

# Leading Your Technical Team

## Leading Your Technical Team Programme set

*'Delivering the fundamental and key elements for leading and managing people'*

**LYTT – Leading Your Technical Team**

**BYLS – Building on Your Leadership Skills**

The **Leading Your Technical Team** programme set of Leading Your Technical Team and **Building on Your Leadership Skills** is geared toward delivering the fundamental and key skill elements for leading and managing people, particularly in a technical team.

The nature of technical support in many universities and higher education colleges is changing. Technicians have become both increasingly specialised and also high impact in terms of directly supporting teaching, research or infrastructure. Recent surveys have shown that high quality technical support is now seen as essential in delivering a high value student experience and quality research.

For many universities one of the key challenges is how to effectively channel, develop and manage their highly valuable technical resource. Increasingly, what has been highlighted when realigning and grouping together technical support is the need to prepare and train technicians to manage, and above all, lead technical teams. We have designed the Leading Your Technical Team programme set to meet this need.

Both LYTT and BYLS are delivered in the context of a higher education technical environment, but they are not aimed at any specific job role or discipline. Our participants come from a very broad range of higher education institutions, and from a very diverse range of academic disciplines and departments or service sections. For example our recent courses have included people from institutions such as Robert Gordon University, University of Manchester, University of Oxford, University of Birmingham, University of Bristol, University College Cork, and the Open University to name but a few. Similarly our participants also have a wide variety of job roles. These ranging for example from Technician, Senior Technician, Laboratory Manager, IT Network Team Leader,

Workshop Manager, Geological Facilities Manager, Textile Workshop Manager and Bio-repository Manager.

**Leading Your Technical Team** has a long and well respected history. It has been running for 30 years with more than 1,200 technicians having been through the programme over this time. The programme content has continued to adapt and develop in line with changes in HE and it continues to be held in very high regard by HE senior managers and staff developers. Its high reputation is maintained through delivering a very high standard of technical management training via experienced HE managers, in a practical context with the reality of managing in a university technical environment.

### How the programme works

Both programme follow a similar format, in that the learning is enhanced through informal and highly participative sessions that include active discussion, exchange of ideas and delegate group work. There is no role playing.

There are a strictly limited number of places and applicants are advised to apply early in order to secure a place.

### Leading Your Technical Team Specific programme goals

The programme introduces the fundamental building blocks of management and leadership specifically in the context of technical support in universities and higher education colleges. It provides an opportunity to look at the practical challenges of managing and supervising technical staff from both academic and service areas, as well as examining a range of essential management and leadership skills and techniques. The programme links practical leadership theories to dynamic team leading in context with the reality of managing in a technical university environment.

By the end of the programme participants will have:

- Identified the main management/leadership/ supervisory skills required of them within their own working environment.
- Gained information on key issues, changes in higher education and current initiatives and developments which affect technical staff.
- Reflected upon the practices and processes affecting management and leadership in technical units, sections and departments.
- Practised a number of leadership and management skills and identified ways to develop these skills further.
- Had an opportunity to share with presenters and fellow participants from a wide number of universities and higher education colleges, their views, experiences, expertise etc.

### **Content**

The programme will cover topics including:

- Key issues – roles and responsibilities.
- Management v leadership.
- Motivation and delegation – individuals and team.
- Communication skills & team briefing.
- Influencing skills and analysing your network.
- Managing and leading your team through change.
- People management issues & case studies.
- Positive team leadership

### **Who should attend**

This programme is intended for chief/ principal/senior technicians, laboratory/ workshop/unit managers, recently appointed departmental superintendents or senior colleagues from UK universities and colleges, who might now or in the future, have managerial or supervisory responsibilities and are interested in developing their fundamental management/leadership skills. The programme content will be delivered within the context of working in an university environment and will be applicable to support staff from academic and service areas. It is most important that participants are, wherever possible, residential and therefore available to attend the programme throughout.

### **Building on Your Leadership Skills**

#### **Specific programme goals**

The programme builds on the fundamentals learned in Leading Your Technical Team and provides a further opportunity to look at the practical challenges of managing or supervising technical staff from both academic and service areas, as well as examining a range of essential management and leadership skills and techniques. The programme again links practical leadership theories to dynamic team leading in context with the reality of managing in a technical university environment. The programme content incorporates a range of topics that were suggested by attendees on Leading Your Technical Team as areas that they would most like to explore further, e.g. Managing Staff Performance, Dealing with Difficult People and Influencing Skills. Toward the end of the programme we begin to explore the topic of Leadership Intelligences, which introduces you to themes covered in greater depth in more advanced leadership programmes.

By the end of the programme participants will know how to:

- Lead and motivate by identifying the key skills and characteristics of successful leaders and to develop the key people management skills you need to ensure success.
- Improve performance through developing personal strategies for enhancing the effectiveness of your team by using flexibility across the leadership styles.
- Manage performance through developing your team's strengths by setting and reaching both personal and team objectives using delegation and leadership skills.
- Lead a team made up of different personalities and encourage mutual respect and cooperation from all team members and understand how to overcome barriers to communication.
- Work with difficult people through resolving conflict and dealing with difficult people and situations confidently and positively.
- Understand yourself, your influencing environment and your impact and to develop multidirectional influencing skills and an influencing strategy

## Content

The programme will cover topics including:

- Leadership & motivation – The differences of motivation, influence and manipulation.
- Managing performance – Where and when to improve team and/or individuals performance.
- Working with difficult people – How to take control & case studies.
- Influencing – Influencing teams & influencing individuals.
- Leadership intelligences – Personality based leadership, leadership and team performance.

## Who should attend

This programme is particularly suited to people who have completed Leading Your Technical Team or those who have previously attended similar programmes and have a few years' experience in a technical managerial or supervisory role and want to further develop their management/leadership skills. The programme content will be delivered within the context of working in a university environment and will be applicable to support staff from academic and service areas. It is most important that participants are, wherever possible, residential and therefore available to attend the programme throughout.

## Previous course feedback

### Leading Your Technical Team

**'I have learned more about the supervisory skills that I require in my job, how to develop these skills and especially in the way I communicate to other members of staff. I really enjoyed sharing views and experiences with fellow participants from other universities.'**

**'I was able to learn the skills to solve some of the problems which I am facing myself in my leadership role.'**

**'This course is well structured and presented. It taught me to look at my management technique and to focus my efforts on areas where I can succeed'**

**'Good course that hits a lot of the main areas and interesting areas regarding management and team leadership. It's motivational to the point that you return to work with more ideas and your own motivation to tackle day to day leadership.'**

**'For me the course was a positive experience and directly related to my day to day working life.'**

**'It was useful to find that many people are in the same position with the same worries and the programme provided useful information on dealing with many of our issues.'**

### Building on Your Leadership Skills

**'A Different way of looking at the way I respond to my team to improve all our performances. A way of understanding the individual members of my team. A chance to discuss with people from different institutions and areas of work how they deal with difficult members of their teams.'**

**'Felt I came away from the course feeling better about being a team leader and focusing on management issues.'**

**'A fun and informative way of helping me explore my leadership skills and how they affect my team.'**

**'The course was very informative and inspirational with lots of ideas and discussions throughout the sessions. A very useful programme delivered in a fun relaxed environment.'**

**'A very relaxed and informative course with like-minded delegates; the course was inclusive and challenged delegate with thought provoking ideas and concepts.'**

**'Interaction and problems experienced between people across the HE spectrum away from your place of work is of great value and should not be forgotten. In-house training is not necessarily the way forward.'**

## Programme Dates and Cost Leading

### Your Technical Team

**Date:** TBC

**Times:** Start 09.30 close at 16.00 Day Two

**Venue:** TBC

[wendymason@istonline.org.uk](mailto:wendymason@istonline.org.uk)

### Building on Your Leadership Skills

**Date:** TBC

**Times:** Start 09.30 close at 16.00 Day Two

**Venue:** TBC

[wendymason@istonline.org.uk](mailto:wendymason@istonline.org.uk)

### Cost:

**£500 IST Members** – Residential fees are inclusive of all meals and one night's en suite accommodation

**£570 (Non IST members)** – Residential fees are inclusive of all meals and one night's en suite accommodation

### Extra night accommodation £89

### Additional dates, bespoke courses:

We would be happy to discuss running these courses at your host institution or at a suitable venue, if a number of attendees from a single institution wish to undertake the courses. Please contact Wendy Mason.

## Presenter profiles



### Kevin Oxley

Kevin is the Programme Director for the LYTT & BYLS courses, which are now run through the Institute of Science & Technology (IST). He is the Resources & Operations manager of the Department of

Infection, Immunity & Cardiovascular Disease within the Medical School at the University of Sheffield. He began his career at Sheffield as a trainee Medical Laboratory Scientific Officer over 35 years ago and has subsequently experienced a series of diverse technical roles within the School. Over the last 10 years he has undertaken a range of senior managerial positions, leading technical and support staff teams, under various administrations and has been involved with small and large project teams across the University. As well as helping to redesign and co-deliver the LYTT & BYLS programmes from 2010 Kevin is also actively involved in both promoting and delivering staff development and training at Sheffield.



### Lisa Woods

Lisa has significant experience managing large teams in both private and public sector organisations. After graduating from Loughborough University she worked for airport operator BAAplc in a variety of

operational, change management and training roles across all the London airports. Whilst with BAA she also gained her MBA from the University of Surrey. In 2000 Lisa moved with her family to the USA where she undertook volunteer work which included the American Red Cross and the Small Business Administration in Texas. Lisa joined the University of Sheffield in 2005 and currently manages a team of 400+ staff in her role as Head of Campus Services.

To book a place on either of these programmes please contact:

### Wendy Mason,

LYTT & BYLS Programme Administrator

**T: 0114 276 3197 e: [office@istonline.org.uk](mailto:office@istonline.org.uk)**