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| **Module 1 (5 hours 50)****Personal Impact** | **Module 2 (4 hours 40)****Outstanding Leadership** |
| **Awareness of self** * The importance of self-awareness and the difference it can make to you and others
* Models to assess and grow awareness of self
* Emotional intelligence and how you can use it to boost self-awareness

**Being inclusive*** The benefits of being an inclusive leader
* How to create an inclusive environment
* Unconscious bias and how to overcome it
* Your own and others wellbeing

**Taking responsibility*** What it means to be accountable
* How to be resilient
* Being able to empower others and foster trust
* How to reflect on own performance

**Communicating effectively*** Why good communication, both written and oral, is so important in your role
* Barriers to effective communication
* Tools to identify your communication style
* The role of “listening” in conversations
* Tips for body language to ensure clear delivery of message

**Courageous conversations*** Different scenarios which may require a courageous conversation
* Tools and techniques to help you prepare and conduct conversations
 | **Leadership styles*** Different approaches to leadership
* Understanding your preferred leadership style

**Engaging your team*** What it means to engage teams
* Approaches to motivate individuals and identify their motivators
* How you can support your team to deliver

**Providing direction*** The golden thread
* Sharing the service/organisational vision
* Why and how to set SMART objectives
* The role of the appraisal / performance conversation
* The Core Code of Ethics

**Developing others through feedback*** Subjective and objective feedback
* Tools and techniques for providing feedback
* How feedback can be used to shape development

**Coaching others*** What coaching is, and the role line managers play in coaching
* How to use coaching as a development method for performance and progression
* Models of coaching
* How receiving coaching can support your own development
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| **Module 3 (3 hours 30)****Service Delivery** | **Module 4 (2 hours 50)****Organisational Effectiveness** |
| **Planning and Priorities*** Tools to help plan and prioritise
* The role of delegation in planning and resourcing

**Problem solving*** How to facilitate problem solving
* Tools to get from problem faced to problem solved
* Creative approaches to resolving issues

**Decision making*** Fundamentals of making good decisions
* The role of data and information in making decisions
* How ethics can impact our decisions

**Building relationships*** Identifying your stakeholders
* How to build trust with stakeholders
* How to create a customer-centric culture
 | **Organisational purpose and culture*** What is meant by organisational purpose
* The role of values, mission and vision
* Organisational culture and its impact on you and your team

**Managing change*** Steps to manage change
* Supporting individuals through change
* Overcoming resistance
* Processes for continuous improvement as a result of change

**Managing risk*** What is meant by ‘risk management’
* How to manage and mitigate risk
* Tools to assess risk
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