



Human
Resources

Organisational Learning

MANAGEMENT & LEADERSHIP DEVELOPMENT

LSE Manager

Developing LSE for everyone



The LSE Manager

LSE's Organisational Strategy commits to supporting the development of all our staff, strengthening and enhancing the supporting services and infrastructure across the School to enable the whole LSE community to thrive and perform at their best, and ensuring we continue to attract the highest quality researchers, educators and professional services staff from around the world.

Introduction

Welcome to the LSE Manager, designed to support Professional Services Staff (PSS) to be as effective as possible in the people management part of their role. The programme is designed for all new PSS people managers who have either:

- been promoted into a people management role at LSE for the first time or
- been appointed externally to the School to a people management role.

There is an expectation that all new people managers will attend the programme.

Programme support

Delegates will be supported through the programme by their line manager and regular one to ones. All delegates will be supported with a coaching session and a 360 feedback review during the programme.

Where possible, it is suggested that delegates line managers set up a buddy of a current LSE manager within their area of the School to provide support. As a result of the programme, all managers will have a personal and professional development plan that helps guide their ongoing development.

This is a 6 -12 month guided and blended development programme which includes a number of core elements designed to support individuals in developing themselves into their management role. Delivery is through a combination of on campus workshops, personal reading and online modules. There are around 50 hours of learning content in the programme.

The programme covers:

- the role of the Professional Services people manager at LSE
- the style of people management at LSE
- the key behaviours of an LSE people manager
- an understanding of key people policies and procedures
- an understanding of other key relevant policies and procedures
- managing performance effectively
- how to ensure you are managing safely and sustainably
- developing a personal and professional development plan for your role



Further information on each module is provided below:

1. The LSE Manager: Getting started (Workshop 1)

An introductory workshop, outlining the overall programme. It sets out the role of the PSS people manager in the overall LSE strategy, what being a manager of people at LSE means, as well as examining the style of people management expected.

2. LSE Manager behaviours (Online Module)

This online module covers three key areas around the behaviours that LSE expects its managers to have. These are: effective behaviours, coaching behaviours and inclusive behaviors. This module supports you in developing the key skills of empowering staff to find their own solutions and take control of their own outcomes through adopting an operational coaching style of people management.

Participants will be provided with a checklist of online learning, reading and links to key policies and procedures that they will be expected to have undertaken over the next few months, including key people policies and procedures. The areas covered will provide the manager with a full understanding of the employee life cycle including:

- Recruitment and selection
- Performance management
- Career development reviews
- Flexible working

3. The Inclusive Manager – The behaviours of a PS People manager (Workshop 2)

This is a workshop covering the effective behaviours of being an inclusive people manager. This will draw on participants' learning from modules 2 and include an understanding of emotional intelligence as well as key equity, diversity and inclusion considerations.

4. Coaching session

Participants attend a coaching session with a leadership and management coach to discuss their 360, their progress on the programme and questions and issues relevant to their people management practice.

5. Leading and developing your team

This online module covers key areas of management theory and the approach at LSE around leading and developing teams.

The module will cover the following topic areas:

- Fostering Psychological Safety in the Workplace
- Managing teams and fostering positive team cultures
- Making the most of Career Development Reviews as an LSE people manager
- How to Give Feedback
- 6 Practices to Become a Better Leader
- Motivating People



6. Personal and professional development planning (Workshop 3)

A final workshop reviewing the programme and setting up next steps in the people managers LSE career and development by introducing the approach to personal and professional development planning. The workshop covers: understanding personal and professional development planning personally and for direct reports, analysing needs and creating a personal and professional development plan

Expectations

We run three starting cohorts of the LSE Manager programme per academic year, one for each term. Upon starting a programme, delegates have between 6 and 12 months in which to complete the programme. We would expect most delegates to complete the programme within 9 months.

A delegate completing the programme within 12 months from initial start of cohort is entitled to a certificate of programme completion and their name announced in Staff News. Due to the sequencing of the facilitated modules, the minimum period for completion is 6 months.

Several of the modules for the programme involve eLearning or online modules. Completion of these modules is monitored, and it is not possible to complete the programme if these modules are incomplete.



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

Management & Leadership Development

Organisational Learning, LSE Human Resources
London School of Economics and Political Science
Lionel Robbins Building (5th Floor), Houghton Street, London, WC2A 2HD
Email: hr.learning@lse.ac.uk

lse.ac.uk/Human-Resources

