MANAGEMENT DEVELOPMENT PROGRAMME: PARTICPANTS GUIDE

Contents

1 Introduction

The management development programme will build CPI's organisational capability by developing managers with strong:

- commercial awareness
- client liaison skills
- project management skills
- team leadership skills

The programme is made up of:

- conversations with your line manager to agree expected outcomes and monitor progress
- workshops delivered by CPI staff and external supplier(s) to increase your knowledge on key areas
- online learning modules
- business improvement projects relating to CPI's strategy (building or deploying capability)
- profiling that incorporates self assessment and 360 feedback, to increase self awareness, introduce the concept team roles and provide a common language for the group
- facilitated action learning sets to help you overcome any challenges that arise when applying the learning, implementing business improvement projects whilst practising coaching conversations

2 Purpose

The purpose of this document is to give you an overview of the programme ahead of the launch session where full details will be covered.

3 Overview

July	August	September	October	November	December

Launch Session (1h) Line Manager Meeting (~1h) OU Course (10h) Belbin profile (~2h)

What is a manager at CPI? (3h) CPI's Business model (3h) Innovation Integrator® and Key messaging (2h) Performance Management, part 1 (2h) Performance Management, part 2 (2h)

Communication (4h) Me as a manager (2 days) Understanding and influencing my networks (2 days)

Meet with company mentor (Optional if required)

Facilitated action learning sets (3h every 4 weeks) for 4-6 months

Business improvement project

July

Launch   1h

Following being invited, by a member of the Leadership Team (LT), to join the programme you will attend a session covering the details of the course (purpose, deliverers and content).

August

Pre-work   12.5h

You will:

- complete a profiling instrument, that incorporates self assessment and 360 feedback, to increase your self awareness, introduce the concept team roles and provide a common language for the group. Your profile will be reviewed in a 1:1 session with L&D Manager.
- complete online Open University course entitled Management Perspectives and Practises (~10 hours) to increase your knowledge and begin you thinking about management.
- discuss with your line manager and agree a business improvement project relating to CPIs strategy
- discuss with L&D whether a company mentor would be beneficial to support the implementation of the project
- *share their project idea with a company mentor (if required)*

September

What is a manager at CPI?   3h workshop

This session will review CPI's strategy and then you will be asked for your views on the influences, challenges and opportunities related to achieving the company objectives. You will share your; business improvement project idea, accountabilities and responsibilities in relation to CPI's strategy gaining feedback. Following the session you will:

- understand the link between CPIs objectives and your own objectives (both personal and business)
- have had the opportunity to discuss CPIs future with LT
- have an action plan of how to implement your business improvement project

Communication   4h workshop

You will explore the topic of communication including; structure and costs of poor communications, communication cycle and barriers to communication. You will reflect on your own personal communication style and develop a communication charter for managers at CPI.

Following the workshop you will:

- be able to describe communication as a process/ cycle and all elements required for effective communication.
- have explored and identified the barriers to effective communication/ communication breakdown
- have practiced tools for counteracting these barriers
- have explored the cause of communication breakdown, impact of communication breakdown and how to remediate
- have agreed what is expected of a manager at CPI, in terms of communication
- know how communication can help them achieving their business objectives and personal aspirations

CPI's business model   2h workshop

A member of the finance team will give an overview of CPI's business model and therefore the importance of the processes around projects and budgeting.

Following the workshop you will:

- understand CPI's business model
- understand the reasoning behind internal processes
- know the importance of business improvement projects

2h workshop

Innovation Integrator Model & Key Messaging

A member of business development and/ or marketing team will give an overview of CPI's Innovation Integrator model and key messages to our main stakeholders.

Following the workshop you will:

- understand how the innovation integrator fits into CPI's business model
- understand the top level key messages that are not business unit specific
- understand who CPIs main stakeholders are

October

Me as a manger   2 day workshop

This session will cover a range of leadership models and management theory; personal leadership style; the impact on CPI; emotional intelligence; personal resilience and tools for developing it in teams; models of change; personal response to change. Revising and integrating communication content from a previous workshop into 'change'; influential communication; relationship/stakeholder management; assertiveness; and how to respond to difficult relationships.

Following the workshop you will:

- have analysed their own leadership style and the impact this has on your work life
- understand the impact leadership styles have on CPI's organisational culture
- understand your own reaction to change and how this impacts on others
- understand the role of change in sustainable success
- develop effective communication skills for engaging others in change
- develop strategies to support people to achieve effective change
- know how to develop and build resilience
- describe different assertiveness techniques and how to apply them
- develop strategies for effective relationship management
- understanding how own emotions can impact on behaviour
- identify own individual barriers to handling difficult relationships

Performance Management- part 1   2h workshop

CPI specific processes and practises relating to recruitment, induction, probation, disciplinary and grievances.

Following the workshop you will:

- understand your role as a manager in recruitment, induction, probation, disciplinary and grievance processes

- be aware of common pitfalls to avoid during these processes

Action Learning Set Skills 3h workshop

This session will introduce the concept of action learning sets and the skills required.

Following the workshop you will:

- understand the role of action learning sets within an organisation
- have practised and received feedback on your active listening, questioning and feedback techniques

November

Understanding and Influencing my networks 2 day workshop

Building on previous workshops developing strategies to support people during change and identifying their stakeholders, you will explore stakeholder management; Cialdini's principles of influence; prioritisation tools and productivity; delegation; and coaching techniques

You will then reflect on the team dynamics relating to the different communities you are involved with.

Following the workshop you will:

- understand your team/ stakeholders/ networks and know how to alter your communication/ leadership style to deliver the required outcome.
- have reviewed current performance and workload and evaluate time management
- have reflected on the impact of your preferred management styles on how you manage time/ your team and delegate tasks
- understand how applying coaching models and techniques can be used to improve performance of others
- have identified barriers to effective delegation and decision making
- have identified activities that waste time and know practical tools and techniques to address them
- be able to providing constructive and relevant feedback and how to resolve conflict/ handle difficult conversation
- be able to plan effective development and work objectives

Performance Management- part 2 2h workshop

CPI's performance management process, including new behavioural competencies and how to develop capability within CPI.

Following the workshop you will:

- understand your role as a manager in relation to performance management
- understand how to develop yourself and other within CPI

Action Learning Sets 5 x 3h per month

Action learning sets allow you to address any challenges/ issues relating to your role, using the support of your peers whilst practising your coaching skills. These groups will be facilitated until April.

Total 10 days of your time (excluding meetings with line managers) over 10 months.

4 Line Managers Support

Line managers play a key role in supporting your development during the programme, to ensure your performance is enhanced and the programme results in the organisational capability build required.

July/ August Performance Review Meeting

You must identify a business improvement project in line with your departments and CPI overarching strategy, the project should either build or deploy capability in order to make an efficiency saving or generate revenue. You will share this idea with the LT as part of the first workshop.

Monthly performance review meetings

During your regular performance review meetings with your line manager you should discuss the programme, debate and challenge the applicability of the theory/ models.

Attendance at workshops

Participants are required to attend each session (unless prevented by illness) and line managers will arrange suitable cover.

Monitoring and Impact

LT and L&D Manager will use line managers feedback on participants development and the implementation of the business improvement project to help evaluate the programme, and refine it for future delivery.

5   Document Version History

Version	Author	Change	Date	Approver	Approval Date