University of Limerick

'Lead Manage Coach' – Support Managers

Programme Outline

UNIVERSITY *of* LIMERICK

OLLSCOIL LUIMNIGH

November 2015

What are the Principles behind the Lead Manage Coach approach to Leadership?

From experience in working with many organisations, public and private, over a number of years, we believe that we bring the following unique skill sets to working with any group:

- In depth practical and current Leadership and Management understanding
- A solid foundation in Behavioural Psychology – understanding and working with real people's real issues and challenges, personally and interpersonally
- A focus on the use of simple but highly effective tools for Managers to develop potential and performance in themselves and others
- Personalised coaching along with energetic and engaging facilitation style

Our approach is built on the philosophy that breakthrough leadership performance is achieved through a combination of:

- Building honest, open, courageous relationships
- Recognising your behavioural style and knowing its impact
- Recognising the benefit of Adult as a style of interacting and choosing to move to Adult as a preferred style in the workplace
- Building awareness of what colleagues see and know about you (feedback)
- Mapping all of the above to where you want your leadership journey to take you (in 3 or 5 years' time) and making a choice about what you want your leadership legacy to be and how you will go about achieving it

This programme is based on our philosophy that we will unlock the potential within individuals and teams, through a range of models, tools and techniques in a way that brings lasting change for individuals and sustained benefit for their teams.

We are practical in nature – providing content and models to "hang " things on but placing our emphasis firmly on what people will do with it and how it applies to people's roles and the University's success. We vary our learning methods using lots of different approaches including having fun!

Feedback from our recent clients supports the view that we provide an excellent balance between challenge and support, constantly challenging participnat's view of themselves and their world, and providing a learning environment which enables them to be honest and brave about their personal development and the future of their respective organisations.

The Learning Journey

This programme is proposed to run over the course of the first six months of 2017 to meet the development needs of the University Leaders and Managers attending. The programme is a blend of group modular workshops, practical experiential exercises, personal reflection and growth and supported by 1:1 coaching.

Facilitators

Ailbhe Harrington and Brian O' Driscoll will be the joint facilitators for the programme.

The Learning Journey Steps

Date	Learning Step	Topline Content/time
December 2017	**Programme Launch for participants and their nominator / sponsor**	**Information and preparation by email to all:** • Welcome participants to the programme • Lay out the learning journey ahead • Align expectations on time, attendance, outputs • Lay out nominator/sponsor responsibilities • Kick off completion of the Learning Plan and the MBTI profile
December/January 2017	**Completion of Learning plan and MBTI. Participants will identify nominators for 360 feedback**	• Participants will receive an online request to complete their MBTI • All participants will identify their nominators for 360 feedback following email guidance to have ready for 19th January
January 19th 2015	**Module 1 -> Day 1**	**Knowing and Growing Myself**
Date	**Learning Step**	**Topline Content**
February 14th 2017	**Module 1 continued -> Day 2**	**Knowing and Growing Myself**
February 15/16/17th 2017	**1:1 coaching session**	Review Module 1 - embed learning, reinforce action plans and 360 feedback
March 14th 2017	**Module 2-> Day 1**	**Knowing and growing others, achieving performance**

Date	Learning Step	Topline Content/time
March/April 2017	**Project work in small teams**	The purpose of this assignment is two-fold: ▪ To enhance and reinforce your learning about management and leadership during the break in the programme, through working with your coaching buddies to explore and earn more on a specific leadership topic ▪ Through the process of completing your assignment, to engage with the on-line learning tool provided by the University - "Epigeum" for content knowledge, and to connect with initiative and content area owners within the University on the application of learning on your given topic.
May 9th 2017	**Module 2 continued -> Day 2**	**Knowing and growing others, achieving performance**
May 10/11/12th 2017	**1:1 coaching session**	Learning reinforcement post programme with particular focus on implementing the leadership story

Learning Momentum is maintained through the combination of group learning modules and 1:1 coaching sessions on alternate months.

1:1 sessions

The 1:1 coaching sessions are a vital part of ensuring that the learning gets transferred from the "classroom" environment to people's roles. It is designed as a confidential space within which to further explore the things that come up in the group sessions, to deepen and strengthen skills and their application and to handle sensitive job related challenges or issues that the Managers may not feel comfortable bringing to the large group setting.

Feedback from participants in our leadership work with UL in the past and with other organisations has been highly supportive of the 1:1 space and the value it brings to the programme as a whole. It is one of the things they value most about the investment in them by their employer!

Proposed schedule of dates

Programme Launch	Email sent early December 2016
Module 1 -> 2 separate days	19th January and 14th February 2017
1st 1:1 coaching session	15th/16th February 17th February (if 15 participants)
Module 2 -> 2 seperate days	14th March and 9th May 2017
2nd 1:1 coaching session	10th/11th May 2017 12th May 2017 (if 15 participants)