

Management: Foundation programme

The Foundation programme in leadership and management explores a range of topics relating to the new roles and responsibilities that a first-time manager is expected to embrace. It begins to develop the managerial skills you need if your teams are to deliver the outcomes that citizens expect from the Civil Service.

Followed by the Practitioner and Senior Practitioner programmes, this programme plays a crucial role in helping improve the Civil Service's leadership and management capability.

Description

The Foundation programme helps new managers, of any grade, to develop the essential leadership and management skills you need to embark on your managerial career. It includes 4 modules – each featuring real-life, relatable Civil Service leadership scenarios and takes 4 months to complete. The modules focus on strategy and decision-making team, working performance and change and communication.

The skills and knowledge acquired during each module are tested via a series of workbook activities to be completed during the programme. An online knowledge check must also be passed at the end of each module. You'll remain in the same cohort throughout the duration of the programme. This creates a strong peer network through which learners can share knowledge and support one another, both during and after the programme.

What does it involve?

The programme opens with a 3 hour launch workshop. As well as providing an introduction to the programme, this is an opportunity to get to know your fellow learners, laying the networking foundations for the coming months.

Featuring 5.5 hours of self-paced online and reflective learning, **Module 1** then explores strategy, resources and decision making. You'll start by exploring what strategy is, where it comes from and why it matters. You'll also consider how using commercial awareness and sound judgement can help make effective decisions that ultimately result in positive citizen outcomes. You'll find out what quality in your team means and how to collaboratively raise its level. There's also an introduction to problem solving and how to use data to inform decision-making.

Each of the remaining modules features an all-day workshop and 4 hours of online and reflective learning.

Module 2 is all about working in teams. It explores the Civil Service's values and how you get the best from teams and individuals by making the most of their strengths and experiences. You'll consider the characteristics of an effective team and the skills a team leader needs. You'll also look at leading virtual teams and the barriers that can often arise when teams are working remotely.

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Management: Foundation programme (cont.)

Accountability and responsibility are covered, alongside how to motivate your team while still supporting their wellbeing. Finally, you'll consider the importance of collaboration in the Civil Service and how it links to success.

Module 3 looks at communicating purposefully. In this module, you learn what communicating purposefully means and how to communicate effectively. You'll explore listening skills, empathy, creating the conditions for increased psychological safety and the free exchange of ideas. You'll also find out about different types of coaching, what it means to be an effective coach and how to give constructive feedback.

Finally, **Module 4** considers performance and change. During this module, you'll find out what good performance management means and how to give your team the room it needs to be innovative. You'll look at how to manage change effectively and the importance of building networks to enable knowledge sharing and collaboration.

Each module is also followed by a 1 hour peer learning group. These groups provide an opportunity to share experiences, thoughts and ideas on what you've learned and to identify ways in which you can apply this in your role.

Within each module, you'll be required to demonstrate the knowledge and skills you've learned by practising and demonstrating certain tasks back in the workplace. Once these requirements have been evidenced by your line manager, you will have completed the Foundation programme.

What's the outcome?

Upon completing this programme, you'll know how to be an inclusive manager, how to give a team purpose and how to help it deliver high performance. As a purposeful communicator, you'll be able to share knowledge effectively and create compelling arguments that can influence or direct activity.

Demonstrating commercial awareness and sound judgment, you'll be able to make decisions that result in positive citizen outcomes. After learning alongside them, you'll also have a strong network of peers that you can call upon to test ideas, explore challenges and share insights with as you progress through your managerial career.

Learning activities



Online and
reflective
learning



Workshop



Workbook
activities



Line
manager
checklist



Peer
learning
groups

Delivery method:

F2F

VLE

Estimated learning time:

42 hours 10 minutes

How to book

learn.civilservice.gov.uk