

Overview

The programme is specifically designed for those individuals who are about to embark on making the transition from individual contributor to manager for the first time or have been in a new team leader or manager role for up to a year. This course will provide a guide on how to get into the mind-set of a manager plus an overview on management fundamentals and how to avoid falling into new manager traps. It will help accelerate their development as a manager by equipping them with the basic skills and knowledge they will need to embrace that role with confidence.

Module	Content
1	Making the Transition <ul style="list-style-type: none">• Programme launch by Project Sponsor• Programme overview & objectives• Myths vs. realities• Defining a manager: knowledge, skills, attitudes and authenticity• Making the transition from Individual Contributor to Manager• Self-assessment• Success factors & management traps• Management pitfalls• Management vs. leadership• The role of a manager & success criteria• Knowing your role - functions and responsibilities of management• Set direction - link organisational strategy to individual performance objectives• Understand & communicate organisational vision & strategy• Build credibility• Vulnerability assessment• Onboarding checklist & action planning
2	The Manager's Mind-set <ul style="list-style-type: none">• Immersion Activity - The Management Company• Management self-reflection• 3 areas of focus - you, others & organisation• Capability assessment• Management styles - situational leadership• Prioritising your time with the time management grid• Delegation• Running effective meetings
3	Build a High Performing Team <ul style="list-style-type: none">• Setting a team vision & charter• Setting & communicating behavioural expectations• Empowering through latitudes & limits• Belbin - understand team roles and interaction• Experiential activity - Belbin in action• Learning to listen• Core communication skills• Asking the right questions• Key components of a conversation

Module	Content
4	Developing Others <ul style="list-style-type: none"> • How to get results through others - moving from 'doer' to 'manager' • Identifying coachable moments • Definition of coaching • Types of coaching • Formal vs. conversational coaching • SMART as a coaching framework to set performance objectives • Learning styles • Effective questioning techniques • Thought provoking questions • The GROW model • Coaching preparation • Live coaching session
5	Managing Performance <ul style="list-style-type: none"> • Employee engagement & motivation • Recognising the difference between disengaged & highly engaged staff • Maslow's Hierarchy of Need • Herzberg's 2 factor theory • How to elicit motivational drivers • Linking motivational drivers to tasks • Managing the performance of others • How to conduct successful 1-2-1s & appraisals • Identifying development needs in direct reports • Conducting constructive performance review conversations • Resolving disagreement & conflict during performance conversations
6	Positive Influence <ul style="list-style-type: none"> • Define influence & complex collaboration • 4 stages to positive influence • Define influence goals & objectives • Make strong connections with stakeholder mapping • Build a stakeholder communication plan • Identify & plan for influence conversations • Engage stakeholders & gain buy-in with an influence statement • Tailor communications to specific stakeholders • Structure influence conversations • Deliver your message with impact

By the end of the course learners will be able to...

- Understand the role and expectations of being a manager
- Avoid common pitfalls that often derail managers
- Prioritising daily activities to maximise impact on performance
- Clarifying goals and objectives with team members and with own line manager
- Enhance communication skills
- Deliver effective feedback when in a management role
- Develop and implement an action plan for stepping into a manager role

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Stage	Content
1	Pre-work to be sent to all participants. To include: overview of the Aspiring Manager programme aims of the course self-assessment personal objective setting issues or challenges they face & would like to overcome team assessment personal development plan template
1	Manager meeting - each participant to have a brief discussion with their line manager to review pre-work, personal issues, aims & objectives prior to commencement of the programme
2	Delivery of 6 one-day modules: 1. Making the Transition 2. The Manager's Mind-set 3. Build a High Performing Team 4. Developing Others 5. Managing Performance 6. Positive Influence
3	Peer Coaching - in between each module. Peer partners to meet to discuss their action plans and reflections from each module - the summary of which is to be recorded in their Personal Development Plans (PDP). Typically, these sessions last between 30-60 minutes.
3	Monthly Management Meeting - action learning sets for all participants to discuss the on-going application of each module & their management journey. A framework for that discussion is recommended and could include: a chair person and minute-taker; reflection on real scenarios that have occurred in the work place in staff and in themselves; what issues & challenges they have experienced and how they have overcome them or plan to; what successes they've had and which strategies they used to succeed. The main idea is for them to take ownership of these sessions. Typically, they would last an hour, the outcome of which is to be recorded in their PDPs.
4	Personal Development Plan & Reflective Statement - the PDP is for them to log any relevant activities they have undertaken throughout the programme to apply what they have learned on each module, for example: <ul style="list-style-type: none"> - Met with line manager to discuss my action plan - Attended peer coaching session with x - Practiced delegation model on y Following all six modules, they will complete a 500-word reflective statement to summarise their thoughts and views on the programme and what they have learned and applied throughout.
5	Final presentations - 2 months after the final module, they will come back together as a group and in pre-determined pairs deliver a 15-20 minute presentation on their learning, outcomes and experience of the programme. These presentations need to include 2 aspects: 1. A teach-back on a topic of their choice from the whole course. This should be an interactive session that they will deliver to their peers and to key stakeholders who will be observing the presentations. To avoid duplication of topics - they will need to decide as a peer group who is doing which topic. 2. During the teach-back they will need to demonstrate where they have applied what they have learned throughout the programme.

