

INTRODUCTION TO MANAGEMENT

Application criteria

Applicants should meet the following criteria:

- a) being currently employed by the University or by a college of the University; and
- b) having current or recent experience of acting in a management role; and
- c) currently holding a post where they are line-managing others or are responsible for achieving through the contribution of others, even if they do not line-manage those individuals;
- d) demonstrate a readiness to develop their confidence and capability as a manager to enhance their practice and/or to develop their career plan; and
- e) having the practical support of their own line-manager/supervisor including as follows –
 - willingness to grant for time away from standard duties to attend workshops and complete self-directed work inbetween workshops
 - provision of opportunities to practise skills learned on the course
 - use of departmental IT facilities, and support through mentoring or coaching.

Course outline

By the end of the programme participants will:

- have an awareness of personal style and preference and be confident in using that understanding to manage their own contribution and that of others;
- have an awareness of the characteristics of high performing teams and an understanding of the role of the manager in enabling team and individual achievement;
- be confident in adapting management style to achieve desired impact and outcomes;
- have practised the key skills of setting out expectations, delegating, agreeing objectives, reviewing achievement and steering future performance;
- be confident in developing people to achieve potential and in tackling underperformance;
- have practised essential communication skills including assertiveness and influencing to achieve desired outcomes;
- have practised key behaviours involved in leading a team through change successfully; and
- have recognised the importance of equality and diversity and be confident in what they need to do to create and maintain an inclusive working environment.