

# Managing in the Round

360 Degree Feedback and Middle  
Manager Development Programme



# Managing in the Round

## 360 Degree Feedback and Middle Manager Development Programme

### What does Managing in the Round involve?

- A personal 360 degree assessment and report, giving feedback against the middle manager capabilities/behaviours set out in The University of Manchester Leadership and Management Development Framework
- Confidential support and the opportunity to discuss your feedback report with a personal development advisor to identify your areas of strength and development
- A discussion about your personal development plan with your development advisor
- A personal development planning workshop and subsequent opportunity to review progress on plans with a group of supportive colleagues
- Opportunity to network with colleagues from other parts of the University and learn more about their work
- A series of 'opt in' Middle Management Development workshops designed around the capabilities in the Leadership and Management Development Framework
- One-to-one coaching opportunities with a Staff Training and Development Unit (STDU) coach
- An opportunity to attend an annual conference with key speakers providing new ideas and approaches

### Who can take part in Managing in the Round?

The programme is aimed at 'Middle Managers'. By that we mean people who are in jobs in administrative grades 5/6 and 7/8, and their academic equivalents, who have a minimum of two members of staff directly reporting to them.

The programme is particularly relevant for those in academic and research leadership/management roles such as Subject Leader, Discipline Head, Research Group Co-ordinator/Head, and Principle Investigator.

### When does it take place?

Full details of the dates of this programme can be found on the STDU website at:

[www.manchester.ac.uk/training](http://www.manchester.ac.uk/training)

### 360 degree assessment

The 360 degree assessment process gives an opportunity to receive feedback from colleagues on your current managerial skills and behaviours. This process begins with you having a full briefing about the 360 assessment process.

Your 360 assessment involves feedback from your peers, staff reporting to you and your line manager.

This feedback is collated into a confidential, personal report identifying your strengths and possible areas for development.

You'll be offered a one-to-one meeting with an STDU development advisor to help interpret the information and identify areas for personal development.

You'll also be encouraged to discuss your report with your line manager to feed into your Performance and Development Review (PDR) and produce an individual personal development plan.



### Middle manager flexible development support:

- Confidential one to one coaching for specific issues identified in your feedback report
- Online development materials to assist both personal and professional development needs which can be found on the STDU website
- Online training packages, exclusive to Managing in the Round participants, so that you can work at your own pace
- Workbook with specific development advice including mentors, job shadowing and recommended reading

### Middle manager development workshops

A range of workshops have been developed specifically for those people taking part in Managing in the Round. They cover a number of different topics which are linked to the areas that you'll be looking at in your 360 degree assessment.

Current workshops include:

- Strategy and Leading Change
- Personal and Interpersonal Effectiveness
- Managing and Developing Individual Performance
- Leading and Developing Teams
- Effective Organisational Communication
- Influencing with Integrity
- Problem Solving and Decision Making
- Coaching Skills for Managers
- Managing Costs, Managing Budget: Issues and Insights
- Making an Impact: Enhancing Personal Confidence to Achieve Winning Performance

The programme guide can be downloaded from [www.manchester.ac.uk/training](http://www.manchester.ac.uk/training)

### Flexible application of 360

Following the success of the Managing in the Round programme and the benefits identified by participants who have undertaken 360 degree feedback, we are now offering a more flexible approach to the 360 process. An additional questionnaire has been developed in line with the Senior Manager Development Framework which means we can now offer Senior and Middle Managers in Schools, Faculty, Directorates or Business Areas the opportunity to receive individual feedback for their own personal development, whilst incorporating this into team development opportunities as required. This approach has been successfully completed in STARS, SRAID and JRUL. Individual Senior Managers across both Academic and Professional Support Services areas have also used 360 feedback to inform their own development and feed into the PDR process for personal development planning. We are happy to discuss other ways in which 360 feedback may be utilised.

### Applications for the programme

Applications to join the programme will only be accepted on the specific programme application form, supported by a line manager. You need to demonstrate that you are operating at the appropriate level to be considered for the programme. Applications should be sent electronically or by post to:

STDU Admin Team, Floor 2,  
Humanities Bridgeford St Building  
Or email to: [stdu@manchester.ac.uk](mailto:stdu@manchester.ac.uk)

### Further information

Further information about the approach and content of the programme, or flexible application of 360 feedback is available from Sandra Booth at the STDU.

email [sandra.booth@manchester.ac.uk](mailto:sandra.booth@manchester.ac.uk)  
tel 66834 (external 0161 306 6834)

## An academic's view

Dr Severino Pandiella  
Senior Lecturer  
School of Chemical  
Engineering and Analytical  
Science



Severino Pandiella is a Senior Lecturer in the School of Chemical Engineering and Analytical Science, and Director of its Industrial Experience Programme. He recruits up to 35 students into industrial placements each year, dealing with companies and other universities all over the world.

Already a fan of the Staff Training and Development Unit's programmes, he spotted Managing in the Round a couple of years into his post, and thought it could help him develop his managerial skills.

"I thought it would be like other training sessions I'd done but it turned out to be a much more personalised approach, starting with a 360 degree evaluation by my colleagues and managers," Seve says.

"I'd never experienced that before but it was good; a couple of weaknesses came out, which I was kind of aware of, and other feedback was quite positive."

"The review was followed up with group discussions on the outcomes and optional one-to-one sessions. To me those were one of the most useful parts as the reviews are so individual – the trainers did a really good job."

Having identified areas for personal development, Seve was able to take part in targeted management workshops. "One of the most useful aspects was reviewing my workload and time management," he says. "It helped me go back to my managers and re-evaluate how to allocate my time and establish systems to delegate some decision-making.

**"The programme's been very relevant to the way I select what to do, discuss future projects and plan my workload."**

"Another outcome was that I needed to improve my profile within the School, so I decided to take the Making an Impact course. I realised that I'm not a shy person, and can easily build a presence if I want to."

Networking with fellow participants brought a host of additional benefits, helping Seve gain new perspectives, put faces to names and establish useful new contacts in far-flung corners of the University. He's been so inspired by his involvement that he's keeping a keen eye open for follow-up opportunities, and has already taken part in a

Middle Managers' conference offered by the STDU.

The insights the programme gave him have also proved valuable in Seve's academic research. "The programme's been very relevant to the way I select what to do, discuss future projects and plan my workload," he says. "I was one of only a few academics taking part in my cohort and I can't understand why – research and teaching staff can really benefit from this programme."

## A Dean's perspective

Professor Colin Bailey

Vice-President and Dean, Faculty of Engineering and Physical Sciences



As Vice-President and Dean of the Faculty of Engineering and Physical Sciences, Professor Colin Bailey had been aware of the 360 assessment process for some time before deciding to take part. "I was interested to see how it worked as a management tool, and how it complemented the University's other training, support and personal development structures," he said.

Professor Bailey undertook the 360 degree assessment by his manager, peers and direct reports, followed by a one-to-one review with his STDU adviser. "The process delivered more than I was expecting," he admits. "I was surprised and pleased that people gave such in-depth comments, and my follow-up session really helped me decide the best ways forward."

"With my direct reports, some problems I might otherwise have been unaware of were highlighted; seeing several people concerned about the same thing made me realise I needed to spend more time on it, and wonder why I hadn't before. But it was also a great boost to see that much of what I was doing was right."

"The 360 degree review was also a good exercise to see what my line manager and peers thought about me, and compare everyone's views: it was particularly helpful to see my peers' perceptions of my priorities and that I might need to shift some of them slightly. Alongside my PDR, the process gave me a clear overall picture, which I was also keen to make transparent to colleagues."

**"I'm always keen to pursue training to enhance and sharpen my management skills – if you're not learning in your role, you're not moving forward."**

Professor Bailey was encouraged by the positive feedback his assessment brought, sometimes in surprising areas. "It's interesting when other people don't perceive weaknesses that you feel you have, and have been compensating for," he says. "It was good to see that I hadn't exposed those weaker areas, and that the work I was doing on them was effective."

The Vice-President and Dean took part in the 360 Review early in 2011, but sees it as part of an ongoing process of review. "The most important thing about the 360 degree assessment is the opportunity for reflection, and I'm now doing further work on some of its outcomes," he says. "I'm always keen to pursue training to enhance and sharpen my management skills – if you're not learning in your role, you're not moving forward."

"I'd absolutely recommend Managing in the Round and 360 Review to academics with management roles - it's a very worthwhile exercise."

# Measuring management progress

Alison Charles

Undergraduate Admissions Manager  
Directorate of the Student Experience



Alison was one of the first people to take part in the Managing in the Round programme back in 2008. She found the process so useful that she repeated it in 2011 to see what progress she had made.

Said Alison: "I'd not taken any time out to look at my management skills since joining the University back in 2001. I thought this programme would give me a good idea of where I was skills wise and find out how those people I managed and worked with saw me."

Alison chose a large group of colleagues to give feedback in her original 360 assessment back in 2008, so that she could get as comprehensive a set of views as possible. "You do take a risk when you open yourself up to feedback, but it's a risk worth taking," she added.

Once the 360 part of the programme was complete, she opted for a one-to-one meeting with a member of the STDU team to find out the results. She remembers: "It was hard. Some of the feedback was very difficult to read and it wasn't an easy meeting. I realised how isolated I'd been feeling in my role and how much I really wanted to feel part of the team."

"One of the best things was getting to know people from other parts of the University. You can share your ideas and experiences and having a support network boosts your confidence," she added.

Alison then worked with STDU to develop her own personal development plan. She took part in a series

**"I thought this programme would give me a good idea of where I was skills wise and find out how those people I managed and worked with saw me."**

of workshops and made sure that she put the things that she'd learnt into practice straight away.

"Soon afterwards, people started to say that they'd noticed a difference in me. I became more mindful of the way I dealt with people and situations. I'd take time to step back before making decisions or saying things," she added.

Earlier in 2011 Alison decided to go through the process again to see how far she had come. The feedback was far more favourable, and the comments were much more constructive, so she now has some targeted areas for further development. She's also been asked by STDU to facilitate some of the support groups on the Managing in the Round programme.

"You need to make sure that you're doing this programme for the right reasons. All of the senior managers in our area have now done it and it's been adopted as part of the Performance Development Review (PDR) process, which I think is a step in the right direction."

# Helping develop a Senior Management Team

Mike Shore-Nye

Director of Change Management and Process Improvement



In addition to the Managing in the Round Programme STDU can offer individually designed programmes for senior and middle management teams based on 360° feedback. In 2009 the Senior Management Team from Sport, Trading and Residential Services (STARS) took part in one of these programmes.

Mike Shore-Nye, who was Director of STARS at the time, explains the thinking behind this. "We'd run a development course for our senior managers in 2007 and I wanted a way of assessing its success and impact."

So he met with the STDU and it was agreed that all 15 senior managers would take part.

The 360 degree process took place, and as well as everyone receiving their own personal report, Mike saw a summary of the strengths and weaknesses of the management team, so that he could assess the relative strengths of his team against a broad variety of management competencies.

"Some of the team were slightly nervous about the 360 degree process, but the staff from the STDU were very helpful and reassuring in that they went through the reports with everyone on a one-to-one basis to help each one interpret the findings," said Mike.

The feedback element revealed that the whole team had similar strengths and areas for development – namely delegation skills; dealing with difficult situations and positive performance development.

**"The information from the 360 process helped to inform the PDR process and highlight further areas for development for members of my management team."**

As a result, three workshops were developed specifically tailored for the needs of the STARS Senior Management Team.

Commented Mike: "The good thing was that there were good examples of where things needed to be worked on which meant that we could put together some concrete solutions."

"I also found the feedback reports useful as they gave me a feel for how I was perceived as Director. One finding suggested that I should try to be more consistent in my communication with

junior managers and supervisors, so I made sure I worked on that," he said.

The whole process also helped when it came to Performance and Development Reviews (PDRs) which were carried out consistently across STARS. "The information from the Managing in the Round process helped to inform the PDR process and highlight further areas for development for members of my management team," concluded Mike.

# Application form

Managing in the Round: The University of Manchester  
Middle Manager's Development Programme

## 1. Personal details

Name

Grade

Email

Tel number

Faculty/Directorate

Number of direct reports

## 2. Job details

Job Title

Please use the space below to give us some details of the key objectives of your job and numbers of staff and resources managed

## 3. What do you want to get out of the programme?

## 4. Endorsement of line manager

Signed

Name

Applications should be sent electronically or by post to:

**STDU Admin Team, Floor 2, Humanities Bridgford St Building,  
The University of Manchester or email to: [stdu@manchester.ac.uk](mailto:stdu@manchester.ac.uk)**