

New Manager Programme

When becoming a manager for the first time, there can be a lot to take on board. Setting objectives, developing staff, giving feedback – all these activities, and more, can feature in a typical list of new managerial responsibilities.

To accelerate the rate at which new managers become comfortable with these responsibilities, a comprehensive learning programme has been created to cover the fundamentals of management in the Civil Service. This programme is intended to help new managers get the basics right, develop their personal management style and build confidence as a leader.

Description

This programme combines a selection of topics from Civil Service Learning (CSL), grouped into 2 modules. The first module on good performance management covers objective setting, giving feedback and managing performance. The second module looks at building capability by focusing on delegation, developing people, attendance management and conducting high quality conversations.

Throughout the course of the programme, managers will learn the tools and techniques to help them better understand, manage and get the best out of their teams.

What does it involve?

Throughout the course of the programme, managers will learn the tools and techniques to help them better understand, manage and get the best out of their teams.

At the start of the programme, delegates will join a cohort of new 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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New Manager Programme (cont.)

Module 1 – Good performance management

Good performance management starts with understanding that this means more than simply conducting a year-end review. Done properly, managing performance is something which happens on a day-to-day basis and plays a vital part in empowering and motivating team members.

The managing performance topic, delivered through 1.5 hours of online tutorials, is designed to help managers create a trusting and collaborative working environment. Only within such an environment can open, honest and constructive conversations about an individual's performance take place.

Within this module, objective setting will also be explored. The objectives we are given can influence our behaviour which in turn can influence our performance, for better or for worse. It stands to reason that having meaningful, aspirational goals which team members can really buy into can help improve their performance. This topic will show new managers how to have motivational objective-setting conversations with the people they manage. It features a 3 hour workshop during which they will be introduced to the tools and techniques for setting objectives which are inspirational but also provide the clarity that people need to perform to a high standard.

The final component of this module looks at giving feedback. Being able to give constructive feedback can play a crucial role in developing team members, raising their awareness of what they do well and how they can improve. This topic, which also features a 3 hour workshop, will introduce learners to the

fundamental components of successful feedback conversations. It is also about appreciating the individual differences in the people they manage, how to bring the best out of them and how to flex their feedback style accordingly.

Module 2 – Building capability

There are 4 topics in the second module, all focused on building a team's capability and capacity for working productively. A

core component of this is knowing how to develop the skills and capabilities team members. The success of a team and the entire organisation can depend on individual employees being able to realise their full potential.

The developing people topic – delivered through 1.5 hours of online tutorials – will show new managers how to create the environment within which this development can take place.

They will be encouraged to think about how they can create development opportunities for their team, as well making the most of those which already exist.

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New Manager Programme (cont.)

The **conducting high quality conversations** topic which follows looks at the role constructive conversations can play in improving performance. During a half-day workshop, they will learn about the emotional triggers which can change the tone of such a conversation and be introduced to techniques for keeping their own emotions – and those of the other person – in check; something which can prove useful if a conversation has the potential to take a turn for the worse.

The **attendance management** topic covers an area that sometimes has negative connotations. Poor attendance can be costly and can affect team performance, productivity, morale and even retention. However, 'presenteeism' can be just as costly, when employees come to work but are not productive due to illness or injury. Managers have a big part to play in tackling these issues and minimising the loss of performance that they lead to. Through several online learning activities, they'll explore their duty of care in this area, as well as learn about when they might need to resort to formal procedures to address poor attendance.

Delegation: achieving results through others is the fourth and final topic in this module. Delegation is about achieving through other people what you can't achieve by yourself. As such, it is an important management skill; smoothly handing over responsibility while retaining accountability. Delegating the right work at the right time also means empowering team members by showing faith in their capabilities.

Featuring online tutorials and a half-day workshop, this topic will show learners how to delegate effectively. They will consider the importance of trust within what is essentially a contract between manager and team member, and be introduced to tips and techniques for ensuring that work is done on time, in budget and to the required standard.

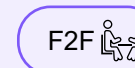
What's the outcome?

Combining these particular learning activities into a single programme will quickly bring new managers up to speed on the fundamental requirements of strong performance management.

Armed with the tools and techniques for dealing with these topics, they will be able to take the appropriate actions to ensure that staff are motivated and empowered to perform their duties.

By being a confident and competent manager, they'll deliver greater teamwork and productivity as well as overseeing staff being developed and utilised to their full potential.

Delivery method:



How to book

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