



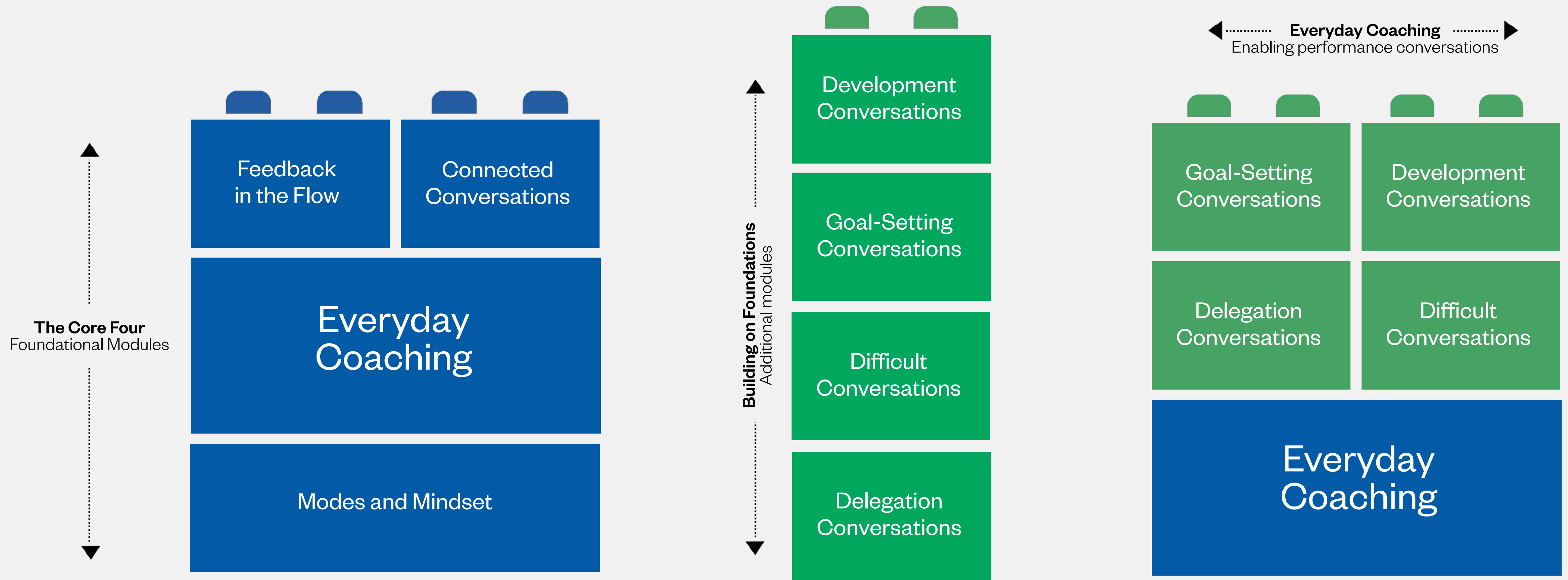
Manager Foundations

Motivating modules for modern managers



A modular method for modern managers

Our modules work like behavioural building blocks, each purposefully connecting to, consolidating and extending upon the core skills and mindsets previously established. At the heart of our **Core Four** foundational modules, is the behaviour of Everyday Coaching. Once established, the capability to have other kinds of performance conversations can quickly be built on top.



The elements of development

A brain-friendly blend

Modules are explored and experienced through a proven blend of development formats; designed to fit with busy diaries, and support a range of learning styles. Enabling immediate application to existing conversations and relationship is core to the approach — and with no learner left behind.



Manager Module 01: Modes and Mindset

For the modern, emotionally intelligent manager — self-awareness of our tendencies, strengths and stretch areas is a vital starting point before addressing our impact on others.

In this module, we ground our thinking in four complementary modes of managing teams today — Leading, Coaching, Directing and Doing. And we embrace the idea that we can choose the mode we're in to suit different relationship and tasks, depending on the outcome required.

We discover how these modes purposefully combine, and how the 'Coaching' mode — through an everyday coaching mindset — becomes fundamental for both enabling others, and in the process earning ourselves more time back as managers for 'Doing' our higher-value work.



Learning outcomes:

- Awareness of our personal strengths and their link to the modes
- Increased awareness of the time we spend in each mode
- Recognition of the importance of increasing our time in Coaching mode
- Distinguishing higher-value and lower-value tasks
- Understanding the concept of situational management



Builds on:

- Outcomes of Reflective Assessment + 360° input
- Pre-reflection on our strengths and where our strengths can be overplayed
- Individual pre-audit of mode moments across the week
- Mission of asking 'one curious question' from Question Bank shared

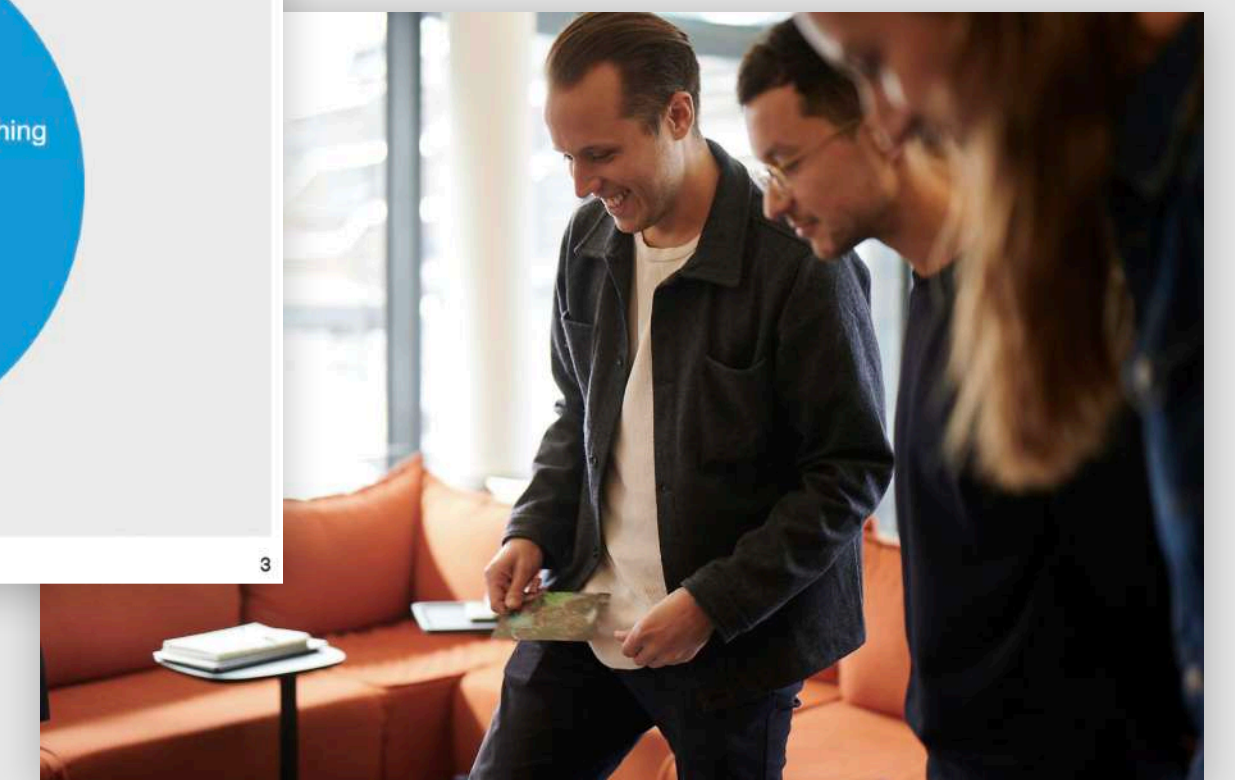
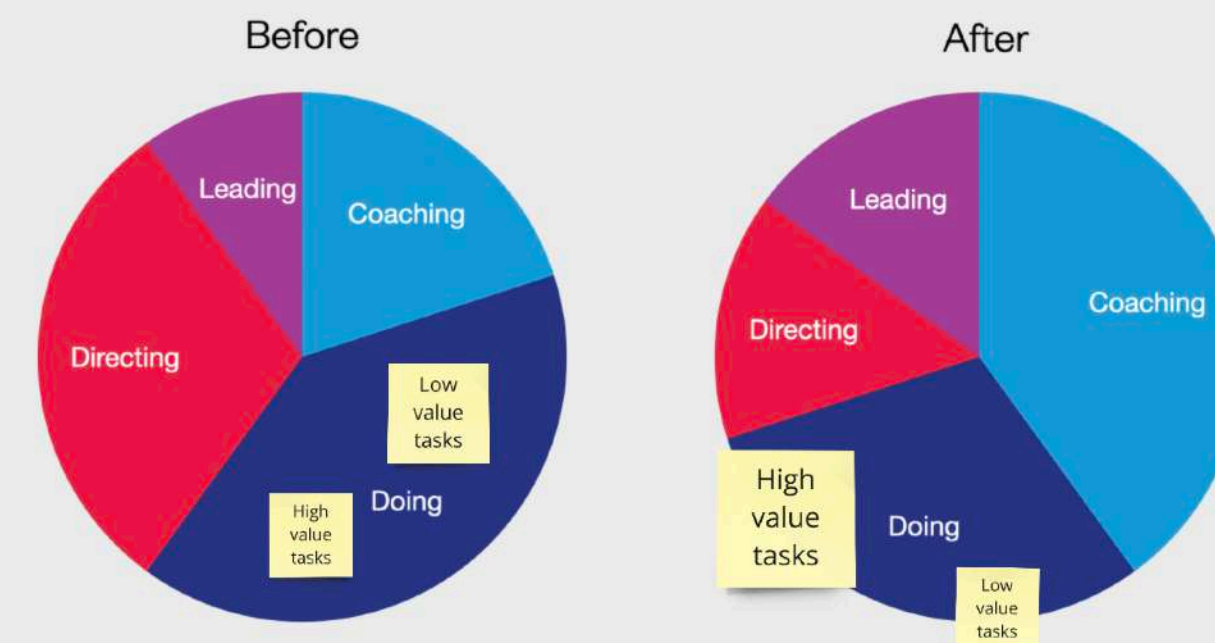


Scenario:

You need to give some tricky feedback to a team member about their attitude, and its impact on others in the team

What modes might be at play here, how will they best combine + when?

Modal mastery

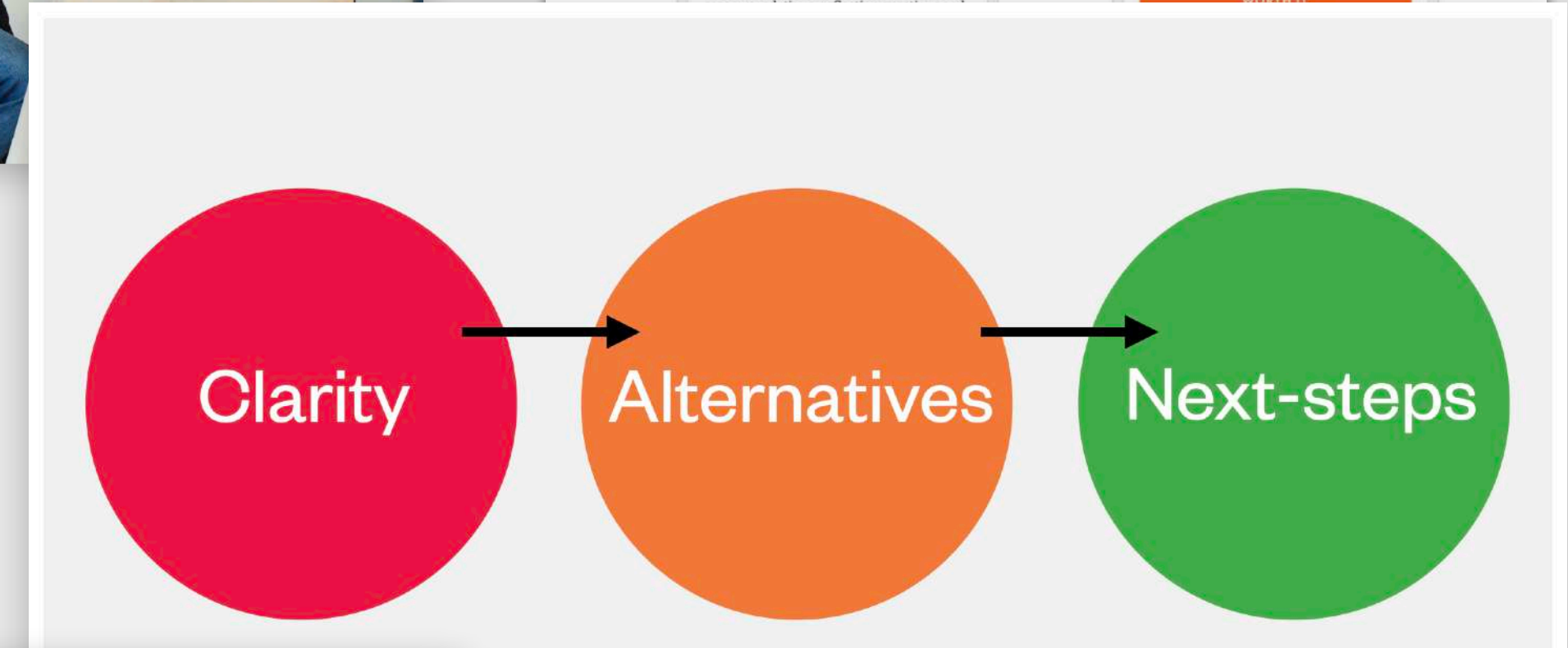
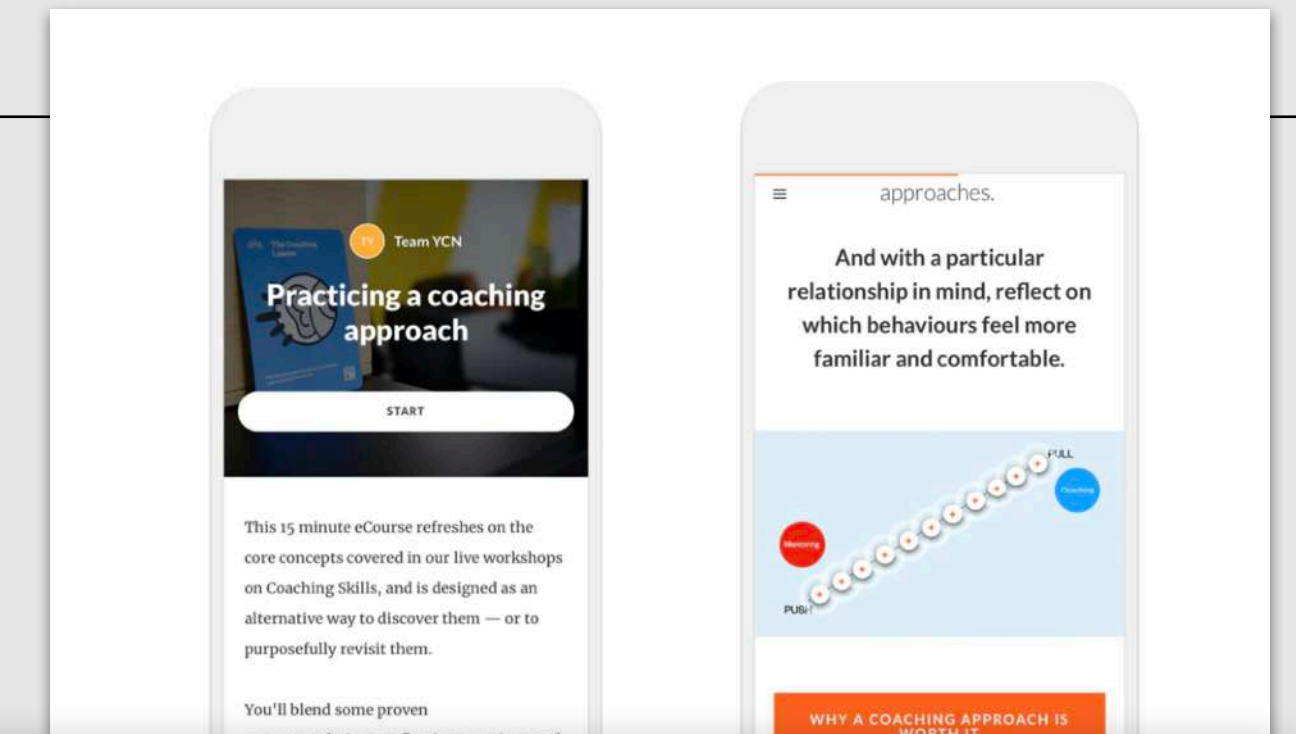


Manager Module 02: Everyday Coaching

From those available to us as managers, a Coaching mode is the one required most fundamentally when driving enablement, engagement and performance in modern, collaborative and distributed teams.

An 'everyday coaching' approach becomes pivotal for combining with others, and connecting into the variety of conversation types needed in the flow of work, and within the wider performance cycle.

Managers must master the art of identifying 'coachable moments' — importantly distinguishing them from others requiring a more Directive mode. And in these moments bringing the listening and questioning skills to make the most of them, and consistently connecting their colleagues to mutually agreed action points.



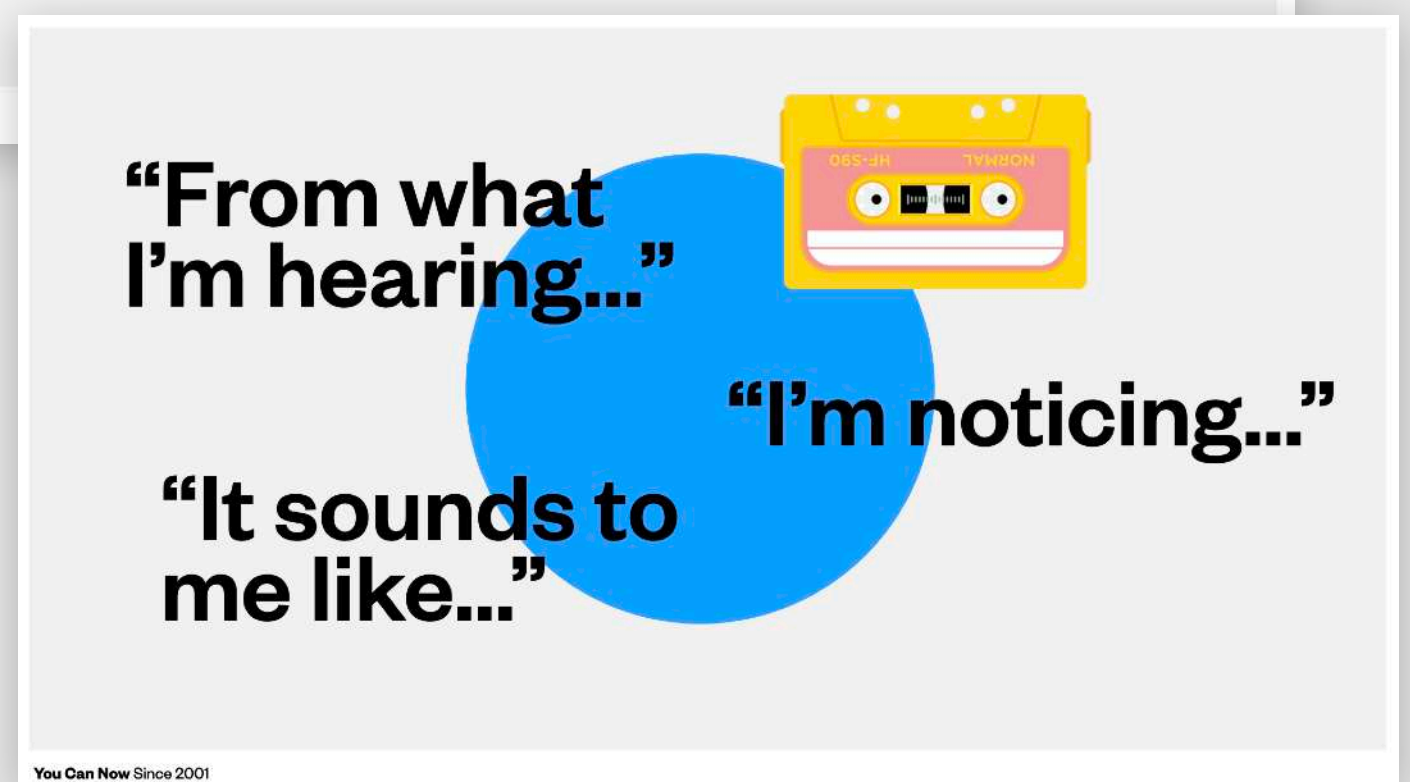
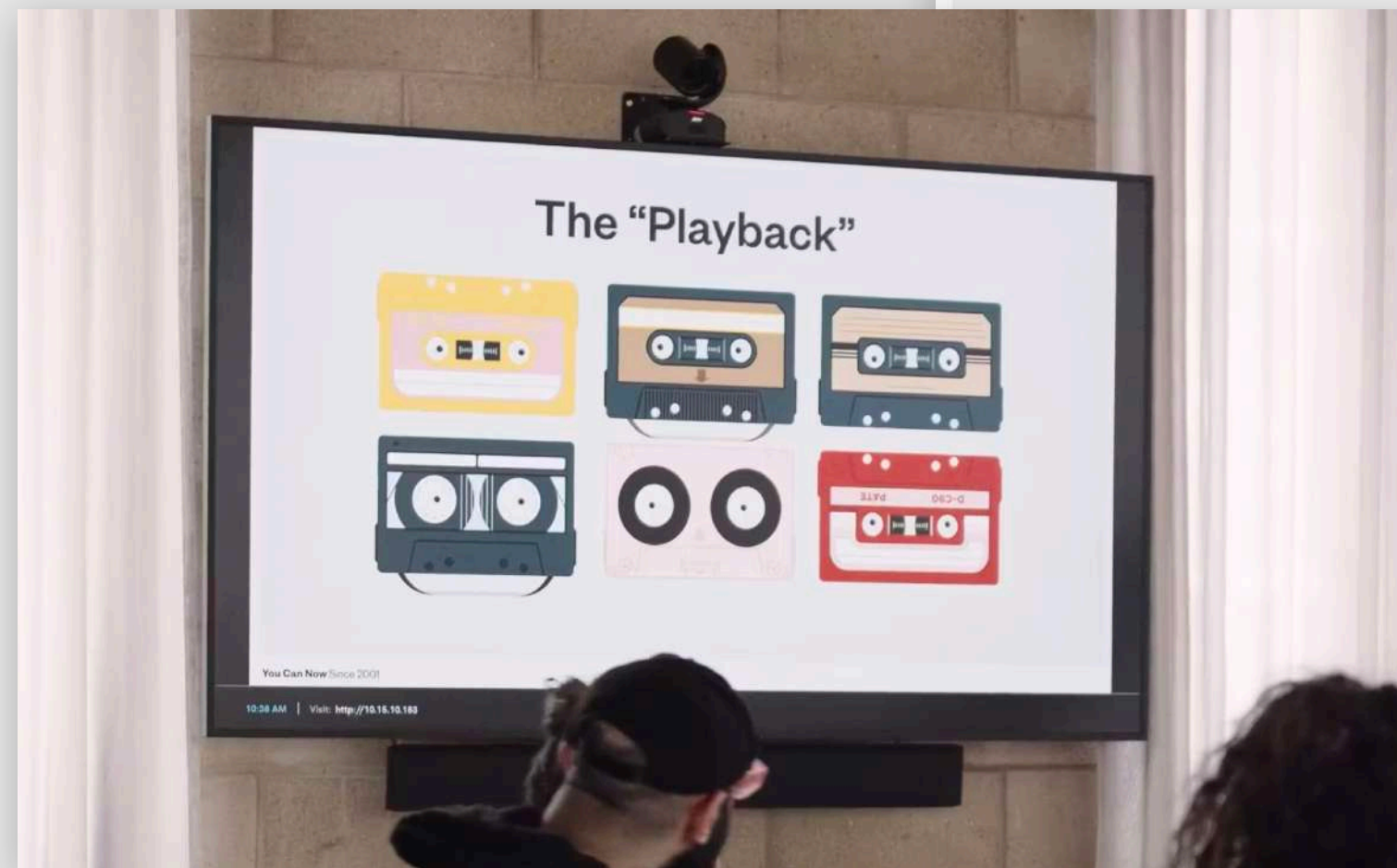
Learning outcomes:

- How to 'contract' around an everyday coaching approach
- Defining the specific outcome of applying it to 'coachable moments'
- Comfortable to challenge default responses to team moments
- Ability to actively and globally listen
- Mastery of CAN questioning framework
- Enriched Question Bank



Builds on:

- Emphasis of Coaching mode as one to spend more time in
- Recognition of tasks to enable others to take on
- Mission of noticing and naming coachable moments



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Manager Module 03: Feedback in the Flow

The modern manager should be able to frequently provide actionable feedback; both appreciatively on what's working well, and developmentally where there are growth opportunities. And this should happen in the flow of work — descriptively, specifically and with an everyday coaching approach.

And while confidently offering feedback in all directions, we should be deliberate about pulling in the feedback we need — both for our own continuous development as managers, and to model the positive behaviours we're encouraging in others.

The mindsets and tools shared in this module help managers to quickly make a habit of giving and getting performance-enhancing feedback in the moments that matter most.



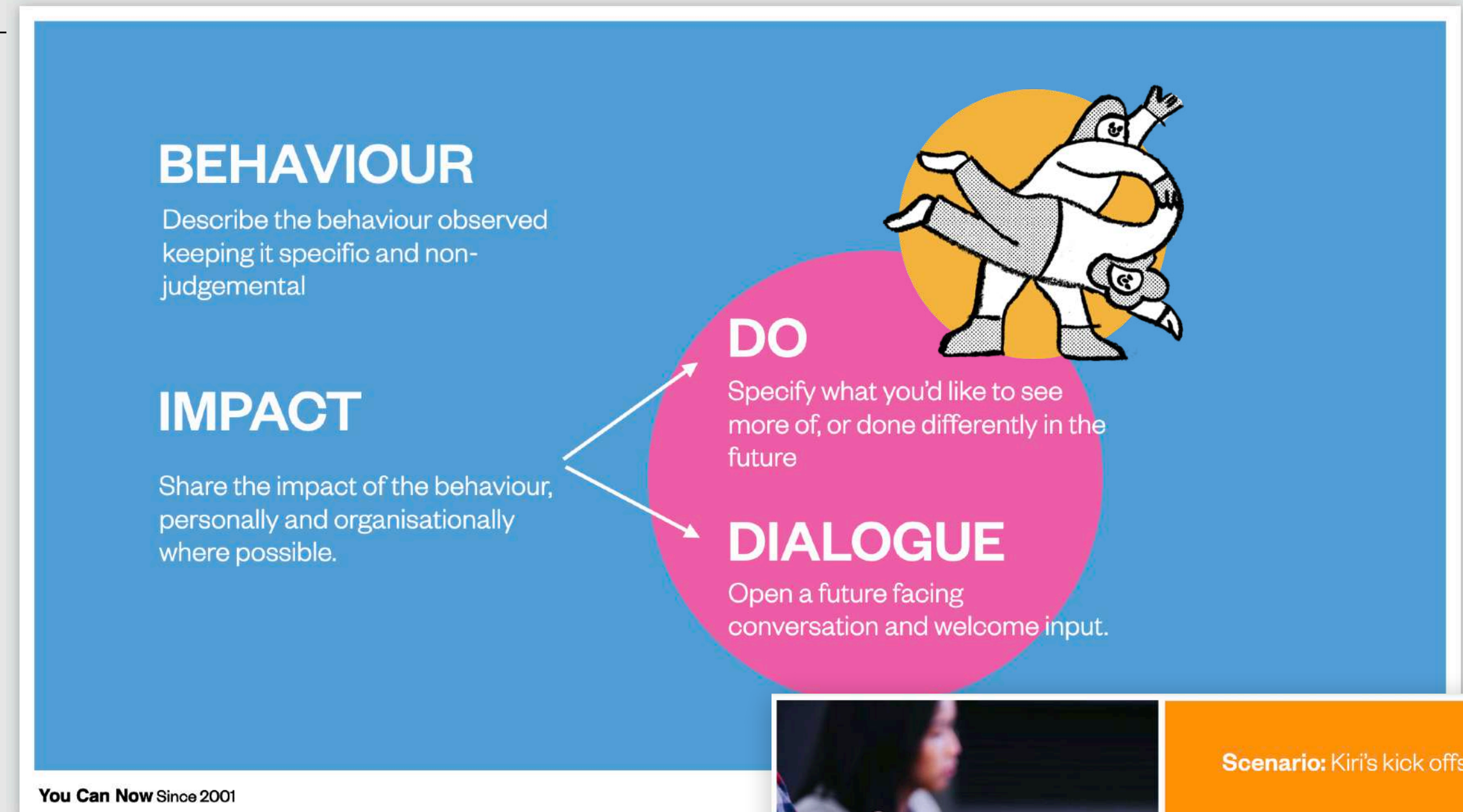
Learning outcomes:

- Defining the blockers to feedback flowing in key relationships
- Separating appreciative and developmental feedback
- Mastery of the BID model (Behaviour > Impact > Dialogue/Do)
- Ability to pull in the specific feedback needed as managers
- Awareness of emotional triggers and how to manage them



Builds on:

- The concept of 'coachable moments' and how to enable within them
- How an everyday coaching approach helps to pull in feedback
- The right coaching questions to ask when offering feedback
- The Directive mode, and its use for providing 'non-negotiable' feedback



Scenario: Kiri's kick offs

Kiri is a junior team member, 4 months into her time at the company.

In recent meetings to welcome and onboard new clients she's been very attentive, personalising slides and handouts and recognising the importance of small details.

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Manager Module 04: Connected Conversations

Regular, predictable and purposeful conversations are possibly the most readily available tool to modern managers keen to enable connection, motivation and performance.

But when you talk to teams, or read exit interviews, there's often a dissatisfaction with the style and frequency of 1-1s and other such conversations. And managers can easily miss the opportunity to 'connect' them into proven drivers of performance; and link in to cultural levers like goals, values and development priorities.

Building on the everyday coaching approach, this module arms managers with the confidence and capability to define the different kinds of conversations they should be having, approach them with confidence — and make them feel connected to what counts.



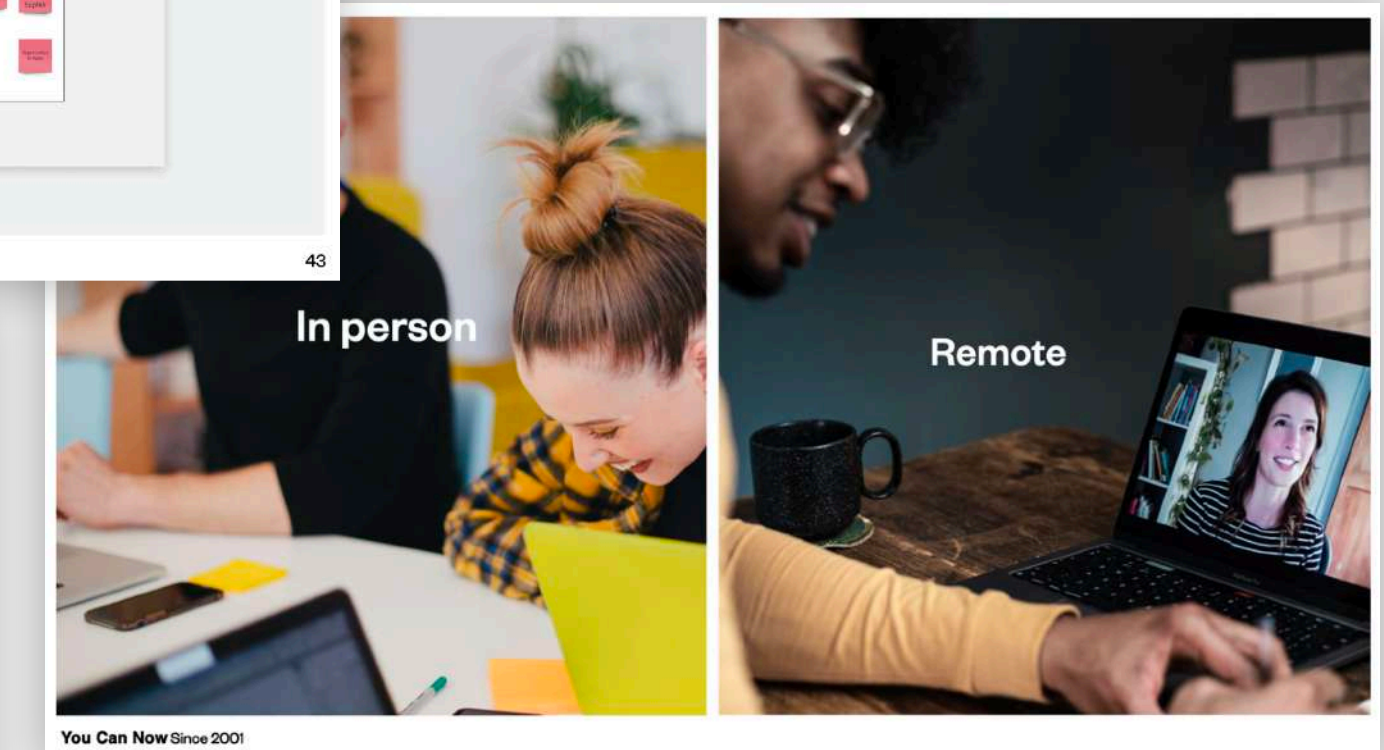
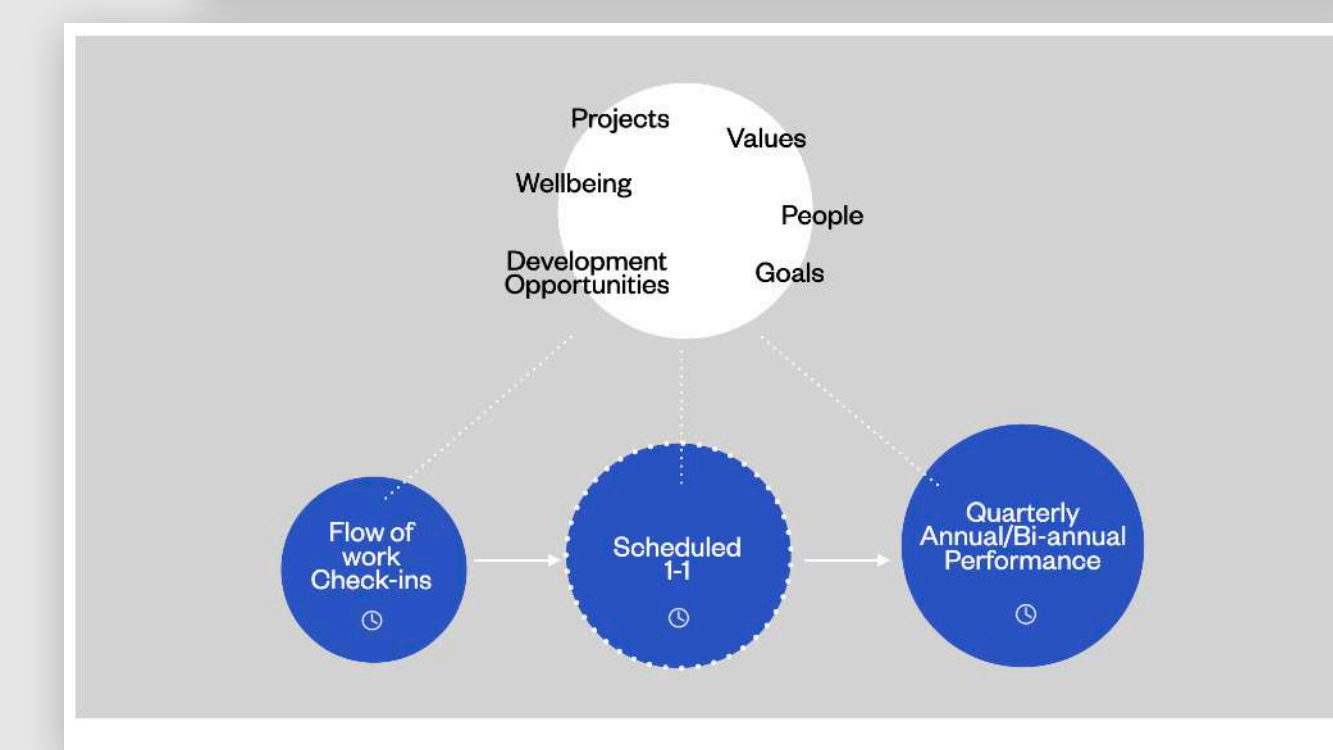
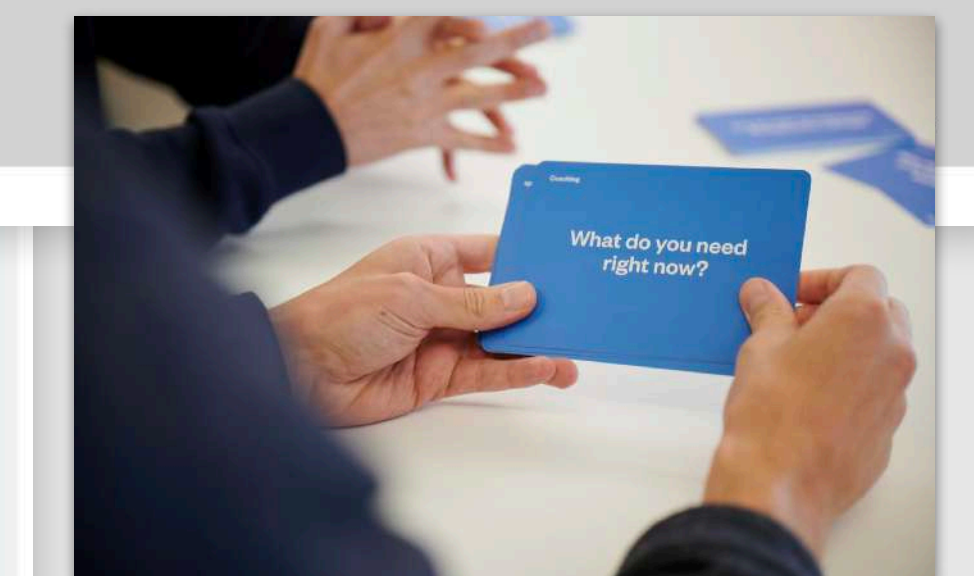
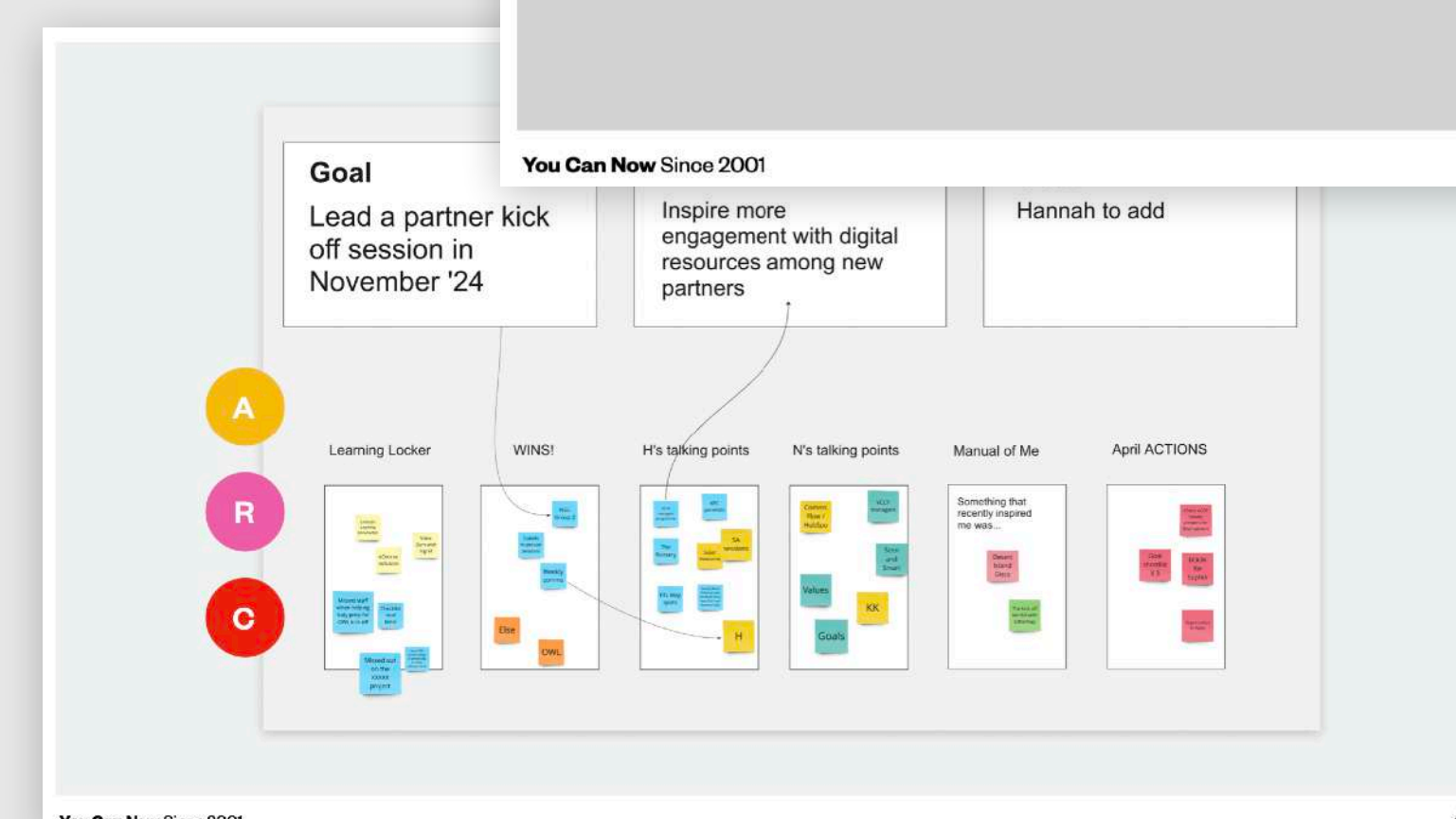
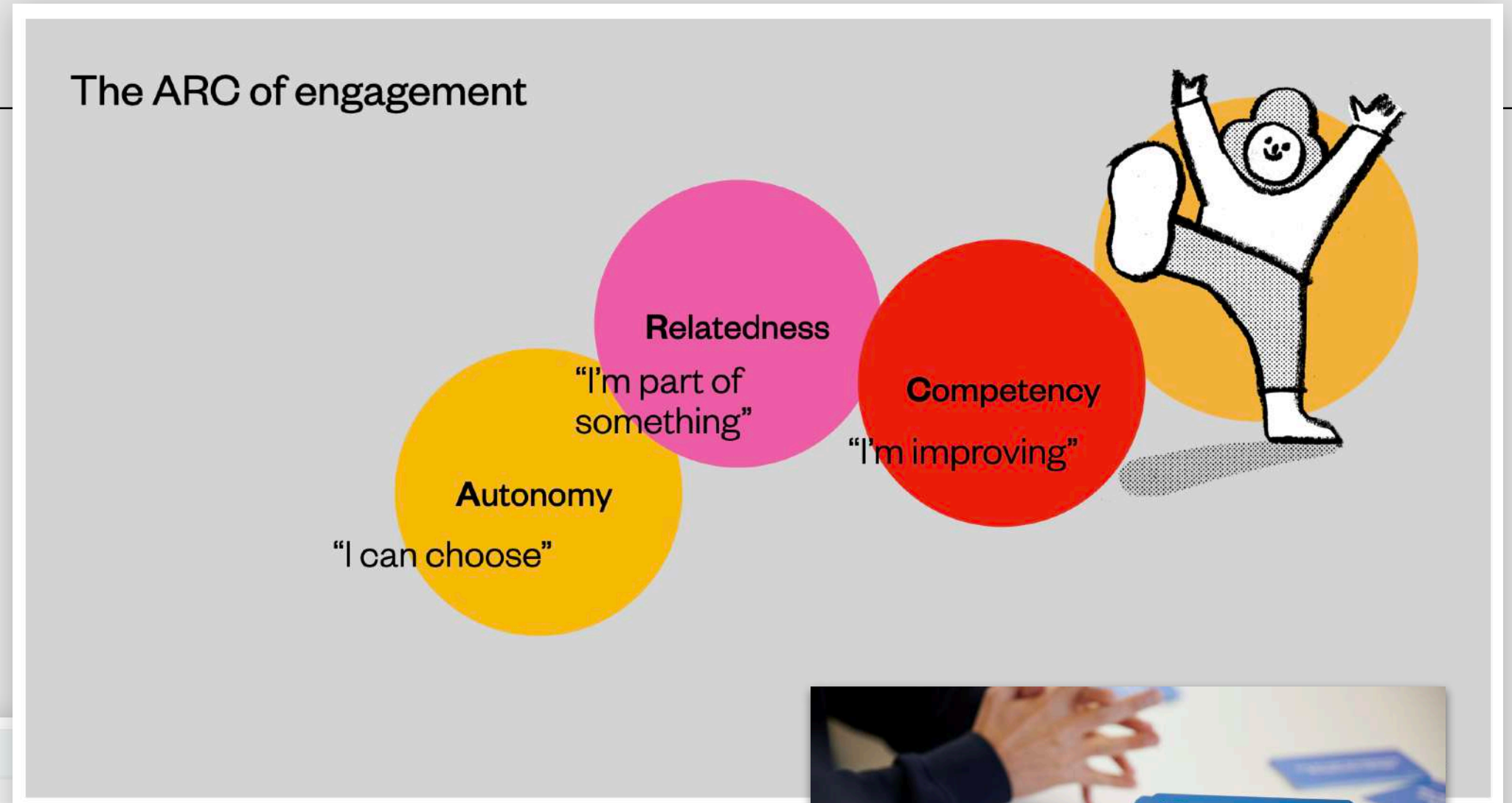
Learning outcomes:

- Recognising drivers of engagement (Ryan & Deci, Self-determination theory)
- Motivation to contract and re-contract around key conversations
- Ability to prime conversations for participation and positivity
- Using 'connected language'; and linking to values, goals and other levers
- Application of a coaching approach to different types of conversation



Builds on:

- The everyday coaching approach
- Positivity ratios for providing feedback
- The concept of contracting
- Establishing frequent feedback in the flow of work



Blended and connected learning journeys

The visualisation here shows a programmatic approach with a primary audience of people-managers — working through our Core Four foundational modules. A key consideration in any such programme is how to effectively engage secondary audiences to enable accountability and action throughout.

