

Leadership/Management Development Provision at the University of Bath

An overview of programmes and events, organised by, or accessed through, the Staff Development Unit

| Typical jobs/ responsibilities | Key Responsibilities | Leadership/Management Development (Unless stated otherwise, the programmes below are run in-house). |
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| Pro-Vice Chancellors; Deans. Directors of large Professional Services (eg. Finance, Library) | Cross-University strategic planning and leadership, significant outward-facing role | <ul style="list-style-type: none"> Please contact the Staff Development team directly to discuss your needs |
| Heads of Academic Departments/ Associate Deans Heads of other Professional Services Eg. Head of Accommodation & Hospitality Services, Academic Registrar. | Large departments to lead and manage – strategic planning and significant and diverse people management, figurehead and advocate. | <ul style="list-style-type: none"> Academic Leaders Programme – nominations are identified with Deans Dealing with change for managers and supervisors Influencing and negotiating for managers and supervisors Leading Teams: building, motivating and developing staff Management 101 elearning modules (suite of topics) – see details overleaf Performance management – strategy to delivering performance SDPR for Education and Research staff SDPR: Conducting an effective review |
| Academic Department Management teams. Heads of research centres/ groups Directors of Administration, Deputy Heads of large functions and Heads of Professional Service Units. | Leadership of groups of staff (not always direct reports) influencing and planning at Department/Service/Faculty scale. Professional Service Departments – all the above, plus responsibility for some University-wide activities or service. | <ul style="list-style-type: none"> Academic Leaders Programme – nominations are identified with Deans Conflict management for managers and supervisors Dealing with change for managers and supervisors Finance for non-finance managers Influencing and negotiating for managers and supervisors Leading Teams: building, motivating and developing staff Management 101 elearning modules (suite of topics) – see details overleaf Managing the disciplinary process Nuts and bolts of managing people Performance management – strategy to delivering performance SDPR for Education and Research staff SDPR: Conducting an effective review |
| Research Team Leaders (Lecturers, Senior Lecturers, Readers) Middle managers in Academic Departments/Faculties & Professional Service Departments | Academic Departments - Leadership/ management of small teams, includes responsibility for performance management, motivation and engagement of staff, vision and strategy forming at group level. Professional Service Departments – Leadership/management of teams/projects delivering significant service. | <ul style="list-style-type: none"> Coaching conversations Conflict management for managers and supervisors Dealing with change for managers and supervisors Developing Leaders – nominations identified with Heads of Department/Professional Services Finance for non-finance managers Influencing and negotiating for managers and supervisors Leading Teams: building, motivating and developing staff Management 101 elearning modules (suite of topics) – see details overleaf Managing the disciplinary process Nuts and bolts of managing people Performance management – strategy to delivering performance Recruitment and selection for panel members SDPR for Education and Research staff SDPR: Conducting an effective review |
| Early career academics First line managers in Academic/Faculty & Professional Service Departments | Operational management responsibilities, few direct reports who may be supervisors. Management duties include performance management, motivation and engagement of staff, finance and planning | <ul style="list-style-type: none"> Coaching conversations Conflict management for managers and supervisors Dealing with change for managers and supervisors Developing Leaders – nominations identified with Heads of Department/Professional Services Finance for non-finance managers Influencing and negotiating for managers and supervisors Introduction to Leadership and Management Leading Teams: building, motivating and developing staff Management 101 elearning modules (suite of topics) – see details overleaf Managing the disciplinary process Nuts and bolts of managing people Recruitment and selection for panel members SDPR for Education and Research staff SDPR: Conducting an effective review South West Institutions' Middle Manager Programme (SWIMM) |
| Supervisors & Team Leaders in Academic & Professional Service Departments | Professional Service Departments - First leadership responsibilities, supervising small number of staff | <ul style="list-style-type: none"> Coaching conversations Conflict management for managers and supervisors Dealing with change for managers and supervisors Finance for non-finance managers Influencing and negotiating for managers and supervisors Introduction to Leadership and Management Leading Teams: building, motivating and developing staff Management 101 elearning modules (suite of topics) – see details overleaf Managing the disciplinary process Nuts and bolts of managing people Recruitment and selection for panel members SDPR for Education and Research staff SDPR: Conducting an effective review South West Institutions' Middle Managers Programme (SWIMM) |
| Academic Departments - Aspiring Team Leaders (Research/Teaching Fellows, Research Officers) Professional Service Depts. - Aspiring Team Leaders | Aspiring Team Leaders/Managers i.e. not currently line managing/supervising others | <ul style="list-style-type: none"> Introduction to Leadership and Management Management 101 elearning modules (suite of topics) – see details overleaf Recruitment and selection for panel members Some of the courses available to all staff may also be relevant depending on the skills you wish to develop, for example: Influencing and negotiating for non-managers, Conflict management for non-managers, Presentation skills, and Running effective meetings |

Other sources of information and advice:

University of Bath's [Development Toolkit](#)

- The Development Toolkit is relevant for all staff but there is a large section aimed at leaders/managers to assist you with your personal development and their day-to-day work with their teams.
- A suite of Management 101 elearning modules are also available via the Development Toolkit:
 - Communication elearning
 - Decision-making elearning
 - Leadership elearning
 - Problem-solving elearning
 - Creativity elearning
 - Time management elearning
 - Difficult conversations elearning
 - Coaching elearning
 - Networking elearning
 - Self development elearning

[Coaching and mentoring](#)

- Coaching: We have a limited supply of internal, accredited, Coaches who may be available to support individual managers through particular issues or transitions. We also hold a list of external Coaches to be engaged at the department's own cost. Contact staffcoaching@bath.ac.uk for more information.
- Mentoring: There is no formal mentoring scheme at the university, but individuals often make their own arrangements. The Staff Development Unit can advise on the principles and practices of effective mentoring and offer training for mentors.
- The Researcher Development Unit runs a [mentoring scheme for researchers](#).

External opportunities

Please note that these are external opportunities and all course costs would need to be funded by your department. You will be eligible for member rates where indicated.

- [Association of University Administrators \(AUA\)](#): offers local and national support for professional services staff to enhance your career, boost your job prospects and create valuable networking opportunities.
- [British Universities Finance Directors Group \(bfdg\)](#): the representative body for higher education finance staff in the United Kingdom (eligible for member rates).
 - Their [Introduction to HE finance](#) elearning module is also available free of charge (registration required) and aims to give you a generic overview of finance in HE, including funding, areas of spending and reporting.
- [Business West Ltd](#) – business leadership, membership and services.
- [Higher Education and Technicians Development \(HAeTED\)](#): an organisation established specifically for technical/specialist staff.
- [Leadership Foundation for Higher Education \(LFHE\)](#): a dedicated service of support and advice on leadership, governance and management (eligible for member rates).
 - Their [Essentials of budgeting](#) elearning programme is also available free of charge (registration required) and aims to develop your knowledge and confidence in planning, monitoring and reviewing budgets.
- [Vitae](#): a national organisation championing the personal, professional and career development of doctoral researchers and research staff.