THE SPARK IS IGNITING

WE ARE LIGHTNING

IN THE DARK

Learning for All

Make the jump on your learning journey.

Winter 18/19
Welcome

The Staff Learning and Development team are here to support your personal and professional development.

In doing this we also help the organisation go from strength to strength.

Our role covers everyone in the University, though we are not the only people working on learning and development so there may also be support from colleagues in your own area of work.

We work closely with learning experts around the University including those based in local HR teams and those supporting academic staff and early career researchers.

We offer everything from face to face training to bespoke one to one development support. More and more of what we offer can be accessed directly from your PC, phone or other device, so you can learn at your own pace, where and when it’s most convenient for you.
Top Tips

• Give yourself time regularly to pause and think about your future. Finding regular time may be a challenging but if you don’t take care of your development, who else will?
• Feedback is a useful tool for building your plan. Ask your peers, colleagues, team members, your manager or project leader what they think when you try something new, see if there are any themes that can help you progress.
• Revisit SMART to make sure your aims have impact and motivate you to achieve.
• Commit to your learning experiences and have fun doing so.

Make your plan

Making a plan for your personal development is easier than you think. Getting back to basics and physically writing down what you want to achieve is a great way to start. This way it is possible to evaluate what is realistic and how to achieve your goals step by step.

Have a look at what you’re doing already and where there’s space to improve.

And remember...

Focus
What is really important for your personal development?

Grasp new opportunities
Do not be afraid to take opportunities that you had not considered before.

Re-evaluate
Let your personal development evolve. Your priorities will change and that’s ok.

Celebrate success!
Reward yourself when things come together.

You can use this template to keep track of your personal development plan or create something more tailored to you and your best way of working.
Where will your path take you?

Make the first steps in your learning journey and plan your directions for development...
How we learn

In a fast changing world, time and attention both in work and outside are under pressure. This inevitably results in less time to spend away from the office for learning and development opportunities.

Modern learning has changed, it needs to be bite sized and mobile. Staff Learning and Development’s core offering fits the recognised 70:20:10 learning and development model.

Working in this way, learning is a continuous, connected and community-based activity.
What learning looks like

We understand that the greatest learning opportunities come from experiential and social learning but what does that learning actually look like? How can you identify what day-to-day activities allow you to learn through experiences, relationships or more formal learning situations?

To help understand the 70:20:10 model we have outlined some examples of how the model might apply to learning in your role. Take a look at each of the circles below to see examples of learning actions in each section.

70
- Experiential Learning
  - On the job learning
  - Project work
  - Challenging tasks
  - Problem solving
  - Conscious reflection
  - Secondments

20
- Social Learning
  - Learning through peers
  - Mentoring
  - Action learning
  - Giving and receiving feedback
  - Peer coaching

10
- Formal Learning
  - Structured learning
  - Courses & workshops
  - E-Learning modules
  - Scenario Planning
  - Virtual Classrooms
  - Seminars
Ways to support your learning

The way we learn has changed. It’s not just about the courses we go on, but your wider learning and how it is put into practice. There is a wide range of resources that can be used to sharpen up your skills. Many of these can be accessed via our StaffNet pages.

**Learning and Development Toolkit**
Here you’ll find articles, podcasts, videos and infographics to support your learning. The resources are grouped in topics including: personal skills, leadership and managing teams. [Click here](#)

**Lynda.com**
This platform is available in various places across the University. Learning is directed via bite-size modules. [Ask SL&D](#) on how to access Lynda if you do not already have a login. [Click here](#)

**e-Learning Modules**
eLearning courses are listed within the Staff Learning and Development StaffNet pages. These can be signed up to via the Training Catalogue. You will need Blackboard access in most cases. [Click here](#)

**TED talks**
Provides short powerful talks on a range of things from Technology, Leadership, Mindfulness and much more. They can be really useful resources to expand your learning. We have highlighted a range of TED Playlists within our StaffNet pages including this list on Motivation. [Click here](#)

**YouTube**
You Tube is not just for cats videos and stunts. There is a plethora of videos that can support your learning too. We have our very own Coaching resources on our YouTube page. [Click here](#)
**Podcasts**
Podcasts are a fantastic learning resource and often focus on a particular topic or genres so finding the right one for your needs shouldn’t be a problem. View this list of Educational Podcasts to support your learning and development. The University also has a new Podcast series for Managers Essentials. These conversational style podcasts are design to help staff, and in particular managers, better understand topics relating to their role at the University. Listed currently are topics such as Unconscious Bias, Flexible Working, Mediation, and Equality and Diversity. Click here to listen

**Google Digital Garage**
Google Digital Garage can be used to help develop your digital skills. There are a range of options and topics to improve your skills, enhance your career and build your confidence. Click here

**Social Media**
Social Media is not just a tool to help you keep updated on the latest news or what your friends have been doing this weekend. Platforms such as twitter can come in handy for your learning too. You can search for topic related discussions, follow conferences or start your own conversations and debates. Twitter lists can also be used to help keep track of people and accounts that will be relevant to your personal learning. Use hashtag #PLN (Personal Learning Network) to identify conversations and accounts that could help develop your learning.
Take a look at our social media channel for what is happening and resources available through Staff Learning and Development. Click here

**Sixty Second Skills**
These handy bitesize videos are delivered twice weekly. They provide tips and tricks on different topics such as: academic advising, supporting students, digital literacy and research skills. Click here
Pathways for Development

In this section we have outlined some areas you may want to consider to broaden your skills and knowledge.

Explore the pathways which most appeal to your learning and development aims.

You can review these resources throughout the year or consider sitting down with your line manager during the P&DR process to source opportunities that will be beneficial for you to act on.

Your P&DR may only be once a year but your development continues all year round. If you are new to the University, have not taken part in this process or are looking to refresh your knowledge, take a look at our P&DR training sessions for reviewers and reviewees.

1. Coaching
2. Mentoring
3. Digital Skills
4. Wellbeing
1. Get Coaching, Get inspired

Staff Learning and Development have a range of qualified coaches available to support your development.

Listen [here](#) to learn more about coaching opportunities and how they can benefit you.

Our coaching is not about teaching a person how to perform better in their role, it is about facilitating their learning and development.

This happens via confidential conversations with a trained coach in a structured way that benefits the person being coached in relation to learning, thinking and identifying potential actions. Coaching should ultimately be seen as part of the way we work. It involves personal development, organisational development, business improvement, change management and performance.

Requests for coaching will be considered on an individual basis. We will try our utmost to match coach and coachee, however we cannot guarantee to meet the need in all cases – this is dependent on availability of resources and individual coach workloads.

To request coaching, please complete the application form below and return to: [coaching-StaffLD@manchester.ac.uk](mailto:coaching-StaffLD@manchester.ac.uk).

[Application for coaching- Link](#)

Once your request for coaching has been received, Staff Learning and Development will provisionally allocate you a qualified coach, discuss your request to access the services of an external coach or refer you to a specialist coaching service for staff with disabilities. The allocated coach will then contact you to set up an introductory first meeting to discuss: how coaching works, your coaching needs and how subsequently to proceed. If at this stage you feel that coaching may not be the type of support that you need, you can discuss other methods of achieving your development.
In this video Dame Nancy Rothwell discusses her experiences of coaching, the benefits to her and other as well as offering advice for anyone thinking of getting a coach. Click to view.

“Explore what you want to achieve”

“To challenge you and your approach”

“Offer a different perspective”
2. Mentoring

Mentoring differs from coaching as you will be matched with a mentor who can share their own experiences with you, allowing more in-depth discussions of the following areas:

- **Culture and Politics** - mentors and mentees may discuss the unwritten aspects of an organisation, and how best to operate within this framework.

- **Personal and Career Development** – a mentee may explore ways to perform more effectively in the work place, either by addressing skill gaps or by changing working styles. Mentoring allows specific problems to be discussed openly in a risk-free environment. A mentor could help their mentee to explore a potential future career path, looking at the various options open to them.

- **Occupational Knowledge** – a mentee may wish to gain an insight into key, current and future trends within the occupational sector they wish to pursue. Such core information will allow them to make informed choices when planning the next step in their career path.

- **Networking** - this is a key aspect of the mentoring process that can aid career and professional development. A mentor may be able to assist their mentee in making further contacts by introducing them to colleagues and other managers.

### Benefits of Mentoring

#### ... for the mentee
- Developing a greater understanding of the University, how it functions and career paths within it
- Developing skills and reflecting on working styles
- Improving self-confidence
- Feeling they are supported in key decisions

#### ... for the mentor
- Improving job satisfaction
- Reflecting on personal working practices whilst assisting the mentee
- Helping a colleague to develop or progress

#### ... for the organisation
- Mentoring can encourage staff retention
- Increased motivation amongst the workforce
- Staff who understand better the work of colleagues and the functioning of the organisation
- Developing a supportive culture
- Confirming its commitment to organisational learning and continuing professional development
Current mentoring feedback

This word cloud highlights key themes and benefits that our mentors and mentees have gained from their mentoring experiences.

How could you benefit from mentoring?
3. Digital Skills - Are you ready for the digital challenges ahead?

Think about your digital skills and how effective you are at embracing technology.

The University is in the process of developing its digital skills and presence for the future - whether that be on campus or through distance learning.

Now could be an ideal time to start developing your digital skills and awareness using new technology and systems. Read more about digital capabilities [here](#).

If you are interested in assessing your digital capability, take a look at the [Jisc Discovery Tool](#).

**Further your learning**

Lynda.com

Why not look at courses like ‘Microsoft 365 First Look’ or ‘Office 365: Administration’ to upskill your knowledge of using the new Microsoft platform. Also take a look at ‘SharePoint Online Essential Training’.

Alternatively if you are looking for something more general, try the course ‘Digital Citizenship’.

[View Lynda](#)

Email [StaffLD](#) to ask about a login for Lynda.
4. Wellbeing - Take some time for you

When was the last time you focused on your wellbeing or social development? Learning takes many forms, and it is important to make time for alternative types of learning and balance your work/life wellbeing.

The University offers an array of opportunities to help you expand and develop in different areas, so take some time out for you too. Why not re-cap on this recent Wellbeing lecture on Positive Psychology. [Watch below.]

One key message from this lecture was changing your approach to seeing positivity and taking regular opportunities to see the positive things in your day or week with #3goodthings.

During the October Wellbeing fair, we took the opportunity to help share the concept of “3 Good Things”, asking attendees what they valued from their week. Here are some of the comments:

“Enjoying a weekend of food and fun with friends”
“Doing ParkRun”
“Went to a photography workshop with my friend”
“Good driving lesson”
“Spoke to a friend I haven’t seen in a while”

What would your #3goodthings be from this week?

Looking to attend an upcoming Wellbeing Lecture? Why not book your place for December’s lecture from Ian Pettigrew from Kingfisher Coaching on Resilience and Strengths?

Or look out for future events advertised on UoMwellbeing twitter page or Wellbing StaffNet pages.
Get the most from your role

The work-life balance is important to maintain. Get the most from your role using the wellbeing resources and services available.

Our toolkit also offers resources to guide you with wellbeing issues in your day to day life.
Find out more

Connect
Part of the University’s Six Ways to Wellbeing is Connect. Making contact with the people around you can be beneficial for work and wellbeing. There are a range of resources to help you do this. Check out the University’s Community pages for more details on getting involved with the work environment and people around you.
View

Maternity, Paternity or Adoption and Parental Leave Peer Support
Lunchtime get-togethers offer support for staff returning from parental leave. The sessions offer opportunities to share experiences, hear what works for others and discuss issues related to balancing work and caring responsibilities.
For more information

Staff Wellbeing Champions
Do you know who your wellbeing champion is? If not seek them out or consider becoming one yourself.
Find out more

Fitness and Wellbeing classes
Fitness classes are available across campus and include a wide variety of activities such as Zumba, pilates, yoga and mindfulness classes.
Fitness classes
Mindfulness events

Wellbeing Lecture Series- Resilience and Strengths
These lectures discuss the concept of resilience, understanding and unlocking our personal strengths to enable us to succeed in a way that is sustainable for us.
Book here

Events and Activities
The University offers a range of events, activities and benefits that you can get involved with. These include, performances, heritage tours, lectures.
Take a look

View our StaffNet pages for more
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<tr>
<th>Date</th>
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<td>Making an Impact - Enhancing Confidence</td>
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<td>Email Hell to Email Heaven</td>
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<td>Chairing Meetings that Deliver Results</td>
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<td>Social Media Practitioner</td>
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<td>Managing &amp; Developing Individual Performance</td>
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<td>Developing Personal Resilience for Change</td>
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<td>Communicating Assertively</td>
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<td>22</td>
<td>Minutes, Meetings and Agendas</td>
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<td>13</td>
<td>Trans*fer a journey (AM and PM sessions)</td>
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<td>Planning for a Teaching-Focused Career and the University of Manchester</td>
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<td>Leading People Through Change</td>
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<td>Process Improvement</td>
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<td>Minutes Meetings and Agendas</td>
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<td>30</td>
<td>Managing Conflict</td>
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Booking courses
A handy guide to the Training Catalogue

The Staff Learning and Development Training Catalogue is your first point of access to our face-to-face programmes. Visit “Training Catalogue: Book a course” from Quick Links on our StaffNet page.

View and book a course

To view and book a course, simply search for your chosen course in the search box. For example if you are looking for a course on Management search for terms such as ‘Managing’, ‘Manage’ or ‘Manager’. If you know the exact course code you can use this as your search term. Once you see the list of courses available, select the course code to view the course outline and application details.

Applying for a course

Application for most courses is simple: hit “apply” on the bottom right of the page. Some courses will require you to read the directions in full on the course outline page and they may have a specific process to follow. After selecting ‘apply’ choose the date of the course you wish to attend. If no dates are available or the current one doesn’t work for you, then choose the option to “add me to waiting list” and when future dates are added, we will let you know.

Cancel a course

If you cannot attend, or you wish to cancel your place on our waiting lists, then simply select “Training Catalogue: Cancel a Course” from Quick Links on our StaffNet page. This will take you to your current course listings. Find the course you need to amend, and select the cancel options from the far right side. This way your place can be offered to someone else.

Access and print your records

You can also access your learning and development activities from the search page of the Training Catalogue. To do this select the link on the on left title ‘My Training and Development’. From here you can then print and save your training records for your next P&DR.
Change Management Essentials

Change management essentials offer you the opportunity to gain skills and knowledge to better equip you in leading, delivering or experiencing change within the University.

The change toolkit provides helpful ‘how to’ guides and resources on the University Change approach and we also have courses and self-paced resources to build and develop your change skills.

What is Change Management

Click here to view on the change management essentials resources and learn what we mean by Change Management.

If you are leading change within the University or your team, use the resources and guides in the ‘Leading’ and ‘Delivering’ Change sections to support you in making effective lasting changes. Learn more about the Kotter’s 8 Step Change Process, Bridges’ theory in engaging people and change and Models such as the 4P’s.

For those affected by change, we have resources and development opportunities to support you in building resilience and adapting to change. Take a look at the Developing your change skills section for more resources and support.

Further resources

You can also access further change management learning resources via the Learning & Development Toolkit.

Lynda.com can effectively provide further support in managing change effective. Take a look at this change playlist.
Managers’ Essentials

Every manager has a role to play in realising the potential of the people that work for them and creating a strong employee experience. From preparing to welcome a new starter to handling a resignation and everything else in between, these activities are central to managing at the University of Manchester.

In order to help you to achieve this, we have created Managers’ Essentials.

Watch the video to the right to hear more about how Manager’s Essentials can support you or take a look at what is available via the link below.

View online

New to Managers Essentials:
Our content for both Managers Essentials and Change Management Essentials will continue to grow and develop over time, so keep an eye out for new content we update.

The latest content for Managers’ Essentials is our Podcasting series. Below are some of the latest additions. You can listen to the full series via this link.
Project Management

Framework and support

Staff Learning and Development in collaboration with the programme Management Office, have redeveloped the learning materials and support available on Project Management to help you. Our Staffnet pages outline the processes, roles and frameworks involved in project management in order to better support staff starting or developing projects of all scales and types.

What is Project Management

Project management is the application of processes, methods, knowledge, skills and experience to achieve a defined objective or objectives. To see how this differs from Change Management - watch the video to the right.
The University's project **Framework** presented here provides a useful framework for managing a project – especially in the context of business change projects at the University. The framework follows a standard project management lifecycle, which helps develop the case for the project, guides the implementation and provides tools and templates to enable the management of risks and planning of communications and engagement. The framework is summarised in the guide [here](#).

Our Project Management pages on Staffnet will take you through all the stages of the Project framework and offer advice on how to progress each step with access to supporting documents, learning resources and templates along the way.

Take a look at the [Project Management section](#) of our Staffnet pages.

You will also find support to develop your skills and knowledge in the section on [Project Manager Development](#).
Academic Teaching and Learning Opportunities

Staff Learning and Development events and workshops are delivered in conjunction with experienced academics and offered to any academic in any faculty wishing to work on developing themselves and their career in the area of teaching and learning.

University wide T&L Development Opportunities

Information on University wide event and resources to support academic focused Teaching and learning staff. Each Faculty also has learning opportunities.

For information on what SL&D and your faculty offers on teaching and learning, read more here.

Highlighted Resources to support Teaching and Learning

Academic Advising Toolkit
Information and resources to support academic advisors.
Read more

Academic Advising eLearning
Academic Advising online module to support advisors.
Read more

Counselling Service Training
Resources and learning opportunities to support students with related mental health problems
Read more

Biology, Medicine and Health
Humanities
Science and Engineering
Learning isn’t 9-5 and restricted to work related topics. Manchester has a host of varied and exciting things to do. Check out some of what the city has to offer below.

- **Milk and Honey** - Yoga, peaceful spaces and a bee hive on the rooftop. What’s not to like?
- **Manchester Museum** - A host of varied evening events. Check their website for what’s coming up this week.
- **The Whitworth Art Gallery** - Something for everyone. Sunday Concerts, Tuesday talks, Thursday Lates.
- **Jodrell Bank Discovery Centre** - Stargazing & astrophotography lovers unite.
- **Martin Harris Centre** - Our music and drama performance space. Look out for lunch time concerts.
- **John Rylands Library** - Admire the neo gothic architecture as well as the library’s extensive collection.
- **Manchester Art Gallery** - A beautiful and relaxing building to visit. Free highlight tours take place throughout the week.
- **International Anthony Burgess Foundation** - Regular book readings, cafe and access to Burgess reading room.
- **HOME** - Independent cinema, theatre and events. The Cornerhouse and The Library Theatre have merged in this new venue.
- **Contact** - Comedy, theatre, spoken word. The theatre has long been the home of alternative and youth theatre. Construction is currently taking place at their Oxford Road home. During this period you can find them at The Millennium Powerhouse.

- **Elizabeth Gaskell’s House** - Open Wednesday, Thursday & Sundays. Victorian Book Club, Second hand book sales and The Gaskell Sewing Bee are all regular events.

See events at UoM
Contact Us

Staff Learning and Development team

For further support and guidance on your learning and development contact the team via email or speak to the Co-ordinator for your areas. Co-ordinator contacts.

Good luck with your personal and professional development. For further guidance on your P&DR take a look at the guidance on StaffNet and use this template to help complete your development plan.

You may also want to contact

The Library Service has a range of resources and support available to all, from a full catalogue of books and journals, equipment and study areas to online resources and classes from My Learning Essentials and My Research Essentials.

Faculty areas- your Faculty has training and support available to support your learning and development.
On the cover - Lemn Sissay

Lemn is an award-winning writer and broadcaster. He is associate artist at the Southbank Centre, patron of The Letterbox Club and The Reader Organisation and ambassador for The Children’s Reading Fund. He is also a fellow of The Foundling Museum and was the first poet commissioned to write for London Olympics 2012. His public art Landmark Poems are installed throughout Manchester and London, with ‘Gilt of Cain’ unveiled by Bishop Desmond Tutu.

When Lemn became Chancellor of the University in 2015 his promise was to ‘inspire and be inspired’ and his poem ‘Making a Difference’ was written to celebrate this work, which forms part of the Manchester’s Social Responsibility strategic goal. He is determined to lead by example and show how The University of Manchester is the 21st century face of learning. “I have very clear aims. I want to support the work the University is doing to close the attainment gap – to make sure everyone has the opportunity to reach their full potential.”

You can find out more on the University’s Social Responsibility website

Making a Difference
(a poem to be read aloud)

We are shaking and waking and breaking indifference
We are quaking and taking and making a difference

We are working observing recording researching
Wherein we’re conferring subverting referring

We’re counting the minutes the moments the loss
Redressing the balance addressing the cost

We are citing and fighting it’s all in the writing
The spark is igniting in dark we are lightening

We are breaking the brackets the fact is the planet’s
In rackets and rackets of rackets in brackets

The systems the victims the damning the scamming
The biased predicting the beating and banning

The skills we exchange the breaking of chains
The actions sustained the makers of change

To relentless censors the damned and defenceless
Our words are the action the louder reaction

When no one is listening we hear
When heads turn away we volunteer

We work we stand tall we rise up to be counted
We climb mountains

We are shaking and waking and breaking indifference
We are quaking and taking and making a difference
Inspire and be inspired