

## Azure's Practical Leader Programme Outline

### Induction session – Wednesday 18<sup>th</sup> May 2017 (half day, pm)

- To tell you some more about the programme and what it entails
- To determine what you require of us and what we require of you to ensure this programme is successful for everyone and for you all to gain the qualification.
- To get to know one another a little better
- 360° feedback process launch

### Module 1 - The Role of the Practical Leader – Wednesday 7<sup>th</sup> June 2017 (full day)

- Understand the differences between Leadership and Management
- Define the qualities of an effective leader
- Be aware of the importance of followers
- Understand your role in translating the Vision and Values and setting goals
- Learn about leadership styles
- Translate leadership style theory into practice
- Reflect on your leadership style repertoire and how to enhance it

### Individual 360° feedback session – from w/c 12<sup>th</sup> June 2017 (2 hours)

- Understand the principles of 360° feedback
- Work through your individual 360° feedback report with an Azure facilitator
- Set personal objectives for the programme and create a Personal Development Plan

## Module 2 – Optimising your Performance – Wednesday 28<sup>th</sup> June 2017 (full day)

- An introduction to Emotional Intelligence
- Developing your self-awareness and self-management
- Adopting an assertive style
- Setting and achieving personal goals and targets
- Time management, planning and prioritising – practical techniques
- How to delegate successfully
- Understand how to manage your energy and personal resilience
- Communicating appropriately and considering your audience
- Knowing how to work with different influencing styles

### 1:1 coaching session – from w/c 3<sup>rd</sup> July 2017 (2 hours)

- 1:1 coaching session with an Azure executive coach, to support learning and address individual needs

## Module 3 - Building and Motivating Your Team – Wednesday 12<sup>th</sup> July 2017 (full day)

- Learn what makes an effective team
- Understand stages of team development
- Identify where your team is at present
- Reflect on how to move your team forward in terms of effectiveness
- Explore ways of helping your team through change
- Discuss ways in which to motivate/engage your team

### 1:1 coaching session – to be arranged over the summer (2 hours)

- A second 1:1 coaching session with an Azure executive coach, to support learning and address individual needs

## Module 4 - Coaching as a Leadership Style – Wednesday 13<sup>th</sup> and Thursday 14<sup>th</sup> September 2017 (two full days)

- Identifying situations where coaching is appropriate
- Coaching versus other 1:1 interventions – what's the difference?
- Understanding how coaching fits alongside other leadership styles
- Using the GROW model to structure conversations
- How to set challenging coaching goals
- How to ask powerful questions
- Developing rapport and trust with coachees
- Providing feedback in a coaching context
- Understanding and utilising non-verbal behaviour
- Practice sessions to develop skills with personal feedback

## Module 5 - Managing Performance – Wednesday 27<sup>th</sup> September 2017 (full day)

- Be able to define performance
- Reflect on current performance of your team
- Learn how to analyse the performance gap
- Prepare for and practise difficult conversations
- Consider different interventions to help improve performance
- Learn good practice for effective appraisals
- Understand how to link individual goals to organisational goals

## Group session – Thursday 12<sup>th</sup> October 2017 (half day, am)

- Group tutorial for those undertaking the ILM qualification
- Open advice and support session for all
- Practise coaching with each other

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## Final presentation session – Tuesday 31<sup>st</sup> October (half day, am or pm)

### Assessment Requirements

The scope of this programme meets the requirements of the ILM Level 5 Certificate in Leadership and Management. 3 units have been selected as a basis:

- Becoming an Effective Leader
- Managing for Efficiency and Effectiveness
- Managing Individual Development

Assessment is mandatory for each unit. To address individually different preferred learning styles, there will be 3 different types of assessment:

- Personal Development Plan and Reflective Journal
- Work-Based Assignment
- Final Presentation