

## Middle / Department Manager Development Programme

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

- Business Improvement Projects
- Personality Profiling Tools
- One to one coaching
- Workplace Shadowing
- 360 Degree Developmental Feedback
- Action Learning Sets
- ILM Accreditations (Level 5)
- Networking opportunities

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.



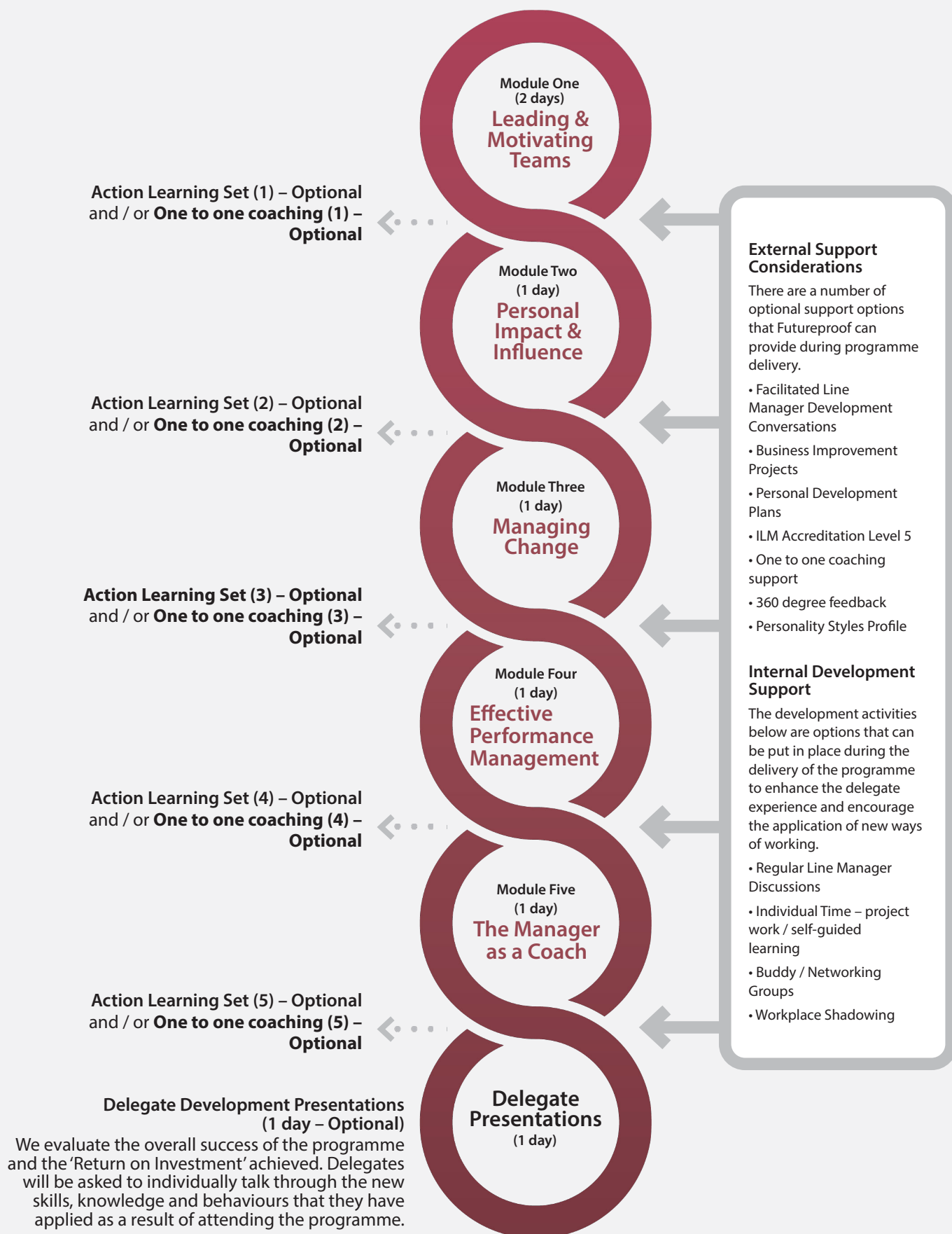
**Want more information or to build your own bespoke development programme?**

Get in touch with one of our Learning & Development Managers to discuss a 'fit for purpose' programme for your business.

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# Research / Design / Programme Delivery Structure

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.



# Example Module Learning Objectives

## Module One – Leading & Motivating Teams

**Duration: 2 days**

**Core development objectives covered**

- What makes an effective leader?
  - Being accountable and taking ownership
- Understanding your leadership style & your personal brand
  - Adapting your style / approach to maximise your impact on others
- Different leadership models / techniques
  - Situational Leadership
  - Task/Team/Individual
- Understanding what motivates & inspires others
  - Providing direction & inspiring a shared vision
  - Empowering others to take on increased responsibility & ownership
  - The importance of employee reward & recognition
- Developing a solution led team ethos
- Creating a collaborative & supportive team culture
- Succession planning ~ developing & managing talent
- Translating business strategy into operational objectives

## Module Two – Personal Impact & Influence

**Duration: 1 day**

**Core development objectives covered**

- The importance of emotional intelligence
  - Identify the four pillars of EI
  - Maintaining an objective / non-judgemental mindset
  - Identifying your emotional triggers
- Advanced communication skills
  - Active listening
  - The power of language
  - Using your voice, tone & pitch effectively
  - What does body language tell us?
- The art of effective conversation
  - Promoting two-way discussion
  - Learning how to disagree with someone constructively
- Knowing who you want to influence
  - Assertive v's aggressive behaviour
  - Dealing with difficult / obstructive people
- Transactional analysis in practice
  - Skills practice using live scenarios
  - Feedback & review on different strategies

## Module Three – Managing Change

**Duration: 1 day**

**Core development objectives covered**

- Why managing change has become the norm
- Why do people generally fear change?
- Using different models & tools
  - Kotter's 8 Step Model
  - Kurt Lewin's 3 Phase Change Theory
- The impact of change on the business & on the workforce
  - The Kubler-Ross Change Curve
  - Understanding different reactions to change
- Translating strategic change into operational objectives
- Understanding how different people react to change
  - Implementing an employee engagement strategy
  - Handling resistance to implementing new ways of working
- Evaluating the effectiveness of your change plan

## Module Four – Effective Performance Management

**Duration: 1 day**

**Core development objectives covered**

- Review work-based tasks from module three
  - Individual / group discussion
- Empowering others to take increased levels of responsibility
- Giving responsibility to increase motivation
  - The importance of taking a proactive approach
  - Identifying team strengths & weaknesses
- Creating a forward thinking team culture
  - Setting clear, timely and manageable objectives
  - Providing developmental feedback
- Handling under-performance conversations
  - Agreeing a development plan
  - Assessing different support options
  - Measuring and monitoring ongoing performance

## Module Five – The Manager as a Coach

**Duration: 1 day**

**Core development objectives covered:**

- How effective coaching can impact on performance
  - Making coaching flexible & responsive
  - The difference between coaching and managing
- Identifying the skills of a good coach
  - Active listening
  - Questioning techniques / style
  - The manager / coach relationship
- Coaching using the GROW model
  - Linked to performance objectives
- On the job coaching
  - Being flexible & responsive
  - Giving constructive feedback on good / poor performance
- Measuring the effectiveness of the coaching provided
  - Setting clear & measurable development objectives
  - Monitoring & evaluating progress

## 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 develop 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.

## Work-Based Task (Optional)

Each task is set at the end of a specific module and delegates will be asked to apply the new skills and behaviours learnt to 'live' scenarios when they return to the workplace. Their progress can be reviewed at the beginning of the following module and / or in their buddy group meetings and / or during their line manager development discussions.

## Workplace Shadowing (Optional)

Shadowing is a highly effective approach that gives delegates the opportunity to see an experienced Leader deliver key activities. They will be able to see what they do, the skills they use, the behaviours they demonstrate and how they deal with any problems they encounter.

This is a very safe and supported way of learning and will help delegates gain knowledge, experience and confidence in a number of different workplace duties. Below are a few example activities that we could ask delegates to experience during the programme.

Observe a return-to-work conversation	Attend an interview	Observe a performance review meeting
Attend a supplier meeting	Attend a customer meeting	Observe a disciplinary meeting

After each shadowing activity delegates will be asked to review how things went and provide feedback on the following:

- What activity did they observe? What skills & behaviours did you observe being used?
- What went well? What challenges did you see?
- What did you learn from shadowing this activity?
- How will this influence your behaviour / actions moving forward?

## Buddy Meetings / Networking Groups (Optional)

Buddy 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 Buddy 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?