LEADERSHIP AND MANAGEMENT GUIDELINES

WHO IS IT FOR?
For those with professional responsibility for the work, behaviour and development of others, for example in a research group or a professional service team.

YOUR ROLE
Leaders and managers play a critical role in creating a productive, tolerant and respectful working environment in which all staff can be at their best and thrive in their career.

WHAT IS IT FOR?
Provides a supportive framework of key guidelines for those with professional responsibility for the work, behaviour and development of others.
BUILDING YOUR TEAM

- Workforce and succession planning: identify the skills and/or staffing resources to meet current and future need in your research, service or project team.
- Embed consistency and fairness in all recruitment activities to ensure that the best candidate for the role is appointed and that applying to the University is a positive experience.
- Plan their onboarding and induction to ensure your new starter understands the vision and strategic aims of the University, their Department and their team. Provide appropriate training, support and equipment to set them up to succeed in their role.
- Whether they are new to the University or moving internally, use probation to establish their skills, knowledge and areas of development. Regular one-to-ones to support, 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 work objectives that motivate and balance workload and are linked to wider team or department objectives.
- Ensure opportunities for regular, supportive and constructive two-way feedback to support, recognise and maintain high performance of individuals and the team.
- Build own and team skills and confidence 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 in everyday conversations about work decisions, problem solving and planning, to support reflective practice and build independence. See Manager as Coach.
- Proactively identify a variety of opportunities for development, including allocation and delegation of work to stretch and support learning, individually and working with colleagues.
- Embed opportunities, such as SRD, to talk about longer term career development and recognise ways to work towards these aspirations – see professional development.
- Review and plan for development of the team as a whole, including creating a culture of supportive and ongoing learning, sharing and feedback.
- Lead by example by considering your own development needs and activities; build links with other leaders and managers in your area and join the Leaders and Managers Network.
SUPPORTING A POSITIVE CULTURE

- Enable a positive, engaging and respectful environment that encourages contributions and open exchange of ideas, and that is tolerant of difference free from.
- 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 bias, including racism and sexism, and notice your own behaviour in order to mitigate negative impact and promote fairness and consistency.
- Set clear expectations of appropriate behaviour (Code of Behaviour) and demonstrate a commitment to a positive culture for all. Build skills to pre-empt and manage inappropriate behaviour, including bullying and harassment, with feedback and effective communication focusing on early resolution (Dignity at Work policy).
- Lead by example, celebrate successes and demonstrate empathy for individual wellbeing. Know where to go or signpost to for additional support, including Managing Stress and Promoting Wellbeing at Work and Sources of Support.

SUPPORTING CHANGE

- Anticipate and lead your team through change, whether large or small, at local or organisational level, including delivery and implementation of new policy and procedures.
- Support individuals and the team to adapt to change through coaching and guidance; build resilience and capacity in the team by encouraging willingness to share ideas and take opportunities for continuous improvement.
- Communicate regularly to explain the reasons, manage expectations and discuss options together; learn about different responses to change – listen and acknowledge how people are feeling.
- Ensure that the whole employment experience is positive for individuals, including at significant times of change such as end of contract or retirement. Maximise opportunities to recognise skills and experience, and build confidence as your team develops.

LEADING THE TEAM

- Clarify and communicate the purpose of your team and its strategic goals. Align individual and team objectives to achieve the agreed outcomes, and delegate effectively.
- Schedule key tasks and milestones; manage resources and build collaborative relationships with internal and external stakeholders. Identify opportunities and challenges for team or project delivery, aiming for continuous improvement and sustainability.
- Manage the team or project budget; maintain sickness/absence and related records; ensure a secure, safe and healthy working environment. Know where to find relevant policies including for hybrid working.
- Understand University governance and procedures and report to senior management or relevant committees as required.