The Leadership and Management Academy

A world of opportunities: supporting you to reach your full potential
Great leaders aren’t born. They’re made.

That’s where the Leadership and Management Academy comes in. Whatever your role, whether it’s ordering the potatoes for lunch or genetically engineering them, organising the cleaning for lecture theatres or teaching in them, we’re here to support your development as a leader.

We’ll grow your skills in a way that suits you. From personal reflection tools to formal learning programmes, together we’ll explore a range of resources to advance your career and contribute to our shared success.

In this brochure you’ll find out more about the great opportunities available to you. Get in touch to begin the next step of your leadership journey.

We’re a university of leaders

Over 80% of our research is “world-leading”. We’re in the world’s top 1% of universities in the 2016 QS rankings. Our alumni are entrepreneurs, CEOs, Olympic athletes and Nobel Prize winners. We’re even leaders in sustainability with our environmentally-friendly campus.

Everyone at the University of Nottingham contributes to our success. Our campus can’t be sustainable without great gardeners. Our research can’t be world-leading without great research assistants.

We’re all leaders.
For me, the best reward is that I have a chance to give back. I've been helped by coaches in the past and now I have an opportunity to pass that on and empower others. There’s also a deeper purpose of helping people fulfil their potential, learn about themselves and see the great things they can do.

Virinder Lail, Marketing and Communications Manager, Faculty of Medicine and Health Sciences. Internal Coach

How to use this guide

There are a huge range of development options to choose from. Your leadership journey is personal to you, so there’s no right or wrong route.

If you’re a manager looking to develop your team, you might be interested in our diagnostic tools, which can be tailored for your leadership team. We also design and deliver bespoke programmes to support issues that are particular for you and your team.

We recommend flicking through this guide to see if anything seems right for you. Then take a look online to get more details.

If you’re not sure where to start, why not contact us for advice? Together, we’ll help you find the learning that meets your needs.

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If a structured learning approach over a period of time suits you, have a look at our leadership development programmes. If there’s something specific you need help with, browse through the Leadership and Management Academy Hub, try a short course, or request a coach or mentor.
The Leadership and Management Academy

We’ve collaborated with people across every area of the University to develop a huge range of opportunities, including:

- formal learning and development programmes
- online resources
- coaching and mentoring
- shared leadership communities
- personal reflection tools
- career development support and resources for staff

Throughout this collaborative process, we noticed a range of topics emerging which we have grouped into 10 leadership themes.

These themes are vital for the future of our University. Some will be more important than others, depending on your particular role. Every one of our leaders will need to draw on a combination of these themes at different times.

So, we have used these themes to guide our development activities. You can explore them in a way that’s right for you in your current role.

We’ve also developed diagnostic tools that can help you to identify any gaps you might have in terms of these 10 leadership themes. We can then work with you to help you become a more complete leader than ever before.

I saw an advert about the Leadership for High Performing Teams programme and thought it looked interesting. I was pleased to see that the University cares about fostering leadership skills.

I applied because I wanted to improve my line management skills, and my ability to empower people and delegate tasks. I also wanted to learn to cope with difficult situations.

It’s useful to be in a group with other people with similar skills and challenges – it’s been really beneficial to talk about things with peers.

I do a lot of big projects for international corporations, it’s not always easy to get a message across in the right way because of the wide range of different audiences. I’m currently working with other project managers on some big international projects and I’m learning to talk to them in the right manner to make everything work more effectively.

I think this programme is useful for anyone really. Some people might find it easy, some less so, but anyone will benefit if they’re leading teams, managing tasks, or even starting new collaborations.

I’ll certainly apply if there’s another opportunity like this to continue my personal development.

Davide Lo Presti
Senior Research Fellow
Nottingham Transportation Engineering Centre
Leadership programmes

The leadership and management development programmes are designed to boost your career and enhance your leadership skills. Each programme has a number of half or full day sessions spread across the academic year.

Wherever you are in your leadership journey, there’s a programme that’s right for you. Please get in touch with us if you’re not sure which option is best for your current career level. You can also find more information on the Leadership and Management Academy Hub (LMA Hub).

The format of the programmes

You’ll learn through a variety of methods, including workshop sessions, coaching and diagnostic tools, practical projects and online learning on the LMA Hub.

You’ll have tailored support throughout the programme to help you develop skills unique to you as a leader.

How to apply

The first step is to check the LMA Hub for course dates and availability.

To apply for a place, you need to go through the nomination process on the LMA Hub. The process will open for each programme as the launch date approaches. If nominations are not open, you can register your interest and we’ll let you know when to apply.

We ask you to go through the nomination process because we want to make sure the programme will help you in your role. So rather than book straight on to the course, you’ll need to answer some questions so we can find out a bit more about you. If the programme isn’t right for you, we’ll suggest some alternative ideas.

You can nominate yourself, but you’ll need your line manager’s approval. This just confirms that they’re happy for you to take part and will support you through your learning journey.

Bespoke programmes

We work with senior leaders across the University to design, develop and deliver bespoke leadership programmes. We’ll work with you to meet individual team or wider area needs. We listen to what you want to achieve and work with your team to create a learning experience tailored to your context.

Examples of bespoke programmes include:

- A comprehensive 8-month People and Service Development programme for Student Services. We delivered leadership development sessions, whole team away days, coaching and customer service support. We supported over 400 people through this programme.
- An integrated Supervisor Development programme for around 180 staff across Estates, Hospitality, Sports and beyond. We delivered 5 half-day sessions on management development and the introduction of the new Coffee and Chat approach. All while accommodating complicated shift patterns! This was so successful, it’s now part of our ongoing Academy provision.
Strategic Leaders Programme

Who this programme is for
If you’re a senior strategic leader, this is the programme for you. You probably report directly to a UEB member and are responsible for driving forward and delivering the University’s vision. You support a range of staff and a wide portfolio of operations.

What you’ll learn
We’ll start with some background – looking at cultural context and the changing nature of higher education. We’ll then explore what this increasing volatility means for your role. Using real-life examples and scenarios, we’ll help you:

■ Discover the changes needed to drive the University’s strategies. We’ll help you to understand the external drivers, issues, risks and opportunities
■ Discuss what a high-performing University looks like and how you can contribute to this
■ Work on practical solutions to global challenges facing the University
■ Explore opportunities to address complex issues through collaboration and co-creation with other universities. Learn from senior thought leaders from in and outside higher education
■ Develop your ability to manage organisational and cultural change
■ Develop your people, influencing, and decision-making skills
■ Extend your own confidence and capability as a strategic leader in a complex organisation

Leadership for High Performing Schools, Departments and Research Groups

Who this programme is for
This programme is suitable for a wide range of senior leaders, including heads of schools, senior faculty staff, heads of divisional units, senior staff in professional services and research group leaders.

What you’ll learn
You’ll discover more about your own leadership style and learn how to shape it. We’ll explore what aspects of leadership are important for your role and we’ll develop the skills you need to lead effectively. You will also:

■ Discover how you can help the University achieve its objectives
■ Learn about the wider sector and how it affects you
■ Build your confidence and capability
■ Shape the ideal behaviours for you and your team
■ Share leadership stories with your colleagues to gain new perspectives
Future Leaders Programme

Who this programme is for
This is the programme for you if you’re moving from an operational leadership to a more strategic leadership role.

It’s ideal if you have ambitions to become a head of a school or a professional service team, or if you want to take on more responsibility across the University.

What you’ll learn
We’ll look at both your current situation and your ambitions, and work on ways to get you where you want to go. We’ll help you to:

■ Evaluate your personal, organisational and cultural starting point
■ Develop influencing skills and learn how to manage people
■ Understand more about the inner workings of the University
■ Discover how to future-proof yourself and your team and get involved in shaping the future of the University

We also run a tailored version of this programme for the Faculty of Engineering. It aligns directly with the needs of the Faculty, while integrating with the wider leadership and management themes.

Leadership for High Performing Teams

Who this programme is for
This programme is ideal if you’re leading teams at an operational level – whether it’s in an academic, research, or professional services context.

It’s also suitable if you’re responsible for projects involving a range of stakeholders.

What you’ll learn
We’ll help you understand and shape your leadership style by exploring aspects of leadership that are important for your role. We’ll help you to:

■ Discover where your operational activities fit into the University’s strategy
■ Learn how to motivate and engage staff
■ Explore how to balance the time needed to lead people with the time needed to deliver outputs
■ Learn how to manage conflict, change and other challenges
■ Share your leadership experience and learn from others
Supervisor Development Programme

Who this programme is for
If you’re a supervisor working in Estates, Hospitality or a similar area, this programme will help you develop new management skills.

The practical sessions aim to help you immediately. You’ll come away with a workbook packed full of handy resources to build on your leadership strengths.

What you’ll learn
We’ll provide you with tools and techniques you can put into practice straight away.
You’ll be able to:
■ Understand and develop your leadership skills
■ Learn how to give constructive feedback and improve your team’s performance
■ Deal with challenging situations effectively
■ Spot talent in your team and learn to talk about career development
■ Share stories with colleagues from other areas of the University
■ Create your own leadership development plan for the future

Stepping into Leadership

Who this programme is for
If you’re in your first leadership role, this programme is for you. Whether you’re leading a team, a project or a piece of work, we’ll help you develop your foundational leadership skills and improve your practice.

If you’ve been a leader for a while, but haven’t had an opportunity for formal leadership development, this is a great place to start.

What you’ll learn
You’ll learn more about yourself as a leader. We’ll explore your strengths and work on areas you need to develop to give you the best start to your career as a leader. You’ll be able to:
■ Develop your leadership skills
■ Identify your current strengths and build others
■ Learn how to hold difficult conversations
■ Explore the operational side of leadership
■ Build your coaching skills
■ Understand where your work fits into the University’s wider strategy and how to communicate this to your team
Aspiring Leaders

Who this programme is for
This programme is for you if you’re thinking about taking a step into a first line leadership role, or if your manager thinks you’ve got great leadership potential.

We’ll help you learn more about first line leadership and how to prepare for it. Even if you don’t lead any people or any projects today, you’ll be ready for leadership in your next role.

Case study

What our delegates are saying...

“I found out about the programme through an email from the Leadership and Management Academy. My Head of School recommended me for the programme and nominated me because they’re looking for future leaders within the school and the broader university context.”

It’s given me permission to be more self-aware. I’ve never been one to look inward as I’m a scientist and we don’t do that! But now I’m keeping a journal and evaluating introspectively. It’s slightly scary at times but it’s also a really interesting process.

At the moment I lead a team of research scientists. The programme has made me look more carefully at the way I manage. It’s also made me look carefully at the broader culture of leadership.

I know more about my role within the school and the University. And I’m making sure I empower my team so they can play key strategic roles too.

As part of my project I’m trying to collaborate more. It’s a big change in culture. Researchers are often insular, so, now we’re taking a team approach, there are key challenges that I hope to overcome with support from the Leadership and Management Academy.

I think this programme is for anybody that sees themselves as a strategic or cultural leader in the future, whatever role they have in the institution.

I was sceptical at first but the network that I’ve developed is one I’ll cherish. I know there are several of us that will continue as a cohort on to the next stage of our leadership journey.

The Leadership and Management Academy are providing a substantial resource alongside the programme, including coaching and online learning – it’s all part of the process of reflecting and developing in a safe environment.

Jeanette Woolard
Associate Professor
Cardiovascular Pharmacology
Short courses

Leadership programmes are an ideal way to take the next big step in your career. But what if there’s a specific area you need some extra support in? Our range of short courses might be just the thing.

Many courses take just half a day to complete. As well as general leadership skills, they cover specialist situations you might need help with, from mentoring international staff to understanding and managing risk.

Go to the central short course catalogue at www.nottingham.ac.uk/csc to find dates, locations and other details.

Take a look at the Leadership and Management and Interpersonal and Communication Skills categories for courses that are particularly relevant to your leadership role.

Online learning

Develop at a time and pace that suits you with our online resources. We’ve gathered articles, books, videos and interactive tools on a range of topics, such as:

- Managing change
- Emotional intelligence
- Time management
- Performance management
- Leading and leadership at the University of Nottingham
- Team development
- Personal impact
- Building a strong reputation
- Negotiation
- Strategy formation
- Coaching and mentoring
- Leading people
- Project management
- and many more.

You can browse under the “Learning & Resources” category of the Leadership and Management Academy Hub on Moodle. Or search for something specific. Some resources you will be able to download, others you can watch or work through online.

Go to the LMA Hub via the LMA web page www.nottingham.ac.uk/lma

Many of the resources cover general themes that will help you at work. Others have been created specifically for the University and will help you navigate different aspects of University operations to support you in your leadership role.

Our collection of resources is always growing. If you come across something worth sharing, please let us know!
Coaching and mentoring

A great coach can help you overcome any challenge. With our coaching sessions you’ll find creative solutions to complex problems. You’ll discover powerful new tools for personal development. And you’ll go through changes, leading to a significant improvement in performance.

If you don't want the chance of bumping into your coach at work, or you just want an outside perspective, you might prefer to work with an external coach. We have a list of preferred external coaches. Let us know if you'd prefer this route and we can advise you on costs and availability.

You will book between three and six coaching sessions, each usually lasting for about two hours. The sessions will take place somewhere quiet and private to help you make the most of your time with your coach.

Requesting a coach

Requesting a coach is really easy. Call us to chat through the kind of support you are looking for, and to check that coaching is right for you. Then complete a Coaching Matching form on the LMA Hub and we’ll match you to the right coach.

We have a team of internal coaches with ILM level 5 coaching qualifications or above, and/or professional accreditations. We support all our coaches with coaching supervision.

Becoming a coach or mentor

If you hold an existing qualification/ accreditation for coaching and would like to become a coach within the University, please complete the Coaching Registration form on the LMA Hub.

If you’re interested in becoming a mentor, please complete the Mentoring Matching Form. All staff at the University are eligible to apply, regardless of job level. There’s also a Coaching and Mentoring Community of Practice that you can join if you are interested in developing your coaching and mentoring practice.

If I hadn’t gone through coaching I would have ploughed on and wouldn’t have had a chance to stop and reflect. Those intervals really helped speed up my development in my new role.

Christopher Hulse, Director of Student Services
Personal and team diagnostics, team development, personal development planning

Diagnostics
Our University isn’t just a collection of individuals. We’re a collaborative organisation. Our diagnostics take an all-encompassing view of both individual staff members and their place within the team.

360 Feedback
If you want to find out more about yourself, and how your leadership is seen by others, our custom-designed leadership analysis tools can help you. They use the 10 key leadership themes and the expectations and behaviours framework to discover any gaps in experience or areas for improvement. We have a version for individual leaders (L360) and a version for Leadership teams, which can be personalised to faculty or departmental priorities.

Diagnostics are just a first step. We follow this up with detailed guidance and support, including a one-to-one coaching session, to evaluate the results.

Team development
If you’d like team development, please talk to us about your needs. We can support you in a number of areas, from emotional intelligence to cultural values.

We can also provide a group session to help you explore personality type and preference theory through the Myers-Briggs Type Indicator (MBTI) Step I.

Personal leadership development planning
Great leaders are an essential part of a great university. So we offer personalised support to all our leaders – at any level, in any job area.

Great leaders are an essential part of a great university. So we offer personalised support to all our leaders – at any level, in any job area.
New leader and manager induction

The new leader and manager induction section of the LMA Hub supports you as a new leader or manager – whether you’re new to the University, or new to your role or work area.

Information and resources included in this induction will help you to manage members of your team on a daily basis, and could also support their induction and continuing development.

Frequently Asked Questions

When starting in a new role you are likely to have a number of questions you are seeking an answer to. Here we’ve collated a range of frequently asked questions and signpost you to resources that answer these. Areas covered include resources around managing and supporting your team, thinking about bigger-picture ideas like governance, and the international perspective. When you’ve settled in, let us know what other questions you’d like answering so we can add to our FAQs for the benefit of all.

The induction space of the LMA Hub is a great resource for new leaders and managers. For those of you who are more established, it’s also a gem of a resource for quick access links and refreshers to the information and questions that members of your team are likely to ask you. If you think of something that would be good to include for other new starters, just let us know and we’ll include it!

Getting started

Sometimes, you just want to know quickly what to do and when. You can find some of the answers here. From campus maps and directions, HR forms and policies, to safety management and salary scales. A range of useful information has been brought together here of what you might need to know in your first day, first week, first month and for your first six months in post. It will be updated and refreshed on an on-going basis, so feel free to come back and have another look even when you’ve been in post for a while.

Staff Career Development Hub

Your career is a journey, and the Staff Career Development Hub is here to help you along the way. Whether you’re working towards a promotion or expanding your experience with new responsibilities, their online content on the LMA Hub can help you prepare for your next steps.

Career Pathways

Discover the wide variety of opportunities available with Career Pathways. This has details of roles at different levels across the four main job families at the University.

Resources for all

For certain staff groups where we recognise career development might not be straight-forward, we have resources geared to support you.

Plan your career

The Career Development section will help you plan for your future. There are a range of interactive tools, career assessments, career coaching videos, e-learning bites and tips to support you to plan your next career step.

Access the Hub

Anyone can access the Staff Careers Development Hub through the LMA Hub. You just need your University login.
Get in touch

We’re here to help and advise. Whether you have questions about your own development, or want to find out about support for your team, please get in touch.

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