

# Experienced Manager Programme

Leading a team can be challenging for even an experienced manager. Teams need to be built, individuals coached and performance maintained. Along the way, there may be tensions which need resolving or behaviours which need addressing.

Confidence is the critical factor here. Having the confidence to lead and the confidence to address these issues – and doing this consistently in both settled and unsettled times, will typically translate into an ability to inspire team members.

For this reason, an experienced manager programme has been created, covering 6 of the most critical components of management within today's Civil Service. Its aim is to help managers with more than 12 months of management experience to guide their teams through current and future challenges with confidence.

## Description

This programme combines a selection of topics from Civil Service Learning (CSL), grouped into 2 modules. The first module – **confident leadership** – looks at emotional intelligence, building effective teams and coaching skills. The second module – **leading and inspiring in challenging situations** – focuses on managing poor performance, leading inclusive teams and resolving team tensions.

## What does it involve?

The learning activities within the experienced manager programme are spread out over a period of up to 4 months and include online tutorials, tasks, self-assessments and workshops.

At the start of the programme, delegates will join a cohort of experienced managers. This will give them the opportunity to form a build relationships with peers and share ideas, experiences and feedback.

After each of the 2 modules, there may be the opportunity to join a Peer Learning Group (PLG) – which is a small, informal group designed to help participants reflect on the learning and embed skills back in the workplace. As PLGs are optional, the attendance of learners is determined by their department.

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# Experienced Manager Programme (cont.)

## Module 1 – Confident leadership

The first topic in this module explores **emotional intelligence**; the ability to monitor their own – and other people’s – emotions and to discriminate between different types of emotions. In this all-digital topic, they will learn how to use this emotional information to guide their behaviour and decision-making.

The **building effective teams** topic looks at how leaders need to work with their teams to bring out the best out of them. In a half-day workshop, they’ll learn how to create the conditions within which all team members can work to their maximum potential. They’ll also explore the typical characteristics of a high performing team and consider how their team matches up against them.

The **coaching skills** topic rounds off the first module by investigating how coaching is a valuable way of motivating and empowering the people around them. Done properly, coaching is about pulling someone towards a desired outcome, rather than pushing them, remembering that people are more likely to support solutions they’ve helped develop. This topic features also features a half day workshop, during which they will learn to differentiate between when it’s appropriate to coach ‘on the go’ and when this should take place behind closed doors.

## Module 2 – Leading and inspiring in challenging situations

Included in the second module is the topic of **managing poor performance**, which features a 3 hour series of online learning activities. Strong managers will pro actively confront under-performance at an early stage before it has a detrimental effect on the whole team, managing this in a fair and objective manner.

They’ll think about – and address – the circumstances which allowed this to happen, to prevent it from being repeated. This topic will show how to do all of this, as well as how to prepare for a conversation about poor performance, remaining resilient and objective throughout.

The **leading inclusive teams** topic features an all-day workshop and will demonstrate how an inclusive team is one which feels safe to work in, can cope with creative conflict and tolerates challenges to the status quo. Leading an inclusive team means that team members feel valued for who they are as much as what they know or do. They will learn how to draw on

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## Experienced Manager Programme (cont.)

The **resolving team tensions** topic completes this module. Tension needn't be a bad thing. Healthy tensions exist in teams where diverse views and approaches are accommodated and encouraged, making a team more productive and efficient. In contrast, a team which exhibits unhealthy tension between team members can quickly become dysfunctional. Over the course of a 3 hour workshop, they'll learn about a leader's dual responsibility to resolve any negative tensions when they arise and to create an environment in which healthy creative tensions can be allowed to develop for the good of the team.

### What's the outcome?

Completing these learning activities will provide experienced managers with the critically important skills for leading teams with confidence. The leadership model which these skills underpin is one which supports and embeds the Civil Service Leadership Statement.

Embedding these skills will allow learners to identify and deploy an authentic personal team management style and to recognise the role they can play in enabling team members to perform well. They'll be able to resolve team tensions, address poor performance and conduct effective coaching conversations.

While every one of these outcomes is valuable in its own right, it is the combination of skills which should prove most valuable to experienced managers.

#### Delivery method:



#### How to book

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