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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 |
| **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 |