

# Middle Leader Program



# Program Overview

This program will support middle leaders to manage themselves and their people more effectively, better manage performance and team motivation, improve their lateral thinking and collaboration in order to lead organisation wide changes to achieve Endeavour Foundation's strategy.



# Pre-program

- Line Manager Webinar
- Completion of IML 360
- DiSC Workplaces
- Genos 180



# Program Structure

- Week 1 – Module 1 & 2, 2 days face to face delivery
- Week 2 & 3 – Individual Coaching Session 1
- Week 4 – Module 3, 1-day virtual delivery
- Week 5 – Workplace Activity
- Week 6 – Module 4, 1-day virtual delivery
- Week 7 & 8 – Individual Coaching Session 2
- Week 9 – Module 5 & 6, 2 days face to face delivery
- IMP Mentoring Program (4 months)
- Post IML 360



# Learning Outcomes

- Better understand their role as a manager and leader
- Recognise how their role fits into the bigger picture of the team and organisation
- Obtain improved self-awareness and understand how this impacts their leadership style
- Develop skills and techniques to lead productive, motivated and engaged teams



# Learning Outcomes (continued)

- Have access to business tools to inform strategic analysis and decision making
- Have the ability to refine their analytical, decision making, communication and problem-solving skills
- Better understand the importance of mental health, safety and resilience in the



# Learning Modules



# Module 1 – The intentional Leader

This module introduces Endeavour Foundation's middle leaders to the concept of being intentional leaders. Participants will review their diagnostic reports (DiSC, IML 360 & Genos) to understand their current strengths and development areas, setting a foundation for them to make a behavioural and values-based transition to leadership. They will work through the role and expectations of leading at Endeavour Foundation and how they can be a positive role model for their team and others by embodying Endeavour Foundation's values. This module also develops participant's awareness of how they can use situational leadership to adapt and modify their behaviours, building trust and credibility with their teams.

# Module 2 – Manage Self

This module will develop participant's lateral thinking and their understanding of how they, as an individual, and their team, fit within the wider organisational context, mapping the organisation structure to Endeavour Foundation's vision (the why), mission and strategic objectives (the what). Participants then work through the 'how' - Endeavour Foundation's values and behaviours – to understand how these can be implemented in their day-to-day role and how this contributes to the workplace culture. Customers are placed at the heart of this mapping exercise to raise awareness of how each business unit and team is working to exceed the expectations of the customer, even if they aren't directly customer facing. Participants review their team's objectives, prioritising the customer and workshopping how cross functional collaboration can be improved to better serve their customer (whether internal or external). With a deeper understanding of their role and business priorities this module then works to develop participant's decision making, problem solving and time management skills. It also covers wellbeing, resilience and professional development, essential skills for managing their career as a leadership professional.

# Module 3 – Communication for influence

This module develops effective workplace communication skills with a focus on identifying and reducing workplace communication barriers so middle leaders can more effectively share wins and successes. They will also develop a deeper understanding of non-verbals, active listening techniques and assertive questioning to improve their ability to adjust their communication delivery to cater for diverse audiences, including their customers.

# Module 4 – Manage Teams

Building on Module 2, this module helps participants assess how to develop high performing teams and increases their understanding of the skills and capabilities required within their teams to meet Endeavour Foundation's strategic objectives. Participants create team mission statements and charters to support them in strengthening team morale and belonging, so team members feel comfortable speaking up, as well as creating a team view of what success looks like. This module also develops participants capability to understand, nurture and motivate different personalities within their team and coach them to success.

# Module 5 – Manage People

This module supports the participants to establish and communicate performance expectations with their team in order to effectively hold themselves and others accountable. They will learn techniques to improve their ability to provide constructive feedback in a direct and actionable manner to support individuals to take responsibility for their work and behaviours. Participants will also develop their conflict management capabilities and identify an appropriate strategy to implement any formal procedures where required. Establishing development plans for underperforming team members will help participants develop the processes and systems to maintain the required capability within their team.

# Module 6 – The bigger picture

The module helps participants recap their learnings from the previous 5 modules and create a three-month development plan to support the transference of learning to the workplace.