

ACTIVE MANAGER SYLLABUS

Programme Overview

- Leadership development for operational managers that builds the practical management skills required every day to drive better business results

Learning Outcomes

- Develops core skills required to become a better manager
- Enables managers to contribute at a higher level to achieving results for the business and for themselves, and to advance in their careers

Instructional Method

- Blended learning programme that combines online learning, in-person or live online sessions, and application of learning through practice in daily work
 - Online learning (20-30 minutes): Self-paced video-based courses with short quizzes accessed through a Learning Management System (LMS) via any device at any time. Audio only download and hard copy workbook to support different learning modalities.
 - Individual coaching sessions (15 minutes minimum): Participants meet with their leader coach to discuss their selected practice, progress and insights (in-person or online)
 - Co-lab group (60 minutes): Participants meet with an internal or external facilitator to share their progress, successes and challenges (in-person or live online sessions)
 - Leader review: Leader coaching participants meet with their facilitator to update on individuals' progress, discuss insights, and get coaching (in person or online)
 - Active Coach playbook: Companion programme for participants' leaders covering summaries of content plus prompts for effective coaching

Monthly Active Learning Cycle

Time commitments (recommended)

- Participant: 2 hours per month
- Leader coach: 30 minutes plus minimum of 15 minutes per person participating

Steps

1. Complete online learning content; watch all modules in course, do exercises and select practice
2. Begin practice and discuss with your leader coach to get feedback in individual coaching session*
3. Socialise learning in co-lab group with your facilitator; progress, challenges
4. Continue practice, reflect on learning

*Complete course and select practice before individual coaching session

Resources and Materials

- Access to LMS for course content (provided)
- Active Manager Programme workbook to anchor learning and practice (provided)

Feedback and Questions

Your feedback is greatly valued to help us continue to develop and improve the learning experience and outcomes. If you have any questions or requests, please email us at

active.learning@thebreakthrough.co

Curriculum Overview

Below are the recommended core courses along with additional courses we can deliver. We'll work with you to create a learning pathway to suit the needs of your team and organization.

Core courses

Induction

An overview of our approach and how the Active Learning System works to help you to develop the skills that will allow you to realise your potential and make a bigger contribution.

Active vs Reactive

You'll get insight into how you currently operate, understand how Active Management can make you a whole lot more effective with less effort, and learn how to trigger the simple and powerful practice of training your attention.

Manage Your Capacity

Very few of us feel like we've got enough time for everything we want and need to do. You'll free up 25% of your time, use that freed up time to work on high value activities that you currently don't have time for, and change forever your sense of time being limited.

Lift Your Game

By adopting the Active Management practices covered in this course, you will create time to work on important things, drive completion of new activities and initiatives, and move your team and the organisation forward.

Working With Your Team

You'll get a new way of thinking and managing your team, greater clarity among team members, and how your style interacts (or not) with others. This module will help you work better with different kinds of people, see how your style affects your interactions with others, and get better contributions from your team members.

Coaching

Coaching is managing – motivating and enabling individuals to do and be more. It's not one size fits all: you will have your own style and voice, and you'll need to adapt it for individuals. By developing the skills outlined in this module you'll become a more confident coach, feel like you're directing the work and performance of your team and see your team's performance as you provide regular coaching.

Smart Delegation

Your job is a talent manager, building a team of capable people around you. One of the key ways to do that is through smart delegation. Learn the skills of smart delegation and you will free yourself for higher value tasks, create space to make a bigger contribution and build a team of people who bring energy, skill and initiative to their work.

Developing Your People

A good manager knows how to get the best from their people and is a leader for whom people want to work. You'll get your team connected and engaged, reduce staff turnover and motivate your experienced team members.

Clear Communication

Successful communication is the accurate transmission and reception of relevant information. When you develop your communication skills, speaking clearly and listening closely, your colleagues will understand you better and feel heard.

Difficult Conversations

Difficult conversations are a part of life, but we attempt to avoid them. You'll learn techniques for how to hold yourself, and to make these conversations productive and constructive.

Meeting Magic

Meetings should be an efficient and effective means of keeping your team moving in the right direction. You'll learn the key skills to facilitating a great meeting.

Making Better Decisions

Most decisions fail because we don't deal with the uncertainty when trying to solve problems. When you develop your problem-solving skills, you will make better decisions, have more confidence and ownership of decisions. You will also develop your team's ability to solve problems and make good judgements without your involvement.

Managing Stress

We live with pressure all the time, only the degree varies. Allowing that pressure to become stress is your choice, and Active Management is the key to building resilience. You'll learn where stress comes (and doesn't come) from, a simple de-stress technique and how to keep stress levels down.

Additional Courses

Negotiation

A good manager is able to negotiate, to find a mutually acceptable way forward to achieve solutions to mutual concerns. You'll become more confident and learn key skills to improve your ability to negotiate better outcomes.

Inspiring Leadership

The best leaders choose their motivational style depending on the situation and the person. You'll learn to adapt your leadership style to inspire and engage with your team members, which means they will be more motivated to perform better.

Shaping a Performance Culture

Your people get better when you get better. Performance culture is modelled by leaders through their words and behaviours. You'll learn the three aspects of culture that you can shape as a manager. A performance culture thrives whatever the circumstances – and attracts the best people.

Managing Change

The job of a leader is to see things how they are, how they could be better, and then to persuade people to change. You'll become more effective at developing your influence and building your authority. You'll also learn some simple but powerful techniques for increasing your persuasiveness.