



Management

Essentials

Managing a team is a significant responsibility and it requires various skills to do this effectively. Your role as a manager plays a pivotal role in the support, success, and engagement of our colleagues. The HR team is, therefore, delighted to offer the Management Essentials programme which aims to explore the complex and multi-faced nature of this role.

Some of the wide range of activities that your role will entail are:

- Communicate timely, clearly and effectively
- Set meaningful and achievable goals
- Monitor progress and adjust priorities
- Plan and manage individual's and team's workload
- Manage challenges or conflict in a timely and supportive manner
- Conduct regular 1 to 1's, team meetings and other opportunities that enable good communication throughout the team
- Cascade University, School/department or team communications and explain what they mean for the team
- Provide and receive feedback effectively
- Inspire and support team members in achieving personal/developmental/school/departmental objectives and goals
- Apply coaching techniques to build individuals' confidence, capabilities and independence
- Build trust, motivate and support your team
- Demonstrate skills to problem solve and make decisions

While the list is not exhaustive, it demonstrates the diverse skills and vast knowledge required to carry out this role. Developing these abilities is achieved through a variety of ways, such as, on the job experiences, learning from others and of course more formal routes such as this programme. Over and above the learning outcomes, your participation will enable you to grow a network of support through other managers you get to know through the programme.

The programme consists of 6 modules (listed below) that can be undertaken in a sequential order or selected individually to suit your availability. In order to complete the programme all 6 modules must be completed.

To **book a space** on a module from the programme please **visit the L&D web page** by clicking [HERE](#). If you have any further questions, comments or suggestions, please email staffdevelopment@napier.ac.uk.

Programme's modules:

Role of the manager at ENU

My contribution for people managers

Managing resources

HR for people managers

Managing difficult conversations

Managing teams

For further information about each of the modules please go to the next page.



Management Essentials

Role of the manager at ENU (module 1 of 6)

Overview:

The role of a Manager is complex; they need to set achievable goals, handle conflict, communicate effectively, performance manage team members, coach and develop their team, prioritising workload and tasks, whilst carrying out their own day to day workload at the same time.

In addition to all of this, the manager has a pivotal role in supporting the university in delivering their strategical objectives. This two-part session will detail People manager's responsibilities, around supporting, motivating and developing their staff to help them realise their full potential.

Duration: 2 x 90 minutes sessions

Who should attend?

Newly appointed and experienced people managers who want to understand their responsibilities and expectations as a manager in order to get the best from their team

Module objectives:

By the end of this module you will be have an awareness of the following:

- Define the essential skills of a manager
- Explore your management style
- Have an awareness of the employee life cycle and your duties throughout it
- Understand your responsibilities in the appointment process
- Describe the role you play through the on boarding and induction process
- Differentiate between all three elements of My Contribution and understand the manager's responsibilities

HR for people managers (module 2 of 6)

Overview:

This is a two-part module will provide an overview of HR policy requirements and provide knowledge and understanding of people managers responsibilities around HR topics, in order to carry out the management role effectively and confidently.

Duration: 2 x 90 minutes sessions

Who should attend?

All people managers who want to understand their roles and responsibilities around the top four HR topics that a manger will be involved in. This is essential training for all new managers

Module objectives:

Participants will have the opportunity to have a deeper awareness of the following:

Part 1

- Be clear on HR&D's role and responsibilities
- Describe of the role you play through the on boarding and induction process
- Explain the attendance management process and your responsibilities

Part 2

- Understand the leave process and the tasks you are accountable for
- Explain how you manage the informal performance process
- Explain how you manage informal conduct issues



Management

Essentials

My Contribution for people managers (module 3 of 6)

Overview:

This module will support People Managers in applying the My Contribution framework and use it with their direct reports to achieve their individual, team and department objectives.

Duration: 1 x 120 minutes session

Who should attend?

All managers who require an understanding of the My Contribution framework. This is also essential training for new line managers.

Module objectives:

By the end of the session, participants will be able to:

- Revisit the My Contribution timelines and basic steps
- Discuss the benefits of the My Contribution Framework
- Explain the My Contribution roles and responsibilities of a people manager and team members
- Support your team in identifying annual priorities and SMART performance objectives for My Review
- Explain how to conduct effective Mid-Year conversations and review progress with your team members
- Rate and review evidence for SMART performance objectives
- Support your team in creating their career development plans

Managing difficult conversations (module 4 of 6)

Overview:

This is a two-part module will provide an overview of HR policy requirements and provide knowledge and understanding of people managers responsibilities around HR topics, in order to carry out the management role effectively and confidently.

Duration: 2 x 90 minutes sessions

Who should attend?

All people managers

Module objectives:

- Identify common types of challenging conversations at work
- Explain the importance of acting to challenging conversations in a timely manner
- Identify how to plan and prepare for challenging conversations virtually
- Apply effective techniques and skills for challenging conversations in different common virtual scenarios



Management

Essentials

Managing resources (module 5 of 6)

Overview:

This module will explore how using a project management approach can assist people managers to organise themselves and their team effectively. By using techniques such as writing a business case, managing risks and resources will enable people managers to prioritise workload and get the best from their team or any projects they may be involved in.

Duration: 2 x 90 minutes sessions

Who should attend?

Newly appointed and experienced people managers who want to improve how they manage resources.

Module objectives:

By the end of this module you will have an awareness of the following:

- How to build a business case for securing resources
- How to use a range of project management tools to assist in managing a team
- Techniques to organise yourself effectively to enable you to plan your management duties and your daily tasks
- Hint and tips that will support you in managing the workload of your team

Managing teams (module 6 of 6)

Overview:

Managing Teams considers how managers can manage effectively when they have team members working remotely, onsite or both. This module aims to bring together some of the learning from the previous modules to culminate in a personal action plan for how to support, manage and direct your team.

Working in small online groups over a 90 minute session you will review your learning from the previous 5 modules and in discussion with other managers, create your personal action plan.

Duration: 1 x 90 minutes session

Who should attend?

Newly appointed and experienced people managers who want to understand their responsibilities and expectations as a manager in order to get the best from their team. Please ensure you have attended all of the 5 other manager essential modules before attending this one as we will refer back to the tools and scenarios in this planning session.

Module objectives:

- Reflect on the learning you have gained through the past modules
- Agree how you will bring your new (or refreshed learning) into your day to day management practices
- Consider how you will utilise this in your action plan and apply this to effectively manage remote and onsite teams with an emphasis on fairness, different team member circumstances, controlling distractions and managing self-motivation
- Create a plan to support your team to prioritize work and set expectations around communication and working practices

At the end of the session you will feel more confident in supporting, challenging and directing your team.