

Management: Practitioner programme

The Practitioner programme explores a range of topics designed to help experienced leaders and managers take the next step in their managerial development.

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

Description

The Practitioner programme comprises 3 modules, each of which lasts approximately 5 weeks and features real-life, relatable Civil Service leadership scenarios. The modules focus on strategy, resourcing and people; making decisions and communicating effectively; and transformation, innovation and leading your teams.

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. Learners remain in the same cohort of learners 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 2.5 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.

Each of the subsequent 3 modules feature several self-paced online and reflective learning activities, followed by an all-day workshop, workbook activities, knowledge checks and a peer learning group.

This begins with **Module 1**, where the focus is on identifying and implementing strategy as it relates to resourcing, risk management and your team members. This explores how best to align numerous operational considerations within your team with its overarching strategic objectives. Those considerations range from the team's underlying vision and values through to expectations around accountability, responsibility and team performance. You'll also spend time thinking how best to equip team members to perform to their best (both now and in the future) through clever use of goal-setting and talent development.

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Management: Practitioner programme (con't.)

Module 2 is all about making decisions and communicating effectively. Here, the focus is on analysing, interpreting and using data to make sound decisions. You'll explore how best to involve various stakeholders in this process, encouraging debate and discussion, eliciting valuable different perspectives that can help inform strategic decision making. The activities within this module then shift to consider how to communicate potentially complex strategic decisions to a range of stakeholders. This means learning to create clear and compelling communications and adapting your approach, depending on the audience.

Module 3 looks at working in partnership with others to enable transformation and innovation. It explores the challenges associated with leading and communicating effectively through periods of change. The module is designed to help you develop the skills required to have meaningful, inclusive conversations within teams which can encourage collaboration and deliver innovative ideas. You'll also learn how to create a culture of trust and respect, using this to maintain team performance, motivation and wellbeing through times of change and uncertainty.

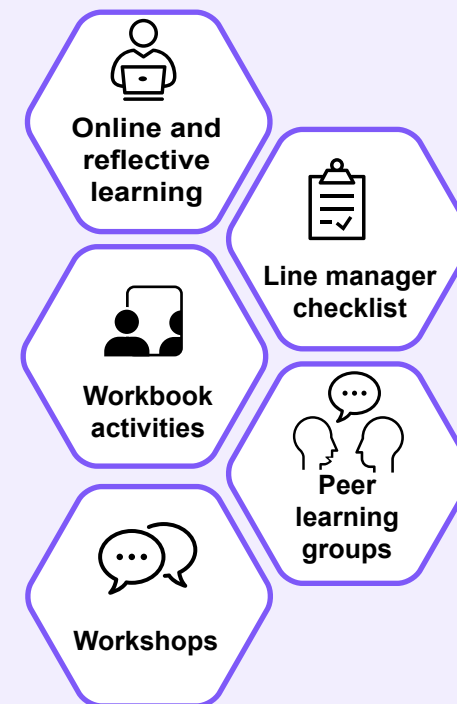
Within each module, you'll be required to demonstrate the knowledge and skills you've learned by practising and demonstrating certain tasks back in the workplace. Once these requirements have been evidenced by your line manager in a final checklist, you will have completed the Practitioner programme.

What's the outcome?

After completing this programme, you'll have a better understanding of strategy and how it directs a team's work. You'll be able to make complex data-driven decisions that have a tangible impact on citizen outcomes while also taking appropriate steps to mitigate financial and operational risk. You'll also be able to identify when new technology can improve processes or data flows and spot opportunities for integrating that technology into your existing team infrastructure.

When leading your team through change, you'll be able to communicate the rationale for that change and its connection to improved citizen outcomes with authenticity, clarity and vision. By creating a team culture based on trust and respect, you'll be able to practise inclusive leadership while allowing team members to challenge and define that culture as it continues to evolve.

Learning activities



Delivery method:



Estimated learning time:

35 hours over 4 months

How to book

learn.civilservice.gov.uk