

BACP Management Development Program

Overview

This management development program has been developed specially for BACP by studying our organisation, our market, our members, our stakeholders and most importantly our people and culture.

The program provider, Genius, has nearly 20 years of experience in developing bespoke programs for national and global organisations in various market sectors, and their specialist expertise is in designing programs based on the innate attitudes and skills of high performers. Their lead consultant and trainer, Peter Freeth, has written a number of books on this subject, and his work is used by organisations such as Rockwell, The Chartered Insurance Institute, Just Eat, The Co-operative, Rail Safety & Standards Board, Babcock, Logica, Parker Hannifin, Canon, Saga Insurance and Domestic & General.

In our case, the program is a combination of the operational and management skills that we need our managers to have for today and the evolving, flexible leadership skills that we need them to have for tomorrow.

Modules

The program comprises 6 'classroom' modules, held from April to November 2019. There will be a break over the summer, and a day of final project presentations in November.

In between these modules, the following will also take place to make sure our managers fully embrace the program and apply their new skills to deliver measurable improvements:

Support

- Devi Cattell has been closely involved in the development of this program and will support managers through it.
- Peter Freeth, who has designed and is delivering this program, will be available to answer any questions from managers.

Assignments

After each module, program participants will need to complete a written assignment. This helps them to focus on what they can practically apply within their teams, and provides feedback and evidence to support their learning. These assignments will be graded so that participants can receive detailed feedback on their progress, and we can ensure we are maximising every opportunity to apply new skills and improved management practices into the organisation.

Projects

Six Action Learning Projects will be assigned to sub teams. These teams will need to meet independently and work on their projects, which will be genuine challenges facing the organisation which no-one has yet solved.

Overall, the program will develop a set of fundamental management skills in today's and tomorrow's managers which are aligned with BACP's culture and strategy and which provide a foundation for both organisational high performance and individual success.



Modules

Module content may change slightly to meet the needs of the organisation, therefore the following outlines show the program as it is currently designed. If significant issues come to light during the initial modules which can be addressed within the program, later modules will be adapted accordingly.

1: Management Basics

This module focuses on the fundamental skills of the best managers; delegation and assessment. Without proper delegation, a manager will become controlling and isolated, and will never be able to achieve the full potential of their team. Without fair assessment of working standards, a manager will never know when there's a problem until it's too late to fix. And without these basic skills in place, any other training would be a waste of time.

Understanding management best practice
Building teams, not individuals
Delegation basics
Setting objectives that challenge
Developing ownership and accountability
Managing to standards, not tasks
Fairness and bias

2: Managing Performance

With the right foundations in place, managers can now learn how to drive performance from their teams. This module explores setting goals, monitoring progress and providing feedback, which is the fundamental process by which the best managers will get their teams pushing in the same direction and fairly manage under or over performance. This module will also include a refresher of the Coaching Conversations performance management framework.

The value of performance management
Performance measurement
Planning your day
GOALS
Consequences
Giving feedback (HELP)
Positive and negative feedback
Over performance

3: Resource and Project Planning

A manager has to balance many different priorities. An effective manager needs to have excellent time management skills, and they need to extend these skills to the whole team and store operation, otherwise they risk becoming controlling and isolated. Assigning roles and tasks to the team is done through team meetings, and this is the basis for building a team culture that operates effectively, whether the manager is there or not.

Resource planning
Know your team
SWOT
Competency matrix
Time management & prioritising
Project management principles
Accountability

4: Developing Your Team

With the team working towards the same goals, taking on delegated tasks without supervision and achieving their current potential, the manager can now identify ways in which to develop members of their team to drive even greater performance.

- Learning, motivation and engagement
- Using competency data
- Giving feedback
- Building an effective team
- Coaching and mentoring
- Succession planning

5: Metrics, Feedback and Strategy

Continuous improvement follows an evolutionary process in which measurement and feedback are the critical components. An evolving, flexible, adaptive organisation doesn't change for the sake of change. Problems are identified and potential solutions are tested. Performance is continually measured, not to demonstrate that things are going well, but to track the evolving relationship between the organisation and its ever-changing external environment. Metrics enable managers to step back from operational tasks and work strategically, guiding and shaping the team in a way which transforms their role from manager to leader.

- Understanding measurement
- Deciding what to measure
- Creating dashboards
- Defining external relationships
- Managing change
- Developing strategy
- Becoming a leader

6: Communicating Effectively

One of the most important aspects of the culture of any organisation is the quality of internal and external communication. By definition, the interaction of roles and functions requires it, and we've all been doing it for so long that we take it for granted. By taking time to reflect on, measure and improve both written and verbal communication, the management relationship is made more efficient, and the quality of both internal and external relationships is greatly improved.

- Communicating with purpose
- Using different communication methods
- Intention and confusion
- Communicating objectives
- Structuring presentations
- Developing presentation skills

Review & Graduation

The final module is the opportunity for program participants to demonstrate both what they have learnt as well as what they have put into practice. Most importantly, they are also required to measure the business and financial impact of the changes that they have made in their management practices.

Project teams will also report on the outcomes and measurable impact of their projects.

- Presentations
- Certificates

Projects

<p>How can we embed the new BACP values into behaviour?</p> <p>Values are generalised from the day to day reality of working life. Translate the 7 BACP organisational values into observable, measurable behaviours and create and implement a plan to embed these values in staff behaviour.</p>	<p>Grace Gardiner</p> <p>Helen Campbell</p> <p>Michael Pearson</p> <p>Pam Ludlow</p> <p>Fiona Ballentine-Dykes</p>
<p>How can we lead the public debate on mental health?</p> <p>BACP must have a strong, clear voice in the developing public awareness of the importance of mental health. Develop and implement a program of activities which clearly connect BACP with mental health and wellbeing amongst the general public and media.</p>	<p>Vacant CSM</p> <p>Clare Catherall</p> <p>Ben Gregory</p> <p>Debbie Delves</p> <p>Christina Docchar</p>
<p>How can we better engage staff in organisational success?</p> <p>Employee engagement is vital for individual wellbeing and organisational performance. Engage for Success list four factors in staff engagement; Strategic Narrative, Engaging Managers, Employee Voice and Integrity. Identify the factor which would have the greatest impact on staff engagement and implement ways to measure and improve it.</p>	<p>Rebecca Grace</p> <p>Suzie O'Neill</p> <p>Claire Victoros</p> <p>Chelsea Shelly</p> <p>Victoria Heydon-Hatchett</p>
<p>How can we deliver projects more consistently and efficiently?</p> <p>Across BACP, projects such as research, events, IT services, HR programs and more rely on a complex series of relationships. Determine the success factors in delivering successful projects and create a new BACP methodology for project delivery which would be suitable for the full range of projects delivered across the organisation.</p>	<p>Cristian Holmes</p> <p>Jo Langston</p> <p>Rebecca Gibson</p> <p>Richard Smith</p> <p>Martin Bell</p> <p>John O'Dowd</p>
<p>How can we create a better relationship with our members?</p> <p>Members need to be informed, have a voice, and have opportunity to influence the organisation. Determine the steps the association needs to take, in terms of content, tone and scope, to dramatically improve membership engagement and a sense that the association is working for them</p>	<p>Suky Kaur</p> <p>Steve Cantell</p> <p>John Woolley</p> <p>Steve Mulligan</p> <p>Clare Symons</p>

Schedule

The program comprises 6 'classroom' sessions and in the time between the sessions you'll have some assignments to complete. They'll be based around your normal daily activities, so don't worry, you won't have a lot of extra work to do. It's really more about trying out new ideas, noticing what happens and keeping a record of your progress. Building measurements to track your own development is an important part of the learning process.

You can work on your assignments by yourself, or you can get together with your colleagues and work as a group. You might also find it easier to make notes for your assignments throughout the program rather than trying to remember everything the night before it's due.

1	2	3	4	5	6
Management Basics	Managing Performance	Resource Planning	Developing Your Team	Metrics, Feedback and Strategy	Communicating Effectively

Website

You'll find more information, with a full schedule, assignment due dates and links to useful websites at this private web page:

www.genius.coach/bacp

Assignments

Each module has an assignment to be completed one week before the next module so that there is enough time to review and assess your learning.

You can download a Microsoft Word template to use from the web page above.

Each assignment should be around 600 words, which, on the template, is about 1½ to 2 pages long, depending on how you space things out. If you want to include any supporting information such as diagrams or photos, you can either put them into the Word document or email them separately.

Make sure you read the assignment instructions both before you start and after you've finished, as each assignment has a number of points that you'll need to cover.

Each assignment carries a maximum of 100 points, made up of a maximum of 25 points in each of these four areas:

1. How well you show that you understand the topics covered in the module
2. How you show independent thinking, coming up with new ideas or reaching your own conclusions
3. Your application of learning within the business and measurement of results
4. Your understanding of how changes within your team impact on the culture of the organisation, and your ideas for ensuring that those improvements aren't lost over time due to outside pressures

Your points will be added up at the end of the program and you'll receive a grade with your certificate which reflects the work that you have put into both the program and your own development.

When you've completed an assignment, email it to peter@genius.coach



Program Schedule

Each module will run from 9:30 to 17:00 with breaks in the morning and afternoon, and one hour for lunch.

	1	2	3	4	5	6
	April	May	June	September	October	November
1						
2						
3						
4					5	
5						6
6		Bank Holiday				
7						
8						
9	1					
10				4		
11	1					
12						
13			3			
14		2				
15					5	
16		2				
17				4		
18			3			
19	Bank Holiday					
20						
21						
22	Bank Holiday					
23		2				
24						
25						
26						
27		Bank Holiday				
28						
29						
30						
31					6	

Grey blocks indicate school and public holidays

Assignment Due Dates

	Apple Group	Orange Group
Module 1	April 9	April 11
Assignment due	April 30	May 2
Module 2	May 14	May 16
Assignment due	May 30	June 4
Module 3	June 13	June 18
Assignment due	August 27	September 3
Module 4	September 10	September 17
Assignment due	September 20	October 1
Module 5	October 4	October 15
Assignment due	October 17	October 22
Module 6	October 31	November 5
Presentations	November 28	November 28

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