

Leading through turbulent times



Facilitated by:
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The purpose of the programme

To provide senior and middle managers with the skills, knowledge and capability to lead their organisations and people through turbulent times.

The aims of the programme

The events of 2020 and the consequences of Covid-19 will continue to impact people and organisations through 2021 and beyond.

The aim of this programme is to help managers and leaders to:

- Develop self-awareness of their own leadership and resilience during turbulence and change
- Respond to the challenges a crisis and long term uncertainty create for organisations, teams and people
- Identify ways in which organisations can build their resilience, adapt to change and engage their people during turbulent times
- Address key challenges when leading and managing people during change and uncertainty
- Identify strategies and actions to support performance, engagement and wellbeing of people during change

The target audience

The programme is for managers who:

- Have operational responsibilities and input into strategy
- Are responsible for 'translating' the vision and strategy of the organisation into action within their functional areas
- Have teams reporting into them
- Have oversight or responsibility for performance management in their area
- Have responsibility for implementing change within their area

A typical role could be Service Manager or a level below. The programme would not be suitable for first time managers or those who do not input into strategy.

Structure of the programme

- A cohesive and *integrated* programme of development
- A webinar to open and close the programme
- A series of webinars of 3 hours duration addressing key issues for leaders leading during turbulent times
- Use of issues-based Action Learning Sets (ALS) to facilitate application of learning, build collaboration and address challenging problems
- Ongoing Action Planning

Use of MS Team

The programme will be delivered through MS Teams allowing for the creation of a 'learning room' for participants where they can access additional resources to support their learning.

Key themes

- Self-leadership
- Leading the organisation
- Leading people
- Leading teams

All in the context of the unique challenges posed by Covid-19 including change, complexity, ambiguity and uncertainty

Webinar content: Self-leadership

Webinar	Aims
A new way of leading: Adaptive leadership	To position what is needed of leaders and managers in times of change, complexity, and uncertainty. Providing an understanding of Adaptive Leadership and how to develop this.
Sell-leadership during difficult times	To create a safe space for managers to understand the impact of a crisis on their ability to lead. To provide tools for supporting managers to develop self-awareness of behaviour during turbulent times. To provide managers with the tools to 'lead themselves' during crisis including building their own resilience.

Webinar content: Leading the organisation

Webinar	Aims
Building resilient organisations	To provide an understanding of resilient organisations, the tensions inherent in building resilient organisations and how senior and middle managers can ensure organisational resilience.
Re-imagining the future	To understand the role positive psychology (Hope, Optimism, Resilience and Confidence) plays in creating a vision. How to make space for innovation and creativity when working remotely. Engaging people with a new vision and strategy.
Managing change	To provide an understanding of strategic change and to provide practical tools to help managers to design and implement change.

Webinar content: Leading people

Webinar	Aims
Engaging people during change	To provide managers with critical insights on well-being and engagement. To provide practical tools to enable managers to bring people with them through change.
Strategic performance management	To provide an overview of the value performance management brings during change. To provide managers with practical tools to set clear, engaging goals and manage performance expectations.

Webinar content: Leading teams

Webinar	Aims
Building resilient teams	To provide practical tools for ensuring teams remain high performing teams during change. To provide an understanding of what it means to be resilient as a team and how managers can create a climate where teams can be resilient, resourceful, engaged and productive.

Optional coaching and psychometrics

- Coaching available throughout the programme on request
- Psychometrics available at individual or team level
- Recommended psychometrics: Reuven Bar-On Emotional Intelligence Inventory and Working with Resilience toolkit
- Psychometrics include a personal report and debrief session
- Team psychometrics include team report and team webinar

Structure of the programme

