



Next steps



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The development programme for managers

Next steps



About 'Next Steps'

"Next steps" is a new programme designed to meet the identified development needs of middle managers. Many find occupying a middle management role quite demanding - balancing the needs of staff groups with the demands from above can be challenging to say the least! People management remains a core responsibility but in addition middle managers can be responsible for broader decisionmaking and planning.

Next Steps is a modular programme, supported through individual coaching, learning materials and a self-managed learning group.

The programme enables managers to further develop and hone their people management skills, get to grips with the wider aspects of the role and have a clearer focus on Priorities.

The programme is designed and delivered by experienced consultants from IBC has extensive experience of working with managers at all levels in both public service and commercial organisations. **Inspired Business Consulting (IBC).**

The programme

The programme is structured around six modular workshops. To help consolidate learning and give participants the opportunity to practice new skills the programme is delivered in 3 phases.

Phase One focuses on exploring and understanding the role, of middle managers examining strengths and personal development needs; boosting self-confidence and developing leadership skills.

Phase two tackles the key people management skills of managing difficult people situations.

Phase three looks at planning and communicating standards: managing and implementing change at organisational team and individual levels

Individual coaching

Coaching offers the mechanism to support real individual change. Throughout the programme, participants are challenged to examine their own behaviour and to try out new ideas, skill and management Techniques.

Coaching sessions are used to accelerate the learning process, challenging old habits and stimulating the individuals to achieve better performance.

Each programme participant receives 4 coaching sessions.

Learning materials

In addition to the programme materials, individuals will be directed to other learning resources and key websites and encouraged to use the wide range of materials on offer to prepare for modules and/or to supplement and evaluate course learning.

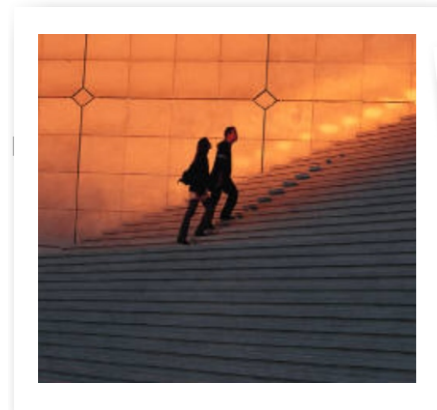
Self-managed learning group

In phase one of the modular programme, the participants are introduced to the concept of self-managed learning (SML) and encouraged to form a SML group. The first two sessions of the group are facilitated by Inspired Business Consulting to enable participants to form learning goals and a group contract, thereafter the group becomes self-sustaining.

The SML group is intended to provide a vehicle for the supervisors to form a learning network and will be one way to embed the learning from the programme.

Learning diaries

Each participant is asked to keep a learning diary and to discuss this with their line manager or mentor on a monthly basis to agree new goals and celebrate achievement.



Day one

Half way up the stairs

The role of the middle manager
Building confidence in you and Others
Credibility, trust and respect
Individual resilience



Day two

Leading the way

Leadership styles
Communication
Gaining buy in and commitment
Dealing with conflict



Day three

Bulls-eye

Developing meaningful goals
Getting the most out of appraisal
Communicate and motivate
Outside of the box creative thinking



Day four

Bad dogs and sad dogs!

Identifying and dealing with poor Performance
Capability, disciplinary and grievance



Day five

All change please!

Introducing and implementing Changes
Understanding impact of Change
Managing transitions
Seeing things through



Day six

Over to you

Participants choice additional topic or re-visit earlier module
Programme evaluation
Action plans