



Emerging Managers Programme



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Welcome to our Emerging Managers Programme

We are delighted to welcome you to the Emerging Managers Programme which will provide you with the opportunity to explore best practices in managing people.

Our aim is growth, your personal and professional growth - inspiring you to learn, lead and innovate. LEAP have extensive experience in providing development programmes which are practical, engaging and focused on solutions to real issues.

We have designed a programme that offers you a mix of:

- Highly engaging modules ensuring you not only learn the theory but determine ways to apply the skills to your situation
- Peer learning through exercises and simulations so that you can support each other and, in the process, hone your skills further
- Challenging you to develop approaches and disciplines to improve your performance as a manager on a sustained basis

This program is designed to support you as you work to develop and enhance your leadership and management capability. This is an on-going process so let the journey begin!

Kind regards,

Tricia Cunningham
Training Manager, LEAP

Pre-course Workout Engagement

You wouldn't workout without warming up!

Prior to attending the Emerging Managers Programme, please take the opportunity to reflect on what areas you would like to address to improve your people management skills and capabilities. We want to ensure we understand what's important to you.



Participate

Immersing yourself in learning means you gain greater value, feel more engaged and enhance your confidence as you share your knowledge. All of these areas have a hugely positive impact not only on you but also on your team. Our training workshops are interactive, so you maintain focus and concentration. This programme also allows you to support each other by holding each other accountable; ensuring people participate and engage, that they challenge constructively, and they support each other each step of the way.

Our approach, offers maximum return on learning



Activate

Similar to post workout gains, here are some suggested ways you can ensure you put your learning into action.

- Observations and feedback from your Manager as part of your regular meetings/interactions
- Mid-point check-in with Manager and HR to discuss your learning and progress so far.
- Post programme evaluation



Emerging Managers Programme

Module 1

Effective Team Player

Understanding how teams work is essential in today's world of work. Knowing how to contribute effectively and how to get others to contribute will help you deliver on the organisation's goals and objectives. This module explores teamwork: what makes a good team, the traits needed to be developed, the stages teams go through and how to stay in the performing phase.

Learning objectives:

- Understand the challenges in managing a team and how an individual team player can actively support the team leader
- Identify the attitudes, behaviours and disciplines required of great team players
- Understand the stages in the evolution of teams and how they can contribute to ensuring that the team consistently delivers to a high level of performance
- Identify ways in which individualistic well-intentioned behaviours can limit and frustrate team performance
- Determine and commit to personal behaviours to improve the team's cohesion, performance and collective spirit.



Module 2

Communicating with Impact

Communication is more than speaking words. It is about listening to understand and then using that information to influence action. It's about letting the other person know they are heard and then responding in a way that encourages co-operation and collaboration. It's about enhancing working relationships as people employ effective styles and approaches to communication.

Learning objectives:

- Understand how communication works and what you can do to enhance your skills
- Recognise the impact of different communication styles and determine ways to develop the optimum approach
- Address difficult situations with increased confidence and skill
- Use communication skills to enhance team collaboration and co-operation



Mid-Programme Check-in

Pausing and Reflecting

We will provide you with a structure for assessing how you are progressing and give you the opportunity to provide feedback on the programme. We encourage all to take this opportunity to have a discussion with your manager:

- What you've actively applied and the impact it is having
- What you've found most challenging and why
- What you would like addressed in the remaining modules
- How your manager can continue to support you through the programme



Module 3

Understanding Self and Others

To manage others, individual need first understand their own strengths and blind spots which influence their reactions and responses. By managing themselves more effectively they will be better positioned to manage other people. The Enneagram will be used to facilitate understanding of both self and others.

Learning objectives:

- Recognise and appreciate the strengths of their natural leadership style
- Identify the strengths of others withing the team and determine opportunities to maximise the identified strengths
- Recognise their natural blind spots and determine actions to manage it effectively reducing stress and frustration



Module 4

Time Management and Decision-Making

Time management is about personal management. Understanding how you manage and structure your work tasks and deadlines will enable you to determine more effective approaches. Making small changes can deliver big results. This module explores work practices and presents alternative approaches which can lead to enhance effectiveness and reduced stress. It also explores how to approach decision-making so that you can confidently deliver on your role and achieve the required results.

Learning objectives:

- Analyse your current work practices to assess overall effectiveness
- Identify areas and practices that are “time wasters” and develop alternative approaches to handling them effectively
- Prioritise work resulting in more effective use of time
- Use a practical framework to work through a decision demonstrating skill and professionalism



End of Programme Wrap-up

As part of the final module you will have the opportunity to assess the programme and your progress:

1. What you found most helpful and supportive
2. What you would change if the programme were repeated
3. How you will continue to apply learning to grow and develop in your role.



QQI Eligibility

This programme is QQI certified: Level 5 component certificate in Teamworking. There are 3 areas of assessment which all have a practical element aiding in the application of learning from the programme to the workplace.

1. Skills Demonstration: participants will work in groups (outside of the formal programme) and develop an acronym to assist in helping their employees manage a “flashpoint” moment. They will present to the rest of the group and reflect on how they performed within the team
2. Report: participants will reflect on the value of teams and how best to structure a team. They will also look at specific actions they can take to enhance team performance
3. Case Study: participants will review a case study and determine the action needed to address the situation outlined





Support

We want to ensure that you can maximise this learning opportunity and use it to enhance your skills and confidence. We are at hand to support you and answer any questions you may have. Our aim is to ensure this programme is successful and valuable.

Let us help if we can!