

THE MAXIMUM PERFORMANCE MANAGEMENT DEVELOPMENT PROGRAMME

OVERVIEW

16 BITE-SIZED MODULES, DELIVERED IN 8 DAYS, OVER 8 MONTHS, WITH 1 FOCUS – YOU!

A practical approach to managing yourself and those around you, this unique 'bite-sized', ILM-recognised programme will help you step up and make a difference.

Aimed primarily at new and aspiring managers (although also a very good refresher for managers who have not been through a structured development programme before), the programme takes a 'bite-sized', modular, approach which gives you plenty of tools and strategies for dealing with everyday challenges in the workplace, as well as the opportunity to learn from others' experiences, reflect on your own, and benefit from the inspirational advice and guidance of an expert trainer.

YOUR PROGRAMME AT A GLANCE

MODULES 1 & 2

- Understanding yourself and others (AM)
- Your role as a people manager (PM)

MODULES 3 & 4

- Effective delegation (AM)
- Managing your time (PM)

MODULES 5 & 6

- Giving and receiving feedback (AM)
- Influencing and negotiating (PM)

MODULES 7 & 8

- Coaching skills to develop others (AM)
- Running effective meetings (PM)

MODULES 9 & 10

- Presence and communication (AM)
- Presentation skills (PM)

MODULES 11 & 12

- Managing working relationships (AM)
- Problem-solving and decision-making (PM)

MODULES 13 & 14

- Managing through change (AM)
- Taking a strategic view (PM)

MODULES 15 & 16

- Managing performance (AM)
- Programme review (PM)

INTRODUCTION

Most organisations set their new managers up to fail.

They don't do it deliberately, of course, but they do keep doing it. We've all been there. We get promoted to our first management role not because we have shown proficiency in managing people, but because we are good at achieving targets, KPIs, goals, etc. We are technically proficient. And why do organisations promote the technically proficient? Because organisations are not great at succession planning and because they look for the wrong skills set when appointing new managers.

Lack of succession planning means that appointments are made on a reactive basis, without time to prepare people for the appointment. So, managers are appointed because of their technical proficiency, not because of any sign of management skills or a passion for leading a team. Remember, too, that most people's reason for leaving a job has nothing to do with the money – it's usually because they have no respect for their manager.

So, are you going to keep letting your new managers – and the people they manage – down? Or are you going to do something about it? Here's an opportunity for you.

After years of running bespoke management development programmes on an in-house basis for a wide range of organisations – public sector, private sector, voluntary sector, large and small – we distilled the most common issues that managers struggle with and have designed a unique, modular, open programme to address just those issues. The programme takes a structured approach over six to eight months, dealing with all the key topics in 'bite-sized' fashion, roughly one day a month. It's a very experiential, stimulating, challenging programme that requires the participants to do 'bite-sized' assignments ('pre-work') in preparation for each module. The programme starts with

a psychometric profile (DiSC or Facet5) and gives lots of opportunity for skills practice and feedback in a supportive environment.

DELIVERY OPTIONS

The programme has been designed with a number of delivery options in mind:

- It can be delivered for your organisation on an in-house basis, entirely **'off-the-shelf'**. We have a small team of specially selected trainers (ten of them, based around the country, from Somerset to Scotland) from whom you can take your pick (depending on location, experience or best 'fit' with your organisation).
- Or we can deliver a **tailored** version for you. This might mean dropping or adding modules according to the audience's learning needs; using a different psychometric; tailoring materials to incorporate organisational values, policies or processes; or perhaps changing the format in some way – whatever will work best for your organisation.
- Or we can develop a completely **bespoke** programme for you. This might take some inspiration from the 'flagship' programme set out here, it might not – the choice is entirely yours.
- And if you haven't got quite enough people to justify an in-house programme, then the very popular **open programme** might be exactly what you're looking for. It's held twice a year, in London.

Can't decide? Give us a call on **01582 714280** and we can talk you through the options.

YOUR PROGRAMME DIRECTOR



CYRUS COOPER (Managing Director, *Maximum Performance*) is an exceptional international trainer, facilitator and coach. He specialises in helping managers to focus on their roles and responsibilities with the aim of getting great results with the people they manage. He has helped organisations in the public, private and voluntary sectors to improve their performance through a range of interventions covering leadership challenges, motivational management and corporate and executive 1:1 coaching.

Cyrus is enthusiastic and practical in his approach. His strong facilitation skills and focus on his audience create a powerful learning experience. This comes through very clearly in his book, *Brilliant Workshops*, published by Pearson Education.

Cyrus designed this programme. He delivers the open version himself and leads the team for in-house deliveries.

CONSULTANT TRAINERS

This programme is far too popular for Cyrus to be able to do all the deliveries himself. He can, however, advise you as to the most appropriate consultant trainer for your specific requirement.

AILEEN RALSTON is a highly experienced learning and development professional, originally with a finance sector background and now working with clients such as BP, Prudential, MoD and the Scottish Executive. Her ability to build relationships and inspire participants creates an extremely positive learning environment. She brings a wealth of personal experience to many situations. *Aileen is based in Scotland.*

ALAN ENGLISH is a highly experienced facilitator, trainer and coach, with 12 years' practical experience in a public service background (Ministry of Justice) prior to forming his own consultancy in 2012. He excels in leadership and management development, team development, one-to-one coaching and facilitating action learning sets. *Alan is based in Manchester.*

AMANDA DUDMAN is a highly experienced coach and facilitator specialising in providing management development programmes, coaching and facilitation services to the public, private and VCSE sectors. Amanda works at all levels within organisations, from the board (or Elected Members, in local authorities) to front-line. *Amanda is based in Milton Keynes.*

DAVID DURKIN has considerable global experience of consultancy in leadership and talent development, team dynamics and learning programme direction across a range of industries. He believes passionately in the value of continuous learning and development as a significant contributor to organisational performance. *David is based in Northamptonshire.*

JOCELYN HUGHES is a highly experienced L&D professional with an impressive client list, both nationally and internationally, originally with a strong retail and telecoms background but now working across all sectors. She also designs and delivers Institute of Leadership and Management qualifications at Levels 3, 5 and 7. *Jocelyn is based in Southampton.*

KASS(AM) JAFFER is a gifted trainer, facilitator, mediator and coach consultant with more than twenty years' experience as an independent management / people development consultant. He is particularly experienced in designing and delivering practical in-house programmes for first line leaders, who make up more than 50% of the managers and oversee 80% of employees in most organisations. *Kass is based in London.*

KATE YOUNG is an outstanding communicator, trainer and coach. She specialises in helping people to manage change and make it work for them. Her career began in the water industry in customer and public relations before she moved into training and coaching and then becoming a freelance consultant, designing and delivering people management and 'soft skills' training whilst still maintaining her change communication specialism. *Kate is based in Peterborough.*

MELANIE WINDLE is an experienced and creative personal development trainer and group facilitator whose methods and style of delivery empower individuals and groups to realise their potential. She has been involved in developing people for over 30 years. *Melanie is based in Manchester.*

NICK BLASDALE is an outstanding trainer with over 15 years' experience in major 'blue chip' organisations. He worked in HR, training and sales management for such organisations as Honda, Raychem, WH Smith and Filofax before starting his own consultancy and training business in 1999. *Nick is based in Somerset.*

ROSANNE BERNARD has over twenty years' experience working in blue-chip companies and in the public sector as an HR Manager, a trainer and a coach. A very popular trainer and coach, she now runs her own development practice focused on training, team development, coaching and facilitation as well as being a lead consultant for Maximum HR. *Rosanne is based in Hertfordshire.*

SCOTT RUMSEY applies positive psychology techniques to his training and encourages participants to build on their core strengths and attributes. Scott spent over 20 years with NatWest Bank in operational and L&D roles before becoming a consultant in 2000. *Scott is based in Bedfordshire.*

SHEILA MCALPINE is an independent consultant, trainer and coach with management experience in the public and private sectors and many years' experience as a trainer, facilitator and coach. She acts as a catalyst, encouraging people to develop their skills so that they can continue to grow independently later. She has operated at all levels of management. *Sheila is based in Hertfordshire.*

INTERNATIONAL TRAINERS

This programme is available for delivery on a global basis, using our international network of more than **140 associate trainers** in more than **60 countries** around the world, as shown in purple on the map:



The programme materials are available in Dutch, French, German, Italian, Spanish and Portuguese (we are currently delivering the programme in local languages in Austria, France, Germany, Holland, Italy, Portugal and Spain and in English in Sweden). Other languages available on request.

FEEDBACK

The programme gets great feedback, as you can see from the comments from recent participants:

'Enjoyed every session.'

'Cyrus's presentation and delivery of the programme has been remarkable!'

'This course is a fantastic way to learn more about yourself, your role as a people manager and how you can support others to grow within an organisation. It gives you the tools and confidence needed to succeed as an effective manager.'

'One of the best training programmes I have attended. Helped me understand the person I am and the type of manager I want to be. The teaching mechanism is designed to keep you fully engaged and all sessions are relevant in day-to-day management life.'

'An eye-opening experience – helps you to see what type of personality you have and the skills that you can use from your strengths to be a good manager. Cyrus is great at engaging you and keeping focus.'

See more feedback on our website at www.tinyurl.com/MPopenMDP

FACT FILE

FORMAT

Generally run as a series of sixteen 'bite-sized' modules, two a day, over a period of eight months, key features of the open programme include:

- A psychometric profile for each participant (completed online before the start of the programme)
- An 'Aptimore' personal development report (your report is generated on completion of an online questionnaire, which also links through to 19 online development activities, some of which will be set as 'pre-work' before each module)
- 'Pre-work' before each module, to ensure that all participants have addressed the issues in advance of each module, thereby allowing all the sessions to be run at the optimal level and speed
- Individual and group exercises and skills practice sessions in each module, for truly experiential learning
- Limited group size (minimum 6, maximum 12) to ensure the ideal participant: trainer ratio
- High quality programme materials
- ILM Development Programme certificate of attendance for each participant (which can be used as evidence for CPD purposes, where appropriate)

ILM RECOGNITION

This programme is recognised by the Institute of Leadership and Management as a 'Development programme'. This is the benchmark of high quality leadership and management training. All participants on ILM Development programmes benefit from free studying membership for the duration of their programme. This includes access to the ILM's online library of materials.

On completion of the programme, they receive a Development certificate from the ILM, recognising and celebrating their learning and achievement.

OPTIONS

For an in-house programme clients can choose whether to have the programme 'as is' or whether to tailor it in any way. Our in-house approach gives organisations the full flexibility of a 'pick and mix' approach. You can choose the order of the modules that suits you. For example, you may want to have a performance management module aligned to your performance management framework and timescales.

You may also want to include your own sessions around our modules. If you currently have HR training and you want to include it then you can. We can weave it in to a full programme so all managers get a consistent approach.

You may want a launch event that sets out the expectations for the programme, where you invite the participants' line managers to get buy-in so they understand what is going to be covered and where they can support.

You can also add new modules (we have lots to choose from...) or omit any of our modules, so if a 'bite-size' approach suits your business model then let's have the conversation!

Your participants need to feel that this programme was written for them. By working with you and exploring what that looks and feels like, we can create a tailored Management Development Programme that is aligned to your values and behaviours, and set the evaluation and ROI against these.

YOUR PROGRAMME IN DETAIL

MODULE 1

UNDERSTANDING YOURSELF AND OTHERS

(Pre-work – personal profile)

- Welcome and introductions
- Your values and what is important to you
- An introduction to DiSC (or Facet5) and your report
- Natural v adapted style
- Your preferences
- Your communication strategies
- Learning review

MODULE 2

YOUR ROLE AS A PEOPLE MANAGER

(Pre-work – feedback on your management style)

- Your experiences of being managed
- Setting expectations
- Situational management
- Managing your team through stages of maturity
- The shadow of a leader
- Motivating others
- Learning review

MODULE 3

EFFECTIVE DELEGATION

(Pre-work – 9 steps of delegation)

- Is your team ready?
- Setting the right climate
- A team assessment
- Separating the task from the person
- Seeing delegation as a cost-cutting tool
- Your delegation plan
- Learning review

MODULE 4

MANAGING YOUR TIME

(Pre-work – time log)

- Time traps
- Dealing with procrastination
- Are your efforts aligned?
- To-do lists
- Prioritising effectively
- The urgent / important matrix
- The OATS principle
- Learning review

MODULE 5

GIVING AND RECEIVING FEEDBACK

(Pre-work – what your team appreciate, and what they don't!)

- What stops us giving and receiving feedback?
- What is your body saying?
- Skills required
- Don't be vague...
- Planning a feedback session
- Practising your skills – SEE–SAW model
- Review of learning

MODULE 6

INFLUENCING AND NEGOTIATING

(Pre-work – influencing questionnaire)

- Influencing power bases
- Your personal network
- Influencing effectively in meetings
- What type of negotiator are you? A practical exercise
- Negotiation self-assessment inventory
- 5 strategies for influencing and negotiating
- Review of learning

MODULE 7

COACHING SKILLS TO DEVELOP OTHERS

(Pre-work – case study)

- What is coaching?
- The spectrum of skills
- Stop giving the answers!
- The coaching game
- Coaching each other
- The 'co-create' framework
- Coaching is empowerment
- Review of learning

MODULE 8

RUNNING EFFECTIVE MEETINGS

(Pre-work – experiences of meetings)

- Why do we have meetings?
- The role of the chair
- Dealing with challenging situations
- A strong opening – setting the scene
- The meeting process
- PIMS – getting involvement in meetings
- Review of learning

MODULE 9

PRESENCE AND COMMUNICATION

(Pre-work – communication questionnaire)

- What gives us confidence?
- Developing assertiveness
- Use the LADDER
- Your voice / tone / body language
- Making an impact
- Review of learning

MODULE 10

PRESENTATION SKILLS

(Pre-work – self-assessment)

- Preparation is everything
- Structuring your talk
- Audience research
- A case study
- Controlling your nerves
- Practice, practice, practice!
- Feedback on your presentation
- Review of learning

MODULE 11

MANAGING WORKING RELATIONSHIPS

(Pre-work – a stakeholder analysis)

- Managing upwards
- Powerful stakeholders
- The Strengths Deployment Inventory (SDI)
- Review of learning

MODULE 12

PROBLEM-SOLVING AND DECISION-MAKING

(Pre-work – a case study)

- A practical challenge (1)
- The brain and decisions – emotion v logic
- Cause and effect model
- A case study
- A practical challenge (2)
- Review of learning

MODULE 13

MANAGING THROUGH CHANGE

(Pre-work – identifying organisational changes)

- Being an effective change agent
- The change transition curve
- Forcefield analysis
- Detecting and analysing resistance
- Articulating your change agenda
- Review of learning

MODULE 14

TAKING A STRATEGIC VIEW

(Pre-work – reading on 'prime focus')

- Operations v strategy
- The 'prime focus' model
- Strategic alliances
- Looking after your customers
- Blue Ocean Thinking
- Writing your own strategy
- Review of learning

MODULE 15

MANAGING PERFORMANCE

(Pre-work – your performance management system)

- Team ingredients for success
- Setting clear goals
- Writing SMART objectives – not as easy as you might think!
- The role profile
- Assessing behaviour
- The success criteria
- Review of learning

MODULE 16

PROGRAMME REVIEW

- Review of all modules and personal learning
- Action planning
- Programme close



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