

# First Line Manager Development Programme

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

- **Classroom-based training workshops**
- **Work-based projects**
- **Delegate development presentations**
- **Networking Opportunities**
- **Action learning sets**
- **ILM Accreditation**
- **Workplace Shadowing**
- **Self-guided learning**

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.



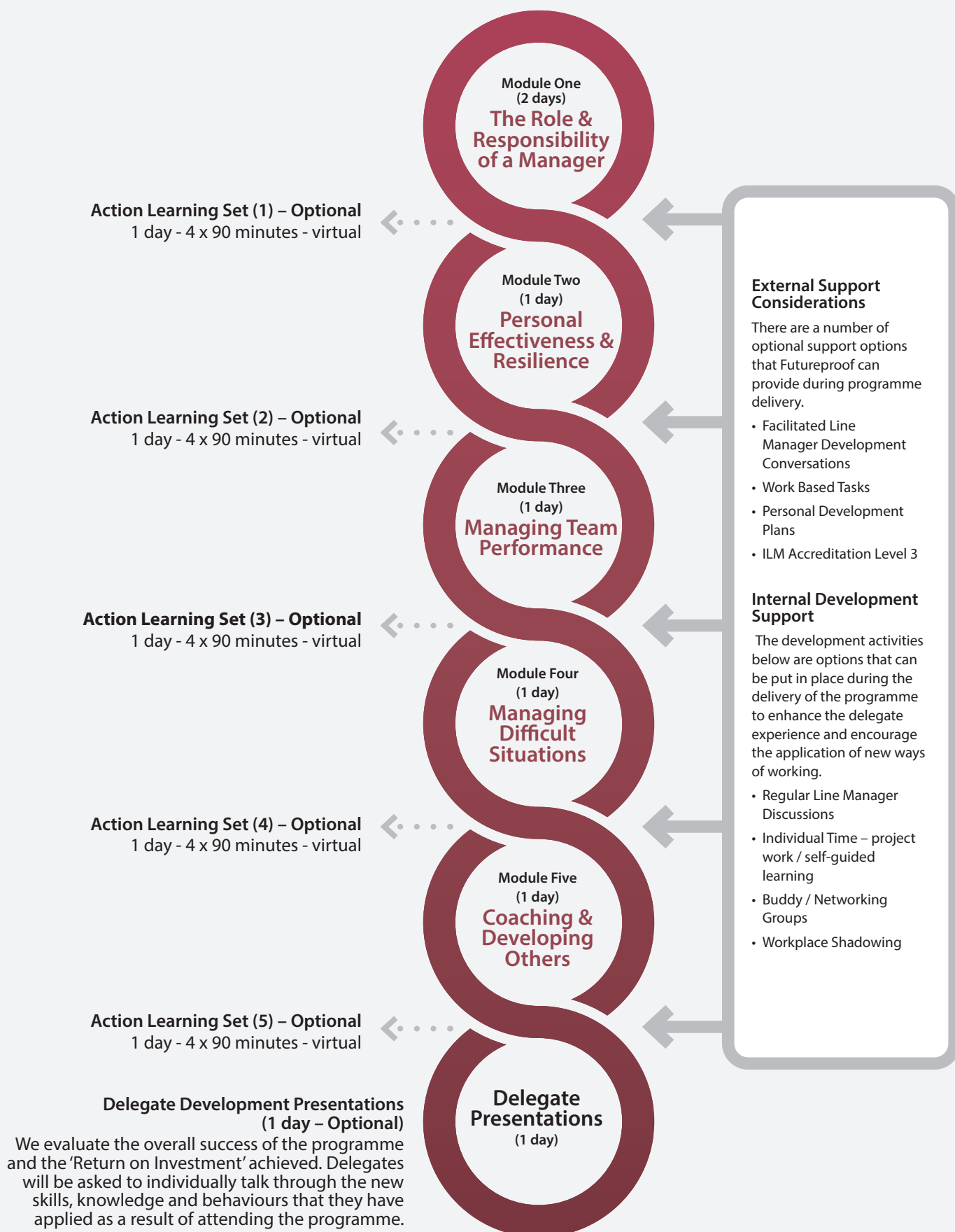
**Want more information or to build your own bespoke development programme?**

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 – The Role & Responsibility of a Manager

**Duration: 2 days**

### Core development objectives covered

- The role & responsibility of a people manager / leader
  - Being accountable & taking ownership
  - Identifying your personal management brand
  - Representing the organisations values & culture
- Identifying different management / leadership styles
  - Situational Leadership / Task / Team / Individual
  - Creating an inclusive work environment
- Understanding different personality preferences
  - Identifying your personal preferences
  - Adapting your approach to maximise your interaction
- Effective communication skills
  - One to one communication / team briefings
- Effective delegation
  - When to delegate? Seven steps to effective delegation

## Module Two – Personal Effectiveness & Team Resilience

**Duration: 1 day**

### Core development objectives covered

- Review work-based tasks from module one
- Key characteristics of effective people
  - Personal organisation & planning
  - Time & task management
  - Prioritising your workload
- Managing & controlling the resources at your disposal
  - Time, cost & quality implications
- Developing personal levels of resilience
  - Combating negative thoughts / being objective under pressure
  - What circumstances undermine resilience?
- The characteristics of a resilient manager
  - Being flexible & adaptable / managing setbacks / change
  - Challenging default behaviours & reactions

## Module Three – Managing Team Performance

**Duration: 1 day**

### Core development objectives covered

- Review work-based tasks from module two
- The role of a manager in managing performance
  - How to get the best out of others
  - Understanding team / individual motivation
  - Team dynamics & different personalities
- Providing clear team goals
  - Identifying as success criteria
  - Setting clear & measurable objectives
- Creating a regular 'Check In' culture
  - Measuring & evaluating team performance
  - Providing constructive feedback
  - Providing training / coaching support
- Resolve difference quickly to avoid conflict

## Module Four – Handling Difficult Situations

**Duration: 1 day**

### Core development objectives covered

- Review work-based tasks from module three
- What difficult conversation / situations do you encounter at work?
  - The importance of taking a proactive approach
- Applying good communication skills
  - Seek to understand before making a judgement
- Preparing for difficult conversations
  - Formal & informal options to improve performance
  - Providing objective information
  - Ensuring feedback is linked to observable behaviour
- Maintaining a professional working relationship
  - Avoiding manipulation
- Developing an action plan
  - Documenting key information
- Formal and informal actions
  - Knowing when to involve HR

## Module Five – Coaching & Developing Others

**Duration: 1 day**

### Core development objectives covered:

- Review work-based tasks from module four
- Recognising the different development options available
  - Coaching / training / shadowing / mentoring
- The benefits of workplace coaching
  - Flexibility / responsiveness
- Identifying the skills of a good coach
  - The Manager / coach relationship
  - Different teaching / learning styles
- Coaching using the GROW model
  - Linked to performance objectives
  - Creating action plans
- Measuring the effectiveness of the support provided
- Career management conversations
- Assign delegate presentation brief





# First Line Manager Development Programme

## 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

### What does Action Learning offer?

- The opportunity to learn from good practice, develop new ideas and solutions
- Problem solving time which gives the opportunity for personal learning and development and insight into how others achieve different solutions
- Support and challenge from peers
- Development of individual listening and diagnostic skills
- Practice receipt of feedback from peers on leadership and management skills
- Challenge assumptions and deepen fundamental understanding of what might be done differently
- A safe environment to explore strengths and weaknesses
- Insight, through the group process, into the way individuals relate in a small group, which, in turn, increases understanding of work relationships
- A group of people who are, for a period of time, mentors for each other

## 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?