

# LEADERSHIP AND PEOPLE MANAGEMENT DEVELOPMENT FOR ACADEMIC COLLEAGUES



University  
of Exeter

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Follow the steps or choose what you want  
& click on the links



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## Understand your role (2 modules)

### SAL Learning Pathway

- Your role and responsibilities in context of promotion and progression, managing absence and performance, checking-in with colleagues.
- Support available.

### Induction information for People Managers

- The employee lifecycle: manager's role and procedures (recruitment, appointment, probation, wellbeing, PDR).
- Key legal concepts and duties including: health, safety and wellbeing, equality and diversity

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## PDR training (1 module mandatory)

### Academic Development Conversations (PDR, Promotions & 1:1s)

- Understand the purpose of PDRs
- Get the most out of PDRs and the alignment to the Exeter Academic promotions process.
- Understand the role of a Reviewer and the key skills required.

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## Management skills (choose from 8 modules)



### You as manager

#### My Role

- Active management
- Management v leadership
- Different leadership styles

#### My Communication

- A communication model
- Listening with Empathy
- Closing with action

### Managing work

#### Planning for Performance

- Agreeing expectations
- Factors affecting performance
- What and how (and our Values)
- Delegation

#### Managing Performance

- Accountability
- Planning and prioritising
- Giving effective feedback
- Impact of hybrid working

#### Making a difference through change for managers

- Psychological impact of change and how to support people through it.
- A model to plan for change.
- Implementing and anchoring change.
- Challenges you and your teams are facing.

#### Difficult Conversations

- Building on “my communication”
- What makes them difficult?
- Preparing and opening
- Sharing the message
- Powering up listening
- Conflict modes

### Managing others

#### Developing Individuals

- Importance of development
- Motivation & engagement
- Career development
- Action planning

#### Developing Teams

- Team building context
- Development model
- 5 team dysfunctions
- Creating an inclusive culture
- Personal styles

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## Leadership Difference

(4 core modules, 180 review, 6 optional webinars)

### Core modules

#### Leader as Coach

- Definition
- The skills required
- A model
- Why coaching skills work for leaders
- How to deploy coaching skills
- Being compassionate and inclusive
- Emotional intelligence and related topics

#### Leadings Self

- How mindset affects your leadership development
- How our personal drivers impact your leadership
- Transformational leadership development practices
- Your own sources of power and influence

#### Leading Systems

- A model for positive system leadership
- Key actions to improve collaborative working within key areas of the system
- Key skills and techniques for developing positive and transformative conversations with wider stakeholder and communities

#### Leading Teams

- Your team's effectiveness
- Immediate short and mid-term leadership actions
- Steps to engage your team in a positive vision for the future
- Your team's shared accountability

Nomination  
process in  
place  
(Faculties and  
Divisions)

### Optional webinars

Colleagues are invited to the Leadership Academy webinars once the Leadership Difference has been completed. The summer 2025 series of webinars include:

Leadership in Predictable and Unpredictable Times

Understanding the Human Response to Change

Supporting Others while Protecting your own Well-Being

Leading in a Landscape of Continuous Change

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## Engage forums

**HoD Engage.** Chaired by the Provost. Organised by the Provost's Office.  
**DESE Engage.** Chaired by DVC (Education). Organised by Jess Johnson.  
**DoRI Forum.** Chaired by DVC (Research and Impact). Organised by Sarah Warren.  
**DoGE Engage.** Chaired by DVC (Global Engagement). Organised by Helen Butler.

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## Leadership Academy

UNDER CONSTRUCTION (DUE 2025)

# ADDITIONAL AND ALTERNATIVE DEVELOPMENT



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## For women

[Aurora: Women's Leadership Development](#)

[Elevate: leadership development for BAME women](#)



## For everyone

[Self-Learning Resources](#)

Sign-up as a mentor  
[Undertake mentor training](#)

[Leading a Hybrid Team](#)



## Wellbeing of your team

[Supporting the mental wellbeing of your team \(LearnUpon\)](#)

[Supporting the mental wellbeing of your team | Colleague Wellbeing | University of Exeter](#)