

Management and Leadership Programme Outline Timetables

Frontline Level Leadership Course Content

BEING COMMERCIALY AWARE	11/12 September
<p>DAY ONE</p> <p>Morning</p> <p><i>You as a manager</i></p> <ul style="list-style-type: none"> ➤ Adopting a manager mindset – transitioning from individual contributor to manager ➤ The role of the manager ➤ The core skills of the manager 	<p>Afternoon</p> <p><i>Inside the business</i></p> <ul style="list-style-type: none"> ➤ Understanding organisational structures, cultures, climates and values ➤ Identifying with the main business functions and challenges – HR; Finance and Accounting, Marketing and sales
<p>DAY TWO</p> <p>Morning</p> <p><i>Outside the business</i></p> <ul style="list-style-type: none"> ➤ Understanding and managing the external environment ➤ Understanding the market and competition ➤ Understanding customers and customer experience 	<p>Afternoon</p> <p><i>The business world – NOW!</i></p> <ul style="list-style-type: none"> ➤ Broad current business world dynamics – what is happening and how does it impact us? ➤ Global and ‘closer to home’ contemporary issues ➤ <u>Identifying your learning – to take it forward</u>

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KNOWING YOURSELF	20/21 November
DAY ONE Morning <i>Why know yourself?</i> <ul style="list-style-type: none"> ➤ Being a manager – perceptions, fantasies and realities ➤ Why do you need to know you? ➤ Personalities; traits and types 	Afternoon <i>Do you know yourself?</i> <ul style="list-style-type: none"> ➤ Self-awareness and the self-concept ➤ Social Expression theory and the Social Mirror concept ➤ The Johari Window; and me, myself and I
DAY TWO Morning <i>Getting to know yourself</i> <ul style="list-style-type: none"> ➤ Self-assessment and MBTI focused dimensions ➤ Self-awareness for leadership and soft skills development ➤ The role of goalsetting for personal change 	Afternoon <i>Taking yourself to the next level</i> <ul style="list-style-type: none"> ➤ Beyond IQ into EQ and CQ ➤ Planning management and leadership effectiveness ➤ <u>So what are your personal development priorities?</u>

FROM DOING TO MANAGING	17/18 January 2019
DAY ONE Morning <ul style="list-style-type: none"> ➤ <i>Being a manager</i> ➤ Identifying the core management skills: ➤ Communication ➤ Delegation and motivation ➤ Performance and development through effective feedback, conversations and coaching 	Afternoon <i>Being a leader</i> <ul style="list-style-type: none"> ➤ What is management and what is leadership? ➤ Leadership behaviour and leadership effectiveness ➤ Recognising and applying different leadership thinking and application
DAY TWO Morning <i>Managing through people</i> Teams and team development – Tuckman and... Team roles and creating the right team balance – Belbin and... Managing conflict – Kilmann and...	Afternoon <i>Bringing it all together</i> The learning cycle and learning styles The importance of reflection – from theory to practice <u>Your management and leadership priorities action plan...</u>

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Middle Level Leadership Course Content

THE WORKING ORGANISATION	19/20 September
DAY ONE Morning <i>Are you managing or leading?</i> <ul style="list-style-type: none"> ➤ And or versus? – the role and purpose of management and leadership today ➤ Traditional and authentic leadership through to situational leadership ➤ The leadership pipeline – purpose and priority depending where you are 	Afternoon <i>Facing up to the challenges</i> <ul style="list-style-type: none"> ➤ Keeping going in tough environments: ➤ Your internal challenges and priorities ➤ Your broad environmental challenges and priorities
DAY TWO Morning <i>Leading through others</i> <ul style="list-style-type: none"> ➤ Why should I follow you? ➤ Team dynamics and team development ➤ Efficiency and effectiveness – identifying the current situation and recognising the priorities 	Afternoon <i>Making the changes</i> <ul style="list-style-type: none"> ➤ What change? – why, what, when, who, how... ➤ Your core purpose – to make change happen; to make performance happen ➤ <u>Where next from here – what is your improvement plan?</u>

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THE PERFORMING ORGANISATION	29/30 November
<p>DAY ONE</p> <p>Morning</p> <p><i>Defining performance</i></p> <ul style="list-style-type: none"> ➤ Performance management methods – traditional and contemporary ➤ How do you measure performance? – the methods; how focused, how broad, how deep? ➤ How good is your performance and how do you know? 	<p>Afternoon</p> <p><i>Stretching performance</i></p> <ul style="list-style-type: none"> ➤ Are you really managing all performance? - setting expectations and means – VM-GOST and the Ladder of Inference ➤ Development planning and the Leadership Pipeline ➤ Performance measures, indicators and metrics
<p>DAY TWO</p> <p>Morning</p> <p><i>Creating performance</i></p> <ul style="list-style-type: none"> ➤ Performance management systems and the service profit chain analogy ➤ The Balanced Scorecard – right way thinking ➤ Making the links – marketing and customer management; finance and value 	<p>Afternoon</p> <p><i>Delivering high performance</i></p> <ul style="list-style-type: none"> ➤ Making the links – employee and customer experiences and performance ➤ Creating a high-performance team – putting the foundations in place; the why, what and how; Brailsford and Kaizen ➤ <u>Initiating your business performance actions</u>

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THE THRIVING ORGANISATION	15/16 January 2019
<p>DAY ONE</p> <p>Morning</p> <p><i>Maintaining purpose</i></p> <ul style="list-style-type: none"> ➤ Where are you now and what is happening – taking stock and making sense ➤ The tree model and the value proposition; what is it that you do? ➤ Applying the flywheel and hedgehog concepts to your thinking 	<p>Afternoon</p> <p><i>Designing value</i></p> <ul style="list-style-type: none"> ➤ Who? – which customers; segmentation and targeting ➤ What do the customers value? – disruption and customer expectations/ experiences – values and value ➤ Creativity and innovation – finding new needs, new ways, new customers...
<p>DAY TWO</p> <p>Morning</p> <p><i>Delivering results</i></p> <ul style="list-style-type: none"> ➤ Managing quality, service excellence and operations delivery ➤ Doing the sums – strategically and operationally; the key measures and statistics ➤ Positive leadership, mastery and asset/ solution-based thinking experimentation and inclusion 	<p>Afternoon</p> <p><i>Staying in front</i></p> <ul style="list-style-type: none"> ➤ Organisational performance and health – beyond performance ➤ Personal reflection and reflexivity – leadership and EQ ➤ <u>What is your vision to enable you and the organisation to thrive; and what is you plan of action...</u>

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Contemporary Business Issues Workshops

SOLUTION FOCUSED THINKING AND APPRECIATIVE INQUIRY 24/25 October	
<p>DAY ONE</p> <p>Morning</p> <ul style="list-style-type: none"> ➤ Current business challenges examined ➤ Learning Sets and insight creation ➤ Wicked problems, paradigms and human intelligence as a barrier to change 	<p>Afternoon</p> <ul style="list-style-type: none"> ➤ Appreciative Inquiry – how, what and why ➤ AI challenging traditional change management ➤ Simple versus complex system thinking
<p>DAY TWO</p> <p>Morning</p> <ul style="list-style-type: none"> ➤ SFT as an allied approach to AI ➤ The Simple Model outlined ➤ The Simple Model applied 	<p>Afternoon</p> <ul style="list-style-type: none"> ➤ Setting out your SFT change plans ➤ Learning Set business issue revised discussion ➤ Back to the business implementation plan

DISRUPTION AND SENSE MAKING – UNDERSTANDING THEN ACTING – 4/5 December	
<p>DAY ONE</p> <p>Morning</p> <ul style="list-style-type: none"> ➤ Disruption or interruption – what is changing? ➤ The power of the paradigms shift ➤ The challenges presented to the organisation and leaders 	<p>Afternoon</p> <ul style="list-style-type: none"> ➤ Retaining meaningfulness – keeping up with customers ➤ Taking responsibility – learning to learn ➤ Transforming and collaborating – a new world order
<p>DAY TWO</p> <p>Morning</p> <ul style="list-style-type: none"> ➤ Today's business dynamics and how you fare ➤ Where are you now – taking stock; disrupting, disrupted or disruptable? ➤ Creating and managing levels of destruction and transformation 	<p>Afternoon</p> <ul style="list-style-type: none"> ➤ Keeping up and keeping relevant – your plan of action ➤ Anticipating and preparing for even more future ➤ What next? – Your personal and organisation reflections and responses

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Contemporary Business Issues Workshops

<p>UNDERSTANDING BLUE OCEAN THINKING AND MAKING IT HAPPEN FOR YOU ONE DAY WORKSHOP</p> <ul style="list-style-type: none"> • 26th September • 23rd October • 17th January 	
<p>Morning</p> <ul style="list-style-type: none"> ➤ What is it that you do – revisiting your purpose and your relevance ➤ There will always be competition – so what do we need to understand? ➤ Old and New World competition – how have we got to Blue Oceans; the theory and the practice 	<p>Afternoon</p> <ul style="list-style-type: none"> ➤ What colour is your ocean(s)? Taking stock of you and yours, and what, how and why ➤ Customer canvases, value innovation, buyer utility mapping, action grids and path frameworks ➤ Building your thinking into future strategies – taking things forward...
<p>HOW TO GET FROM GOOD TO GREAT ONE DAY WORKSHOP</p> <ul style="list-style-type: none"> • 27th September • 24th October 	
<p>Morning</p> <ul style="list-style-type: none"> ➤ The S-curve concept and business evolution ➤ Internal performance and health, and external content and context – why they matter ➤ What is good and what is great – the concept, the models, the application and the ‘so what’ 	<p>Afternoon</p> <ul style="list-style-type: none"> ➤ Where is your business now and what does your business bus look like? ➤ What are your priorities for mending, maintaining and driving the bus going forward? ➤ Developing your implementation plan...