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 on to 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
- Relationship building
- Conducting meaningful conversations
- Giving and seeking feedback
- Co-creating your team purpose
- 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.

Being a Manager

In preparing yourself for the programme you should familiarise yourself with the information included in the Being a Manager Resource and the documents and information this links to. 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

Programme Launch
Delivered by the Talent & Development team, the Programme Launch brings together all the pre-programme elements, 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 to reflect on your role as a leader at the University.

Discussion Groups
Facilitated virtually by fully 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 based 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.

Know Yourself
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 practical exercises are not recorded.

Line Management Essentials
Delivered virtually through ZOOM by our external partner over two workshop days. At the Line Management Essentials sessions, you will meet with a smaller number from the cohort (usually around 30). You will have options available on the dates you attend.

These virtual workshops run from 9.30am to 3.30pm and are split into smaller sessions over the course of a day.

Your hosts will be either Pip Haydock and/or Tom Costello from The 2Gether Partnership. A link to their bios can be found here: [https://www.the2getherpartnership.com/who-we-are/](https://www.the2getherpartnership.com/who-we-are/)
Like building a jigsaw, stepping back as a Manager to reflect on the bigger picture, looking at what you have achieved, what is to be done and what your next step will be, is very helpful. The Line Management Essentials workshops Part 1 and 2, will give you a chance to do this. Part 1 will explore the ‘what’ and the ‘who’ of your role and Part 2 will explore the ‘how’.

By the end of both Part 1 and 2, you will have:

- Considered the effectiveness of your team and alignment with stakeholder expectations
- Identified your values and know how to establish the values of your team
- Identified the quality of your relationships both within your team and with key stakeholders
- Experienced techniques for managing your own resilience as a manager
- Considered your current management style – your strengths and stretches
- Considered your team, their strengths and stretches and opportunities for delegation
- Practised the skills for meaningful management conversations
- Planned for real meaningful management conversations.

Making a Difference

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

Tailored Development

Self-Directed Learning

This is supported by the range of resources in our virtual toolkits. 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 it.

We know that you 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 these.

Peer Mentoring / Development Buddies

You will be “buddied up” with one or two peers on the programme, giving the opportunity to connect with other delegates on the programme 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.

You may want to review the Information for Mentors and Information for Mentees from the Mentoring Connections webpages to ensure you get the most out of being and having a Peer Mentor.

We also encourage you to create or update your Platform One and 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 Presentation

The programme culminates in you sharing stories 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.