LEADERSHIP AND MANAGEMENT ACCOUNTABILITIES

**RELEVANT**
For those with professional responsibility for the work, behaviour and development of others, for example in a research group or a professional service team.

**INCLUSIVE**
You play a critical role in creating a productive, tolerant and respectful working environment in which all University staff can be at their best and thrive in their career.

**SUPPORTIVE**
These key areas and linked resources provide a framework with flexibility, to support you in your role as a manager and leader of others throughout their employment at Cambridge.
Leadership and Management Accountabilities

STARTING AT CAMBRIDGE

- Embed consistency and fairness in all recruitment activities to ensure that applying to the University is a positive experience.
- Plan induction to ensure your new starter understands the vision and strategic aims of the University, their Department and their team.
- Use probation to establish the skills, knowledge and experience of the new starter, and to identify areas to work on. Regular one-to-ones to review and record progress are essential to allow a confident decision at the end of probationary period.

SUPPORTING PERFORMANCE

- Plan ahead to identify and communicate strategic objectives and priorities for yourself and the team
- Use regular one-to-ones, in partnership with Staff Review and Development/Appraisal, to agree and review individual work objectives that motivate and balance workloads
- Ensure opportunities for regular, supportive and constructive two-way feedback to support, recognise and maintain high performance of individuals and the team
- Build skills to manage challenging conversations about performance that aim for early and timely resolution
- Lead by example with skills that demonstrate good problem solving, reflection and ongoing improvement

SUPPORTING DEVELOPMENT

- Use regular one-to-ones, in partnership with Staff Review and Development/Appraisal, to identify, agree and review individual development objectives that support their current role and ongoing learning; see tools to support
- Develop and use coaching skills where appropriate in everyday conversations about work decisions and planning to support reflective practice and build independence
- Identify a variety of opportunities for development, including allocation of work to stretch and support learning, individually and working with colleagues
- Review and plan for development of the team as a whole, including creating a culture of supportive and ongoing learning, sharing and feedback
- Provide opportunities, such as SRD, to talk about longer term career development and recognise ways to work towards these aspirations – see professional development
- Lead by example by considering your own development needs and activities; build links with other leaders and managers in your area and the Leaders and Managers Network
SUPPORTING A POSITIVE CULTURE

- Set clear expectations of appropriate behaviours to support a positive and respectful environment that is tolerant of difference, free from discrimination and has a focus on early resolution if difficulties arise.
- Learn about inclusive leadership behaviours that build trust, encourage ideas to be shared and discussed constructively and demonstrate your responsibility for health and wellbeing.
- Learn about implicit bias, including racism and sexism, and notice your own behaviour in order to mitigate negative impact and promote fairness and consistency.
- Build skills to pre-empt and manage inappropriate behaviour early, including bullying and harassment, demonstrating a commitment to a positive culture for all.
- Aim to lead by example at all times, take time to celebrate successes and remain sensitive to causes of stress and conflict that can occur in challenging times for individuals or teams.

SUPPORTING CHANGE

- Continue to review the strategic objectives for yourself and the team in light of changing internal and external drivers that may impact on need, demand, direction and resource.
- Normalise language of the ongoing need to adapt and change over time; build resilience and capacity in the team by encouraging willingness to share ideas and take opportunities.
- When leading significant change, communicate even more than usual to explain the reasons, manage expectations and discuss options together; learn about different responses to change – listen and acknowledge how people are feeling.
- Know about additional support for individuals dealing with change in their personal lives.
- Actively engage with individuals at times of critical change, such as end of contract or retirement; maximise opportunities to help them to feel confident about their next steps.
- Ensure that leaving is a positive experience, taking time to recognise their contributions to the workplace and acknowledging the skills, knowledge and experience they have gained.

Join the Leaders and Managers Network

SIGN UP