

The Learning & Development Team



Understanding Learning Needs



Whole system approach

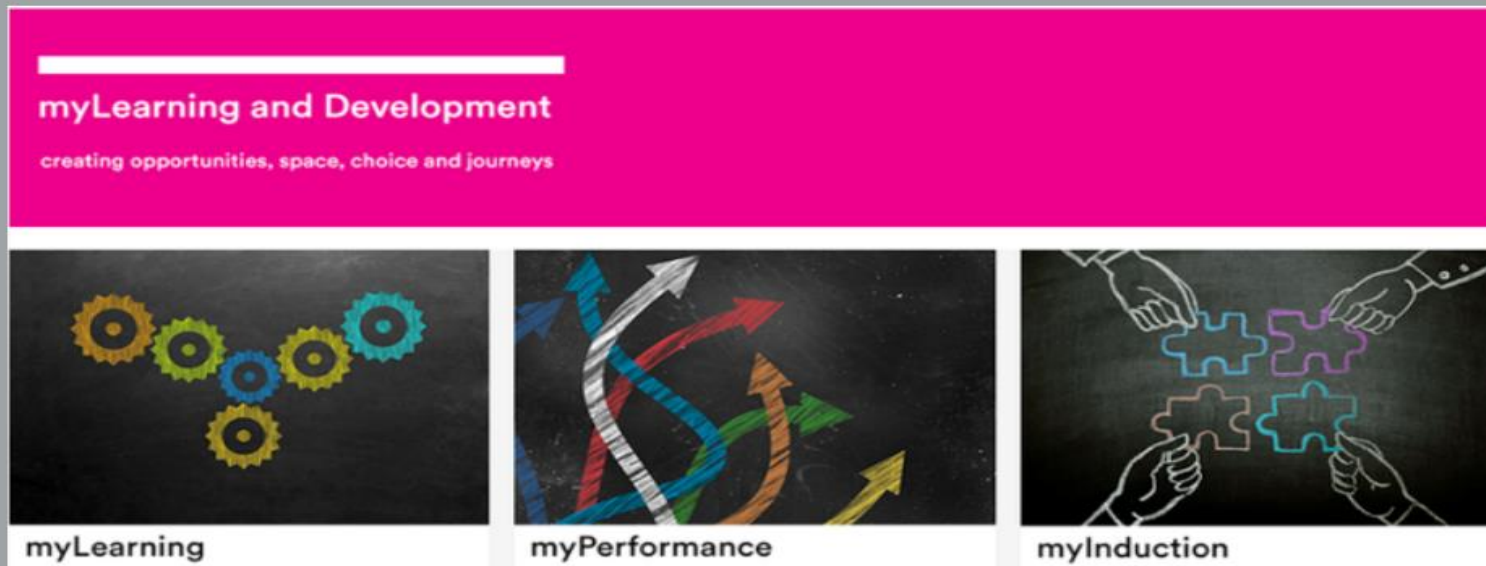
A strategic workplace learning framework that boosts individual, team and organisational performance.

Guidance without control
Support without supervision

Emphasis on work, performance and activity, enhancing what is already taking place.

Learning and Development Hub

An online hub where all staff can access a range of resources and information to guide them in meeting their learning needs.



***‘Thank you –
you have made
a real
difference for
me.’***

Learning and Development Hub

myPerformance

myLearning and Development

creating opportunities, space, choice and journeys



Can't find what you're looking for? Contact us at lddev@uca.ac.uk / 01252 891471

[Here](#) are some examples of learning solutions we have developed for specific teams

Topics

[Leadership](#)

[Collaboration](#)

[Myers Briggs Type Indicator \(MBTI\)](#)

[Career Development](#)

[Challenging Conversations](#)

[Delegation](#)

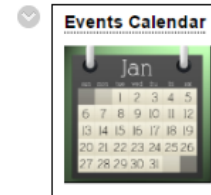
[Performance Management](#)

[Developing Yourself](#)

[Giving and Receiving Feedback](#)

[Workload Management](#)

[Business Acumen](#)



Performance Development Reviews (PDR)

[myPDR](#)

Here you will find some useful learning resources about how to get the most out of your PDR.

[myPDR at UCA](#)

In this section you will find the PDR form, policy and guidelines.

Learning and Development Hub

Challenging Conversations



Can't find what you're looking for? Contact us at lddev@ucreative.ac.uk / 01252 891471
[Here](#) are some examples of learning solutions we have developed for specific teams.

eLearning



[Challenging Conversations](#)

In this module you will learn:

- Outline reasons why important discussions sometimes do not take place between managers and staff
- List the consequences and impacts of not having important discussions with staff
- State the roles and responsibilities that all UCA employees have for engaging in discussions
- Identify the key elements for a successful conversation, and the skills that facilitate a successful outcome

This module will take approximately 30 minutes to complete

If you are having trouble accessing this module, try opening it in a different web browser.

Videos

[How To Handle Difficult Conversations](#)



Difficult conversations are part of the parcel of managerial life. Whether it's addressing performance issues or dealing with inappropriate behaviour, this video provides practical advice to help you handle tricky or uncomfortable conversations with confidence.

While watching this video, why not look at these reflective questions.

[Reflective questions - How to Handle Difficult Conversations](#)

[Empathy: The Heart of Difficult Conversations | Michelle Stowe](#)



Michelle Stowe is passionate about creating well-being and happiness in the workplace; and particularly interested in re-culturing schools and cultivating a restorative paradigm shift that honours community and connection. Michelle also works with schools, communities and organisations that need support in resolving conflict between people.

She is particularly interested in supporting others to turn towards and see themselves in one another in times of conflict. Being involved in this work allows her to feel that the life she is living is the same as the life that wants to live in her.

Podcasts

[Conversational Intelligence](#)

I'm having a hard time knowing where to start this conversation...

You've probably heard of emotional intelligence, but what about conversational intelligence? That's what this podcast talk about with Judith Glaser, who coined the term and has been exploring how to develop it for many years, including in her roles as chief executive officer of Benchmark Communications Inc. and chair of the Creating We Institute.

She's recently published a book on this topic called, "Conversational Intelligence: How Great Leaders Build Trust and Get Extraordinary Results," which explains the

[Conversational Intelligence Transcript](#)

Webinars



[Preparing for Challenging Conversations Webinar](#)

Feeling apprehensive about a challenging conversation?

This webinar will help you prepare for conversations by giving you tools and techniques to use. The aim is to make you feel more equipped to hold a challenging conversation.

It will cover:

- Things to think about before having a challenging conversation
- 4 steps to having a successful conversation
- How to start the conversation

Infographics



[Difficult Conversations](#)

This infographic explains how to avoid the ten most common mistakes people make when it comes to difficult conversations.



[The Betari Box Infographic](#)

Have you ever worked with someone whose bad mood affected the whole office or you just couldn't have a productive conversation with?

Use this infographic to understand and apply Betari Box when you are trapped in a challenging conversation.

Articles



[Finding the Words](#)

Communication can be difficult when there is something negative to say or when someone needs to be interrupted or stopped for example.

This article offers advice on how to tackle the trickier aspects of communication whilst keeping conflict to a minimum.



[Challenging Conversations and How to Manage Them](#)

Acas leaflet providing advice for how to manage difficult conversations.



[Dealing With Difficult People](#)

Do you have to deal with 'difficult' people at work? Do they create stress, cause negative emotions – and take up your valuable time? It's easy to feel you have no control over the situation. You may think you just have to put up with people who behave like that.

If you're faced with having to communicate with a difficult person on a regular basis, then you must address the situation. This article will equip you with the strategies and techniques to do just that.



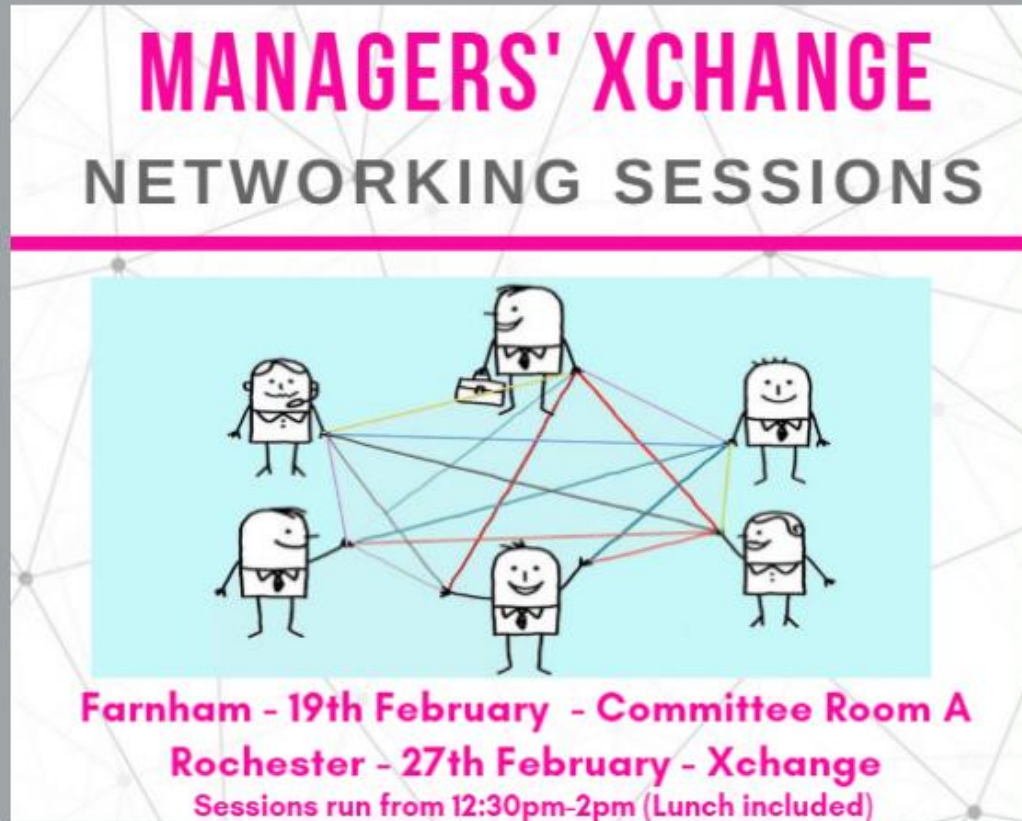
[How to Have Clever Conversations Blog](#)

The way we talk to one another has a massive impact on how we feel and behave. Not only do the conversations that we have trigger emotions – both good and bad – but they determine how each party interprets what was said.

Different kinds of conversation yield different results. So how can we use this observation to communicate more effectively? Consultant and executive coach Judith E. Glaser asked herself that same question. She came up with a set of principles to help managers to have the right kinds of conversations, based on the different workplace situations that they find themselves in. She calls her concept "conversational intelligence."

Developing Networks

‘Great new manager network put together by L&D. Well done and hope the other sessions go well.’



Creating opportunities to build networks, enhance communication and promote collaboration.

Examples of this
Managers' network,
online forums, pop-up
staff rooms," yourUCA"

Connecting and engaging through internal social media



*'Excellent,
informative and
helpful'*

Promoting key learning topics through internal social media to drive engagement and embedding of learning.

'This is brilliant'



Keeping learning on the agenda, current and relevant.

Working in Partnership

Truly embedded in the organisation and teams. Achieved through regular conversations, developing bespoke events , coaching, open door sessions and more....



‘This partnership arrangement has enabled a range of approaches and specific activities to be tailored around individual requirements and learning needs, whilst also providing opportunities for reflection, developing shared understandings and creating space for supportive collaborative working.’

Bite-sized Learning Opportunities

‘I thought it was useful and think there should be more of these short, engaging sessions.’

- Accessible at point of need
- Quick hit learning
- Making learning part of your day
- Maximising time available

Lunch & Learn: Getting the Best Out of Your PDR



PDR, why bother? It's just a form, right? NO! It doesn't have to be that way.

Come along and explore:

- What PDR can do for you
- Your role in PDR
- How to optimise the benefits
- How to ensure engagement



Sessions will take place, as follows:

18th October - Farnham Committee Room A 12:30-2pm

19th October - Rochester Xchange 12:30-2pm

To book your place, please email ld@uca.ac.uk

Staff Wellbeing and Community Hub

myCommunity



An online platform to share activities
and enhance community culture and
wellbeing



*‘Brilliant! A great
example of
myCommunity in
action’*

Leadership and Management Conference

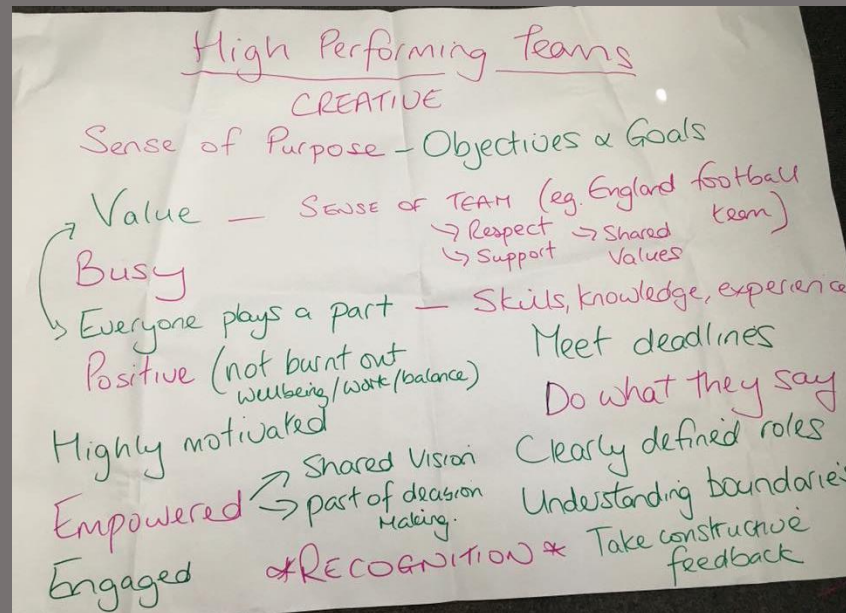
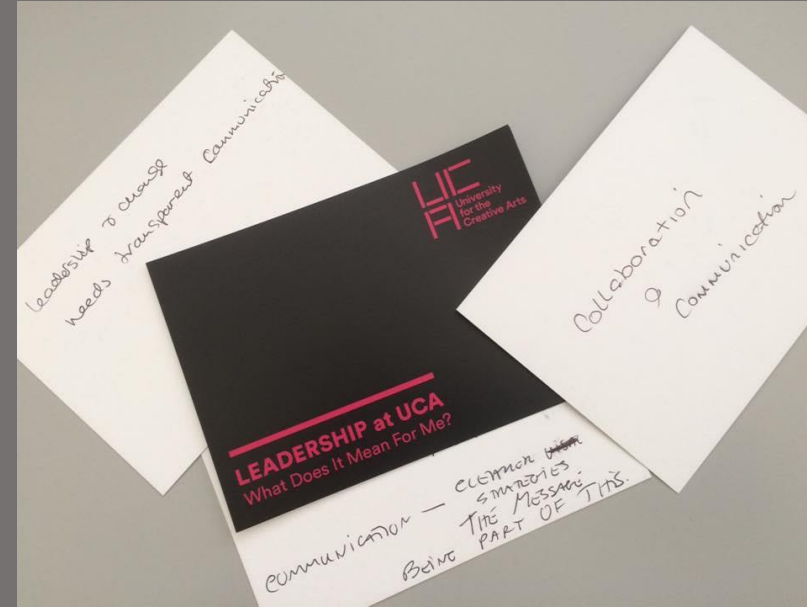
'Really useful and practical ideas; my views considered and taken seriously; I had time to speak to colleagues and get to know new people. Lovely setting where I felt valued. Really excellent.'



'The opportunity to meet colleagues from other areas and campuses is like gold for the University.'

Our work with Leaders and Managers culminates in a new annual event; enabling an opportunity for networking, reflection and action.

Leader with vision
Should illuminate the way
To be successful



Shared goals and teamwork
Means high performing people
In all four seasons



Positive Impact

Curated resources on 25 topics including elearning, videos, infographics and articles.

9 eLearning modules designed and developed in-house

Leadership and Management conference - attended by over 50% of managers

Managers' Xchange - 8 sessions attended by 40% Line Managers (and growing)

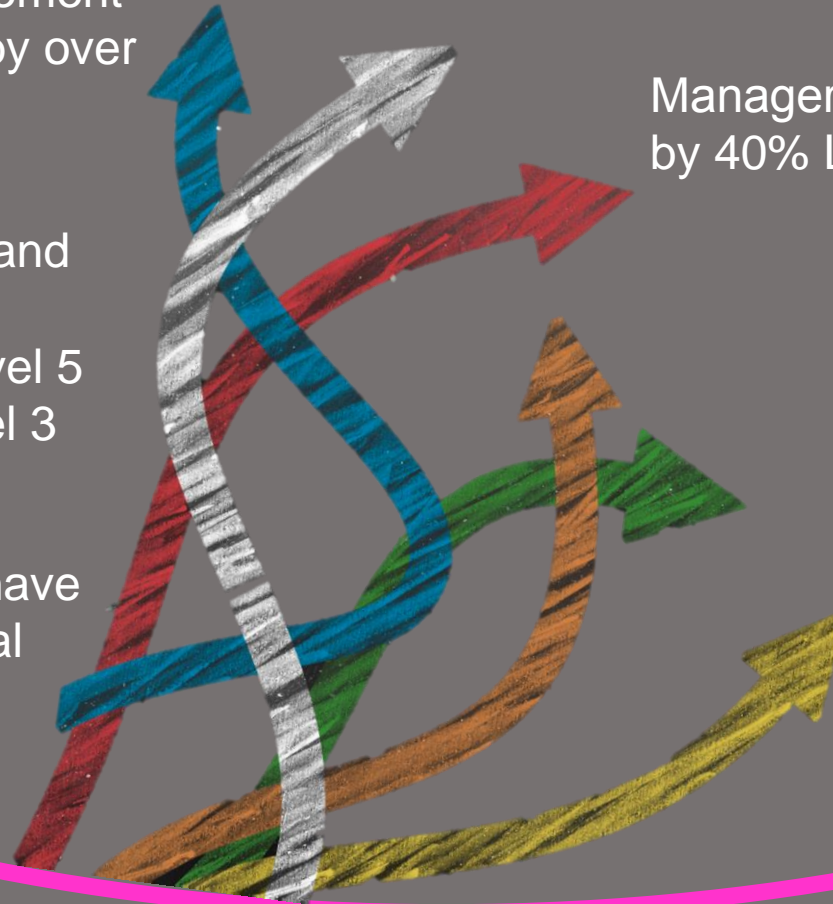
CMI Qualifications in Leadership and Management:
14 Line Managers completing Level 5
6 Line Managers completing Level 3

60% increase in requests for bespoke solutions.

- Improved depth of learning
- Greater academic engagement

74 staff members have developed in Mental Health First Aid

75% increase in formal coaching relationships



Positive Impact

Reduced travel costs and time spent travelling to access to learning.

£99k cost savings generating increased opportunities. 'Cut costs – grown opportunities'.

32% of managers expressed an interest in developing their leadership and management.

Higher % satisfaction levels with learning opportunities from those identified as 'millennials'. 62% v 54%
(Staff Survey 2017)

Reduced staff time spent in 'class room' learning.

Increased speed of responsiveness to learning need e.g. Heads of School programme designed, developed and launched within 3 months.

75% increase in requests for deeper, embedding of learning activities e.g. coaching.

100% of active users on *Workplace* engage with our posts.

