

Stepping up to Management

Background

- CITB funding for Management & Leadership programme secured
- Paid by milestones delivered (not results)
- Clear link to business outcomes/strategy
- To be delivered over 12 months
- The audience would be new managers and leaders and the aim is to offer this to 3 cohorts of 12-16 people over the next year.
- Starting in the autumn (at end of October TBC)
- Costed on face to face but with a view to start delivery as digital due to COVID-19

'Stepping Up to Management' Programme

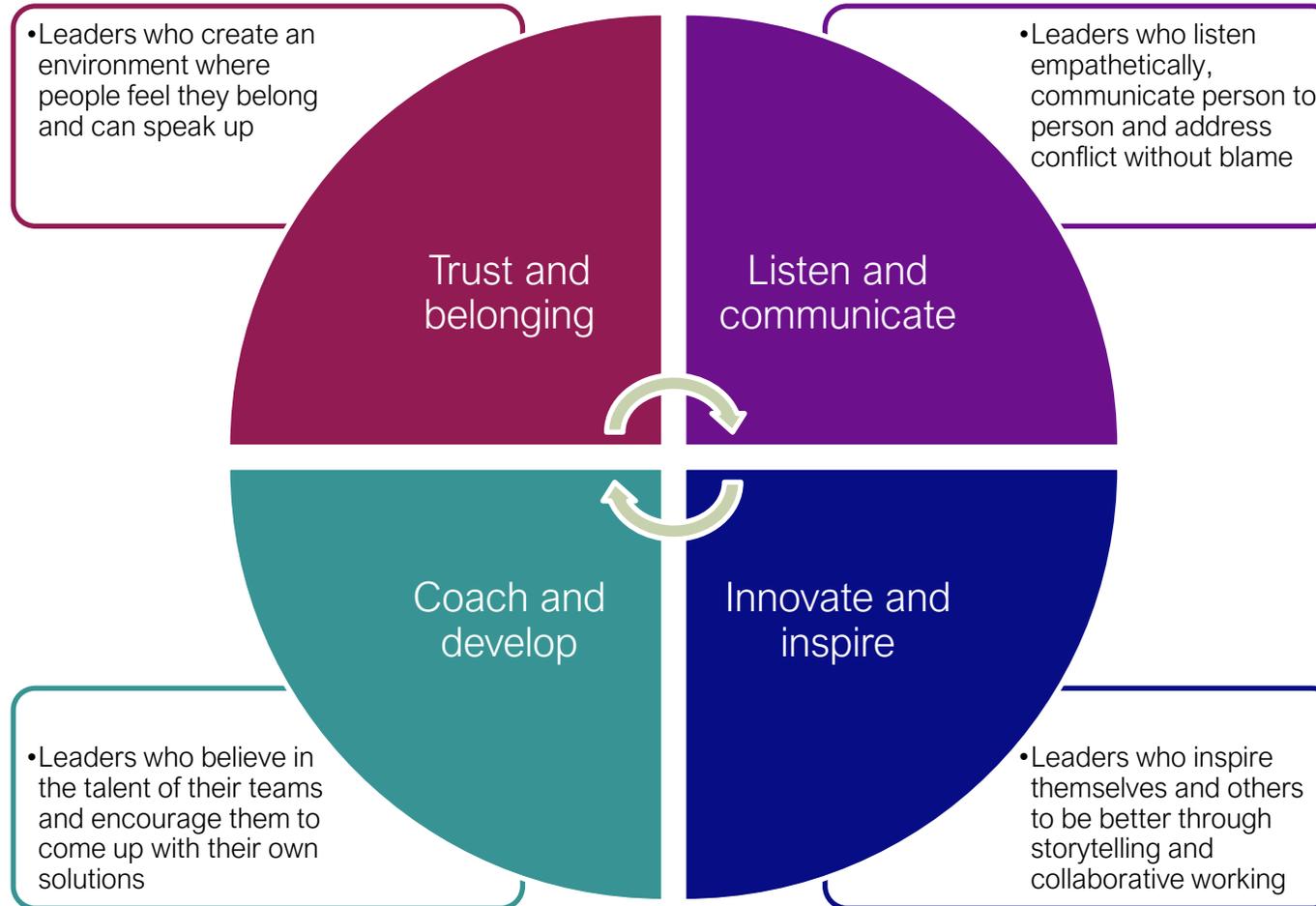
Goal: To create authentic managers who inspire, empower and develop successful teams *to achieve Morgan Sindall Infrastructure's business goals and objectives.*

By the end of the programme learners will be able to:

- Trust and empower employees to achieve
- Listen effectively and with empathy
- **Recognise &** value individuals' strengths and seek to inspire continued self-development
- Create a working collaboratively culture within teams.
- Create an environment of psychological safety to enable people to speak up
- Inspire and engage people toward a vision, goal and purpose
- Be their authentic self and 'Walk their why.'

Stepping up to Management

Challenge
the status
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Learning activity options



Virtual master workshop (if required these can be either face to face or virtual learning if required.)



Virtual Bitesize Sessions Focused 120- 180-minute Virtual Instructor-Led Training (VILT) sessions. Target one key topic which is followed up with workplace activities



Self-Directed to include several learning options, i.e. e-learning, reading, research, podcasts, self-assessments, questionnaire, case studies etc. These will be a standalone activity or as part of a more comprehensive blended solution, i.e. in preparation for a or practical action following a virtual master class workshop



Momentum Calls in groups of a maximum of basis these are designed to review learning and actions, offer support, discuss challenges and maintain sales focus with the participants



Resources learning guides focused content to be used for self-directed learning and line manager coaching support

Options for monitoring and evaluation will be agreed at the design stage. These can be a quantitative and/or qualitative. E.g. conversion rates, specification bank value.

Programme overview

Workshop	Cultural outcomes	Things participants will understand	Things participants will do
Kick off Session	<ul style="list-style-type: none"> Links to business objectives - Safety - Sustainable profit - People 	<ul style="list-style-type: none"> - Why it is important to the business, themselves and the team - How the programme will work - The importance of adapting their approach to suit the individual and the team 	<ul style="list-style-type: none"> - Set clear objectives and identify personal objectives - Understand the style of learning and how it will look - Review their Insights report to understand their own and other personality communication preferences - Explain self directed learning and the 360-degree report
Session 1 Trust and Belonging	<ul style="list-style-type: none"> Links to business objectives - Safety - Sustainable profit - People 	<ul style="list-style-type: none"> - Why it's important people feel they belong and can be themselves - Their natural levels of empathy and how this leads to connection - Uncovering different motivations 	<ul style="list-style-type: none"> - Define and use their own leadership 'origin story' - Appreciate perspectives and listen to understand - Build rapport with their team members - Increase levels of vulnerability-based trust in their teams
Session 2 Listen and communicate	<ul style="list-style-type: none"> Links to business objectives - Safety - Repeat business with key clients - People 	<ul style="list-style-type: none"> - Why it's important to be clear in communications - Their listening skill level - Linguistic communication filters - Where tensions can appear in teams - Thinking from different perspectives - Psychological safety 	<ul style="list-style-type: none"> - Habits to improve generous listening - Identify their own 'communication filters' - Identify and manage potential tensions in their teams - Use shared outcomes and energy matching for conflict management - Create an environment of trust between employees, to encourage curiosity, questions and big thinking
Session 3 Coach and develop	<ul style="list-style-type: none"> Links to business objectives - Safety - Sustainable profit - People 	<ul style="list-style-type: none"> - Why delegation can feel difficult - Different performance management styles - A coaching style - The benefits of a strengths based approach 	<ul style="list-style-type: none"> - Identify and take steps to manage their own barriers to a coaching style - Use coaching questions to get the best out of people - Provide real-time feedback - Identify their strengths and that of their teams
Session 4 Innovate and Inspire	<ul style="list-style-type: none"> Links to business objectives - Safety - Repeat business with key clients - People 	<ul style="list-style-type: none"> - Typical human responses to uncertainty - The impact of using storytelling to inspire change - The conditions needed for collaborative working - Resilient habits 	<ul style="list-style-type: none"> - Employ storytelling techniques in everyday communications - Frame situations positively and create greater open-ness to change - Set shared goals - Think about the behaviours they value and reward - Monitor and manage their own resilience

Cohort Learning Journey & delivery schedule

Challenge
the status
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Week	Subject	Time	Learning Activity	Learning Objective
2 weeks before the start date	Pre-work for Kick-off session	60 mins	Self-directed learning	Understand the style of learning and how it will look. To manage learner's expectation and gain 'buy-in' of the benefits of the programme to their personal development and success.
	Complete Insights & 360 Assessment Questionnaire	30 mins	Self-directed learning	Required in advance of the Kick-off session and first coaching session.
1	Kick-Off session	180 mins (inc. break)	Virtual workshop	Understand the key attributes of an adaptable leader. Understand their preferred style and the effect that it can have on others with different styles.
2	1-2-1 Coaching session (1 of 3)	60 mins	1-2-1 virtual	Introduction to their 1-2-1 coach. Receive 360 assessment feedback. Set clear personal objectives to create their personal 'why.'
3	Trust & Belonging	180 mins (inc. break)	Virtual Master Session or face to face	Understand key elements of building trust, the positive impact it has on team collaboration, inclusion affects team dynamics and motivation.
4	Trust & Belonging - Work-based assignment	2 weeks	Self-directed learning	Build learner confidence through activities that support them to new skills, tools and techniques in the workplace. Demonstrate with real-life application of learning the benefits to the business, team and manager.
5	Momentum calls	60 mins	Virtual group check-in	Check- in to support learning through shared experiences and solutions to move forward and address challenges.
7	Listen and Communicate	60 mins	Virtual Master Session or face to face	Understand the reasons why communication can break down and how-to tailor communication styles to individual needs to the team. Learn to create a 'listen to understand' mindset.

Cohort Learning Journey & delivery schedule

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Week	Subject	Time	Learning Mode	Learning Objective
	Listen and communicate – Work based assignment	2 weeks	Self-directed learning	Build learner confidence through activities that support them to new skills, tools and techniques in the workplace Demonstrate with real-life application of learning the benefits to the business, team and manager.
10	Momentum calls	60 mins	Virtual group check-in	Check- in to support learning through shared experiences and solutions to move forward and address challenges.
12	1-2-1 Coaching session (2 of 3)	90 mins	1-2-1 virtual	In a safe, no consequences environment reflect on the success and address challenges.
13	Coach & Develop	180 mins (inc. break)	Virtual Master Session or face to face	Understand how to create effective coaching and feedback conversation that encourages ownership. Recognise how a feedback culture can build open relationships that support personal development
14	Coach & Develop - Work-based assignment	3 weeks	Self-directed learning	Build learner confidence through activities that support them to new skills, tools and techniques in the workplace Demonstrate with real-life application of learning the benefits to the business, team and manager.

Cohort Learning Journey & delivery schedule

Week	Subject	Time	Learning Mode	Learning Objective
18	Innovate & Inspire	180 mins (inc. break)	Virtual Master Session or face to face	Understand how to inspire through change. Recognising how change can affect the team and individual resilience.
19	Innovate & Inspire - Work-based assignment	2 weeks	Self-directed learning	Build learner confidence through activities that support them to new skills, tools and techniques in the workplace Demonstrate with real-life application of learning the benefits to the business, team and manager.
	Complete final 360 Questionnaire	30 mins	Self-directed learning	Complete the 360-assessment ready for the last 1-2-1 coaching session.
21	1-2-1 Coaching session (3of 3)	60 mins	1-2-1 virtual	Review, reflect and measure personal development. Start to consider the learners 'what next' individual action plan.
22	Teach back session	60 mins	Face to face	Share success and learning. To recognise and thank the cohorts for their ongoing commitment to the business, their team and their personal development.

Options for monitoring and evaluation

- 1 – Increased levels of vulnerability-based trust within participant's teams
 - *Before and after increase in related 360 feedback scales. For example self regard, emotional self awareness and interpersonal relationships.*
 - No staff turnover where culture is communicated as a contributing factor
 - Inclusion conscious activities undertaken when recruiting (if applicable) for example – considering and removing barriers for underrepresented groups
 - Increased level of activity within online collaboration platforms such as Microsoft Teams or Whatsapp – all of the team engage
 - Safety incidents

- 2- Better listening skills and empathy
 - *Before and after increase in related 360 feedback scales for example empathy, impulse control and social responsibility*
 - Team engagement levels increase
 - No staff turnover where management style is communicated as a contributing factor
 - Client and supply chain feedback

- 3- More autonomy and regular feedback embedded as part of the everyday
 - Frequency that performance management/feedback records are updated
 - Reduced or indeed increased performance improvement plans where poor performance has not been addressed
 - Reflections and engagement with development activities recorded on the academy (LMS)
 - Lessons learned logs
 - EAP referrals where relevant, wellbeing issues are nipped in the bud and don't escalate
 - Profit/waste generated by the team

- 4- Greater open-ness to change and innovation
 - *Before and after increase in related 360 feedback scales; for example adaptability including optimism, problem solving, reality testing and flexibility.*
 - Volunteers for 'extra curricular' projects and assignments
 - Increase in the level of engagement with new information on the Academy (LMS)
 - Reactions to changes introduced
 - Submissions on Echelon (MS wide ideation platform)
 - Team continuous improvement suggestions
 - Increase in collaborative working evidenced by project team make up