PRACTICAL MANAGER

Overview

The Practical Manager is for Managers who have been in a management role for at least a year and who wish to gain the practical skills to make them more successful in their role as a people manager. The key aims of the programme are to:

- Taking responsibility & ownership in role as a manager
- Increase personal confidence when dealing with difficult conversations
- Establish clearer boundaries with their direct reports
- Understand organisational objectives & how to deliver them through their teams
- Develop clear roles & responsibilities
- Utilise their management skills throughout the performance management cycle
- Improve the performance of their teams to contribute to organisational success

Module	Content
1	**Management Best Practice** • Programme launch by Project Sponsor • Programme overview & objectives • Management best practice • Management pitfalls • Leadership role models • Situational leadership • Value to effort matrix – getting results through others • Delegation
2	**High Performing Teams** • CIPD best practice for successful teams • Tuckman – stages of team development • SMART performance objectives • Experiential activity • Attitude & behaviour cycle • Belbin team roles
3	**Communicating Effectively** • What causes communication to fail • Behaviour iceberg • Communication model & origins of behaviour • Assertiveness • Rapport building & communicating clearly • Communication styles

Module	Content
4	**Coaching & Feedback** • Definition of coaching • Formal vs. informal coaching approaches • Coaching vs. mentoring • Coaching framework • Learning styles • Effective questioning • The GROW model • Live coaching session • Reinforcing feedback • Developmental feedback using the RISE model
5	**Performance Management & Motivation** • Performance management best practice • PM process • Identifying performance gap • Filling the gap – action planning • Conducting 1-2-1s • Employee engagement • Key motivational theories • Work based values elicitation
6	**Managing Change** • Organisational change and avoiding potential pitfalls • PESTLE analysis • Identifying & managing the change gap • Why barriers to change arise & how to overcome them • Change types & the change curve – human reactions to change • Conducting CLEAR change conversations • Authentic communication • Demonstrating empathy & active listening • Reframing negative attitudes to change

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

- Understand management best practice & the role of a manager
- Utilise management styles based on the situation
- Understand the impact of attitudes & behaviours
- Refer to best practice when developing a high performing team
- Know how to allocate tasks to suit individual strengths to streamline team dynamics
- Build rapport more effectively with different personalities
- Communicate messages clearly within a group or individual format
- Be more assertive
- Increase levels of emotional intelligence & resilience
- Identify skills for managing & motivating people
- Undertake successful change conversations
- Coach individuals both within 1-2-1's and on the job to aid development
- Provide motivational & developmental feedback

Stage	Content

1	**Pre-work** to be sent to all participants. To include:
	    overview of the Practical 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. Management Best Practice** **2. High Performing Teams** **3. Communicating Effectively** **4. Coaching & Feedback** **5. Performance Management & Motivation** **6. Managing Change**
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:
	  - 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.

Embed the Learning