

## Senior Management Development Programme Example

All modules can be delivered virtually or face or face usually every three to four weeks. To ensure high levels of interaction, we recommend working with groups of up to twelve participants.

**Pre-Programme consultancy**  
(Engages relevant staff in the learning & builds our understanding of the organisation's objectives, culture & values)

**Launch Event  
– 30 mins**

### Launch Event

An online launch event to introduce the programme and outline our expectations to the participants.

**Module 1 – One Day**

### You as a leader with SLII®

- Self-awareness
- Personal brand and organisational reputation
- Leadership flexibility with SLII®
- Driving accountability
- Self-leadership
- Your responsibilities as a leader
- Instilling culture and values

**Module 2 – 3hrs**

### Leading High Performance

- Understanding performance types
- Results vs behaviours
- Dealing with dips in performance
- Setting and tracking meaningful goals and targets
- Motivation & engagement
- Recognising the value of regular praise

**Module 3 – 3hrs**

### Developing your People

- Understanding and identifying the appropriate development tool
- Delegation not abdication
- Training, coaching & mentoring
- Principles of effective coaching
- Creating and driving individual development plans
- Recognising your responsibility for developing your team members

**Module 4 – 3hrs**

### Feedback & Challenging Conversations

- Handling challenging conversations
- Using evidence-based feedback
- Understanding reactions to feedback
- Thomas Kilmann Conflict Model – assertiveness & co-operative behaviours
- Navigating conflict
- Using conflict positively

**Learning activities throughout the programme provide opportunities to embed learning & transfer it to the workplace**

- E-Learning
- PROMOTE – Learning Transfer Platform
- Case studies – reporting & analysis
- Practical 'on the job' activities & reporting on results
- Leadership Simulation

- Knowledge checks – quizzes, proof reports
- Online assessments – behaviour, self, team
- Deliver presentations to demonstrate learning impact
- Individual 1-2-1 support throughout



## Optional Modules

Any of the following popular modules can be added to the programme or they can be run as stand-alone modules if that is more convenient.



If you are keen to undertake a modular Senior Managers programme with Phoenix, all participants have the opportunity to secure an ILM Recognised Certificate that will require them to deliver a short presentation and compile a portfolio of 'evidence' demonstrating how they have applied the learning back at work. This adds greatly to the overall impact of the programme.

