



realising true potential



First Line Manager

Let me be in charge. Let me be the manager. I can take control of that. Make me responsible. I can! Brilliant, thanks.... errr... what do I do now then!?

Front-line managers are defined as managers who have first-line responsibility for a work group of approximately 6 to 25 people. They are accountable to a higher level of management and are placed in the lower layers of the management hierarchy. The role typically includes a combination of:

- People management
- Managing operational costs
- Providing technical expertise
- Organising, such as planning work allocation and rotas
- Monitoring work processes
- Checking quality
- Dealing with customers/clients
- Measuring operational performance.

Research conducted by the **CIPD** has highlighted a significant correlation between an employees relationship with their First Line Manager and the employee's ;

- Commitment
- Motivation
- Job satisfaction

The research also discovered that front-line leaders are often crucial in making the difference between low-performing and high-performing firms. By occupying a key position in the organisation, they are the deliverers of success by implementing strategies that focus the efforts of individuals on business goals and translating them into positive outcomes.

Team leadership is therefore a vitally important aspect of motivating and managing people in all organisations. This requires the manager to skilfully employ not only technical and organisational skill but also what are sometimes called 'soft' skills. For example:-

- Communication, listening, questioning
- Participative problem-solving
- Effective delegation
- Feedback and coaching
- Adapting their leadership style

FLMs also have to implement policies such as appraisal or team briefing and therefore have a major role to play in bringing these policies 'to life'.





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Emerge have developed a wide variety of First Line Manager programmes. These have varied in length and content to meet the specific needs of our customers.

FLM – Defence Sector 2011

"A great course that was really well delivered. Very interactive with plenty of time for discussions. The trainer didn't rely on the Powerpoint slides or handouts and so kept it very engaging. I can see how I will be able to use what we have learnt back in the work place".

The Outline

In almost all circumstances the aims and objectives of a First Line Management event would be bespoke to the business needs and personal requirements of the delegates. The aims, objectives and outline below are an example of a programme we have run with one of our customers.

If we were to work with you we would first seek to fully understand your needs and the outcomes you want before we proposed a solution.

Management Essentials

Aim and Objectives

Our aim is to develop a range of consistent knowledge, skills and behaviours across the company. You will take away a toolkit of core tools and techniques to enhance your ability to lead your team on a day to day basis.

By the end of the workshop, participants will be able to:

- Explain the responsibilities and expectations of a first line manager
- Identify the four development levels and select the appropriate leadership style for each individual's needs.
- Describe performance management and what is expected of you as a leader when agreeing objectives
- List the characteristics of a coaching style of leadership and demonstrate how to manage a coaching session using the GROW Model
- Demonstrate how to give effective positive feedback and effective developmental feedback
- Explain how to plan for a difficult conversation and deliver a clear and relevant message
- Explain the main features of key business and people processes having carried out a number of case study activities.





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Content of the Day

Welcome & Context Setting

- Course objectives, outline and introductions

Senior Leader- Welcome and Scene Setting

- Our strategic goals, current business challenges, current business priorities and the importance of the first line manager role
- "How I experienced the transition" presentation and question and answer session

Excellence in Management & Leadership – what's in the mix?

- What is expected within the role of the FLM
- A snapshot of prevailing management & leadership theories
- Balancing technical / functional knowledge and capability with Leadership effectiveness, consistency and integrity

'Diagnosing' Performance

- Looking at 'development levels', motivational drivers and what people need from their manager
- Diagnosing Performance through development levels of situational leadership: directing, coaching, supporting & delegating.
- Discussion around flexing style and approach - the benefits and risks
- Undertaking a 'performance audit' of direct reports and choosing a corresponding style/approach

Application Planning

- Participants prepare a personal application plan based on the learning from the day.
- Evening reading and preparation

Review of day One

The Self Aware Manager

- Using knowledge of your Adair profile to understand your leadership style
- Using knowledge of your profile to identify new ways of working with teams
- Apply knowledge of personal impact to personal FLM Challenge

The Foundations of Performance Management

- A review of the Leadership Competencies
- Aligning personal, team, functional and global objectives
- SMART & behavioural objective setting with practise honing personal objectives
- Exploring concepts of reward and recognition
- Establishing links to the PDR process

'Manager as Coach'

- How coaching sits alongside training and other management styles
- Key skills for coaching: rapport, listening, questioning, reflecting
- Exploration of the GROW coaching model
 - Practising a GROW conversation in pairs
 - Right time and wrong time to take a coaching approach





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- How can a coaching approach help you deliver your FLM Challenge?

Application Planning

- Participants prepare a personal application plan based on the learning from the day
- Introduce Case Study Assignment - evening reading and preparation

Effective Feedback

- Fundamentals of effective feedback
- The skills for delivering reinforcement (praise) and developmental feedback
- The steps to planning effective feedback
- Feedback practise session with review and reflection time.
- Establishing links to the Leadership Competencies

Day Three

Directing 'Difficult' Performance Conversations

- Techniques for managing 'Difficult' conversations.
- A process for planning and managing difficult conversations.
- Practise session – participants practise a real work difficult conversation giving consideration to the techniques they've been learning

The SuperBid Quiz

A quiz about the key business processes to highlight the delegates knowledge or areas for development. The topics will include:-

- Business Planning Process
- Project Management
- PDR Process
- Corporate governance functions

Complete Case Study Assignment

- Review of a case study that covers many of the key issues covered on the event
- Delegates act as consultants and create recommendations to improve the current situation detailed in the case study
- Prepare and deliver a 5 minute small group presentation on 'preferred approach'

First Line Manager Business Challenge

- Participants self organise into peer support coaching sets of 3 members and agree key meeting or conference call dates
- Peer group members share their FLM challenge and ideas on the best way to plan their approach
- Personal reflection time to organise thinking
- Prepare and deliver a short presentation on their plans to complete the challenge

Application Planning

- Development of personal application plans
- CMI Award and post course assignments

During this programme delegates could work towards accreditation of a level 3 QCF Award from the Chartered Management Institute.

