



Human
Resources

Organisational Learning

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.

Academic Managers

For those in a Department or Centre Management role there are additional guided blended activities which cover areas unique to these roles. These include understanding the cluster approach as well as meeting key colleagues such as their HR Partner, Finance Account manager etc. They will also be provided with a pack of useful information and contacts.

Programme support

Delegates will be supported through the programme by their line manager and regular one to ones. They will also be given a buddy of a current LSE manager to provide useful hints and tips. 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 9-12 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.

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. STAR Manager (Online Module)

The first set of 10 online modules of the STAR[®] Manager programme provide the key skills of being able to empower 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
- Moving on

4. The Inclusive Manager - The behaviours of a PS People manager (Workshop 2)

This is a lunchtime workshop covering the effective behaviours of being a people manager. This will include an understanding of emotional intelligence as well as key equity, diversity and inclusion considerations.

5. Further suggested learning

Further guided blended learning which includes completing online reading covering:

- Coaching
- Communication
- Difficult Conversations
- Leadership
- Self-Development
- Time Management

Participants will then attend face to face training sessions such as:

- Recruitment & Selection (Inc. unconscious bias) P&DR for Managers
- Managing performance
- Effective resolution of staff concerns
- Managing healthily
- Sustainable Management and leadership
- Finance Awareness

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.

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

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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 Ethics Code and what it means for a people manager
- Understanding coaching style of management
- Being able to flex management approach based on the task and team member, situational management

Next steps

Following the workshop delegates will be expected to move on to the next part of the programme and familiarise themselves with some of the key people policies and procedures in LSE.

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. STAR Manager (Online Module)



Overview

STAR® Manager is a guided blended-learning programme designed to help you build powerful operational and developmental coaching skills that can be used to improve workplace interactions with colleagues and students. This will provide you with a vital set of tools for your key role in delivering the future School strategy. The STAR® Manager programme offers the chance to incorporate more of an 'enquiry-led approach' into your day-to-day interactions, creating powerful opportunities to increase engagement and improve the performance and productivity of those you work with, be that your team, colleagues or students.

The programme guides you through 20 modules that include online learning activities, on-the-job skills practice and guided reflection exercises. The first set of 10 modules explores the skills and embeds behaviours associated with a 'coaching style' of management, including topics such as asking better questions, the three levels of listening and gaining commitment to action.

As a fully virtual programme, you can access it on a range of devices, meaning that you control when, where and how you learn. You are fully supported and can access community learning features, such as the STAR® Manager Forum and a fortnightly live Q&A webinar.

Duration

You will have 4 months to complete the programme and are advised to set aside two 30-minute slots each week to work through the content. You will work towards milestone targets to progress through the programme at the optimum pace. Every fortnight you can join an optional Live Learning Station Q&A session to ask any questions that you may have about the programme content and its application.

Next steps

You will receive unique login credentials to the programme, together with a short induction and familiarisation video. You will be expected to have completed modules 1-10 of the programme before attending Workshop 2 and to have completed the remaining modules 11-20 by the time you attend Workshop 3.

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

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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](#)
- [How to plan a local induction](#)
- [MyView \(Annual leave/payslips\)](#)
- [Sickness & Absence policy and procedure](#)
- [Right to work checks](#)
- [Flexible working](#)
- [Capability performance policy](#)
- [Change of role](#)
- [Pay approach, including contribution pay \(Remuneration & Recognition\)](#)

For further advice from HR see list of contacts [here](#).

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.

For further advice from HR see list of contacts [here](#) or explore [A to Z of useful HR documents](#).



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



Overview

This workshop focuses on the behaviours of the people manager in LSE 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, the skills of being a coaching style 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. A representative from one of the School's networks will be present to support understanding of the networks and the role they play in the School.

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. Suggested learning



Overview

It is now strongly suggested that delegates study a range of online modules and attend selected face to face courses from the core training programme and online people management toolkit. These will be to aid further understanding and skills required of the people manager at LSE.

Online Modules

The following people management toolkit modules should be studied:

- [Coaching](#)
- [Communication](#)
- [Managing Difficult Conversations](#)
- [Your leadership role](#)
- [Self-Development as a manager](#)
- [Time Management](#)

Core training programme

Delegates are asked book themselves on the next available course(s) from the School's core staff training programme, if they haven't already attended them.

- Recruitment & Selection (including unconscious bias)
- P&DR for Managers
- Managing Performance
- Managing Pivotal Conversations
- Managing healthily
- Sustainable Management and leadership
- Finance Awareness

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.



Personal and professional development planning (PPDP) guidance

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Overview

The following should give guidance on the Personal and Professional Development Plan (PPDP), what it is and how you can use it in support of your aspirations.

1. What is a Personal and Professional Development Plan (PPDP)?

A PPDP is just another name for an action plan, only this one refers specifically to your aspirations regarding personal and professional development. We make plans every day, but do not always write them down. A PPDP allows you to set your own personal targets and find the best way to achieve them.

2. Why should I have one?

An action plan will help you to visualise what you are doing and keep track of your achievements. To be most effective, it must be a live document that is reviewed at regular intervals to ensure that it is always accurate, relevant and realistic. Remember that the PPDP is your personal document.

3. How can I write one to reflect my own aspirations?

You now have two options. You may feel confident enough to go straight ahead and fill in a PPDP. Any layout is acceptable, provided it satisfies the three questions discussed on following pages.

Some people need a little more time to consider the various factors that will affect their future decisions. If this is the case, take some time to go through the guidance on the following pages. The questions aim to promote thought and consideration of the direction that you want to take and the methods that you want to use. They also encourage you to take account of your own personal circumstances before you decide on a course of action.

Simple steps to writing a PPDP

Ask yourself 3 key questions:

Where am I now?

Firstly, you will need to decide what your current situation is. This will form the lower edge of your "Learning Gap". You may find it helpful to consider the following questions.

- What am I good at?
- What do I need to work on?
- What could help me along?
- What might stop me?

Where do I want to be?

This is probably the most difficult stage to define. Only you can answer this question, but be aware that there are many factors to consider when finding the solution. You may find the following questions provoke some thoughts:

- **What do I like doing?** In my job, as a hobby....
- **What is my motive for learning?** Promotion, Personal Improvement, Overcome a Learning Difficulty....
- **What qualifications and/or experience do I already have?** Some of these may be transferable.
- **What method of study would suit me best?** Courses, Book-based Learning, E-learning
- **How much time do I have to complete my learning?** Be realistic, development takes time.
- **What effect will studying have on my home life?** Consider commitments that you already have.
- **Where can I get help and advice?** Your Line Manager will be available for advice. Also consider discussing problems or questions with colleagues who are also developing their own plans.

Once you have considered all of the factors, you will have decided on a future goal. This may be one single goal, or many smaller goals that make up the final solution. Either way, you have now defined the upper edge of your Learning Gap.

How do I get there?

Once you have now identified your Learning Gap, the question of "How can I get there?" can be answered by splitting your task into "bite-sized chunks". This is a good way to plan effectively without losing sight of your overall aim, and will motivate you to continue as you achieve small successes on your way to completing the final goal.

The best way to organise your plan into manageable chunks is to set short, medium and long-term objectives. Always remember, short, medium and long are all relative terms and will mean different things to different people. Some plans may only last over a 1-year period, others may last up to 6 years, and it all depends on you and your own circumstances.

It is also important to remember that the short, medium and long term objectives are flexible and must be reviewed on a regular basis to ensure that they remain relevant. If your plan changes, it isn't a problem, just follow the basic principles outlined here, and continually ask yourself the three main questions. Your plan will then remain an effective tool to support your personal development.

Checklist

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Overview

This checklist has been designed to support you while undertaking the programme. A word version with areas for notes is also available here: <https://info.lse.ac.uk/Staff/Divisions/Human-Resources/Organisational-learning/LSE->

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

- ☐ I have attended the workshop

2. STAR Manager (Online Module)

- ☐ I have completed the online module

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

For each of the following 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. For further advice from HR see list of contacts [here](#) or explore [A to Z of useful HR documents](#).

- ☐ I have familiarised myself with the following key people policies and procedures:
 - ☐ Recruitment & Selection Toolkit
 - ☐ How to plan a local induction
 - ☐ MyView (annual leave/pay slips)
 - ☐ Sickness & Absence policy and procedure
 - ☐ Right to work checks
 - ☐ Flexible working
 - ☐ Capability performance policy
 - ☐ Change of role
 - ☐ Pay approach, including contribution pay (Remuneration & Recognition)

4. The Inclusive Manager - The behaviours of a PS People manager (Workshop 2)

- ☐ I have attended the workshop

5. Further suggested learning

- ☐ Online Modules: I have studied the following people management toolkit online modules:
 - ☐ Coaching
 - ☐ Communication
 - ☐ Managing Difficult Conversations
 - ☐ Your leadership role
 - ☐ Self-Development as a manager
 - ☐ Time Management
- ☐ Core training programme: I have booked onto the next available course(s) from the School's core staff training programme
 - ☐ Recruitment & Selection (Inc. unconscious bias)
 - ☐ P&DR for Managers
 - ☐ Managing Performance
 - ☐ Managing Pivotal Conversations
 - ☐ Managing healthily
 - ☐ Sustainable Management and leadership
 - ☐ Finance Awareness

6. Personal and professional development planning (Workshop 3)

- ☐ I have attended the workshop



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Management & Leadership Development

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