THE MAXIMUM PERFORMANCE PUBLIC SERVICE MANAGER PROGRAMME

MODULES IN DETAIL

MODULE 1

MANAGING AND LEADING DAY TO DAY
The role of the manager and creating my development plan

Programme outline

09.30 **Welcome, introductions, housekeeping**
Objectives
Connect with your peer learners

10.00 **Setting the scene and creating expectations – introducing the programme**
Finding your energy and purposefulness
Expectations and ways of working together

10.30 **The role of the manager #1:** present your personal shield

11.00 Break

11.15 **The role of the manager #2:** group activity and presentation in plenary

11.45 **My personal development plan**
Creating your personal development plan for the programme

Peer to peer
Starting as we mean to go on. Introducing peer to peer learning and using it to discuss your plan

12.30 **Close**

MODULE 2

MANAGING AND LEADING DAY TO DAY
Managing in the VUCA environment

Programme outline

13.30 **Welcome back and warming up**

What is VUCA?
· Understanding the different elements of VUCA and its impact

Mini teach in and group discussions
- Exploring the impact on managing and leading in a VUCA environment: the consequences for you as a manager

15.00   Break

15.15   **VUCA Insights**
Teach in: the VUCA Insights model
Using the model to formulate your ideas for managing and leading your team: peer group activity

16.10   **Peer review**
Action planning

16.30   **Close**

MODULE 3

PERSONAL TOOLS FOR MANAGING IN YOUR ENVIRONMENT
Stress and time management

Programme outline

09.30   **Welcome, introductions and objectives**
Catch up time – peer review

10.00   **What's in your stress container?**

10.15   **Let's talk about stress and pressure**
- Stress – its sources and effects on you
- Is it stress or pressure?
- Defining stress, its signs and symptoms: the positives and negatives
Tips for approaches to managing stress levels

11.00   Break

11.15   **Time thieves and taking some time back**
Activity using the results of the pre-workshop questionnaire
Time hacks and cultivating good habits – typically there's a choice on what we hack from this list:
- emails
- dealing with interruptions
- find your multipliers
- quick hacks and applications

12.10   **Review and action planning**

12.30   **Close**

MODULE 4

PERSONAL TOOLS FOR MANAGING IN YOUR ENVIRONMENT
Remote and agile working

Programme outline

13.30 Welcome, objectives, introductions; where are we now?

13.40 The 'Agile World'
· What is involved in flexible and mobile working?
· What are the benefits?
Trainer input, group task and discussion

14.00 Challenges, WoWs and delivering the benefits – the ROWE reality – managing and measuring performance to outcomes
· What are the challenges for you and your team?
· How they will be resolved with the resources available
Exercise and discussion

15.00 Break

15.10 Shifting mindsets through key management actions
· Looking at trust, empowerment, delegation and communication to support people in the virtual work space
· Addressing my style and what I need to work on to achieve this
· Modelling "agile" as an umbrella for thinking and managing more effectively
· Hints, tips and ideas
Group task and exercise, discussion and trainer input

16.10 Review and action planning

16.30 Close

MODULE 5

IMPROVING PERFORMANCE
Supporting and developing people

Programme outline

09.30 Welcome and introductions
Objectives

09.35 Personal objectives task

09.55 How do you learn?
Exploring preferred learning styles and different ways adults learn
The impact on work
Group activities and discussion, using pre-workshop task results
Team brainstorm – approaches to learning

11.00 Break

11.15 The role and responsibilities of the manager in developing staff
The significance and importance of supporting and developing people as a manager
How do you do it? Identifying learning needs – process and practice

Group task followed by feedback and plenary

11.50   **Principles and process in practice**
Conducting an effective 1-2-1 about development
Recording and agreeing a learning and development plan

12.15   **Peer to peer review**
Identifying your actions together
Review

12.30   **Close**

MODULE 6

IMPROVING PERFORMANCE
Enabling accountability and responsibility

Programme outline

13.30   **Welcome back**
Objectives

13.45   **What is being accountable and responsible?**
How are you accountable?

14.15   **The accountability ladder**
Activity and discussion
How to use the ladder of accountability to promote taking responsibility at work with team members

15.00   Break

15.15   **DEAL – a structured approach to holding an accountability discussion**
Planning for a discussion using DEAL
Peer practice using the DEAL framework

16.10   Review
Action planning

16.30   **Close**

MODULE 7

HONEST CONVERSATIONS

Holding honest conversations: providing feedback, managing challenging discussions and dealing with conflict

Programme outline

09.30   **Welcome and outline of the day**
Objectives, including personal objectives

09.45   **Your honest conversation challenges**
Experiences and challenges for holding difficult conversations.
What is an honest conversation?
Consequences and benefits for the individual, Manager and the organisation.

10.00   **Building the relationship**
Using your pre-workshop task to understand where to focus a 1-2-1 meeting in an honest conversation
Feedback – some exercises that explore providing and receiving feedback
What are the key skills you need to be a great feedback provider?
Observations and inferences

11.00   ***Morning break***

11.15   **Providing and receiving feedback**
Constructing skilled feedback
Learning and practising a feedback model, followed by debrief and plenary

12:00   **Dealing with challenging people**
Managing challenging and difficult conversations better
Sharing ideas and practice tips in peer groups.

12.30   **Listening and rapport**
Improving your skill and confidence in holding honest conversations starts with polishing your listening and rapport building skills.

12.45   ***Lunch break***

13.30   **The Emotional Bank Account**
Exercise and discussion on a strategy for achieving the right result with different individuals

14.30   **Fierce conversations**
What are they and how to hold one successfully!

15.00   ***Afternoon break***

15.15   **Dealing with conflict in a conversation**
Understanding the conflict curve, how and when to deal with conflict when it arises
Group task – devising productive responses to typical scenarios shared in the session
Feedback and review in plenary
Tips, ideas and guidance

16.15   **Review**
Review of the day
Action planning

16.30   **Close**

MODULE 8

DEVELOPING AND IMPLEMENTING AN ENTERPRISING APPROACH

Developing entrepreneurial thinking

Programme outline

09:30 **Welcome and introductions**

09:45 **What is entrepreneurship?**
- Exploring the link between entrepreneurship and innovation
- Looking at what they mean in the context of the public sector and their role
- Looking at different types of innovation
- How they help to solve challenges the public sector is facing
- The manager's role in facilitating them

10:15 **Why is entrepreneurship important and where do organisations innovate?**
This session will look at the benefits of an entrepreneurial approach as:
- an individual leader
- manager
- for the organisation

The main areas within your organisation where entrepreneurial thinking occurs
What it is focused on
What challenges are currently not being looked at with an entrepreneurial mind-set
Public sector and private case studies:
- How an innovative, entrepreneurial approach has created value from a reduced resource base

Applying this thinking to your role

11:00 Break

11:15 **Challenge focused innovation**
How entrepreneurial methodologies are used to solve typical business challenges
The main challenges facing your organisation or area of operation
Thinking in a different way
Creating different solutions
Apply this thinking to real challenges
Creating an action plan

12:45 **Close**

MODULE 9

DEVELOPING AND IMPLEMENTING AN ENTERPRISING APPROACH

Creating a culture of entrepreneurial thinking at work

Programme outline

13:30 **Creating a culture of entrepreneurial thinking**
How to create a culture of innovation and entrepreneurship within the organisation and area of operation
The behaviours you need to exhibit as leaders to encourage the development of this culture
The systems and processes you need to put in place
Organisational barriers you will need to overcome

14:45 Break

15:00 **Practice Entrepreneurial Thinking**
Your own ability to think differently and entrepreneurially
Tools and techniques for thinking

15:45 **Imaginative ways of using resources**
Real world situations
The challenges you face
Exploring how resources could be used differently
'Critical Success Factors' and 'Core Competencies'

16:15 **Action planning**

16:30 **Close**

MODULE 10

MOTIVATION AND ENGAGEMENT
Better motivation at work

Programme outline

09.30 **Welcome, objectives**
What's your motivation? The two minute motivator task.

09.45 **Defining motivation**
Defining motivation and the indicators for when it's there and not there.
Intrinsic vs Extrinsic motivation

10.30 **Exploring some motivation thinking**
Motivation team task
Motivation plan: using the learning to apply back at work with a team member

11.00 ***Break***

11.15 **Skill or Will?**
Mapping your team's motivation.
Finding the right approach from the skill/will matrix for motivating team members.
You will be able to, having participated in this exercise, take it away to run with your team.

12.00 **Review and planning for motivation at work**
Action Planning

12.30 **Close**

MODULE 11

MOTIVATION AND ENGAGEMENT
Managing for engagement and resilience

Programme outline

13.30 **Welcome back**

Objectives
What's your engagement and well being challenge?

13.45   **Engagement**
What is it and why is it important?
Linking engagement to wellbeing
An organisational model of engagement that supports well being.
Group task and discussion, followed by feedback and conclusions.

14.30   **Commitment versus compliance**
A model for managing engagement during change.

15.00   *Break*

15.15   **Activities that support resilience**
Tools, ideas and techniques for resilience and wellbeing.

16.15   **Review**
Action planning

16.30   **Close**

MODULE 12

LEADING AND MANAGING STRATEGICALLY
Coaching skills

Programme outline

09.30   **Welcome**
Objectives
Peer to peer review

09.50   **The attributes, skills and behaviours of a good coach**
Group brainstorm and conclusions in plenary
Summing up the role of the coach

10.20   **A framework for coaching: introduction to a coaching model (the coaching spectrum)**
Exploring the core skills together – a series of short activities and practice.

11.00   *Break*

11.15   **Tackling a scenario – learning by doing: coaching each other**
  • being non directive (not giving answers or advice)
  • using higher levels of listening (active and global)
Practice your coaching skills, with feedback

12.15   **Review of learning**

12.30   **Close**

MODULE 13

LEADING AND MANAGING STRATEGICALLY

The leader's shadow

Programme outline

13.30 **Welcome back**
Objectives

13.45 **Finding your values**
Understanding your impact
Group activity

14.30 **My shadow: how I impact on others – building self awareness and self management into my day to day work as a manager**

15.00 *Break*

15.15 **The leader's shadow: what I say, what I prioritise, how I act, how I measure**
Peer coaching activity

16.10 **Learning review**
Action planning

16.30 **Close**

MODULE 14

COMMERCIAL SKILLS

Commercial awareness in the public sector

Programme outline

09.30 **Welcome and Introductions**

09:40 **What is commercial thinking?**
Understand what it means to be a commercial thinker – the skills and mind set
Exercises and discussion

10:10 **Identifying commercial objectives**
How to identify your key commercial objectives and prioritise strategically – learning and trying out two planning tools: PESTLE and Resource and Competency Matrix
Group exercises

10:45 *Coffee break*

11:00 **Develop a strategic focus**
The Ansoff Matrix – learning and using a tool to provide an intentional and focused approach to business development opportunities

11:45 **Focusing on your customers**
Understanding your customers and the differences they have – customer segmentation.
Exercise – applying the principles to your role and service area

12:45 *Lunch break*

13:30 **The competitive market place**
Understanding the competitive forces at play: different types of competition and identifying who your competitors are
Exercise: using Porters 5 Forces model to analyse your competitive environment
Exploring tender and bidding situations: how to identify and use 'winning themes' to successfully win contracts

14:30 *Tea break*

14.45 **Positioning**
Input and group discussion – how to occupy the right place in the market for success: understanding brand and developing the correct pricing strategy

15.30 **Business development**
Learning and applying some practical tools for successful business development

16:15 **Review**
Action plan

16:30 **Close**

MODULE 15

THE POLITICAL DIMENSION AND WRAPPING IT ALL UP
Working in a political environment

Programme outline

09.30 **Welcome, objectives**
What's the current political landscape like?
Setting the scene

09.50 **Communicating with elected members**
Understanding their motivations
Small group exercise followed by feedback and input in plenary

10.10 **The political structure where you work – compare and contrast: group activity**
Expert input: political roles and responsibilities

10.30 **Using your Member Officer Relationship Protocol**
Discussion activity – ideas for action

11.00 *Break*

11.15 **The importance of keeping Councillors informed and how to make it effective – improving your influence skills**
- Approaches to influencing
- The five influencing styles
- Producing an influencing plan

12.15 **Review**
Action planning

12.30 **Close**

MODULE 16

THE POLITICAL DIMENSION AND WRAPPING IT ALL UP
Programme review and producing your forward action plan

Programme outline

13.30 **Welcome back**
Objectives and final session overview

13.45 **Reviewing activities**
A personal, group and peer review of all the modules and your personal learning and development outcomes
Activity: reviewing and updating your development plan

15.00 **Break**

15.15 **Call to action: your future development as a manager**
Create your new action plan to take away
Closing activity

16.30 **Programme close and goodbyes**

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