



Development Programme for Middle Managers

Sample programme

The purpose of the programme

Emotional intelligence and transformational leadership are widely recognised as being central to effective leadership. For some people these skills come naturally, for many others they are developed through training, coaching and on the job.

This Development Programme for [client name redacted] aims to equip managers to lead their teams effectively, to support staff and to achieve organisational goals. The sample programme provided here is suitable for Middle Managers. Different levels of development programmes would be run with Senior Managers, Middle Managers and Team Leaders / Supervisors. The programmes will complement each other, reflecting the skills required and the different challenges of each level. Topics will be added / removed as appropriate and to meet your needs.

The programme will help staff achieve:

- Higher levels of emotional intelligence
- Greater levels of engagement
- Increased performance from their team
- Confidence to tackle difficult issues with staff and / or colleagues
- Improved communications
- More effective and efficient use of their resources (staff skills, time, materials)
- Confidence to manage and support staff through change
- Enthusiasm to take on more responsibilities

The programme will cover the key areas:

1. Management & Leadership Essentials
2. Building an Effective Team
3. Coaching Skills for Managers
4. Handling Challenging Conversations
5. Managing Change
6. Managing Time & Resources (for Supervisors)

Session will be practical and active, covering key models and tools. Delegates will complete Action Plans during the session they use the tools and techniques we study to support them in their work. It will be helpful if they can discuss their Action Plans and their learning with their line manager between sessions.

How will the programme work?

Each session lasts one day and will take place at regular intervals (frequency to be agreed with you). The number of touch points with the trainer is important as it provides time for the staff to implement the tools that have been covered during the training and to report on progress / issues during the next session. Each session builds on the previous session.

Session 1. Leading and managing your team

The primary purpose of this section is to help staff to:

Develop leadership and management practices that fit with the team they're working with to achieve their objectives.

The session will cover:

1. Daniel Goleman's 12 areas of Emotional Intelligence
2. Engagement science – understanding engagement of teams and motivating individuals within teams
3. Leadership behaviours, skills and knowledge
4. John Adair's Action-centred leadership – balancing the needs of the task / team / individual
5. Delegation and allocation of tasks
6. Team Challenge
7. Blanchard and Hersey's Situational leadership - developing an adaptive leadership style
8. Leadership behaviours, skills and knowledge
9. Management – what does it mean and how do we do it?
10. Emotional Intelligence audit (to be completed before the next session)
11. Action planning and review

Session 2. Building an Effective Team

The primary purpose of this section is to help staff to:

Build a high-performing team that pulls together to achieve their targets and provides support to each other and other colleagues.

The sessions will cover:

1. The functions of different teams at [client name redacted]
2. Tuckman's model of team development
3. Setting team objectives
4. Common team dysfunctions
5. Effective communication
6. Working with the different dynamics within teams - five communication styles within a team
7. Belbin's team roles
8. Belbin in action – applying Belbin within your team
9. Identifying and working with the strengths and weaknesses in your team
10. Team challenge
11. Action planning

Session 3 - Coaching Skills for Managers and having 1:1 conversations

The primary purpose of this section is to help staff to:

Improve staff performance and engagement through using a range of coaching skills and a 1:1 conversation tool.

The sessions will cover:

1. Evidence for the link between coaching skills and engagement
2. Setting well-defined goals
3. Using a range of feedback models
4. Practical coaching skills for managers
5. Coaching competencies
6. Holding staff to account, and supporting staff to achieve their objectives
7. John Whitmore's GROW model
8. Holding 1:1 conversations with managers (including a proforma managers can use as a base for 1:1 conversations)
9. Advanced coaching skills to address resistance
10. Skills practice to develop the skills

Session 4 - Handling Challenging Conversations

The primary purpose of this section is to help staff to:

Communicate confidently and assertively with staff and colleagues so that issues are resolved effectively, performance improves and the number of 'challenging' conversations reduces across [client name redacted].

The sessions will cover:

1. How to set clear expectations
2. Hold staff to account to achieve these objectives
3. Deal with difficult attitudes
4. Confidently have difficult conversations with staff and colleagues
5. Identify how to remain assertive and in 'adult' mode
6. The role of words, tone and body language
7. Spot what happens when your buttons are pressed and how to manage this
8. Increase your emotional intelligence
9. Ensure the conversation is constructive
10. Manage resistance from the other person
11. Prepare for a tricky conversation on the phone and face to face
12. Skills practice using scenarios written for [client name redacted].

This course is also suitable for any staff in [client name redacted] who have tricky conversations (with staff, colleagues, stakeholders etc.) and full details are provided in a separate flyer.

Session 5 – Managing Change

The primary purpose of this section is to help staff to:

Manage and support staff through the process of change, to enable [client name redacted] to be the business culture it aspires to.

The sessions will cover:

1. The reasons businesses change – SWOT and PESTLE analysis on [client name redacted] / their own depts.
2. Strategic drift
3. Different levels of change and which one/s relate to change at [client name redacted]
4. Organisational culture
5. Cultural change and the cultural web
6. Planning and implementing change with your team
7. The change curve
8. Supporting staff through the change curve
9. Circle of control
10. Action planning

Session 6 – Managing Time & Resources (if required)

The primary purpose of this section is to help staff to:

Use the time and resources available to them and their team, to maximum benefit, to enable organisational targets to be achieved.

The sessions will cover:

1. The \$86,000-dollar question
2. How do you use / lose time?
3. Setting short and long-term objectives for yourself and your team
4. Prioritising -the urgent and the important – for you and your team
5. Red, blue and black tasks
6. Using a To Do list that works for you
7. Managing interruptions
8. How to say 'no'
9. Do your own job, not someone else's
10. Enabling your staff to use time management tools too
11. Holding productive meetings
12. The difference between pressure and stress
13. Action planning

Optional services

We use the following psychometric assessments that can be accompanied by 1:1 coaching session to discuss more fully what the results mean:

- DISC
- 360-degree assessment of Emotional Intelligence
- Gallup Strengths Finder