

A Useful Guide to Pansophix Management Development Programmes



This document illustrates an example of the type of Management Development Programme that Pansophix delivers.

Each client's needs are different and we design our Development Programmes to meet those requirements.

As an example, we designed and delivered a Management Development Programme for a client who wanted to develop 60 Managers. The programme was delivered 5 times with participants going through in groups of 12 at a rate of one module per month. In this case the client had the programme successfully endorsed by the Institute of Leadership and Management.

Programme Feedback

Senior Manager (Director)

"What a change in confidence we have seen in the programme's participants. Pansophix's strap line 'Confidence through Development' is absolutely spot on".

Programme Manager (Senior Learning and Development Advisor)

"During my association with Pansophix I have found them always keen to understand our culture and business priorities in order to design and develop programmes which specifically meet our needs"

Line Managers

In the final Programme Review module line managers were asked to comment on the improvements they had seen in their direct reports who had attended the programme. They said the participants ...

- Were more confident
- Were able to enter into more open discussions
- Had a greater understanding of the team role
- Were showing more initiative
- Were keen to do more
- Were keen to challenge
- Were more ready to move up
- Were confident to challenge
- Were more engaged with change
- Were using initiatives to solve problems
- Were more pro-active
- Worked better across departments
- Had greater expectation of their line managers

Participants

At the end of each content module participants were asked to review the module. The overall rating by the 60 participants across all content modules, out of a maximum score of 10, was 8.3.

In the Programme Review modules participants said that the benefits of the programme, to them, were ...

- Greater confidence and belief
- More tools and techniques to use in the workplace
- Networking opportunities and working across functional boundaries
- Being able to take more risks and challenge more
- Comfortable with dealing with issues at the lower level instead of upwards delegation
- Being able to see their organisation as a business in a much wider perspective.

The participants also said that the benefits to their organisation were ...

- Better motivated staff
- More able to deal with issues at their own level
- Better direction
- Improved inter departmental communications
- Improved leadership skills
- Working more efficiently
- Require less management support
- Better at managing performance
- Have learnt more about other departments
- More confidence
- Improved management of teams
- Improved team performance
- Better management of staff and resources
- Better planning
- Better communicators
- Improved strategic thinking
- Think of the Council as a whole
- Better budgeting

Pre Programme Activity

This activity is critical and ensures that the client and ourselves believe that the design and delivery will meet the identified development needs of the programme participants.

We have several meetings with the client to ...

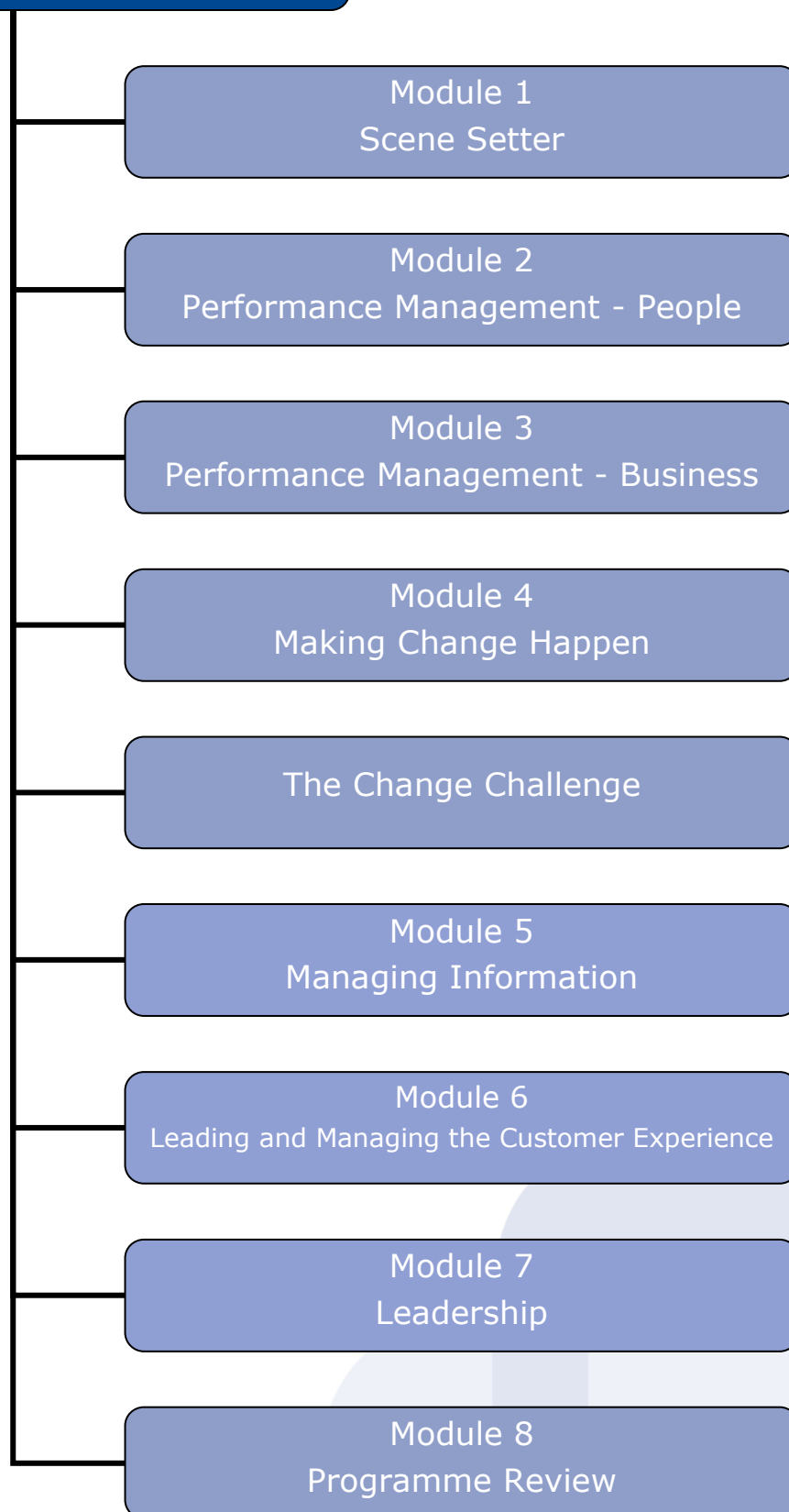
- Agree the Programme and Module learning outcomes
- Design the 360 Feedback Indicators
- Agree the senior manager and participant line manager involvement
- Agree the module content including models to be used
- Agree the evaluation process
- Agree the timescales
- Agree the call up management, venue requirements and delivery dates.

In this example we agreed an 8 module programme – 6 content modules with the addition of a **Scene Setter** module to prepare the participants and their line managers and a **Programme Review** module in which participants would present back the results of their Change Challenge and participants, line managers and senior managers would feedback on the observed benefits of the programme.

Our Management Development Programmes are designed to best meet your participants' development needs within the budget you have available.

Example Programme Overview

Management Development Programme



Module 1: Scene Setter

Description of Module: This half day module provides an introduction to the Management Development Programme for the participants.

The module provides the opportunity for ...

- Senior management to attend, endorse the initiative, explain the organisation's purpose and explain what is expected of the participants.
- Participants to understand the Management Development Programme and how they will benefit.
- Participants and their line managers to understand how the Management Development Programme will roll out over the next 12 months.
- Participants' line managers to understand their role in their direct reports' learning.
- Participants to participate in a task and learn from their activity.
- Participants to understand how to implement their 360° Feedback before the next module.

Timings: Half day

Approach: A Half Day Interactive workshop covering ...

- An introduction to the Management Development Programme including a positioning statement from senior management.
- An outline of the key Modules, including their key content, together with the proposed roll out timing of the Modules.
- A question and answer session to help provide clarity on the objectives of the Programme and Module content.
- A briefing on the 360° Feedback.
- A task in which participants experience an exercise that requires effective team work for successful completion.
- A facilitated task review to discuss how the task outcomes mirror the client's workplace.

Objectives:

- To make sure participants are clear on the importance of the training and its objectives.
- To provide an excellent opportunity for senior management to communicate and support the training's importance to the success of the client's organisation.
- To provide an opportunity for questions and discussion about the training objectives and structure.

Desired Outcomes:

Following this Scene Setter module participants will ...

- Be clear on the objectives of the training.
- Understand how they will benefit from participation in all the modules.
- Understand why senior management support this initiative in the context of both their personal development and the impact on the client organisation's performance.
- Have experienced a task review and learnt about their ability to work effectively in teams.

Module 2: Managing Performance - People

Description of Module: This module is designed to help participants understand how their management style is seen by the people they work with and to give them a framework to determine appropriate styles of management.

Timings: Full Day

Approach: A One Day Interactive Workshop covering ...

- Situational Leadership II®.
- 360° Feedback.
- Effective 1:1 meetings.
- Feedback Skills.
- Setting Objectives.
- Managing Poor Performance.
- How to “get excellence” from staff.

Objectives:

- To give participants a model to use when dealing with their team members.
- To give participants a copy of [A Useful Guide to Managing People](#).
- To help participants understand how they are perceived in their role.
- To remind participants how to give and receive feedback.
- To create buddy relationships that will continue following the event to support learning retention and provide mutual challenges.

Desired Outcomes: Following this Performance Management - People module participants will be able to ...

- Effectively use the Situational Leadership II® model to assess the development levels of their direct reports and determine the most appropriate style to use with each team member.
- Understand and interpret their 360° Feedback Reports.
- Give effective feedback.
- Run effective 1:1 meetings.
- Know how to deal with “Star” and “Poor” performers.
- Work with their “buddy” to achieve objectives that they set themselves

Module 3: Managing Performance - Business

Description of Module: This module focuses on Managing Finance within a clear business context for the client organisation using external comparisons and benchmarks.

It provides an insight into how Performance Management data and information can be used within management reports of the client organisation to help improve performance.

Timings: Full Day

Approach: A One Day Interactive Workshop covering ...

- The client's Business – Vital Facts and Figures including awareness of key stakeholders and their individual requirements.
- The different types of budgeting and ways of achieving business goals in a "cash limited" environment.
- A Business Case Framework.
- Measuring Performance with the Right Information.

Objectives:

- To assist participants in applying business reporting frameworks and different management information approaches to better inform their decision making in carrying out their responsibilities
- To help the client organisation better use financial information for decision making both in budget setting and in deciding priorities of business cases within finite budget constraints.
- To highlight the advantages and disadvantages of different budget build approaches and the need for a wider view of budgeting across organisations.

Desired Outcomes: Following the module participants will be able to ...

- Understand how their business area contributes to the overall business performance of the client organisation.
- Understand how to build comprehensive budget submissions which make sense across organisational boundaries.
- Understand what data is critical for them to manage their business areas effectively.
- Prepare compelling business cases quickly, using relevant data.

- Present their cases more convincingly both in budget submissions and project priority debates.

Module 4: Making Change Happen

Description of Module: This module is designed to help participants understand the processes involved in effective change management and how managing the emotional responses is as important as managing the process.

Timings: Full Day

Approach: A One Day Interactive Workshop covering ...

- The importance of consequence and reason.
- The importance of measurement.
- The transition curve and the performance target implications.
- The importance of communications.
- The Useful Guide to Effective Change.
- The Change Challenge*.

Objectives: To further develop the participants' ...

- Understanding of the issues around change.
- Ability to lead a change.
- Ability to support a change.

Desired Outcomes: Following the module participants will be able to ...

- Effectively plan a change process.
- Know how to measure "before" and "after".
- Set appropriate targets during the change process.
- Use the Effective Change Checklist in [A Useful Guide to Effective Change](#).
- Identify, equip and support the key change agents.
- Identify saboteurs and have strategies for dealing with them.
- Determine an appropriate Change Challenge.*

* Participants are asked to form small groups to undertake a Change Challenge which they should endeavour to complete before the Training Review module. During the Programme Review module they present their achievements and learning to their fellow participants, their line managers and senior management.

The Change Challenge

This is a workplace challenge which is completed by the participants in their own time and involves an actual client issue.

Timings: Chosen by the participants.

Approach: During the Making Change Happen module participants will create 4 groups of 3 or 4 participants (ideally with each of the participants coming from different parts of the organisation).

Each group will ...

- Decide on a change that they would like to make within the client organisation. This change will be the group's "Change Challenge". The change can be for the benefit of customers or staff.
- Obtain approval from their line manager(s) for the change they want to make.
- Use the tools presented in the Making Change Happen module to plan the change.
- Begin the change process and take it as far as they can before the Programme Review module. This will give them approximately 3 to 4 months to achieve an outcome.
- Have a 1:1 session with Ian Clarke between the Making Change Happen and Programme Review modules. This will happen on a single consultancy day, the date of which will be agreed by all 4 groups. Line managers may attend the sessions if the groups request their presence.
- Present their progress and achievement to date on their Change Challenge during the morning of the Programme Review module.

Objectives:

- Participants have the opportunity to use the tools they learnt about during the Making Change Happen module.
- Have an opportunity to try some of the tools presented on the Making Change Happen module.
- Make a change within the client organisation that will either benefit customers and/or staff.
- Document the successes and difficulties they experienced while making the change.
- Participants have an opportunity to put their presentations skills, developed in the Managing Information module, into practice.

- Participants have an opportunity to impress their line managers and senior management.
- Present progress to date and the learning to other participants, line managers and senior management.

Desired Outcomes: Following the Change Challenge participants will ...

- Be more proficient at using the tools they were given during the Making Change Happen module.
- Be celebrating a change success.
- Have learnt, first hand, about change.
- Have shared learning about change with other participants, their line managers and senior management.
- Have impressed their line managers, and senior management, with their learning, achievements and presentation skills.

Module 5: Managing Information

Description of Module:

This module provides:

- A clear understanding of how participants should manage information effectively in discharging their roles and responsibilities.
- A clear insight into how participants would be able to make a greater impact when presenting to the client organisation's senior management by focusing on their presentation skills and ability to manage data effectively.

Given the individual differences in personal style this module provides both group and personal one to one coaching as appropriate.

Timings: Full Day

Approach: In order to provide a high element of one to one coaching for participants we run this module with a maximum of 4 participants.

This limit of a maximum of 4 participants per workshop is to enable the optimum mix of both group and personal one to one coaching.

In a one day workshop it is important that all participants have sufficient time to deliver their presentations, see the playback of their performance and receive constructive feedback and coaching. After the workshop each participant is provided with a personal DVD of the 3 presentations delivered during the workshop so he or she can see his or her individual improvements and be reminded of good presentation technique long after the event.

The workshop covers ...

- Key elements of effective presentations and how participants come across.
- Managing data effectively, using a presentation framework, to communicate your message.
- One to One coaching to help individual participants adapt their style, as appropriate, to exploit their strengths and experience.
- Sufficient practice and review time to reinforce the personal learning.
- The use of video capture to demonstrate the improvements made over the workshop.

Objectives:

- To help participants manage data more selectively and effectively.
- To develop and improve participants personal styles of presenting to enhance their personal impact.
- To provide techniques and tips which will help participants save time in preparing their briefings for their staff or senior managers.

Desired Outcomes: After the Workshop participants will be able to ...

- Understand what makes presentations both compelling and memorable.
- Understand what they need to do personally to tune their style for greater impact and confidence.
- Prepare presentations quickly focusing on the key messages which need to be communicated.
- Be more competent in sifting data into essential elements to keep their briefing and presentations clear and persuasive.
- Understand the different ways information can be presented to best convey their key messages and objectives.
- Review data and extract key elements essential to their briefing.
- Prepare compelling management briefings quickly using suitable frameworks.
- Present their briefings with more confidence and impact.
- Understand how they can capitalise on their personal strengths and build their development opportunities when presenting information face to face and in writing.
- Review their workshop presentations on a personal DVD.

Module 6: Leading and Managing the Customer Experience

Description of Module: Leading and Managing the Customer Experience is designed to help participants fully understand the customer service process. Participants look at their own organisation's customer service process and moments of truth and learn how to manage their front line staff.

Timings: Full Day

Approach: A One Day Interactive Workshop covering the ...

- Values and style of the client's organisation
- Customer's view of the client's organisation
- Creation of a customer service process that encompasses skills and knowledge, with the appropriate behaviours and approaches.

Objectives: To further develop the participants' ...

- Understanding of the customer service process
- Ability to listen effectively and coach team members to listen effectively
- Ability to identify moments of truth and manage them

Desired Outcomes: Following the module participants will be able to ...

- Describe the role and importance of customer service
- Develop a customer service process
- Use active listening skills
- Identify moments of truth in the customer's journey
- Prepare themselves and their team for the delivery of excellent customer service

Module 7: Leading for Success

Description of Module:

This module is design to help participants take a good look at themselves in the context of leadership. Self awareness is the key to effective leadership and with the help of the Myers Briggs Type Indicator® and a team task participants develop their self awareness and learn how to use it to be effective leaders.

Timings: Full Day

Approach: A One Day Interactive Workshop covering ...

- The Pansophix Team Review.*
- The Myers Briggs Type Indicator®.
- Personal Choice.
- Motivation.
- Experiential learning.

Objectives:

- To explain the Pansophix Team Review* and how to use it. (Each participant will be given one use of the Pansophix Team Review to use with their own teams.)
- To give each participant a copy of [A Useful Guide to Managing Teams](#).
- To introduce the Myers Briggs Type Indicator® and help participants understand how their preferences impact on their leadership styles and how they are perceived.
- To give participants the opportunity to use their leadership skills.
- To explore motivation.

Desired Outcomes: Following the module participants will be able to ...

- Use the Pansophix Team Review* to help them manage their teams effectively.
- Understand themselves through the lens of the Myers Briggs Type Indicator®.
- Identify their and their direct reports motivational needs.
- Motivate their direct reports.

* The Pansophix Team Review is a unique online diagnostic tool to help team leaders understand how their teams are performing. You can find out more [here](#).

Module 8: Programme Review

Description of Module:

This module is design to give participants the opportunity to present back on their Change Challenge achievements and reflect on their learning during the Management Development Programme. It is also an opportunity for the participants' line managers to present their observations on the development of their direct reports and for senior management to comment on how the participants have worked through the programme and what is now expected of them.

Timings: Full Day

Approach: A One Day Interactive Workshop covering ...

- The Change Challenge.
- Learning achieved.
- Line Manager input.
- Senior manager input.
- Learning Support.
- Return on Investment both for participants and the client organisation.

Objectives:

- Participants make their Change Challenge presentations.
- Individual participants present the personal benefits of the Management Development Programme.
- Participant groups present their feedback on the Management Development Programme to the Project Manager and Pansophix and what they perceive as beneficial next steps.
- Line manager groups present on how their direct reports have benefited and how the client organisation is benefiting.
- Senior management explain what is expected of the participants following their attendance on the Management Development Programme.
- Pansophix explains the nature of the next 5 months Learning Support.

Desired Outcomes: Following the module participants will ...

- Have learnt more about change from their fellow participants' Change Challenge presentations.
- Have shared their personal learning during the Management Development Programme.
- Have learnt how their line managers perceive them.
- Have given useful feedback to Pansophix and the Project Manager.
- Been motivated by the senior management input.

Learning Support

One of the biggest difficulties in providing group training is being able to support individual participant's learning retention after a particular event. Without post event support the chances of the participants retaining their learning are very much reduced. To try and maximise learning retention the following usually help:

- Pre & Post event debrief with line manager/mentor.
- Monthly discussions with line manager/mentor.
- Repetition of the training content.
- Continued exercises on the training content.
- Using the skills/knowledge taught on the event.
- Teaching the skills/knowledge taught on the event to others (this is the most effective way of retaining learning).
- Additional training related to the initial training.

To help with this, we usually propose that we provide 12 months of learning support from the start of the programme.

During the face to face element of the programme we provided ...

- Pre and post event briefing notes for the participants' line managers.
- Telephone and email support to help with any queries/issues relating to the event content for both participants and their line managers.
- One use of the Pansophix Team Review.

Following the face to face element of the programme our learning support included ...

- Telephone and email support to help with any queries/issues relating to the Management Development Programme content for both participants and their line managers.
- Monthly email refreshers of key learning points and related additional reading, activities and quizzes.