Futureproof

Senior Manager / Leadership Development

This modular development programme utilises a mix of different learning methodologies including:

- **Classroom-based training workshops**
- **360 Degree Developmental Feedback**
- **Action Learning Sets**
- **ILM Accreditations (Level 5)**

- **Business Improvement Projects**
- **Personality Profiling Tools**
- **One to one coaching**
- **Internal Mentoring Scheme**

We believe that people learn best by doing! Therefore, delegates attending the programme will be asked to take part in a variety of different practical sessions and to complete work-based tasks / projects to provide a robust method for monitoring and measuring the application of new skills and behaviours learnt back in the workplace.

This methodology lends itself to the 70 / 20 / 10 learning principle which is the foundation of all our learning and development interventions and ensures that your people are well trained, positively challenged, fully supported and given the opportunity to grow and develop at a pace to suit them.

We will work with you to tailor the content and focus of the programme to reflect the culture of the organisation and use 'live' people management challenges during all skills practice sessions.

Recommended cohort size

We would suggest a cohort of between 10 and 12 delegates which will maximise interaction, engagement and ensure a positive learning experience for the delegates. During Action Learning Sets we would recommend a maximum of three people per group (90 minutes each) to promote high levels of discussion and allow delegates to share issues / challenges with each other and work through potential solutions and ways forward.

A blended delivery format

All of our development programmes can be designed to include a mix of face to face and virtual delivery either as a group or by offering individual support depending on your preference.

We can work with you to tailor the structure, duration and content of the programme to ensure that it fully reflects the culture of your organisation and incorporates your values, policies & procedures.
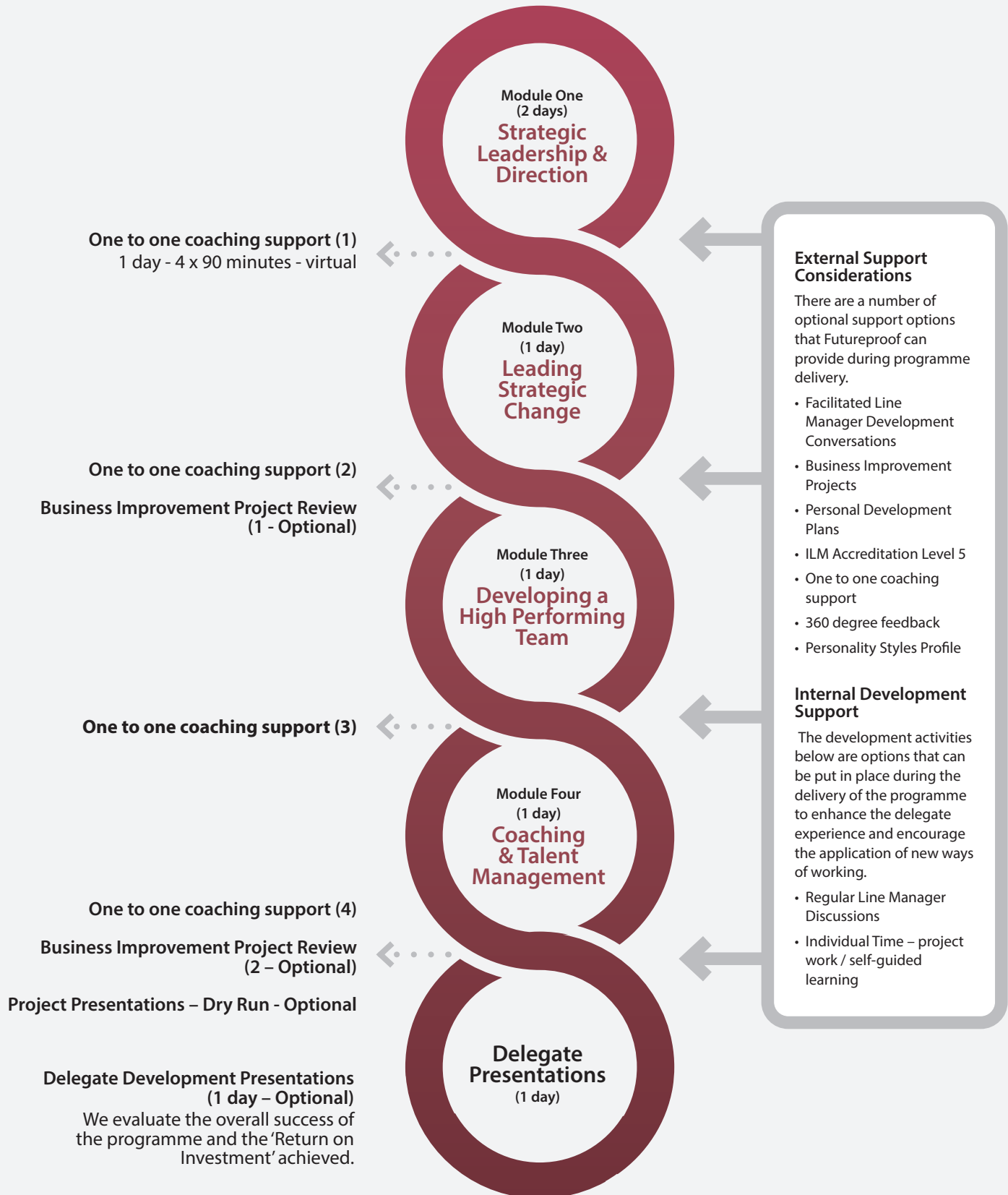
Completion of 360 Feedback Questionnaire (Optional) **+** **One to one development review of 360 feedback report (Optional)** **+** **Completion of Personality Styles Profiling Questionnaire (Optional)**

Module One (2 days)
Strategic Leadership & Direction

One to one coaching support (1)
1 day - 4 x 90 minutes - virtual

Module Two (1 day)
Leading Strategic Change

One to one coaching support (2)

Business Improvement Project Review (1 - Optional)

Module Three (1 day)
Developing a High Performing Team

One to one coaching support (3)

Module Four (1 day)
Coaching & Talent Management

One to one coaching support (4)

Business Improvement Project Review (2 – Optional)

Project Presentations – Dry Run - Optional

Delegate Development Presentations (1 day – Optional)
We evaluate the overall success of the programme and the 'Return on Investment' achieved.

Delegate Presentations (1 day)

External Support Considerations

There are a number of optional support options that Futureproof can provide during programme delivery.

- Facilitated Line Manager Development Conversations
- Business Improvement Projects
- Personal Development Plans
- ILM Accreditation Level 5
- One to one coaching support
- 360 degree feedback
- Personality Styles Profile

Internal Development Support

The development activities below are options that can be put in place during the delivery of the programme to enhance the delegate experience and encourage the application of new ways of working.

- Regular Line Manager Discussions
- Individual Time – project work / self-guided learning

Module One – Strategic Leadership & Direction

Duration: 2 days

Core development objectives covered

- Launch of the programme by Key Stakeholder(s)
  - The importance of developing 'Future Leaders'
  - Setting the brief for the business improvement projects
  - Business values / principles
- Your personal leadership objectives
  - Creating your leadership development strategy
- Understanding Self
  - Identifying different personality preferences
  - Recognising your personality preferences
  - Adapting your approach to maximise interaction
- Your personal leadership brand
  - How others see you?
  - How do you want to be seen?
  - Recognising different leadership characteristics
  - Strengths / weaknesses of different styles
- Using different leadership models
  - Action Centred Leadership, Adair
  - Situational Leadership, Blanchard
- Leading by example
  - Empowering others to take more responsibility
- Strategic Leadership & Direction
  - The benefits of strategic business planning
  - Making informed decisions about future direction
- Applying a SWOT analysis
- Applying PESTLE analysis
- Using your findings to set strategic direction
  - Establishing your success criteria
  - Developing a strategic plan
  - Engaging with key stakeholders across the organisation

Module Two – Leading Strategic Change

Duration: 1 day

Core development objectives covered

- Why business change is important?
  - Why managing change has become the norm
  - Why do we generally fear change?
  - Kotter's 8 Step Model
- Translating strategy into operational objectives
  - Providing clarity & a clear vision
  - Clearly defined roles & responsibilities
  - Managing the pace of change delivered
- Developing a communication strategy
  - Identifying change champions across the business
- Implementing an employee engagement plan
- Pro-actively managing different reactions to change
  - Understanding the change curve
  - Planning for this response / reaction
- Monitoring & measure your change plans
  - Building flexibility & adaptability in to your plans
- Review the effectiveness of your change plans

Module Three – Developing a High Performing Team

Duration: 1 day

Core development objectives covered

- The characteristics of a high performing team
  - McKinsey's model for team performance
  - 5 Step model for High Performance
- Empowering others to take increased levels of responsibility
  - Creating a continual development team culture
  - Providing clarity & direction on team objectives
  - Trusting your team to deliver
- Setting individual goals
  - Providing objectives that offer stretch / challenge
  - Keeping your team engaged & inspired
- Challenging Underperformance
  - Taking a positive & proactive approach
  - Be specific & focus on behaviour, not the person
  - Own the feedback
  - Using different feedback models to prepare for the conversation
- Resolve difference quickly to avoid conflict
  - Collaboration & teamwork
- Reward & recognition

Module Four – Coaching & Talent Management

Duration: 1 day

Core development objectives covered

- Talent Management & Succession Planning
  - Define & differentiate talent management from succession planning
  - Developing a framework for identifying & developing talent in your team
  - Assessing the skills & strengths in your team
- The Manager as a Coach
  - How effective coaching can impact on performance
  - Making coaching flexible & responsive
- The difference between coaching & mentoring
  - Understanding different teaching / learning styles
  - The manager / coach relationship
  - Active listening
  - Different questioning styles / techniques
- Coaching using the GROW model
  - Stepping out of their comfort zone
  - Ensuring feedback is linked to observable behaviour & timely
- Measuring the effectiveness of the coaching provided
  - Setting clear & measurable development objectives

Action Learning Sets (Optional)

Action Learning Sets provide the ideal opportunity to discuss progress and how managers are applying the new skills learnt in the workplace. The Futureproof Facilitator would typically work in smaller groups (3 delegates) to talk through successes and challenges, offering additional & targeted support where necessary.

Purpose of Action Learning Sets:

• Work on real problems, issues and challenges
• Take action, begin to change current situation
• Reflect and share outcomes of actions
• Focus on learning: from issue/oneself
• Develop effective ways of working together
• Provides balance of support and challenge - develop new working strategies

One to one coaching support (Optional)

Providing coaching support during the development programme will give delegates the ideal opportunity to discuss personal objectives or 'live' workplace challenges that may not be appropriate to raise / discuss during any of the group interventions. Your Futureproof Coach will provide targeted advice and guidance and will work with you to development strategies / actions for managing specific situations, relationships and potential development blockers. The number of coaching sessions allocated and the frequency of each coaching sessions can be flexible.

Facilitated Line Manager Development Conversations (Optional)

These discussions are an excellent opportunity for the Futureproof Facilitator to provide an overview of the programme to date and to review the progress being made by each delegate with their line manager.

During this conversation we can also assess the level of support that is being provided outside of the programme and offer our thoughts and suggestions if required. These conversations would be 60-90 mins in duration and be scheduled at key points during programme delivery

During delivery of the programme there are several different internal development interventions that could be put in place (with no external fee necessary) to help embed new ways of working and drive consistency in people management behaviours. Below are a few options that are commonly used by our clients.

Collaboration Meetings / Networking Groups (Optional)

Collaboration Groups are a great way of networking with your colleagues to provide an invaluable support mechanism designed to discuss / share a range of work-related scenarios. At the beginning of the programme delegates can be placed in Collaboration Groups (of 2 or 3 people). They would stay in these groups for the whole programme, during action learning sets (if used) and we would encourage them to meet when completing their work-based task to review each other's progress and offer support as required.

Delegate Presentations (Optional – Example Brief)

Your presentation should be approximately 10 minutes (no more than 15 minutes). 5 minutes will be allowed for questioning.

You are encouraged to be as creative as you wish in the delivery of your presentation. Use of technology, visuals, handouts and other presentation aids much be prepared/ arranged in advance by delegates.

Your presentation should focus on one element or topic you have covered during the programme that has had the most impact on you. We would be interested in the following:

• What topic has had the greatest impact on you and why?
• How did this affect your behaviour or the behaviour of your team at work?
• What went well?
• What challenges did you face?
• What were the results/benefits of using these tools/models/ skills?
• How will the results affect what you do in the future?

360 Degree Feedback (Optional)

360° feedback, literally, provides individuals with all-round performance feedback from colleagues, manager(s), direct reports, customers and others. Crucially, it also compares their self-perception with how others see their performance.

We can design and tailor the questionnaire to your specifications, using agreed competencies where they exist, drawing from our extensive survey library of questions, or using a selection from both. 15-20 questions is a sufficient number, provided that they cover a full range of important performance and behaviour criteria - as comments are given after each question.

We produce an individual report for each participant.
The report is tailored to your requirements, but invariably includes the averaged numeric ratings, a comparison of the raters' feedback with the subject's own self rating, and all the comments.

Receiving the feedback via a one-to-one meeting with one of our consultants encourages a positive response to the feedback and the need for personal development -The value of our "neutrality" cannot be overestimated.