial designed to support successful completion of assignments.

OPTIONAL

From Peer to Leader:
Congratulations, you’ve been promoted! All your late nights, big ideas and hard work have finally paid off, and you have been entrusted you with the responsibility of leading a team. As exciting as this time may be, many first-time leaders fail to consider the fact that they are now a step above their former peers, and may be directly in charge of people who were once at their same level. This shift has the potential to negatively impact the team dynamic with resentment and hurt feelings – but it doesn’t have to be that way, with the right leadership strategies. This workshop will help to support you in overcoming these challenges, and making the transition as smooth (and successful) as possible!
OPTIONAL

Help! I’m a Manager:
Finding a Mentor: Leading people is hard, especially so if this is your first time managing a team. Having someone who has been there, done that can be a huge support to you in finding your feet. This short session will discuss how accessing an experienced mentor can help your management career, and how to go about finding the best fit for you.

OPTIONAL

Delegation Skills:
You can do anything; but you can’t do everything! This short course will cover a range of tools and templates to help you learn how to delegate tasks and use effective delegation as a key development tool to motivate and challenge your team. We will identify and discuss all the considerations that need to taken before, during and after a task has been delegated to make sure you’re delegating as effectively as possible.

CORE:

Building an Effective Team:
This session explores what it means to be part of a team, and how you as a manager can build effective working relationships with your team. Candidates will complete a Belbin Team Role Inventory in advance of the session, and we will spend some time discussing the importance of each team role and how each individual contributes to the success of a team. We will also discuss ways to fill any perceived skill ‘gaps’ in teams and how to build trust with those you work with. The last half hour is an ILM tutorial.

CORE:

Communication Skills:
This session explores interpersonal communication and how to overcome communication challenges. We will particularly focus on feedback skills (both constructive and positive) to facilitate communication in workplace relationships. The session will also incorporate discussion on negotiation and influencing skills.

CORE:

Managing Your Manager:
We manage our managers for very good reasons: to get resources to do the best job, not only for ourselves, but also for our team and the organisation. We actively pursue a healthy and productive working relationship based on mutual respect and understanding - understanding our own and our managers’ strengths, weaknesses, goals, work styles, and needs. If the relationship between you and your manager is rocky, then it is you who must begin to manage it. When you take the time to cultivate a productive working relationship…everyone wins. We will focus on understanding the value of the relationship you have with your boss and strategies to enhance this relationship, feedback and communication, and manage difficulties.
Finding the Fit: Recruitment and Induction:
Lead by the recruitment team, this practical course provides you with the skills, knowledge and confidence to recruit and select the right candidate for the job. We will cover basic recruitment processes and guidelines, using eRecruiter effectively, interview skills and feedback. We will also look at strategies to effectively induct new staff to the institution.

Planning for Difficult Conversations:
As a manager, there will be times when you have to have less than pleasant conversations with your staff. Whether your dreaded conversation involves performance, policy, or anything else – this workshop uses CBT strategies to support you in planning for difficult conversations, conducting them effectively, and reviewing and improving on your managerial performance in this area.

Motivating and Engaging Staff:
This session covers basic motivational theories and how these can be applied in the workplace for optimum results. We will look at how you as a manager can engage with your team to increase motivation levels. The last half hour is an ILM tutorial.

HR for New Managers:
Led by experienced HR Partners, this workshop will give you an essential understanding of the employee life-cycle as well as key employment legislation affecting the employer–employee relationship. As a line manager you will have varying degrees of involvement in HR related activities and it is critical that you understand, and operate within best practice and comply with legislation.

Writing for Business:
Whether it’s minute-taking, writing a report for your manager, or writing a paper for Court, this practical session will cover the key aspects of minute-taking and report writing at the University. Led by an experienced staff member, you will be given practical hints and tips to support you developing this core business skill.
Programme requirements

Attendance and participation:  
In order to continue in and complete the programme, participants must attend all the courses in the programme. Appropriate participation is expected throughout the courses.

Time required outside the classroom:  
In addition to attending courses participants should expect to spend time working outside the classroom, and to complete their learning logs.

Line manager support:  
Participants must have the support of their line manager in order to register for the programme. It is the participant’s responsibility to ensure their line managers are aware of the nature of the programme and the amount of time that will be required to complete it.

Pay course fee:  
Participants must pay a course fee of £120 (+ ILM registration fee if undertaking accredited route)

ILM Level 3 Award in Leadership and Management (optional)  
By completing the Management Development programme, participants will meet the coursework requirements for the Institute of Leadership and Management’s Level 3 Award in Leadership and Management. To obtain the ILM Award however additional requirements, in the form of three work-based assessments, must be met and a registration fee must be paid. As the ILM induction session is a pre-requisite for the accredited option, it is recommended that all participants attend this session. This does not imply commitment to the accredited route, although a decision must be made no later than the second session.

Additional requirements for the ILM Award  
- Attending a one-hour ILM induction session  
- Attending tutorial support for assessment  
- Completing three work-based assignments of around 800 – 1,000 words. These are set by ILM.

Where can I get more information and register for the programme?  
To register, please complete form on the following page (pg. 10) and return to a.hopwood@abdn.ac.uk

Amanda Hopwood, Training and Development Partner, is the programme leader and can answer any queries and provide further information. Amanda can be contacted via email at a.hopwood@abdn.ac.uk or by telephone on extension 3159.
**UNIVERSITY OF ABERDEEN MANAGEMENT DEVELOPMENT PROGRAMME**  
(ILM LEVEL 3 AWARD IN LEADERSHIP AND MANAGEMENT)  
REGISTRATION FORM

<table>
<thead>
<tr>
<th>Personal details</th>
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<tbody>
<tr>
<td>Your last name:</td>
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<tr>
<td>Your first name(s):</td>
</tr>
<tr>
<td>Staff ID No: Date of Birth:</td>
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<tr>
<td>Work email:</td>
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<td>Work telephone:</td>
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<td>Work address:</td>
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Please give a description of your current role and why you feel that this programme would be of benefit to you:

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Do you consider that you may need any additional learning support?

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Please indicate below which route you would prefer to take (this decision is not binding until after the ILM tutorial which is held after session one):

| ILM L3 Accredited route: | Non-accredited route: |
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<thead>
<tr>
<th>Line manager’s approval</th>
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<tbody>
<tr>
<td>Name of line manager:</td>
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<tr>
<td>Line manager’s signature:</td>
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<td>Date of approval:</td>
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Course cost of £120 (+ ILM fee of £82)  
PO should be raised to Human Resources - Internal  
Please insert PO Number
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