Management Development Programme

Virtual Programme Overview

Sir Robert McALPINE

Introduction

Our Management Development Programme has been created to support new and experienced managers to develop and enhance their capabilities, build confidence and maximise their potential.

The business recognise the key role our managers play in the success of the business and in leading high performing teams. There is a commitment to developing our managers, which has driven the design and delivery of a bespoke Management Development Programme.

The blended learning approach of the programme is a mixture of face to face (subject to guidelines), online facilitated sessions, self-directed study and the practical application of your learning. The content has been designed in line with our values and behavioural competencies, so our managers are being supported and challenged to think about their SRM management and leadership impact.

In order to maximise learning throughut the programme, participants will take responsibility and ownership for their own development and drive their action plans, looking for opportunities to put their learning into practice on a daily basis within their role. Managers will be supported by their line managers and L&D throughout the programme.

Participants are expected to:

- Approach the programme with an open mind for learning
- Take full responsibility for their development journey
- Make time to fully involve themselves in the programme activities
- Speak up if they have concerns

Line managers will play a key part in the programme, and are expected to support their participants throughout the programme with the following:

- 1-1 discussions, as agreed between participant and line manager
- Open and honest feedback
- Provide support and challenge, in the right balance, to enable participants to get the most from their learning
- Opportunity and exposure to put learning into practice

Foreword by Paul Hamer, Chief Executive

Sir Robert McAlpine's core strength is built around its people and their outstanding skills and expertise. The iconic projects which we design and construct on behalf our clients require leadership, expertise and a team which has the blended skills to meet all of the demanding requirements we face. Key to this is ensuring that we provide our people with the skills and tools to help them be their best self and ensure that they can perform to the very best of their ability.

This Management Development Programme is designed to help you do exactly that – to understand yourself better, highlight where your strengths and vulnerabilities lie and put in place action plans to enhance your all-round leadership ability. As you begin to construct your own management and leadership future, I urge you to embrace this opportunity, be open-minded to learn and adapt to new ideas. Above all, believe in yourself.

At SRM, it is not just what we do that matters, it is how we do it and that is why our managers and leaders need to live and breathe our values and our culture – it is what sets us apart.

Enjoy the programme and please ensure that by maximizing your input, you get the greatest personal return. And remember – anything is possible if you put your mind to it…

I wish you good luck and future success.

Paul

We have ILM Approval

THE INSTITUTE OF LEADERSHIP & MANAGEMENT APPROVED

Your Management Development Programme has also been Institute Approved, which means the programnme meets the Institute of Leadership and Management's high standards.

This offers a number of benefits to you:

- Access to the Institute's online portal MyLeadership offering leadership, management and coaching resources (in addition to those provided through the programme and which are accessible on Boost), which include:
  - 189 topic based, half hour webinars and short videos
  - Scorecard assessments to confirm your knowledge
  - E-badges to mark success
  - Weekly newsletter, Trending, helping to keep your finger on the pulse
  - Digital copies of EDGE journal
- Once the programme has been fully completed you are able to use the letters AMInstLM for Associate Member of the Institute
- Digital certificate of achievement on full completion

"Leadership is practiced, not so much in words as in attitude and actions."

– Harold S. Geneen

Programme Benefits

The programme offers a range of benefits to both the participants and the business:

Each participant will benefit from:

- A critical understanding of the role and responsibilities of great managers in Sir Robert McAlpine
- A deep understanding of how effective management and leadership can positively affect Sir Robert McAlpine
- The ability to assess strengths and development areas to focus development plans
- Opportunity to apply tools and techniques in practice to enhance personal leadership/management impact
- The ability work with own and others' personal preferences and ways of working to maxmise relationships across all areas and at all levels
- The ability to role model great leadership/management skills and behaviours to get the best out of others

Sir Robert McAlpine will benefit from:

- Increased leadership/management capability across the business
- An opportunity to highlight management and leadership capability that may feed into succession planning
- Consistent leadership and management approaches that support McAlipnes values and behavioural framework
- Improved communication, promoting the right balance of support and challenge
- A sustainable long-term solution to support the development of our people

How does it work?

Due to the current COVID guidelines, the programme delivery may be a little different to other development programmes you have been on. Firstly, we want to stress that you need not worry. We have spent a great deal of time ensuring that your learning experience and opportunities will be the same, if not enhanced in comparison to traditional face-to-face training.

We thought it would be helpful if we provided a rundown of the kind of expectations, systems and tools you will be using on the programme. All of these will be covered as part of your on-boarding session, but the below may help in the meantime.

Self-directed learning

Given the structure of the blended approach to this programme, there is a requirement for each participant to commit to and undertake some self-directed learning. The great benefit of this is that you can do it in your own time, at a point that works for you.

With each of the self-directed modules, Innovation Central will provide a range of different learning materials. These will include videos, podcasts, reading, articles and Ted Talks amongst others; so, you will be sure to find something that resonates with you.

Boost

The Innovation Central Learning Experience Platform, Boost, forms the bedrock for the whole programme. You will have your own personal access and learning content on the platform. You will be invited to the platform and shown how to use it during the on-boarding phase. You will have access to Boost for one year. Given the critical reliance on Boost, we have pulled out some additional information on the platform on pages 8 & 9.

Facilitated sessions

One of Innovation Central coaches will facilitate face-to-face or online workshops for various modules (see plan on pages 10 - 12). The online workshops will work in a very similar fashion to face-to-face workshops and will include coach facilitated discussion, along with group and individual activities facilitated in breakout rooms.

Workbooks

As part of the programme (the self-directed and facilitated modules), you will receive a workbook to capture your thoughts and learning. Each workbook will be an interactive PDF. This basically means that instead of having to print off and store one big printed workbook, you will have several digital workbooks (one for each module). The interactive workbooks are easy to use – when your coach asks you to capture your thoughts, or a question is posed, you can simply type into the relevant open text box in your workbook. Once you have completed each module, you just save your workbook locally on your computer, so you can access it in the future. *NB*: You can print off the workbooks and use them as traditional print copies if you prefer.

Zoom

Zoom will be used as the platform for all online sessions, either facilitated or learning check-ins. Participants will register onto their facilitated sessions through Boost - don't worry we'll show you how!

1-1 check-ins will be scheduled at the beginning of the programme so participants are aware of all diary commitments as early as possible. The 1-1's are provided as a key part of the programme to ensure participants have the opportunity to talk to their coach one on one about anything specific and to catch up on their learning journey.

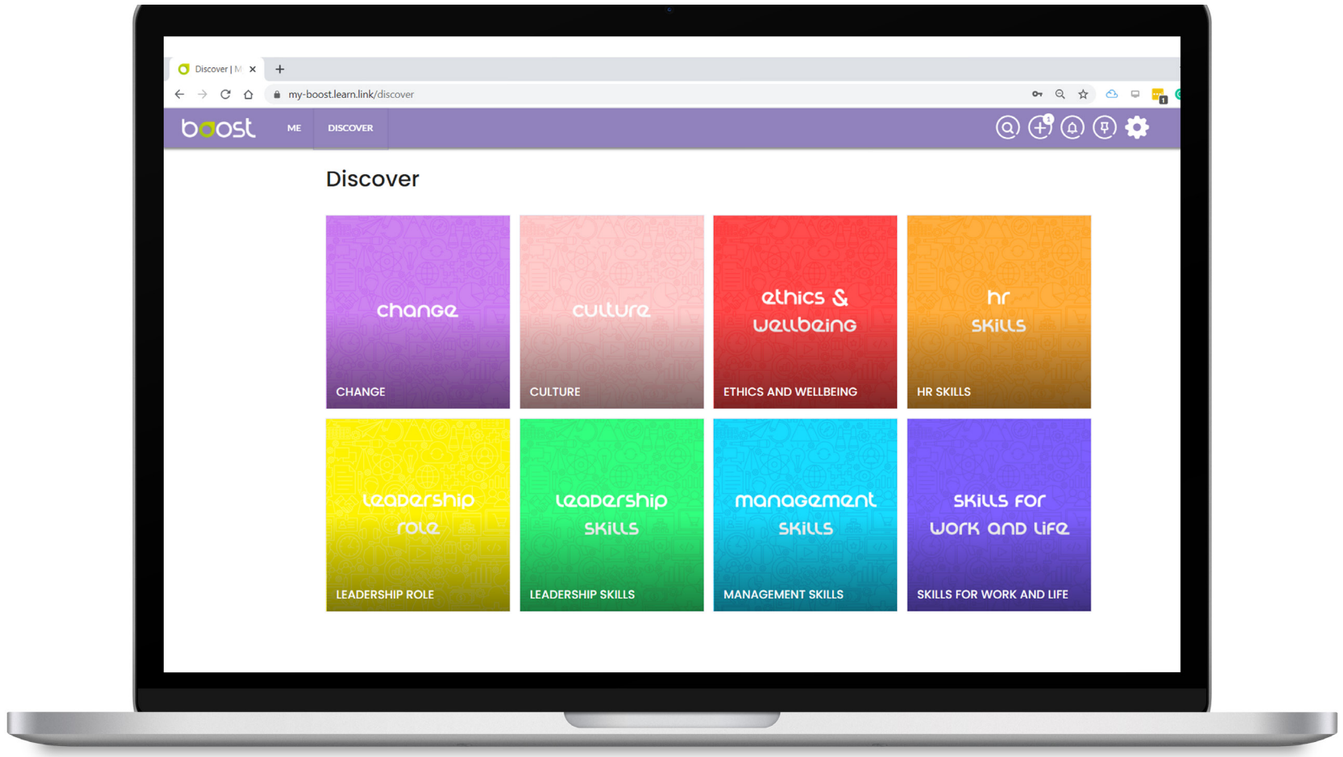
Zoom will be covered as part of the on-boarding.

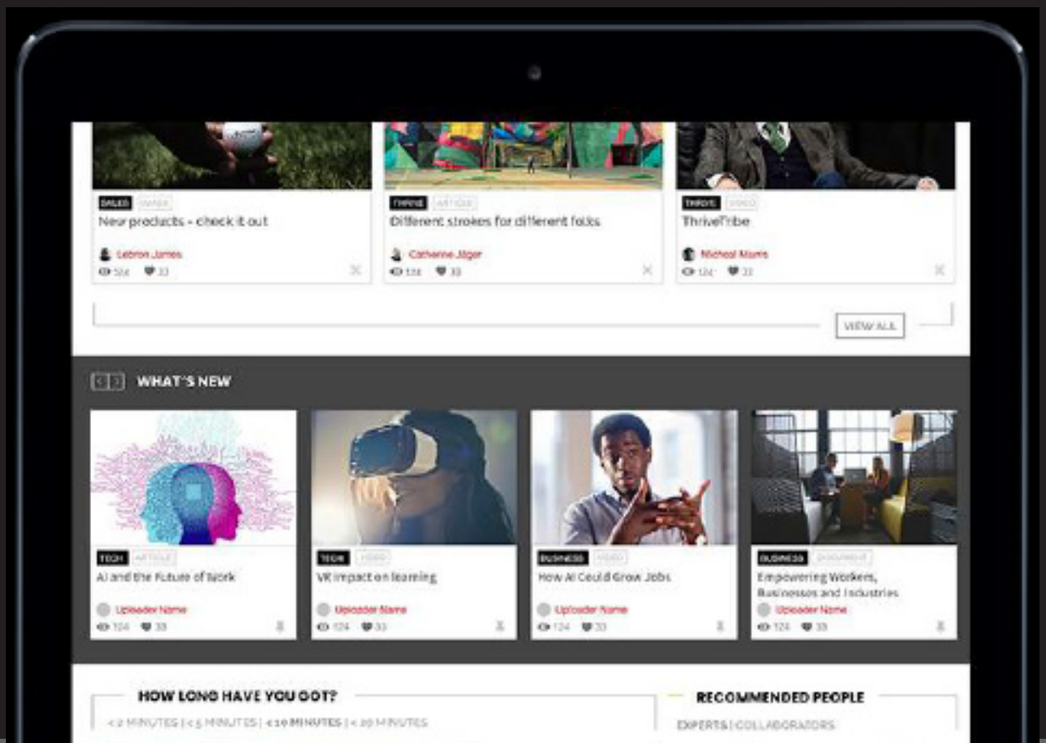
A modern, connected, learning eco-sytem

People learn from people best: we don't want to ignore that, we want to help you promote it. Witl an emphasis on exceptional learner experience, Boost is built with learners in mind. Its social U immediately supports a hive of activity and content creation, allowing better knowledge sharing anc seamless peer-to-peer learning.

Powerful machine learning promotes connectivity, providing each of you with a prescriptive personalised experience based on both structured and behavioural data.

Boost will house all your programme content. You will undertake your self-directed learning via the platform, there will be frequent collaboration exercises on there and access to the facilitated sessions will be driven though Boost.





90% of what we learn is on the job, sharing expertise and knowledge with one another. This knowledge is usually gained at time-critical points, at the point of need. In fact, according to our research in tandem with OnePoll, over 1/4 of employees cited 'available when I need it' as the key thing they would change about the training they presently receive.

Boost gives you that. Knowledge and insight, when you need it. Yes it will house all your programme content, but it does way more than that.

Give it go, play around with it. Ask questions - you have coaches ready to respond. Gone are the days of waiting until you get in front of a professional coach...reach out, we are here to help, anytime.

Programme Delivery Schedule

Delivery type	Virtual	Self directed	Virtual	Self directed	Virtual	Virtual	Virtual	Virtual	Self directed	Virtual	Virtual
Delivery medium	*Zoom*	*Boost*	*Zoom*	*Boost*	*Zoom*	*Zoom*	*Zoom*	*Zoom*	*Boost*	*Zoom*	*Zoom*
Time	*45 minutes*	*30 minutes*	*3 hours*	*60 minutes*	*2 hours*	*15 minutes*	*3 hour*	*2 hours 30 minutes*	*1 hour*	*15 minutes*	*3 hours*
Guide to learning, skills application and assessment											
Title	Programme on-boarding and welcome	Insights completion	Insights & self awareness	Unconscious bias	Big picture thinking	Learning check-in	High performing team	Personal effectiveness	Effective communication	Learning check-in	Developing leadership & management impact
Learning objective	• Objective setting, ground rules, self directed learning approach and Insights completion	• Required in advance of self-awareness session	• Increase levels of self-awareness, based on your style and impact. Gained clarity about how to get the best out of yourself and others	• Understood how perceptions and bias are created and addressed	• Understood how your role contributes to the bigger picture and behavioural expectations • Identified which competencies you demonstrate strength in, and which need a greater focus	• Consolidation of learning and action planning	• Understood your team dynamic and what needs to happen to move or sustain performance • Gained an appreciation of how to motivate others to deliver	• Understood how to plan and organise your time effectively • Understood how to delegate and set effective objectives, to get the best results	• Learn to brief and debrief colleagues in a manner that provides clarity through active involvement	• Consolidation and application of learning	• Understood leadership in the context of the full range • Build your confidence to face into the more challenging behavioural aspects of people management (development/ performance/ capability)
Ongoing support and coaching (Sir Robert McAlipne and Innovation Central)											

Programme Delivery Schedule

Self directed	Virtual	Virtual	Self directed	Virtual	Virtual
Boost	*Zoom*	*Zoom*	*Boost*	*Zoom*	*Zoom*
1 hour	*3 hours*	*15 minutes*	*2 hours*	*30 minutes*	*30 minutes*
Guide to learning, skills application and assessment					
Introduction to transactional analysis	Coaching & challenging performance conversations	Learning check-in	Reviewing your learning journey	1-1 Coaching	Consolidation event
• Increased clarity on how to create adult-adult relationships	• Developed the ability to ask high-quality coaching questions, which maximise the potential of others • Gained the ability to have honest, challenging and constructive feedback conversations • Increased clarity on how to create adult-adult relationships. Built your confidence to face into the more challenging behavioural aspects of people management	• Consolidation and application of learning	• Gained an awareness and understanding of their leadership shadow • Have a personal interpretation of leadership and what it means to them, within SRM	• Established what actions you are going to take, within your areas of responsibility, to support the future direction of SRM	• Reviewed your development progress, recognising specific areas of impact
Ongoing support and coaching (Sir Robert McAlipne and Innovation Central)					

Sir Robert McALPINE

Proudly building Britain's future heritage

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