

| **Management** Curriculum

| Overview

Being an effective manager can be challenging, but it can also be rewarding. There are many skills to develop, competing demands to balance, and a perpetually changing context to navigate. No-one is a perfect manager and we all have room to learn, to grow and to develop our own individual style.

This curriculum is for anyone who manages people, teams or delivery, from any job family and at any level.

This curriculum is made up of a set of bite-sized modules designed to allow you to take ownership of your own development as a manager by identifying your strengths and areas for improvement, and then engaging in practice based learning so that you can embed behavioural change.

Some elements of the curriculum are e-learning, some are large scale webinars, some are smaller scale workshops, and some are tailored 1:1 support. All are evidence based, delivered online and supported by technology.

The curriculum is based around management behaviours which were developed in collaboration with managers from across all grades and job families. They are practical but align with the management literature and help to describe how we expect managers at the University of Bath to behave in order to create a safe, supportive and productive environment in which everyone can flourish.

Use the accompanying self-assessment tool to reflect on your own areas of strength as well as the areas in which you would like to develop further and then create your bespoke professional development plan.

A Note on the Difference Between Leadership and Management

Kotter (2008) provides a useful distinction between the processes of leadership and management:

- Management provides consistency and order through plans and budgets, organising and resourcing, controlling and problem solving;
- Leadership provides a force for change through establishing direction, aligning people, motivating and inspiring.

The reality of the University and of most organisations is that the majority of people in leadership positions are called managers, and most managers both lead and manage. This means that you need to develop skills in both processes, and to use the two effectively together.

| Sections

| **Management** Behaviours

Builds awareness of their own strengths and behaviours

Listens carefully, and communicates openly and effectively

Builds strong, trusting relationships

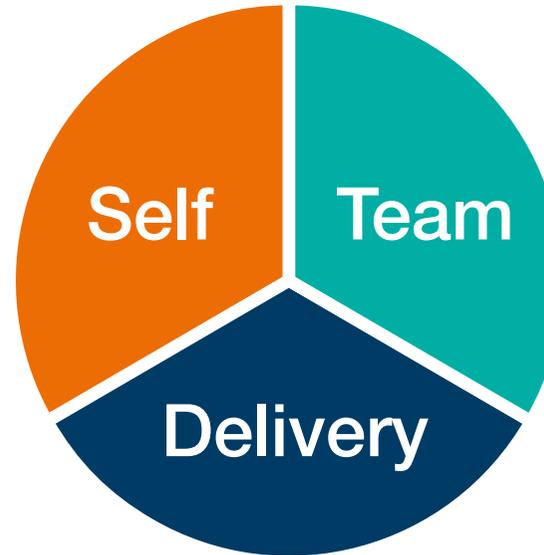
Analyses the context and adapts their approach accordingly

Shows commitment to their own development

Seeks feedback from others on their own performance

Works collaboratively, seeking advice and input from colleagues within and across organisations

Manages their own wellbeing



Builds a strong, cohesive and balanced team

Encourages open discussion and contribution from all

Delegates effectively with clear objectives and empowers decision making

Uses coaching techniques to motivate and improve performance

Supports the development of knowledge, skills and behaviours

Conducts challenging conversations calmly and with confidence

Prioritises wellbeing and a positive working environment

Embraces equality, diversity and inclusivity

Aligns activities to University strategy

Sets direction and provides clarity

Uses financial planning and budgeting to prioritise activities

Leads through change

Plans and manages projects to achieve outcomes

Encourages innovation

Delivers excellent service

Engages stakeholders

| **Self assessment** tool

Use this tool to assess your level of self-confidence for each of the management behaviours, identify your strengths and areas for improvement, and find relevant development resources.

Self	Confidence in this behaviour			Suggested development options
Builds awareness of their own strengths and behaviours	High	Medium	Low	Coaching Strengthscope
Listens carefully, and communicates openly and effectively	High	Medium	Low	Communicating effectively
Builds strong, trusting relationships	High	Medium	Low	Communicating effectively Giving & receiving feedback
Analyses the context and adapts their approach accordingly	High	Medium	Low	Communicating effectively Collaboration Giving & receiving feedback
Shows commitment to their own development	High	Medium	Low	Self-development
Seeks feedback from others on their own performance	High	Medium	Low	Giving & receiving feedback Strengthscope
Works collaboratively, seeking advice and input from colleagues within and across organisations	High	Medium	Low	Collaboration
Manages their own wellbeing	High	Medium	Low	Wellbeing & resilience

Team	Confidence in this behaviour			Suggested development options
Builds a strong, cohesive and balanced team	High	Medium	Low	Recruitment & Selection Managing Hybrid Team
Encourages open discussion and contribution from all	High	Medium	Low	Motivation & delegation Inclusion Communicating effectively
Delegates effectively with clear objectives and empowers decision making	High	Medium	Low	Motivation & delegation
Uses coaching techniques to motivate and improve performance	High	Medium	Low	Motivation & delegation Coaching skills
Supports the development of knowledge, skills and behaviours	High	Medium	Low	Developing others
Conducts challenging conversations calmly and with confidence	High	Medium	Low	Confident conversations
Prioritises wellbeing and a positive working environment	High	Medium	Low	Wellbeing and resilience
Embraces equality, diversity and inclusivity	High	Medium	Low	Inclusion

Delivery	Confidence in this behaviour			Suggested development options
Aligns activities to University strategy	High	Medium	Low	Developing strategy & setting direction
Sets direction and provides clarity	High	Medium	Low	Developing strategy & setting direction
Uses financial planning and budgeting to prioritise activities	High	Medium	Low	Financial management
Leads through change	High	Medium	Low	Change management Communicating effectively
Plans and manages projects to achieve outcomes	High	Medium	Low	Project management Change management Communicating effectively
Encourages innovation	High	Medium	Low	Innovation & creativity
Delivers excellent service	High	Medium	Low	Service excellence
Engages stakeholders	High	Medium	Low	Project management Change management Communicating effectively

| Curriculum

Self



self-directed online learning



scheduled workshop or webinar

Time management and prioritisation

[Management 101: Time management](#)

Too much to do, too little time? This e-learning module from the Development Toolkit will help you think about time management from a practical point of view. What can you do, today, to help you manage your time better and finish tasks on schedule



[Identifying Your Time Wasters](#)

Ever feel stressed by having too much to do and too little time to do it? This exercise from the Development Toolkit lets you reflect on the factors causing you difficulty, think about the problems they cause and the benefits of addressing them.



[FutureLearn: Decision making](#)

Decision Making: Choose the Right Problem to Solve. Build personal problem-solving skills and learn how to make an effective plan to tackle real-life problems and decisions with this course from FutureLearn.



Effective working

[Making hybrid working work](#)

This playlist on the Development Toolkit provides a collection of resources to help you work effectively in a hybrid environment



[FutureLearn: Collaborative working in a remote team](#)

Learn how to work effectively and collaboratively with your team, whether you're at home or on the other side of the world with this course from FutureLearn.



Wellbeing & resilience

[Mental health, stress, resilience and wellbeing for managers](#)

These interactive workshops help you to gain a clear understanding of mental health, stress, resilience and wellbeing, and enhance your skills.



[Mgt 101: Wellbeing](#)

This interactive self study e-learning course from the Development Toolkit provides an introduction to wellbeing. Using a range of realistic examples, scenarios and challenges, it is the ideal starting point to begin building wellbeing strategies.



[FutureLearn: Wellbeing and resilience at work](#)

Discover how to maintain resilience and adaptability, and explore the value of good health and wellbeing in the workplace with this course from FutureLearn.



(You will need to log in to FutureLearn campus, which is free to University staff, then search for the course)

Collaboration

[Working well with others](#)

Most workplaces include an element of collaborative working, so it's important to be aware of how your feelings and behaviours affect others. These tips from the Development Toolkit will help you to forge positive working relationships with your colleagues.



[Win win negotiation](#)

This article from the Development Toolkit provides an introduction to the concept of Win-Win negotiation and offer some practical guidance to help you maximise the benefits of this approach.



[FutureLearn: Collaborative working in a remote team](#)

Learn how to work effectively and collaboratively with your team, whether you're at home or on the other side of the world with this course from FutureLearn.



Self-development

[Mgt 101: Self-development](#)

This interactive self study e-learning course from the Development Toolkit provides an introduction to self-development. Using a range of realistic examples, scenarios and challenges, it is the ideal starting point to help you put a plan in place to develop yourself effectively.



[Reflect Then Perfect, a Learning & Development Exercise](#)

This exercise from the Development Toolkit will help individuals to examine their experience in order to gain new understanding and appreciation which can lead to performance improvement.



[Leadership and EQ](#)

This podcast from the Development Toolkit explores the book "Leading Beyond the Ego: How to Become a Transpersonal Leader," by John Knights, Danielle Grant, and Greg Young, where the authors argue leaders must develop a deep level of self-awareness.



Communicating effectively

[Mgt 101: Communication](#)

This interactive self study e-learning course from the Development Toolkit provides an introduction to communication. Using a range of realistic examples, scenarios and challenges, it is the ideal starting point to begin building your communication skills.



[FutureLearn: Communication and interpersonal skills at work](#)

Improve your communication skills at work and learn how to navigate positive collaboration in the modern workplace with this course from FutureLearn.



Team



self-directed online learning



scheduled workshop or webinar

Giving and receiving feedback

[Great feedback](#)

This interactive workshop highlights the value of effective feedback, explores different methods and allows plenty of opportunity to practice.



[Assessing Your Feedback Skills](#)

Giving timely and effective feedback helps to improve team performance as well as boosting morale and motivation. However, giving feedback can be challenging, so managers need to ensure that their approach is constructive and appropriate. Take this self-assessment from the Development Toolkit to find out how effective your feedback skills are, and where you could improve your approach.



[Delivering Feedback](#)

There are a large number of models and methods available to help guide you through the process of giving feedback. This article from the Development Toolkit summarises their common themes into practical advice, and discusses the strengths and weaknesses of some of the better known models.



Confident conversations

[Confident Conversations](#)

This highly interactive workshop is designed to enhance your communication skills and to provide effective approaches to help you engage in confident conversations in all aspects of your professional role.



[Mgt 101: Difficult conversations](#)

This interactive self study e-learning course from the Development Toolkit, provides an introduction to handling difficult conversations. Using a range of realistic examples, scenarios and challenges, it is the ideal starting point to begin preparing for and conducting conversations that are challenging.



[Planning to Have a Difficult Conversation](#)

Being able to have difficult conversations is a key skill for any manager and leader, which, with time and practice, will become easier. This template, from the Development Toolkit, is designed to help you develop a framework for having a real difficult conversation with a member of your team.



Coaching skills

[Coaching Skills for Managers](#)

These workshops are designed for anyone wanting to learn about the value of coaching within the context of their management role and to develop the skills and tools needed for effective and powerful coaching conversations.



[Mgt 101: Coaching](#)

This interactive self study e-learning course from the Development Toolkit provides an introduction to coaching. Using a range of realistic examples, scenarios and challenges, it is the ideal starting point to begin building your coaching skills.



Motivation and delegation

[Motivation and delegation skills](#)

The ability to motivate and empower teams and to delegate effectively and appropriately is key to any successful people management role. Through a series of interactive exercises, this workshop allows you to explore your default delegation patterns and your own intrinsic drivers.



[What Is My Delegation Style?](#)

Different people use a range of different styles of delegation. This exercise from the Development Toolkit will help you to identify your delegation style and adapt it to deal with different circumstances.



[An Overview Of Motivation](#)

Leaders have a crucial role to play in motivating others to perform to the best of their abilities. This article from the Development Toolkit provides an overview of what you need to know about this complex subject, from key motivation models and theories to best practice advice for motivating others.



Developing others

[Assessing team development needs](#)

This self-assessment from the Development Toolkit allows you to review how effectively you plan development at team level. It will help you to establish actions that ensure team development needs are thoroughly and accurately identified.



[Developing individuals, a line manager's role](#)

Although individuals have a responsibility to take ownership of their own development, line managers can also play a key role in providing direction and helping people to reach their potential. This article from the Development Toolkit looks at some of the responsibilities that you have towards developing your team members, and offers some suggestions for possible development activities.



Inclusion

[Mandatory training](#)

Review and complete the University staff training which is relevant to your role.



[Equality, Diversity & Inclusion Teamsite](#)

The Equality, Diversity & Inclusion Teamsite has lots of useful resources to help you develop your inclusive team. Use code rk9rum9 to join directly.



[FutureLearn: Leading Culturally Diverse Teams](#)

Learn how to work effectively and collaboratively with your team, whether you're at home or on the other side of the world with this course from FutureLearn.



Recruitment & Selection

[Recruitment & Selection for Panel Members](#)

An overview of the University's policies and procedures for recruitment and selection, and your legal responsibilities. This course is mandatory for the chair of any interview panel or an interview panel member for academic positions.

Ensure completion of the [Unconscious Bias](#) online module as this is referred to in the course pre work.



[Am I an Effective Interviewer?](#)

This self-assessment from the Development Toolkit is designed to evaluate the effectiveness of your interviewing technique. It will help you to identify your strengths and weaknesses as an interviewer and identify actions to help you improve your interviewing skills.



Managing teams

[Managing People – an introduction for new line managers](#)

This interactive workshop provides an introduction to the key responsibilities of the employee lifecycle as well as duties such as health, safety and wellbeing, equality, diversity and inclusion and developing self and others.



[Top Tips for Briefing Your Team](#)

Part of your role as a manager involves keeping your team informed about wider organisational issues which affect them. Follow these tips from the Development Toolkit to help encourage dialogue, build commitment and effectively handle difficult situations or objections that may arise at your team briefings.



[SDPR: Conducting an effective review](#)

This workshop will enable you to conduct effective reviews for those you line manage by focusing on the purpose and principles of an effective review conversation.



[Career conversations](#)

This alternative approach is being trialled with Education & Research staff in some Faculties.



[Managing hybrid teams](#)

What does this new way of operating demand from managers and how can we get the best from our people whether they are near or far? This interactive workshop programme explores the challenges of managing remotely as well as considering some of the realities and opportunities of leading multi-locational teams.



[Mgt 101: Managing teams](#)

This interactive self study e-learning course from the Development Toolkit provides an



Delivery



self-directed online learning



scheduled workshop or webinar

Developing strategy & setting direction

[The Line Manager's Role in Strategy](#)

Want to understand more about strategy execution? Wondering what your role as a line manager should be? All will be revealed in this handy guide to the line manager's role in strategic success from the Development Toolkit.



[Using PESTLE for Strategic Analysis](#)

This article from the Development Toolkit describes how to use PESTLE analysis to explore/anticipate external influences to review a strategy or position, the direction of the organisation/area of responsibility, a marketing proposition, or future business and product development initiatives.



Project management

[Mgt 101: Project Management](#)

This interactive self study e-learning course from the Development Toolkit provides an introduction to project management. Using a range of realistic examples, scenarios and challenges, it is the ideal starting point to begin building your project management skills.



[Project Management for Non Project Managers](#)

This interview from the Development Toolkit summarises the key principles of project management, highlighting the steps leaders and managers can take to increase the chances of project success.



[FutureLearn: Project Management](#)

Discover project management skills, such as the Gantt chart, that will help you learn to manage a project life cycle effectively, with this course from FutureLearn.



Financial management

[Finance for non-finance managers](#)

This online course provides training for non-financial staff with no, or very little, knowledge of the role of the finance function, HE financial information or finance terminology. You will need to [register with BUFDG](#) using your university email address.



[Intro to HE Finance](#)

This online course gives a high level overview of higher education finance. You will need to [register with BUFDG](#) using your university email address.



[Intro to HE Procurement](#)

This online course gives a high level overview of higher education procurement. You will need to [register with BUFDG](#) using your university email address.



Presentation skills

[Mgt 101: Presentation skills](#)

This interactive self study e-learning course from the Development Toolkit provides an introduction to delivering great presentations. Using a range of realistic examples, scenarios and challenges, it is the ideal starting point to begin building your presentations skills.



[Presentation Proficiency Test](#)

Rate how effective your presentations skills are with this quick and easy diagnostic from the Development Toolkit.



[FutureLearn: Presenting your work with impact](#)

Discover how to present information at work clearly and concisely, and learn techniques to improve your presentation skills with this course from FutureLearn.



Effective meetings

[How To Lead An Effective Meeting](#)

Leading meetings is an important aspect of a manager's role. Whether your meetings are formal and structured, or informal and flexible, following the advice in this guide from the Development Toolkit will help you lead them effectively.



[Top Tips For Successful Virtual Meetings](#)

Virtual meetings, by their very nature, pose a unique set of challenges to meeting leaders and attendees alike. These tips from the Development Toolkit will help you avoid some of the common pitfalls that are associated with virtual meetings, and ensure that the meetings you lead are successful.



[How To Have Better Meetings](#)

While good meetings can help us make decisions, solve problems and generate ideas together, poor meetings can be a serious drain on our time, energy and resources. In this interview from the Development Toolkit with David Pearl, author of *Will There Be Donuts? Start a Business Revolution One Meeting At a Time*, explores how to have better meetings.



Using digital resources

[JISC Discovery Tool](#)

The Jisc Discovery Tool is a developmental resource that helps users self-assess their digital capabilities, identify strengths and areas for development.



[FutureLearn: Thriving in the Digital Workplace](#)

Learn how you can harness technology at work and build the digital skills and adaptability to create a career that's future-proof with this course from FutureLearn.



Change management

[Change management](#)

Regardless of our role, being able to lead and implement change effectively, so that change is accepted, embedded and sustained is a key skill throughout our professional lives.

This workshop is aimed at professionals who want to understand the process of change and the key principles, stages and tools involved in effective change management.



[The Essential Skills of a Change Leader](#)

The various challenges and demands of change management dictate that an effective change leader will require a broad set of professional and personal skills. This article from the Development Toolkit summarises these characteristics, as outlined by a number of key thinkers on the subject of change.



[Change Management Toolkit](#)

This tool kit sets out the things you will need to consider at all stages of a change process. It is presented as a whole or as bite-sized sections for each stage. Whether you are rearranging a team office or restructuring an organisation, you will need to think through each of these stages.



Innovation & creativity

[Mgt 101: Creativity](#)

This interactive self study e-learning course from the Development Toolkit provides an introduction to creativity. Using a range of realistic examples, scenarios and challenges, it is the ideal starting point to begin building your creativity skills.



[FutureLearn: Investigating Innovation](#)

What is innovation and why is being innovative important in your personal and professional life? Find out with this online course from FutureLearn.



Service excellence

[How To Be Ace At Customer Service](#)

This article from the Development Toolkit provides an overview of three things to bear in mind for excellent service.



[Identifying Customers](#)

This article from the Development Toolkit shows how your customers aren't just the people who pay for your product or use your service. In fact, a customer is anyone affected by the work you do.



| Small Group & 1 to 1 support

Leaders & Managers' Network

The Leaders and Managers Network aims to support you in your role by providing opportunities to develop your network, share knowledge and learning and talk about your challenges.

Action Learning Sets

An Action Learning Set is a group of about 5 to 8 people who meet regularly with a trained facilitator. Learning Sets provide a structured way for individuals to explore issues that they need to resolve in an environment which is empowering and which helps the individual to find a solution – rather than be told what to do. All members of the group also develop skills in listening, reflecting back what they have heard, demonstrating empathy, and questioning to help the presenter to understand the issue more fully and provide feedback.

To express your interest in joining an Action Learning Set or to find out more, please email staffdev@bath.ac.uk

Coaching

Coaching provides focused guidance and support to help with a particular challenge or transition. Coaches work with their coachees, on a 1-1, confidential and voluntary basis, to help them address specific work-related challenges around people or projects, or issues relating to career development.

Mentoring

Mentoring is a form of one-to-one support where a more experienced colleague uses their knowledge, skills and connections to help someone with their current and future challenges. It has been shown to have a positive effect on individuals' career success and organisational return on investment.

Strengthscope® profiling tool

Strengthscope® is a world leading, online strengths assessment system that measures an individual's work-related strengths-underlying characteristics that energise a person, enabling them to achieve their best performance at work.

| Pathways

Pathways

If you are new to role these suggested pathways may be useful in determining where to start with your development.

First Line Manager:

Managing people*
SDPR*
Recruitment & Selection*
Confident conversations*
Self-development
Wellbeing & resilience
Inclusion
Giving and receiving feedback
Motivation and delegation
Managing hybrid teams
Effective meetings
Customer service
Project management
Financial management
Strengthscope
Coaching

Probationary Lecturer:

Confident conversations*
Self-development
Wellbeing & resilience
Inclusion
Giving and receiving feedback
Managing hybrid teams
Project management
Financial management

Academic Manager:

Managing people*
SDPR*
Confident conversations*
Recruitment & Selection*
Self-development
Wellbeing & resilience
Inclusion
Giving and receiving feedback
Managing hybrid teams
Project management
Financial management
Strengthscope
Coaching

* Required

| Further resources

| Professional Development Plan

Use this plan to identify your personalised management development programme.

How do I want to develop?	What activities will undertake to support my objectives?	What further support/ resources do I need?	Target completion date

| Further reading and development

[Development toolkit - an online learning and development resource for staff](#)

[My Professional Development Tool - an online career management tool for staff](#)

[Mandatory training - Review and complete the University staff training which is relevant to your role.](#)

[The Skills Toolkit - free digital and numeracy courses from gov.uk](#)

[Advance HE](#)

[Association of University Administrators](#)

[Times Higher Education](#)



Workforce Development Team 2021