



## **Developing Management and Leadership Skills for Education, Employment and Public Life**

*a positive action programme for people from  
black and minority ethnic communities*



**October 2020 – May 2021**

This 'Developing Management and Leadership Skills for Education, Employment and Public Life' (DMLS) personal development programme has been developed by PATH (Scotland) with funding from the Equality Unit of the Scottish Government as a positive action measure towards addressing current imbalances in the representation of people from black and minority ethnic communities in all aspects and levels of public life. It aims to support people within this group to fulfil their potential and access opportunities, including in education and employment, that will result in people from black and minority ethnic communities being better represented in management positions, leadership roles and public life.

At the core of this programme is an examination of power inequalities that will enable participants to consider the impact of racism on our culture and the implications for people from black and minority ethnic communities and their relationships with people from the majority community, with others from black and minority ethnic communities and with themselves. The programme will also enable participants to recognise and further develop their own skills and abilities as managers and leaders, and give them the opportunity to explore how they use their skills at present and how they want to use them in the future - in their organisations, in their communities and in wider society. They will then be able to set goals in line with their own vision and values and begin to take action to turn them into reality.

Because of the coronavirus and social distancing measures, this programme will be delivered virtually via Zoom. The programme will be over seven months, as with previous programmes, but instead of eight one-day workshops, there will be sixteen half-day workshops. Participants will need the support of their organisations not only in terms of time off to attend, but also in giving them the chance to practice and develop their new skills.

Additional complementary training workshops will be offered to participants' managers and colleagues to help them broaden their understanding of the systematic nature of racism and to consider ways to support their colleagues participating in the DMLS programme.

Previous participants have fed back that they have found it beneficial to meet with other participants to share and learn from their experiences and to widen their networks. Although they may not be able to meet physically, participants will be encouraged to form coaching partnerships of three or four with other participants, and to meet virtually between workshops. These coaching partnerships will also help to keep participants on track with their learning as well as giving them the opportunity to practise giving and receiving coaching feedback.

The programme will be held via Zoom. Each workshop will be from 9.30 am until 12.45 pm. The first two workshops will be on consecutive days (Wednesday and

## OFFICIAL

Thursday). After that, the workshops will be fortnightly on Thursdays. The workshop dates are as follows:

- |    |                           |     |                           |
|----|---------------------------|-----|---------------------------|
| 1. | 21 <sup>st</sup> October  | 9.  | 4 <sup>th</sup> February  |
| 2. | 22 <sup>nd</sup> October  | 10. | 18 <sup>th</sup> February |
| 3. | 5 <sup>th</sup> November  | 11. | 4 <sup>th</sup> March     |
| 4. | 19 <sup>th</sup> November | 12. | 18 <sup>th</sup> March    |
| 5. | 3 <sup>rd</sup> December  | 13. | 1 <sup>st</sup> April     |
| 6. | 17 <sup>th</sup> December | 14. | 22 <sup>nd</sup> April    |
| 7. | 7 <sup>th</sup> January   | 15. | 6 <sup>th</sup> May       |
| 8. | 21 <sup>st</sup> January  | 16. | 20 <sup>th</sup> May      |

**Wednesday evening 'drop in' sessions** will continue with a focus on well-being and guest speakers.

Additional online sessions will be held as follows in 2021:

### **Peer Mentoring**

#### **Tuesdays between 5pm & 6pm**

- 1<sup>st</sup> June
- 15<sup>th</sup> June
- 29<sup>th</sup> June
- 17<sup>th</sup> August
- 31<sup>st</sup> August
- 14<sup>th</sup> September
- 28<sup>th</sup> September

#### **Fresh Steps - for participants to look at their lives holistically and review their goals Thursdays from 9.30 - 12.30**

- 12<sup>th</sup> August
- 19<sup>th</sup> August
- 26<sup>th</sup> August
- 2<sup>nd</sup> September
- 16<sup>th</sup> September

### **Objectives**

During the 'Developing Management and Leadership Skills in Employment and Public Life' programme, participants will have the opportunity to:

- explore the systematic nature of racism, its impact and the implications for themselves as managers from black and minority ethnic communities;
- discuss different management and leadership models and the seven principles of public life;
- reflect on their behaviour and performance to enable them to develop greater awareness of their own strengths and potential and consider further development goals;
- develop the necessary skills to enable them to adopt management strategies appropriate for the situation;
- reflect on how they communicate their image, both in person and in writing and discuss ways to improve their skills, 'visibility' and personal effectiveness, including building stress resilience;
- consider the implications of working within and managing diverse teams;

## OFFICIAL

## OFFICIAL

- explore opportunities to use their management and leadership skills within and outwith their own organisations, within their communities and in wider public life;
- identify management and leadership goals in line with their personal vision and values;
- build networks to support their continued development beyond the programme.

By the end of the programme participants will be able to:

- explain the nature of racism, its impact and the implications for themselves as managers from black and minority ethnic communities;
- identify different management and leadership models and the skills necessary to implement them;
- recognise and acknowledge their own strengths and potential and identify further development goals;
- adopt management strategies appropriate for the situation;
- analyse the strengths and weaknesses of their own communication skills and image and adopt strategies to develop their 'visibility', personal effectiveness and stress resilience;
- recognise the potential difficulties with managing diverse teams, including cross-cultural communication, and adopt strategies to encourage successful team working;
- identify opportunities to use their management and leadership skills within and outwith their own organisations, within their communities and in wider public life;
- set realistic action points to achieve their identified management and leadership goals;
- build networks to support their continued development beyond the programme.

The content includes:

### **Introduction to the programme and understanding racism**

- Rationale, aims and objectives
- The systematic nature of racism, the links with other 'isms' and the impact of power inequalities on people in both more powerful and less powerful groups
- The impact on the behaviours of people in both the majority and minority communities and the effects on relationships at work
- The factors and barriers that impact on the progression of people from black and minority ethnic groups into management positions
- The implications for the participants, their employers, line managers and colleagues
- Peer group coaching

### **Taking a leadership role**

- Their expectations for the programme
- Learning styles
- Management and leadership – what's the difference?
- Different leadership styles (including functional, situational and transformational leadership)
- Seven principles of public life

## OFFICIAL

## OFFICIAL

- Developing management skills – an introduction to the 'Competing Values Framework'
- Self-assessment

### **Knowing yourself**

- Knowing yourself - using Transactional Analysis models to understand yourself and the dynamics in your relationships
- Your values
- Building self-efficacy and confidence
- Dealing with failure and success
- Looking after yourself
- Presenting yourself positively - preparing for presentations

### **Communication skills**

- The factors that influence recognition and promotion
- Communication styles
- Image
- Networking and visibility
- Communicating in writing/competency based application forms
- Using social media
- Presenting a positive image

### **Developing leadership skills and interview skills**

- Unconscious bias
- Recognising peak performance
- Building stress resilience
- Developing interview skills

### **Managing teams**

- Team working – what is it and why do it
- The different stages in the formation and development of teams
- Working with diverse teams including cross-cultural communication
- Developing team members
- Delegating
- Managing effective meetings
- Giving and receiving criticism and compliments
- Assessing current effectiveness

### **Working within your organisation and exploring opportunities, including Public Appointments**

- Career opportunities within and outwith your organisation
- Considering public appointments
- Your relationship with your senior managers, colleagues, team members, partners and stakeholders
- Organisational politics
- Recognising and using your power and influence - being 'visible'
- Making an impact

### **Moving forward and Review**

- Where you are now - Self assessment
- Where you want to be – continuous professional development
- Goal setting
- Support systems

## OFFICIAL

## OFFICIAL

- Personal action plans
- Programme review

### Criteria for completion

Participants who complete the programme will receive a certificate of completion from PATH (Scotland).

To complete the programme, participants are required to:

- **attend workshops 1 and 2**, and at least ten of the other fourteen workshops;
- complete a 1500 word reflective essay. This gives participants an opportunity to look back on the programme and what they have learned. They are able to reflect on how it has changed their thinking about themselves and their potential as well as their behaviour, particularly at work, and how they intend to use that learning to continue their career and personal development
- give a 15 minute presentation about themselves to a group of their peers, also participating in this programme.

**There is no fee to attend this programme.**

### Booking a place

Places on the DMLS programme are **allocated on a first come, first served basis**.

Places are free but limited. To book a place, contact Equality & Diversity mailbox.

### Additional Workshops for Participants' Managers and Colleagues

Complementary training workshops will be offered to participants' managers and/or colleagues to enable them to understand the rationale for the DMLS programme. The workshops will help them better understand the systematic nature of racism and its impact on relationships at work and consider practical strategies to promote valuing diversity throughout their organisations.

The workshops are:

- **'An Introduction to 'Race' and Equity Issues'** on **Monday 19<sup>th</sup> October** from **13.30 until 16.30**
- **'Unconscious Bias - Making it Conscious'** on **Wednesday 18<sup>th</sup> November** from **9.30 until 12.30**
- **'Tackling Racism'** on **Monday 7<sup>th</sup> December** from **13.30 until 16.30**
- **'Mentoring across Difference'** on **Wednesday 20<sup>th</sup> January** from **9.30 until 12.30**

These complementary workshops will be held via Zoom.

Places are free but limited.