



CHAPTER ONE

MANAGEMENT DEVELOPMENT PROGRAMME



Introduction

Our Management Development Programme (MDP) is designed to empower your managers to fulfil their potential and achieve better business results.

A key feature will be supporting delegates to apply the skills learnt to their roles in the workplace and to align them with personal and strategic business goals.

Evaluation of the learning is aligned to Kirkpatrick's four level training model to ensure accountability.



Why Chapter One?



TRAINERS

The MDP will be delivered by technical facilitators with managerial experience in the Channel Island's financial services industry.

At Chapter One, our trainers have experience which combines both technical knowledge relevant to the finance industry in Jersey and the management experience necessary to bring the courses to life.



COURSES

We offer a choice of 14 modules where behavioural learning is embedded into a technical background.

The intention is to tailor the courses to include the technical areas that are most relevant to your teams.



COURSE DELIVERY

Our delivery is varied and includes videos, podcasts, skills practice, group work and assignment setting.

All course material and recordings of the course will be available online to delegates for the duration of the management development programme together with technical references for additional reading.

LOCATION

Classroom, workplace, online or a combination of these can be facilitated using our technology.



THE EXTRAS

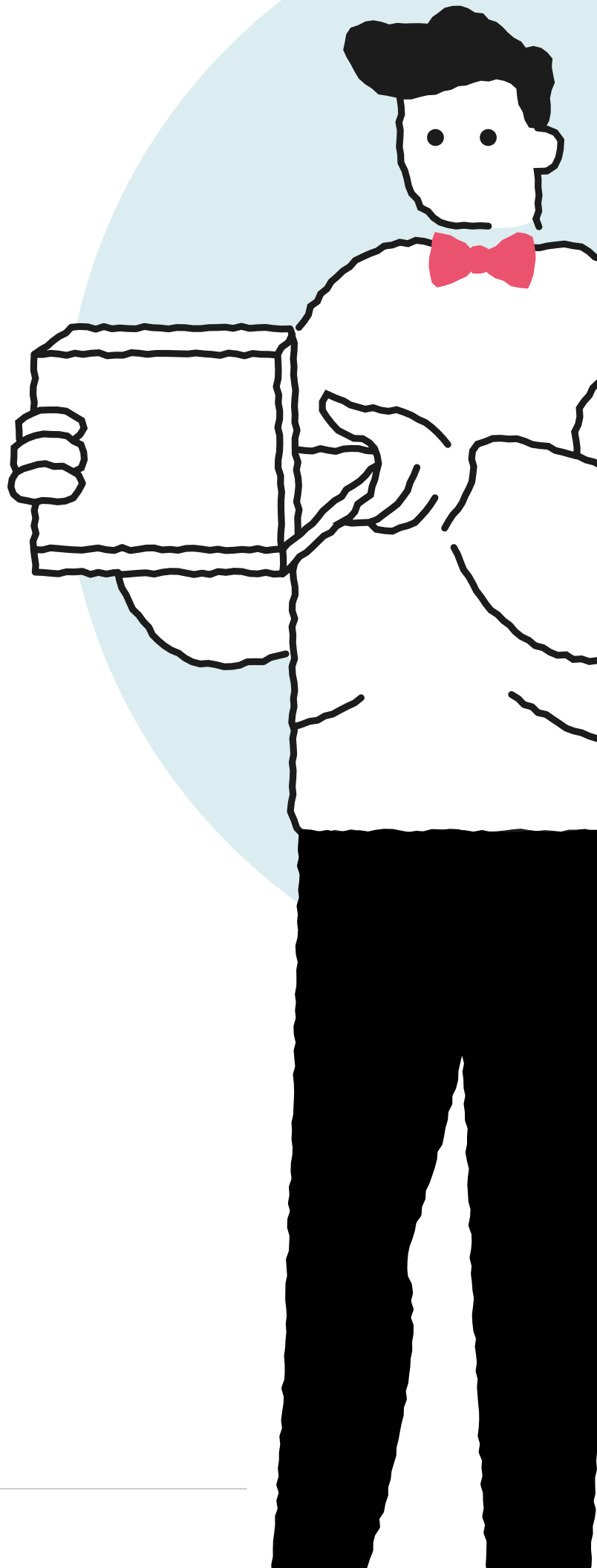
- One to one follow up sessions included
- Online Team forum for your course delegates
- Support for delegates to implement behaviours in the workplace
- Goal setting included to align with the individuals performance appraisal
- Annual networking event.

Our ask of you

The MDP will be a collaboration between your organisation and Chapter One.

In order for your participants to get full value from the MDP we encourage you to put the following in place:

- Appoint a named senior sponsor as internal MDP sponsor. This role will be to promote the programme within your organisation, allowing staff to see the investment your organisation is making in their future.
- Appoint a mentor to each participant on the MDP. This can be a director, associate director or senior manager. The mentor role will be to check in periodically with the participants and to speak about how they have been applying the knowledge gained in the programme to their day to day role.
- Work with us to help embed the MDP in your performance appraisal process. This will involve assisting participants in setting goals relating to each module covered on the MDP. Doing so enables your organisation to see participants implementing the skills learnt on the MDP.



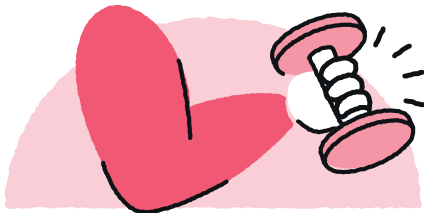
Key management behaviours

Using research and experience, we have identified 10 key behaviours of effective managers which are embedded within the training modules offered.

10 principal behaviours of effective managers based on research and our experience:



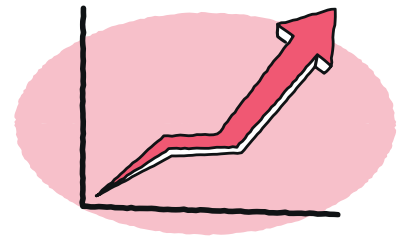
1 Is a good coach.



2 Empowers team and does not micromanage.



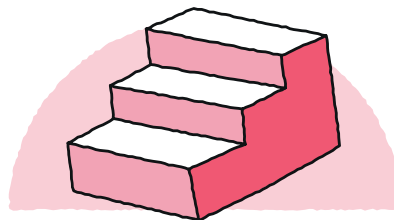
3 Creates an inclusive team, showing concern for success and well-being.



4 Is productive and results-oriented.



5 Is a good communicator



6 Supports career development and discusses performance.



7 Has a clear vision for the team.



8 Has key technical skills to help advise the team.



9 Collaborates across the organisation.



10 Is a strong decision maker.

Modules

We are delighted to offer you a selection from a suite of 14 modules within the MDP. Each course is three hours long unless stated otherwise.

To get maximum benefit of the MDP, we suggest you consider choosing 10 modules. These courses are also available as standalone offerings.

Each module costs £1,100 inclusive of all extras. If your organisation does choose 10 modules, you can avail of a 10% discount on the cost.



1. Emotional intelligence in Teams (Empowerment, Communication).

Outcome: Managers will be able to relate more effectively with their colleagues.

Emotional intelligence is a key skill for any manager. They need to be aware of their own and their team's emotions. Good emotional intelligence gives teams the foundation to work together productively by creating a shared sense of empathy, ensuring that team members understand each other and their problems. This module will look at the theory behind emotional intelligence and explore some models to help participants build emotional intelligence.

2. Writing Reports for Results (Technical, Results, Communication, Decision Making).

Outcome: Managers will be able to write succinctly and persuasively.

Managers write every day to clients, to their team and to the senior members of the organisation. Often the meaning behind the words in these communications is misunderstood by the recipient. The language used can also be unnecessarily complex and the next steps following the communication can be unclear. This module will look to simplify the way managers write so their written communications will be easier to understand and more effective.

3. Budgets, reporting and variance analysis for non-financial managers (Results, Vision, Communication).

Outcome: Managers will have an awareness of financial key performance indicators which form part of their own performance metric.

Managers often involve themselves so much in the day to day client tasks that they can easily lose sight of the importance of keeping track of the budgeting and billing processes. This module will look at some tools participants can use to stay on top of these matters.

4. Stakeholder challenging conversations (Coach, Communication, Career Development, Collaboration) including technical aspects of Corporate Governance.

Outcome: Managers will be proactive in taking part in potentially challenging conversations with stakeholders.

Challenging conversations are often avoided when they shouldn't be. An issue can be left to fester and, in time, can escalate. This module will explain the importance of having these challenging conversations early on and provide participant with models to use when approaching such a conversation.

5. Developing Resilience (Coach, Communication, Career Development).

Outcome: Managers will understand their own pressure triggers and the triggers of their team members.

The current working environment can be a constant source of pressure. This module will assist participants with dealing with various pressures from work, create coping mechanisms and help them to identify their own personal pressure "triggers".

6. Effective talent management (Empowerment, Career Development, Vision, Collaboration).

Outcome: Managers will have an awareness of the importance of employee engagement and the tools which they can use to motivate their team members.

Talent management is a constant process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance. This module will look at creating a motivated workforce who will stay with your company in the long run.

7. Culture and diversity in senior teams (Inclusive, Vision, Collaboration).

Outcome: Managers will have an understanding of the challenges of managing diverse teams and the benefits of creating a diverse and inclusive team.

This module will look at the challenges participants may encounter when managing diverse teams and ways to address these challenges.

8. Maintaining personal resilience (Coach, Communication, Career Development, Decision Making).

Outcome: Managers will learn of tools they can use to further strengthen their own personal resilience and help them cope when under pressure in their role.

Individual resilience involves behaviours, thoughts, and actions that promote personal wellbeing and mental health. This module builds on some of the themes in Developing Resilience and looks at models which participants can use to perform at their best in high pressured situations.

9. Developing behavioural agility (Coach, Empowers, Communication, Inclusive, Career Development).

Outcome: Managers will learn of their own openness to change and how to help their teams deal with change in their organisation.

Behavioural agility is about building dynamic capability and thriving through complex, turbulent and uncertain times. This module will see participants discuss their openness to change and will look at ways they can manage both themselves and their teams through times of uncertainty.

10. Motivating the team for greater efficiencies (Coach, Empowers, Inclusive, Vision, Decision Making, Communication).

Outcome: Managers will learn motivation techniques to help get the best performance from their teams.

Building teams, reaching goals and maintaining motivation all at once is never easy. This module will look at different motivation techniques participants can use in their day to day role to keep their teams engaged.

11. Coaching Essentials (Coach, Empowers, Communication, Career Development, Collaborates).

Outcome: Managers will learn the importance of being a good coach and learn models which they can use in day-to-day coaching situations.

Coaching is one of the most important skills a manager needs to have in their toolkit. Coaching is the process of equipping people with the tools, knowledge, and opportunities they need to fully develop themselves to be effective in their commitment to themselves, the company, and their work. This module will cover the essentials which participants need to know in order to be effective coaches for their teams.

12. Time Management (Empowers, Communication, Decision Making).

Outcome: Managers will learn techniques to help change their behaviours when managing time, particularly around the areas of delegation and procrastination.

Managing time is more important now than ever. This module will see participants work on ways to handle competing priorities, decide what's important and minimise distractions. The module also discusses the importance of delegation for managers.

13. Presentation Skills (Results-Oriented, Communication, Vision)-incorporating a review of financial statements.

Outcome: Managers will learn how to structure a presentation and how to avoid common pitfalls when presenting to an audience.

Managers need to be able to present themselves with impact whether delivering a presentation internally to staff or externally in a new client pitch. This module will help participants structure an impactful presentation, look at how to present with an engaging style and design a presentation with substance.

14. Managing Flexible Teams (Coach, Empowers, Inclusive, Communication, Career Development, Decision Making).

Outcome: Managers will learn the importance of adapting to the new team structure and methods for how to manage a team not always in the office.

The current working environment consists of teams working both in the office and from home. This presents a numbers of challenges for managers. This module will enable participants to identify the most efficient way to manage their flexible team in order to maintain engagement and keep their teams aligned to the organisation's goals.

Extra Services

One to one follow up sessions

We are delighted to be able to offer two free sessions for all participants on the MDP. These sessions will be conducted at two check-in points, one halfway and one at the end of the MDP, to help participants talk through any issues they are experiencing as they use the techniques gained from the modules attended.

Networking event

We will invite all participants from each organisation involved in the MDP to a networking event. This event will allow your participants to develop their networking skills and we will also share with them some key skills to help them with networking in the future.

Evaluation

This is via Kirkpatrick's four level evaluation training model:

Level 1 Feedback on the day

Level 2 Learning

Level 3 Behaviour implementation

Level 4 Business results



Next Steps

We would love to work with your organisation to help develop your next leaders. If you are interested in enrolling your managers and potential managers in the MDP then please contact Natalie at:

ndimond@chapteronetraining.com

We would be delighted to meet with you for an initial discussion.



1 ST ANDREW'S PLACE, 7 ½ CHARING CROSS, ST HELIER, JERSEY, JE2 3RP
T: +44 (0)1534 709590