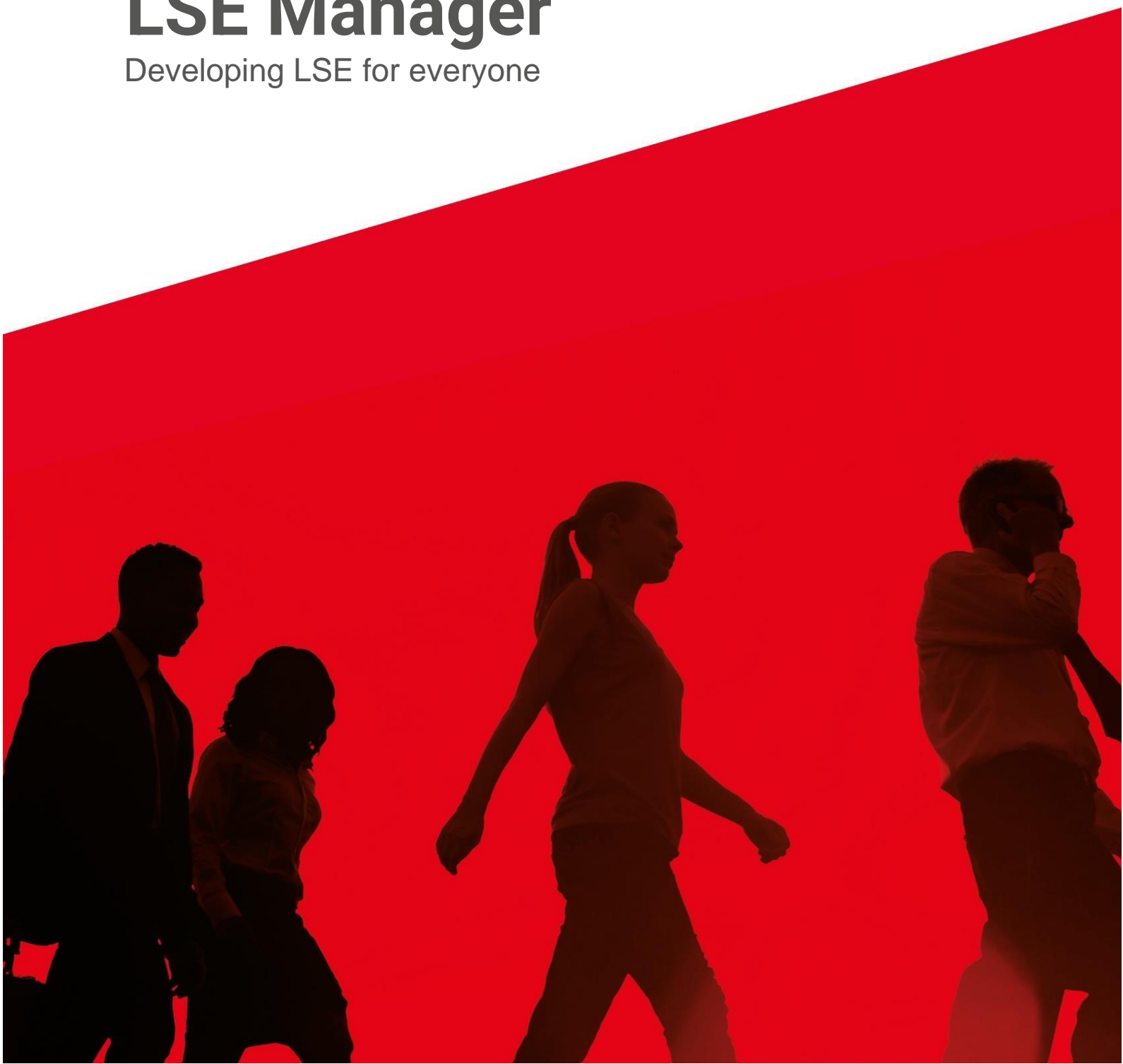MANAGEMENT & LEADERSHIP DEVELOPMENT

LSE Manager

Developing LSE for everyone

The LSE Manager

The LSE 2030 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 given access to a Teams site where they can exchange ideas with other delegates and where Organisational Learning provide useful hints and tips. This channel will also have bookable drop-in and coaching sessions for delegates to get individual support.

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.

Programme overview

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 lunch time workshops, personal reading, online modules and suggested training courses. There is around 40 hours of learning content in the programme, with another 20 hours of optional content.

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
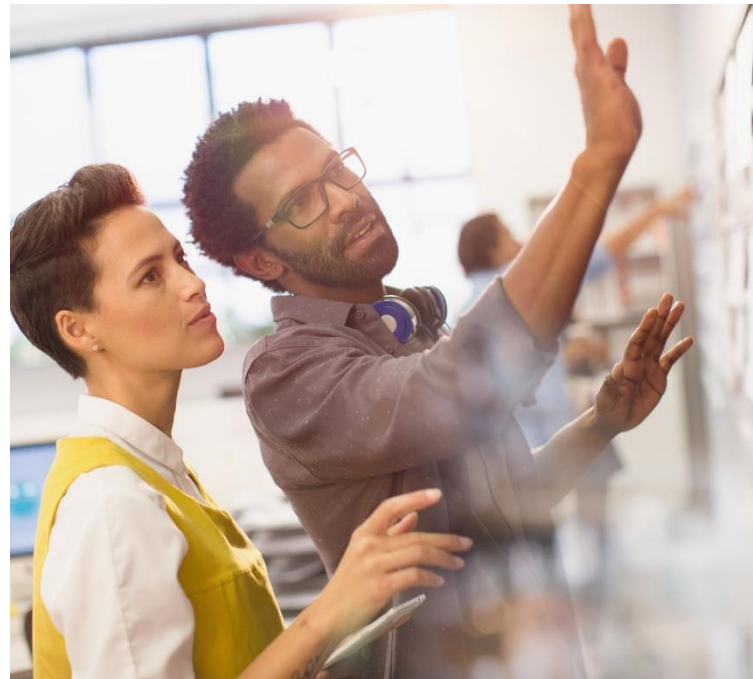
Further information on each module is provided below:

1. The LSE Manager: Getting started (Workshop 1)
An introductory lunchtime 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

3. LSE People policies and procedures (Guided blended learning)
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

Programme overview

4. The Inclusive Manager – The behaviours of a PS People manager (Workshop 2)
This is a lunchtime workshop covering the effective behaviours of being an inclusive people manager. This will draw on participants' learning from modules 2 and 3 and include an understanding of emotional intelligence as well as key equity, diversity and inclusion considerations.

5. Further suggested learning
This is participant's opportunity to tailor the programme to their needs. The module provides suggested further learning which includes completing online reading and attending workshops in areas including:

- Coaching
- Communication
- Difficult Conversations
- Leadership
- Self-Development
- Time Management
- Recruitment & Selection (Inc. unconscious
- bias)
- Project management
- Managing performance
- Finance Awareness
- Effective career development reviews

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.

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.

As part of registration for the programme, delegates will be added to a cohort Teams site where they can interact with other delegates, ask questions and book drop-in and coaching sessions as required.

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. For more details of the modules, please refer to the following pages.

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

Overview

This workshop focuses on introducing the role of the people manager in LSE professional services. It places the role in context of the School strategy and explores the style and behaviours required of a people manager in LSE. The workshop covers the following key areas:

- Defining the role of a Professional Service people manager at LSE
- Placing that role in context of the School strategy
- Exploring the traits of compassionate leadership
- Being able to flex management approach based on the task and team member through situational management

Next steps

Following the workshop delegates will be expected to move on to the next part of the programme which is a deep dive into the behaviours expected of an LSE manager.

Duration

The workshop will be 2 hours long and run from 12.00 to 2.00. It will be practical and interactive in style. The Chief Operating Officer/Deputy Chief Operating Officer will attend to talk about the School strategy and the role of PS People Managers in delivering it.

2. LSE manager behaviours (Online Module)

Overview

This module is a guided blended-learning programme designed to help participants develop and improve the skills needed to be an effective people manager at LSE. The module builds powerful operational and developmental coaching skills that can be used to improve workplace interactions with colleagues and students. Delegates cover how to create an environment of inclusion where everyone can thrive and will contextualise their work through the lens of the School's effective behaviours framework. This will provide delegates with a vital set of tools and knowledge for their key role in delivering the future School strategy.

The programme guides delegates through modules that include online learning activities, on-the-job skills practice and guided reflection exercises.

As a fully virtual programme, delegates can access it on a range of devices, meaning that they control when, where and how they learn.

Delegates do not need to complete the whole module in one sitting.

There are about four hours of learning in the online module and delegates are advised to set aside 30-minute slots over the course of several weeks to work through the content. Delegates can of course, complete more or all in a shorter timeframe, but we would encourage working through the content in chunks to allow delegates to have time to reflect on how to put what they have been covering into practice in their role as an LSE Manager.

Delegates are expected to have completed the online module remaining by the time they attend the Module 4 workshop.

This workshop will build on this module and assume completion. Before attendance at the next workshop, delegates are also expected to complete module 3.

3. LSE People policies and procedures (Guided blended learning)

Overview

Following the initial workshop delegates will be asked to familiarise themselves with the key people policies and procedures. The areas covered will provide the manager with a full understanding of the **employee life cycle.**

People policies and procedures

- Recruitment & Selection Toolkit
- Ensuring right to work and preventing illegal working
- How to plan a local induction
- MyView (annual leave/pay slips)
- Sickness & Absence policy and
- Procedure
- Recruitment toolkit
- Flexible working
- Career development review toolkit
- Setting objectives

- How to do 1-1s
- Disability Policy and Reasonable
- Adjustments Pocket Guide
- Discrimination, Harassment and
- Bullying Policy
- Capability Performance
- Pay approach, including contribution
- pay (Remuneration & Recognition)

For each of the above areas delegates are asked to familiarise themselves with the basic parts of the policy and also be aware how they can access it in the future and who their key contact point for advice in HR is.

4. The Inclusive Manager - The behaviours ofa PS People Manager (Workshop 2)

Overview

This workshop focuses on the behaviours of the people manager in Professional Services. It explores the key behaviours of being an inclusive manager to ensure that all individuals are being treated fairly and with respect. It builds on the first workshop, and the online learning in modules 2 and 3 to develop the skills of a coaching manager to support and empower team members and individuals. The workshop covers the following key areas:

- exploring emotional intelligence and what it means for a Professional Services people manager at LSE
- understanding differences and how to create an inclusive environment
- building on the Ethics Code, understanding the Effective behaviours framework and what it means
- practising a coaching style of management

Duration

The workshop will be 2 hours long and run from 12:00 to 2.00. It will be practical and interactive in style. Delegates can book on any module 4 workshop available once they have completed modules 2 and 3.

Next steps

Following the workshop, delegates will be expected to move on to the next part of the programme and study some of the key online learning available that supports them in being an inclusive manager.

5. Tailored learning

Overview

It is now strongly suggested that delegates tailor their learning programme to their needs and take ownership of their own learning journey. Delegates study a range of online modules from small micro learning modules to longer eLearning courses. These will be to aid further understanding and skills required of the people manager at LSE.

Online microlearning

A range of online learning is offered covering:

Coaching

Communication

Dealing with difficult people

Your leadership role

Self-Development as a manager

Time Management

Leadership and EQ

Online eLearning modules

Career development Reviews (CDRs

Effective delegation

Leading with emotional intelligence

As part of this programme delegates are provided with full access to the People Management Toolkit and the Astute Learning Platform and may choose to consider other modules not listed here.

Delegates should also consider any other relevant training courses available from HR Organisational Learning.

6. Personal and professional development planning (Workshop 3)

Overview

This workshop focuses on providing new managers with an understanding and the tools to move their personal and professional development forward and covers the following key areas:

- Understanding personal and professional development planning
- Analysing their own needs
- Creating a personal and professional development plan

Next steps

Following the workshop delegates will be expected to produce a personal and professional development plan.

Duration

The workshop will be 2 hours long and run from 12.00 to 2.00. It will be practical and interactive in style.

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