



## Developing Staff: Supporting Change

The University has embarked on a new and ambitious strategic plan for the next five years with a strategic vision that will take us to our 50th anniversary in 2034. We are in a period of development and growth, but also of transition, which can be unsettling, challenging and sometimes difficult for staff to navigate. It is Staff Development's aim, through the Developing Staff: Supporting

Change programmes, to provide staff with the development and support they need to ensure that each member of staff is able to contribute to the University's strategic ambitions. The programme offers a range of face to face courses for staff, leaders and teams; 1-1 and team coaching; as well as tailored, bespoke facilitation.

## Staff

### Thriving in Change

Change can be unsettling. This short 2-hour course is aimed at helping staff to:

- Explore the personal/emotional aspects of change
- Understand their own reaction to change
- Recognise the importance of differentiating between things you can influence and things you cannot and developing strategies accordingly
- Demonstrate the importance of a positive approach to any change situation

### Teambuilding for Teams in Transition

This is a tailored course, aimed at either newly formed teams or those in times of transition:

- Understanding team dynamics and development
- Reassessing your team's goals and direction
- MBTI taster: improving communication and growing trust and Recognising individual strengths, styles and skills

## Bespoke facilitation

Staff Development are able to provide tailored development and support to meet individual team and department/school needs. Support can include:

- Facilitation of team conversations
- Working in partnership to develop local training and development plans
- Co-facilitating planning and away days

## Coaching for change and performance

Coaching is a proven development and support tool at Ulster University with a track record in delivering real results. It is a vital part of successful change management, improving communication, building commitment and buy in and leads to enhanced performance

### Leader 1-1 coaching

A Staff Development coach will work with an individual leader on a one-to-one basis in a series of confidential sessions, designed to help the individual address their own personal leadership challenges during this period of transition. The approach is practical, solution focused and results oriented.

### Team coaching

Team engagement and success is vital at times of change. Team coaching is a powerful interactive and developmental process where a Staff Development coach enables the team to create a shared culture, agree aspirational yet tangible goals, find their own solutions, discover new opportunities, and implement actions.

### Coaching skills for performance

Too many change programmes fail because they focus only on the systems and processes. Our coaching skills courses focus on practical tools and techniques that managers can quickly grasp and use to adopt a coaching style of management that leads to staff buy in and engagement.

- 1-day Introduction to Coaching
- 4-day Coaching for Performance and Change (FAST)

## Leaders and managers

### Understanding Teams in Transition

This short half day course focuses on ensuring the essential activities and behaviours for effective team performance are put in place and is aimed at leaders/managers of those teams.

- Systemic diagnosis to identify team's current state
- Mapping exercises to Tuckman and/or bridges models to identify issues and potential solutions
- Identification of your team development requirements
- Your role as team leader going forward
- Practical actions to progress team development

### Leading a Team in Transition (Experiential)

This in depth 1-day course blends theories, group work and experiential exercises giving participants the opportunity to lead a virtual transitioning team, with the aim to lead them from (Re)Forming to Performing. It will focus on how to practically manage performance through periods of change, and make a real and immediate difference back in each participant's workplace.

### Planning and Organising Change

This longer 2-day course provides line managers with a comprehensive structured and practical approach to dealing with change.

- Best practice approach to managing change
- Practical tools and techniques for planning, communicating and implementing change.
- Understanding people's emotional responses to change and transition
- Reasons people resist change and how to anticipate, understand and deal with resistance
- Your personal response to change
- Personal behaviours that help to effectively lead change

## Further information

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To book a place on Staff Development open courses: click **Employee Self Service** in Staff Services area on the Portal