Learning for all

Take the next steps in your learning journey. Plan to take your learning to the next level and drive your development forward.

Autumn 2018
The Staff Learning and Development (L&D) team are here to support your personal and professional development and, in doing so, to 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 are working ever more closely with learning experts around the University including those based in local HR teams and notably, but not only, those supporting academic staff and early career researchers (ECR).

We offer everything from off the shelf, 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, when it’s most convenient for you.

Inspire and be inspired
Where will your path take you?

Take the first steps in your learning journey and plan your directions for development.
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 needs to be bite sized and mobile in an environment where people don’t have time to watch more than a four minute video – but google regularly to find answers to everyday issues.

Staff Learning and Development’s core offering fits with the recognised 70:20:10 learning and development model.

This outlines that for today’s modern workforce there is a switch from ‘training is an event’ to ‘learning is a collaborative, continuous, connected and community based activity’.

70 percent comes through learning on the job; including stretch assignments and independent research

20 percent is informal and comes through learning from others including mentoring, coaching and feedback.

10 percent of learning comes through structured formal means, such as courses and workshops.
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
- Problem solving
- Challenging tasks
- Deliberate reflection
- Project work
- Using support resources to learn as you go

**Social Learning**
- Learning through peers
  - Peer coaching
  - Giving and receiving feedback
  - Action learning
  - Mentoring
  - Communities of practice

**Formal Learning**
- Structured learning
  - Courses and workshops
  - eLearning modules
  - Scenario planning
  - Seminars
  - Virtual classrooms

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"We are a University - this is a place where we can learn every day."

*Dame Nancy Rothwell*

"I have recently been on various courses and have thoroughly enjoyed them, and the whole learning experience makes me feel like I am contributing to the University and my own personal development. I feel very grateful to have the opportunities that are available here and would encourage others to explore the offering and get learning!"

*Nicola Somers, Employment Services Assistant*
Ways to support your learning

Learning has changed and it's not just about what courses you go on, but your wider learning and how you put it into practice. There are a range of resources you can use to develop your skills and knowledge. Many of them can be accessed via our StaffNet pages.

**Learning and Development Toolkit**
The toolkit provides articles, videos, infographics and podcasts to support learning. Resources are themed in topics including: personal skills, managing teams and leadership.

**eLearning modules**
Our eLearning courses are listed within the Staff Learning and Development StaffNet pages. You can sign up for these courses through the training catalogue and will need Blackboard access in most cases.

**Social Media**
Networks such as Twitter can be really useful sources of learning. Search for discussion around topics of interest, follow conferences or set up Twitter list of your own #PLN (personal learning network). View our social media channel to see what we have available.

**Lynda.com**
Lynda.com is available in a number of areas across the University to direct your learning through short bitesize modules. This platform combines playlists that can be assigned to you for completion with your own self-directed learning. If you find something of interest to you, ask us or your line manager how Lynda is being used in your department.

**Sixty Second Skills**
These twice weekly bitesize videos provide quick tips and tricks on a range of topics including Academic Advising, Digital Literacy, Research Skills and tips for Supporting Students. You can also rate videos and share comments on them to support your colleagues learning.
YouT ube

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.

How many of these have you used?

TED Talks

MOOCS

Massive Open Online Courses are free online courses, which anyone can take part in. Developing your skills and knowledge with MOOCs can be a flexible and affordable approach to learning. You can find a list of MOOCs via our staffnet page.

How many of these have you used?

YouTube

YouT ube is not just for cats videos and stunts. There is a plethora of videos that can support your learning too. The Staff Learning and Development team have an account for our Coaching video resources.

How many of these have you used?

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.

How many of these have you used?

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.

How many of these have you used?
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 left to hear more about how Manager’s Essentials can support you or take a look at what is available via the link below.

Managers’ Essentials

Take a look at the policies, guidance and videos available to support you with the day-to-day challenges that managing and leading can bring.
Coaching

Coaching is not about teaching a person how to perform better in their role. It is about facilitating learning and development.

This happens via confidential conversations with a trained coach in a structured way that benefits the coachee 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 and development review.

“Coaching is a way of giving people time to think. Getting out of how and more into the what and why, giving people the space to achieve great things”

Tara Swart

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.

Application for coaching

Once your request for coaching has been received, Staff Learning and Development will provisionally allocate you a trained 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.

For more information via our StaffNet pages on Coaching
Mentoring

Mentoring is a development opportunity for both the mentor and mentee and can be used to support colleagues of all experience level across the University.

Manchester Gold Staff is a successful and unique career mentoring programme managed by Staff Learning and Development at The University of Manchester.

This programme is due to open for application in December. We encourage all staff thinking of becoming a mentor or looking for mentoring to take a look at the Manchester Gold StaffNet pages for future information.

Networking

Building a strong network can also be a great way to learning and socialise at work. The University has a range of networking opportunities and avenues for you to explore. Take a look at some of the options available below:

- **TeaM** - Technical Excellence at Manchester a networking group for technical staff across the University.
- **Returning from Maternity, Paternity Adoption Leave or Shared Parental leave support group**
- **Black Asian Minority Ethnic Staff Network Group**
- **PA Network group**
- **Staff With Caring Responsibilities Peer Support Group**

Or why not combine your networking with some exercise and join the lunchtime strollers or one of the health and fitness opportunities across the University.
Leading at Manchester

Leading at Manchester aims to build leadership skills and capability of established managers and individual contributors at the University to inspire, influence and develop others to deliver high performance within their area of responsibility and beyond.

The audience for this programme may include, but not be limited to:

- Established managers who lead academics, senior technical professionals and other managers; and
- Academics, researchers, and senior professionals required to influence and deliver results through others.

See the Training catalogue for more information and all proposed course dates.

Managing at Manchester

This programme aims to develop the capability and confidence of first line managers or people new to management to be able to direct, engage and support individuals and teams to deliver results.

See the Training catalogue for more information on this programme and add yourself to a waiting list for future dates – just search Managing at Manchester.

Inspiring Leaders Programme

This senior leadership programme blends the development of knowledge and skills with the opportunity to collaborate with peers to experiment with and refine your learning and experiences.

In September the Inspiring Leaders Programme will begin the second intake of senior leaders through this development scheme.

For more information on this programme email StaffLD.

Developing our Leaders and Managers

To find out more about development opportunities for leaders and managers take a look at our Leadership and Management Pathway document below:

View online
### Open Programme 2018

Our open programme offers courses on a range of topics to develop and expand your skill set. View the calendar months below to see what is coming up.

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<tr>
<th>Date</th>
<th>Course</th>
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<tbody>
<tr>
<td>01</td>
<td>The Health &amp; Safety Supervision of PG Students: A Practice Approach</td>
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<td>Successful Delegation</td>
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<td>14</td>
<td>Managing &amp; Developing Individual Performance</td>
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<td>15</td>
<td>P&amp;D Training for Reviewer for Research Staff</td>
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<td>Academic P&amp;DR Reviewer Training</td>
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<td>05</td>
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<td>Communicating Assertively</td>
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<td>06</td>
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<td>Using Your Voice Effectively</td>
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<td>Supporting Staff with Mental Health Problems</td>
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<td>Project Management</td>
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<td>Managed Conflict</td>
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Watch out for these in December...

- P&RD Reviewer Training
- Making an Impact Enhancing Personal Confidence
- Supporting Staff with Disabilities
- Recruiting Staff at Manchester - PSS
- Career Development Workshop
- Successful Delegation
Managing your courses

Handy guide to the Training Catalogue

The Staff Learning and Development Training catalogue is your first point of access to our taught 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 a session, 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 training and development listings 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 you training record for your next PDR.

Email StaffLD for any queries or concerns regarding the Training Catalogue.
Pathways of development

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

These pathways offer resources and learning opportunities that cover all aspects of the 70:20:10 model, including online information, videos and reading material along with programmes and workshops you can engage with and attend.

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.

The window for P&DR is from May to July 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 reviewee.
Are you engaging in the University’s future vision?

During September and October you will have the opportunity to get involved in Our Future. This initiative encourages colleagues to think about what the future holds for our University and share ideas about the kind of institution we want to be.

Think about the challenges and opportunities ahead in your role and how you could address these challenges in the shared vision approach.

Read more about Our Future here.

How to share your views

There will be a range of events and sessions that you and your team can get involved in to share your experiences and get your voice heard.

From now until October there will be large group opportunities called ‘Big Events’ to allow you to mix with colleagues and share your views, ideas and opinions on how the University could evolve.

These ‘Big Events’ will be facilitated to develop meaningful discussion and generate ideas on how we can support the University moving into its third century.

Events may have already started taking place in your Faculty or area, so get in touch with your line manager or Faculty comms team for details on dates.

Team Sessions

Leaders and Managers will be holding team sessions in their areas. These sessions aim to encourage teams to consider the bigger picture and to gather inputs on the direction for our future.

Look out for the ‘Introductory’ events throughout September and the ‘Big Ideas’ events throughout October.

Contact your manager or Faculty comms team for dates.

Supporting Managers

Leaders and Managers will be supported with ‘Skillburst’ workshops to help in the delivery of the team session. These sessions will be provided by Staff Learning and Development and aim to equip leaders with the skills, knowledge and tools they need to roll out team sessions in their own areas. ‘Drop in’ sessions will be available between 12-2pm on selected dates in September to help managers with any last minute preparation.

View the Training Catalogue for dates for the Skills burst workshops.
When was the last time you reviewed your goals and targets for this year? Have you achieved the targets set? Have you carried out any personal development and broaden your skills?

Think about what you have achieved and if you are on line to meet your targets or do you need further support and guidance?

Guidance on the Performance and Development Review (P&DR) process can be found here.

**Lynda.com**

Lynda is an online resources available across a number of areas at the University. They are range of clips and course for you to engage in. This playlist below highlight tips and activites to help you manage your career, set goals and successfully achieve in your role.

View

**Work Smarter**

This TED playlist could help you learn from others or give you a different perspective on your performance or achievement at work.

These talks offer unconventional advice on working smarter and making the most of each day.

View

**Winston Churchill Memorial Trust**

If you have a specific area you are looking to develop, within the digital world or other areas of education, why not look into the Winston Churchill Memorial Trust. These Churchill fellowships provides once-in-a-lifetime opportunities to expand your horizons and make a difference in an area of your choice through a two month travel grant to research innovation.

Take a look for more details

**P&DR Training**

We have courses available to support you in the P&DR process. Search P&DR in the Training Catalogue for more details and dates.

View

**Influencing for Results**

You may need to develop the capacity to influence in many situations. This course helps maintain vital relationships and builds trust whilst enabling managers to manage a complex role and conflicting demands.

View

**Making an Impact: Enhancing Personal Confidence**

This course is designed to improve communication, confidence and presentation skills which can be used in many situations. This will take you through the full presentation process from start to finish including building confidence in presenting to an audience.

View

View our StaffNet pages for more
Are you ready for the digital challenges on the way?

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](#).

Where can you get support with your digital skills?

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’.

Visit Lynda to ask about a login for Lynda.

The Duke of York Inspiring Digital Enterprise Award is an opportunity to develop your digital skills with recognised badges to show your development. The Awards include areas such as digital citizen, digital work, making and entrepreneur helping to build your digital skills in a range of areas. The programme is free and available online with digital challenges and events.

Visit the IDEA website

The Open University has a range of free courses available on different topics.

Why not take a look at the free courses available or make a start on the ‘Digital literacy: succeeding in the digital world’

Find out more here

Think about how you can keep up-to-date with new digital developments in your role.

Watch now
Are you getting the most from your role?

Get the most from your role and work environment with wellbeing resources and services available to you.

Our Toolkit can offer resources to guide you with wellbeing issues in your daily work.

Find out more

Staff Wellbeing Champions

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

Find out more

Wellbeing Blog

Learn from others by checking up on the latest wellbeing blog post.

Take a look

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 in getting involved with the work environment and people around you.

View

Maternity, Paternity or Adoption and Parental Leave Peer Support

These lunchtime get togethers offer support for staff returning from parental leave. The sessions offer opportunities to share experiences, hear about what works for others and discuss issues related to balancing work and caring responsibilities.

Find out more

Fitness and Wellbeing classes

Fitness classes are available across campus and include sessions such as, Yoga, Dance Fitness, Tai Chi and Mindfulness.

Fitness Classes

Wellbeing Classes

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 and exhibitions.

Take a look

View our StaffNet pages for more
Make your plan

There is something about writing things down that makes them real and helps any unrealistic ambitions stand out. Making a plan for your personal development, which includes times and stages of development, will force you to be realistic about what you can achieve by when.

Take a look at the advice below to help create a strong development plan.

Some tips to help you build a good plan

Give yourself some time regularly to think about your future. Finding time might be a challenge; but if you don’t take care of your development – who will...??

Remember that feedback is useful in building your plan – so ask your peers, colleagues, team members, your manager or project leader what they think when you try something new and look for themes to help you develop.

Revisit SMART to make sure you are putting together aims for yourself that have impact and will motivate you to achieve.

Enjoy your learning experiences and have fun doing so.

And remember to...

Focus
What is really important in 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.

And finally....celebrate success when your plan comes together!!!

You can use this template to keep track of your personal development plan or create something more tailored you to and to include your best way of working.
Contact
Staff Learning and Development team

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 will have training and support available to support your learning and development. For example, Faculty areas might offer Research or Teaching and Learning development.

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

Use Learning For All to help you guide your learning and achieve to your full potential.