

Session Title:	Making the Jump to Line Manager
Speaker(s):	Robbie Pickles, Nicola Marsden and Dan Flatt
Chair:	Kate Filimon
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Speaker/Institution Bio/Information:	<p>Robbie Pickle – Keele University Director of Recruitment & Admissions</p> <p>Nicola Marsden – Lancaster University Head of Student Recruitment & Widening Participation</p> <p>Dan Flatt – University of Leicester UK Student Recruitment Manager</p>
Overview/Aim of session:	<p>Reasons to become line manager and the challenges.</p> <p>This session talks about the journey and skillset rather than how to become a line manager. What is involved in line management and what to consider?</p>
Workshop Content	<p>What is involved and not involved? Myths and conception with Line Management?</p> <p>Involved: delegation, helping, wellbeing support, feeding strategy aims and the journey of the organisation. Meet person you are line managing, but 1:1s are dual – two-way conversation. Support in developing career for progression or another job at potentially at the organisation, give opportunities for the development. The representation as a “doer” as Line Manager is a good example.</p> <p>Not involved: micromanaging, clock watching, X Y Z, delegation of everything, not giving everything to that person and delegation works both ways. Provide the space and relationship for staff to give/ask things back to you and collaboration.</p>
Case Studies/Examples:	N/A
Scenarios/Roundtable discussions:	<p>1. What is involved and what is NOT involved as an LM. (5-10 mins)</p>

- Line managing is individual to each person. It is important to take time to get know your staff and ask general questions – caring.
- You need to be supportive, flexible and appreciative of contractual work hours.
- Effective communicator, professional and willing to encourage staff and help to go beyond their comfort zone.
- First point of contact, wellbeing and you need a balance of professional and approachable.
- Need to align with organisation's strategy and create an enriching experience.
- VARIETY not linear – don't assume everyone is the same to manage.

2. What are the skills you need and how to develop.

You don't make the decision the employer does, so what you think they are looking for? What do you want to see?

- Organised, resilient, approachable.
- Compassionate, fair and empathetic of staff's needs.
- Good at communicating and listening.
- Able to identify opportunities and overcome challenges.
- Be able to make informed and fair decisions - yes or no.
- Champion development.
- Nurture every individual to make a healthy team.
- Trust & culture.
- Good grounding if you have supervised before.
- Protective of team and capacity – not taking on too much.
- Accepting that you can't be everything all the time and still growing yourself.
- Confidence in yourself and your team – able to identify skills gaps and strengths.
- Adaptable.
- Being a team player – recognising your team's contribution and involve them in decision making.
- Good time management and able to pre-empt situations.

3.What are the pros and cons?

- Do I want to be a Line Manger? You can go into project management alternatively to people management to progress.
- Self-awareness.
- People don't leave jobs, they leave managers?
- Some staff progress and some leave as they are not happy in the job, but you make a massive impact to your team.
- Not everyone should be a line manager.

	<ul style="list-style-type: none"> - It is not glamorous – there are difficult discussions, performance issues, absences, HR policies etc. - Lots more than just supporting and nurturing. You need to be positive and nurturing to see people progress or work successfully work = rewarding. - Put their needs above your own. - Don't credit after someone else's work. - Line managing one person to multiple is different. - Take the flack from above and below. - Keeping team motivated and positive. - Needing to look elsewhere or progression and the unsettlement. - Can be very challenging and need to you look after yourself. - In HE sector can't have a pay rise when top of salary band and must wait to move up the grade in new job = sad if you must move institution.
Questions and Answers:	N/A
Summary / Key takeaways:	<p>Line management experience may not be what you think it is. Have an open mind with a collaborative approach.</p> <p>Moving into line management is personal and a journey. Line Managers are just humans and make mistakes too. You learn and your confidence grows.</p> <p>Robbie Pickles: "Everything aside, line managing has been the most rewarding bit... In the sector sometimes have to rock the boat and not people please. We meet lovely people in our sector."</p>