

## Our Academy programmes

Flick through the following pages for a detailed overview of each of our Academy programmes and offerings.

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# First Impressions

In our opinion, you only get one chance to make a good impression, so a 'first impression' is everything.

Our First Impressions induction programme ensures that your personal development starts from the day you join us. Your leader and immediate team(s) will provide you with your **local induction**, including all the support you need during your initial weeks/months from colleague introductions and workplace expectations and protocols, to organisational policies and procedures. As a new starter, you'll also receive access to our **online induction programme** covering your first 4 weeks with Civica.

For your introduction to the wider Civica group, you will also attend our **First Impressions Event**, part of our company-wide employee induction programme which takes place once a quarter. The welcome event will give you the opportunity to network with new starters and meet some of our senior leadership team. The event is virtual and an interactive session introducing you to our culture and the 'Civica way'.

## What can you expect from our First Impressions programme?

- Our history, vision, values, mission and purpose
- An opportunity to learn about our customers, markets and solutions
- Our initiatives to include; Communications and Engagement, the Civica Foundation, Employee Awards, Civica celebrations etc.
- Our self serve systems
- VIC - our intranet
- How the Civica Academy supports your learning and development
- Who's who and useful resources
- An introduction to the Civica Way.

All new starters will be automatically granted access to our online induction, and invited to the next available space on our First Impressions event. If you'd like to find out more or have a challenge accessing the programme, please contact the Academy team.



# Explore

## Interpersonal skills

Something for everyone...

No matter what your role or experience, here at Civica we all have the opportunity to explore and exploit our full potential.

Our Explore programme provides you with an extensive variety of face to face and virtual workshops, e-learning, self-directed learning resources and webinars, supporting you from the day you join us, and throughout your career.

Our interpersonal skills programme focuses on the key themes of self-awareness, feedback and collaboration to help both you, and those around you, effectively improve communications, build trust and increase accountability.

## Managing Pressure

### E-learning

Our interactive self-directed, online playbook will give you all the practical knowledge and techniques to manage and deal with pressure. You'll discover how to reduce the level stress within your life with the right level of stimulation in your role to achieve peak performance levels.

- Understanding pressure and stress
- What's your mindset?
- The stress curve
- The pressure
- Triggers
- Urgency vs Importance
- Hints and Tips

## Communication Skills

### Live workshop virtual/F2F

This workshop explores what effective communication is, what gets in the way and how to handle those challenging and difficult conversations that we all have to face from time to time.

- What is communication?
- What goes wrong and why
- Making a good impression
- Skills for effective communication
- Barriers to listening effectively
- Challenging conversations and how to prepare for these
- Managing emotions when communicating

## Customer First [Live workshop virtual/F2F](#)

The workshop allows you to look at the key behaviours that drive excellent customer service, including choosing your attitude, being there for the customer and having fun!

- Understanding the Civica business and identifying your customers
- Recognising how customers are important to you
- Understanding our customers and how to communicate with them
- Skills and behaviours required to deliver excellent customer service
- Challenges we may experience



# Explore

Interpersonal skills continued...

## Positive Influence

### Live workshop virtual/F2F

This workshop will enable you to understand yourself and others, create a personal presence and understand and adopt assertiveness techniques to achieve the results you need. As a company that never stands still, we want and need you to feel empowered to make quick decisions and positively influence others to achieve success.

- How to be assertive and relationship to mind-set
- Balancing your need and wants
- Positive attitudes about ourselves and others
- How you affect others behaviour
- The foundation for an influential conversation

## Presentation Skills

### E-learning and live feedback

This 2 part course will give you the tools and techniques necessary to develop your ability and confidence when presenting. In addition, you will how to engage an audience and create a strong personal presence.

## Time Management

### E-learning

This module will help you step up your effectiveness through better use of time by introducing you to proven tips and techniques.

- What is time management?
- Difference between urgent and important
- Time management matrix
- Guilty or not?
- Time Robbers
- How you can say no
- Managing emails effectively
- 8 Golden rules of time management

## Managing Relationships

### Live workshop virtual/F2F

This workshop focuses on what makes a great relationship and how to create and maintain those great relationships with your customers and colleagues. You'll discover how to successfully build rapport and effectively influence to achieve results.

- Good relationships, what they are and their importance
- Why and how to build rapport
- Improving working relationships
- Conflict and resolution in a workplace





# Explore

Interpersonal skills continued...

## Handling difficult conversations

### Live workshop virtual/F2F

Do you have a difficult conversation "waiting in the wings" to be had with a colleague, direct report, manager or customer? Are you finding just the thought of it is activating a host of feelings, thoughts and reactions? Common reactions include:- "I don't want to rock the boat", "What if it comes out all wrong?", "What if they blow a fuse?" and/or "What if it affects our relationship?"

If we don't have the conversations we need to, the relationship over time, will cool as we withdraw, give up, remain falsely polite or things blow up unexpectedly. **This virtual workshop will support you with having courageous conversations.**

## Effective remote working

### E-learning

This module will provide you with tips and resources for healthy habits for home working as well as giving you an insight to what small changes you can make to help your work life balance become healthier.

- Skills we need for effective remote working
- Healthy habits
- Small changes
- Maximising your home working environment
- New concept of ergonomics
- Additional Tips

## Personal Resilience

### E-learning

This module provides you with the information you need about resilience, including what it is how you can become more resilient. You'll also find resources to help you assess your resilience and useful ideas to help you build more of it.

- What is resilience?
- Common attributes in resilient people
- Improving your emotional resilience
- Five capabilities of resilience
- Maximising your brain power
- How can I build my personal resilience?
- Training the brain
- Strategies to help you cope

## Emotional Intelligence

### E-learning

This module will help you become more aware of your emotional intelligence and understand others around you as well as helping you understand how it affects every day life.

- What is emotional intelligence?
- What does emotional intelligence effect
- EQ vs IQ
- Characteristics of emotional intelligence
- The Goleman Model



# Health & Wellbeing

## Health & Wellbeing

This virtual workshop focuses on the 7 habits and behaviours of highly effective people. The focus is on supporting you to identify what's really important and helping to identify strategies to keep you on track despite the pressures that you are continuously faced with during your daily life.

- 7 Habits review
- Goal setting
- Team activity
- Identifying what's really important to you
- Lifestyle mapping
- Creating a plan of action

## Mental Health Awareness for Leaders

Aimed at our leaders within Civica, our e-learning modules gives an insight to the importance of Mental Health within Civica, how to get to know your team to recognise triggers and what is expected from our leaders when addressing mental health.

- What is mental health?
- Why mental health is important to Civica
- Common mental health issues
- Mental health triggers
- Knowing your team
- Responsibility as a leader
- Mental Health First Aid action plan

## Mental Health Awareness

This awareness session will expand your knowledge on mental health and highlight the importance of mental health as well as physical health. The session focuses on mental health triggers and gives you tips on happier living.

- What is mental health?
- Frame of reference
- Mental health perceptions
- What is stress?
- Stress container
- What causes anxiety disorders?
- Influences of mental health
- 10 keys to happier living

Interested in a confidential Health & Wellbeing 1:1 with our Wellbeing Partner, Sanders Fitness?

Contact the Academy team to arrange a session, which could cover lifestyle mapping, diet and/or exercise.



# Potential

If you're new to leadership, Potential helps you to build on your existing experience and skills, ensuring you get the most out of your team through delegation and coaching. It will also give you the tools and techniques to effectively motivate your team and create an enjoyable, high performing environment. This programme has been designed with our 70:20:10 model in mind, encompassing self-directed learning and classroom sessions, supported by shadowing and coaching.

Our Potential programme is led by the Chartered Managers Institute Level 3 Principles of Management and Leadership Diploma. We have partnered with an Apprenticeship provider to deliver this to you and will require an enrolment process. Once you have completed the learning you will be awarded with the Team Leader and Supervisor (Level 3) professional qualification. Here are the modules you will cover as part of your learning:

- Project Management
- Leading a Team
- Managing a Team
- Awareness of Self
- Managing Self
- Decision Making
- Building Relationships
- Communication
- Finance and Operational Management
- Organisation Strategy

The programme lasts approximately 13 months and is made up of coursework staggered over that time, with a final assessment at the end. The assessment verifies your final grade and is made up of a presentation about what you have learnt, as well as a discussion on a project you have completed. Whilst you'll be given time during work hours to complete your coursework, it's also expected that you complete some of the work in your own time too.

Each of the modules above are designed to give you all of the tools and theory you need to enable you to lead your team effectively. With face-to-face workshops, webinars and 'lunch 'n' learn' sessions, there's plenty of opportunity for you to explore the content in detail and network with your fellow participants.

Throughout the programme you will have access to an online portal where you can record learning and access online content for each programme module.

What's more, you will have access to a Skills Coach throughout the entire 12 – 13 months, to support you with your coursework and provide guidance and advice when you need it most to ensure that you're always on the right track. They will be working with you and your line manager to help you get the most out of the Potential programme, and as always, you'll have the Academy Team and your People Consultant on hand too.

If you've previously completed a Potential programme, you can still be enrolled onto this accreditation version and simply complete the additional modules as required to meet the criteria and standards. In order to do so, you will need to supply any workbooks you've already completed so that we have a full record of your training to date. The amount of work you'll need to complete will be reviewed on a case-by-case basis. If you have any questions, please contact the Academy team.



# Potential continued...

Thinking about nominating one of your team for the Potential programme?

Please review our Potential criteria questions below when deciding if Potential is the right path:

- Are they currently in a Management/Team Leader role however new to leadership?
- Are they expected to assume a more senior leadership role in the future?
- Are they considered a 'Star for the future'?
- Do they have a positive attitude towards learning and development?
- Are they committed to Civica, ambitious and want to progress/develop themselves?
- Can they commit to the programme at this time?

## Don't just take our word for it...

*"The Potential programme for leaders of the future has provided me with the skills and capability to reach a promotion and I'm now at a stage in my career where I'm really happy."*

*"Potential is great for those looking to develop their careers further in leadership – the main area I have developed is confidence in myself."*

*"Confidence, leadership skills and a network of friends from across Civica – these are the top 3 things I have gained from the Potential programme."*



# Delivery Excellence Programme

The Delivery Excellence Programme – supporting our Project & Programme Management teams to Deliver to Cost, Time & Quality

We have a track record of unprecedented growth and achievement. But to continue doing that, we need to ask: how can we do better? One area is in delivering what we sell, on time and to budget. The Group PPM policy and supporting governance and processes give us the tools we need to deliver. Now, we're going further by providing high quality tooling to streamline and drive more alignment across the Group. Alongside that, we want to be clear about what successful delivery in Civica looks like, i.e. what's the 'Civica Way' for PPM? This programme comprises of two distinct, interactive courses for Delivery Leaders and Delivery Managers:

- To improve on the number of projects delivered successfully
- To develop programme and project skills within leadership and delivery communities
- To promote consistency in approach to delivery (The Civica Way)

This is not typical PPM training like Prince2. This will equip all delegates with the skills to enhance delivery performance for their business units to enhance customer outcomes.

## Delivery Excellence - One programme & two distinct courses - Delivery Leaders & Delivery Managers

### Delivery Leadership

The focus for Delivery Leaders shifts to understanding their role as a leader of Delivery Managers, or as a sponsor within a project or programme, and the skills necessary for such a role within Civica. The expectations of the Delivery Leader role will be explored as well as how Delivery Managers are held to account in the project or programme they're managing.

#### Agenda

- How to be a better sponsor
- How to get the best out of delivery managers
- How to get more from stakeholders
- How to spot risks and issues early enough to influence the outcome

### Delivery Management

The Delivery Managers' course will follow a project through its lifecycle as outlined by the Civica Group PPM policy. It will focus on, what successful project/programme delivery looks like, how this will be measured within Civica moving forward and how to prevent failure or maintain control when aspects of a project/programme do fail.

#### Agenda

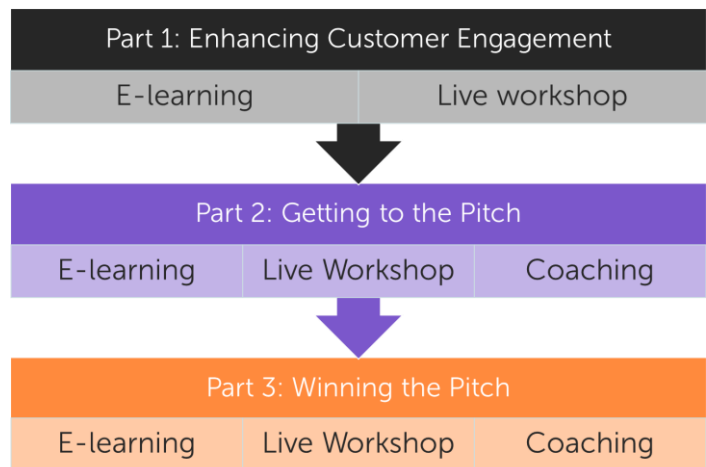
- How to get the best out of key processes
- How to use our PPM frameworks and why they add value
- Why certain ways of working and behaviours will have better outcomes
- How to better manage stakeholders

# Sales Excellence – Sales Effectiveness programme

**Who's this for?** New business salespeople, Account Managers and Sales Leaders

Our Sales Excellence programme is designed for all our salespeople to help get those marginal gains which make all the difference. It gives us a common language and approach to sales across the group, using our PROSPECT sales methodology.

It is delivered in line with the 70:20:10 model of learning, with a combination of E-learning, Live Workshops to practice the skills, and coaching from your sales leader and the sales excellence team. New starters will be auto-enrolled and can expect to be contacted within 6 weeks a welcome email and dates. This is a three-part personal development journey, more details on each part are below.



## Part 1: Enhancing Your Customer Engagement

### Why should you attend?

Are you new to sales (or new to Civica sales)? Extensive research shows us that the most successful sales professionals globally have the best habits, and these are the people that earn the most and achieve our Diamond Club consistently. However, what they do isn't a dark art. It's consistent, high-quality preparation and execution of key activities that mean they're 'on it' every time. They have winning habits in their research and preparation so that when they do execute, they're prepared to win. We all fall into bad habits or forget some of the basics, or perhaps we're not sure if the preparation we're doing really is the habits of world class professionals, but it has worked so far. This is all about the habits of the best.

By the end of the e-learning module you'll know what 'the best' prepares for, and why and how these things form a significant part of our sales framework, PROSPECT. Once completed, it's also an opportunity to meet with your peers to demonstrate, practice and improve the quality of how you execute these skills. You'll get peer and expert feedback that will impact on every meeting you have.

# Sales Excellence – Sales Effectiveness programme

## What's covered?

- The mindset of the best: what you sell
- Preparing to win: where to start
- Educating customers: insight that drives the right conversations, at the right time
- Opening sales meetings for connection, clarity, and control
- Closing and following up to stay in control and stay on track.

## Programme overview

2½ hour E-learning module  
Pre-work & Leader check-in  
2 ¼ hour live virtual workshop  
Post workshop Leader check-in

### Part 2: Getting to the Pitch

#### Why should you attend?

Selling change is a big ask - we need to ethically influence and drive change that benefits our customer. This module will give you the skills, tools, and behaviours to do this effectively.

The most successful sales professionals truly diagnose before prescribing, as arguably the most important part of any sales conversation is in the diagnosis. But why?

- You lose quicker - qualifying out means you spend more time on the opportunities you can win
- You win more - understanding the complete story for each stakeholder increases your capability of developing and presenting a compelling proposition.

By the end of this e-learning module, you'll truly understand how to position your offering in a powerful way, and what you need to know from the customer to do that effectively.

We'll look at 'the science' of why Civica wins and loses deals and compare this to global research, then then look at 'the art' of how you use your conversational skills and open questioning to build trust and credibility whilst understanding the customer story.

Once completed, it's time to share your learning with your peers in a live workshop where you'll practice the combination of 'science' and 'art'. You'll also receive coaching and feedback so you can continually improve.

#### What's covered?

- The destination: what we need and how to position that influences change
- The diagnosis: VALUE questioning, listening, digging deeper, and evidencing we've listened and understood.

#### What happens afterwards?

Once you've completed 'Enhancing Your Customer Engagement' and 'Getting to the Pitch', you'll receive extra coaching to build on the skills you've already developed. You'll also have an opportunity to rehearse a real meeting (using the skills we've covered so far) with your leader and one of our specialist sales coaches.

## Programme overview

2½ hour E-learning module  
Pre-work & Leader check-in  
2½ hour live virtual workshop  
Post-workshop Leader check-in  
1 hour coaching session



# Sales Excellence – Sales Effectiveness programme

## Part 3: Winning the Pitch

### Why should you attend?

It's time to present your winning solution - all the key stakeholders are there.

Increasing your win rate when it comes to the pitch gets you to our Diamond Club even quicker. But...

- How do you create and structure content in a way that customers want and need to experience it - one that cements the case for change and shows you are the best fit to create that positive outcome?
- How do you present in a way that's engaging in both the in-person and virtual world so that the audience wants to hear more?
- These are the two questions that form our platform for 'Winning the Pitch'.
- By the end of this e-learning module, you'll understand how to:
- Prepare your pitch and structure content
- Create better visuals to help you tell your story
- Deliver a compelling pitch that convinces the customer to change, and to change with Civica.

It's then time to rehearse - you'll have an opportunity to share best practice with your colleagues and then deliver to a group of your peers and expert facilitators to help you become even more powerful when you pitch.

### What's covered?

- Creating strong sales messaging
- Opening with a 'bang'
- Building credibility and your business case
- Closing with a 'bang'
- Powerful visuals
- Pitch preparation tool.

### What happens afterwards?

After you've completed Winning the Pitch, you'll receive additional coaching to help you improve and increase your win rate. There's also an opportunity to rehearse a real pitch using all of the skills you've learn so far with your leader and one of our specialist sales coaches.

### Programme overview

3-hour e-learning module

Pre-work & Leader check-in

3½ hour live virtual workshop

Post-workshop Leader check-in

1 hour coaching session

# Sales Excellence – Sales Leadership programme

## Who's this for?

New, existing, and aspiring Sales Leaders, as well as Managing Directors.

## Why should you attend?

This programme underpins our high-performance culture and your role in driving growth. Sales leaders are expected to own and deliver a target, improve the skills of their people, and motivate their team to excel. You're likely to be in a leadership role already, and during our programme, you'll build on your existing skills, learn how to inspire, coach, and challenge your people. You'll also meet fellow leaders, have a chance to network and establish opportunities for future cross-sell.

## What's covered?

Coaching for performance is at the heart of sales leader development, so our programme includes:

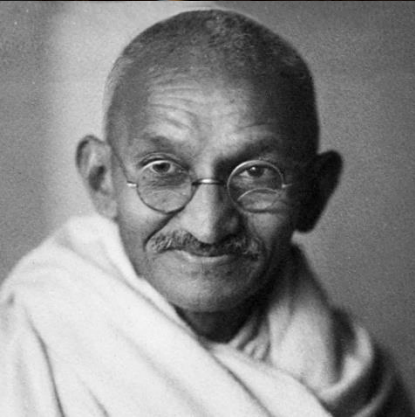
- Coaching your team to improve their skills, performance, and implement sales disciplines
- Setting clear targets and empowering your team to deliver high performance
- Giving powerful feedback to change behaviour and drive continuous improvement
- Handling difficult conversations
- Influencing individuals to implement PROSPECT, exceed targets and deliver high standards
- Using listening and questioning to develop a collaborative culture across your team.

## What happens afterwards?

You'll work with one of our external coaching partners after each workshop to discover opportunities to use your coaching skills across your team.

## Programme overview

Activity	What's covered
Workshop 1	A two-day face to face workshop with dinner the evening before the workshop commences
Coaching	Implement your coaching plan and attend a 90-minute coaching session with an external coaching partner
Observation	Our Head of Sales Acceleration will observe one of your 1:1s with a salesperson, followed by a 30-minute feedback/coaching session
Workshop 2	A one-day face to face workshop
Coaching	Implement your coaching plan and attend a 90-minute coaching session with an external coaching partner
Observation	Our Head of Sales Acceleration will observe one of your 1:1s with a salesperson, followed by a 30-minute feedback/coaching session
Workshop 3	A one-day face to face workshop
Coaching	Implement your coaching plan and attend a 90-minute coaching session with an external coaching partner



# Inspirational Leadership

Our Inspirational Leadership programme is for all of our leaders to attend to ensure we are consistently leading and inspiring.

## Are inspirational leaders born or made?

This is a timeless debate on which we'll never agree. But, at the end of the day does it even matter? Surely all that matters is the end result? The fact that we take responsibility for the leader we already are and ownership for the inspirational one that we want to become. Leadership is a choice, not a position.

Hand on heart, no matter what, are you a leader that 100 per cent of the time:

- Models fairness and integrity?
- Stirs people's emotions?
- Lives and breathes Civicas values?
- Inspires people to take action?

And of course the answer is **NO** as none of us are perfect! However, we all have the potential to move towards perfection.

## Module 1: Introduction to Inspirational Leadership

This journey will give you:

- Time to reflect on how inspirational you currently are, both from your perspective and the perspective of those you lead.
- An opportunity to hear how your fellow leaders inspire others
- The chance to take part in practical activities that bring to life the 5 key principles of inspirational leaders.
- An action plan on how to become more inspirational with feedback from yourself/fellow participants and observers
- Time to reflect on solutions to obstacles that might stop you from being more inspirational

Inspirational  
Leadership



# Leadership in Action

This programme has a number of core, essential and pragmatic leadership modules relevant to all of our people leaders. To support our induction programme for new leaders joining Civica, or newly promoted leaders, automated invites will be sent from our Academy team for the mandatory modules to be completed within a 6 month time frame. Categorized into mandatory and optional elements the mandatory modules are intended to support managers in leading at Civica, adopting the principles of The Civica Way and reflecting on our values and culture. Optional modules can also be requested at any time and will be scheduled on a demand basis.

Leadership in Action consists of 1 day workshops, shorter virtual workshops and self-directed learning, designed around our Civica Way framework. Leaders can tailor their pathway to their own individual needs complemented by workshops available through the explore programme and internal coaching.

## Mandatory modules

### Maximising Performance

#### Workshop

This workshop will give leaders the skills and knowledge they require to carry out meaningful check ins and to put plans in place to improve performance within their team.

- High performing teams
- Effective leadership
- Vision and Strategy
- Roles and responsibilities
- Radical candor
- Managing Performance
- Multipliers & Accidental Diminishers
- Conducting check-in conversations
- Objective setting
- Giving and receiving feedback
- Development & career conversations

### Effective delegation

#### E-learning

Quite often we need to switch our mind-set in order to effectively delegate and ensure we are delegating the right tasks to support team performance and development. This webinar will provide you with the why, what, who and how.

- Creating the right mind-set to delegate
- The benefits of delegation and the Civica way
- What to delegate
- Who to delegate to
- How to delegate and get the best from your team

### Commercial Awareness

#### Virtual workshop

Commercial awareness is essential for a leadership role. In this module, we'll introduce you to Civica's commercial team, learning from the experts and our approach across Civica.

- Civica commercial team and policy – and the benefits of these
- Qualifying deals
- Reviewing deals
- Negotiation skills
- Your 'commercial role' as a leader

# Leadership in Action

## Mandatory modules continued...

### Leading diverse and inclusive teams

#### Virtual workshop

This interactive training course will develop participants' intercultural sensitivity, communication skills and management techniques to lead diverse, inclusive and global teams effectively. Leaders will learn how to recognise and overcome the challenges of working virtually and understand how to engage, communicate and build trust.

- An understanding of diversity and inclusion, and its importance
- Challenges and benefits of remote & global teams
- Effective teams
- What makes an excellent global leader?
- Cross-cultural and interpersonal drivers
- Understanding the culture within your team
- Building relationships
- Why trust matters
- Recognising and responding to your team's communication styles
- Developing a vision for flexible working at its best
- Using technology and a range of communication tools to manage, motivate and collaborate effectively

### Leaders as coaches

#### Workshop

Leaders are in the perfect spot to coach employees to help them improve performance. This webinar will help to develop the skills required to facilitate problem solving and encourage employees' development by asking questions and offering support.

- What is coaching?
- When should leaders coach
- Coaching Models
- Coaching skills – Listening, Questioning and Silence
- Setting SMART goals
- Framework for coaching





# Leadership in Action

## Optional modules

### Recruiting in Civica

#### E-Learning

Building on current employment legislation and Civica's existing recruitment process, this workshop considers the skills and behaviours necessary to effectively conduct interviews and identify the right candidates for us.

- Understanding of the Civica recruitment process
- Understanding of legal aspects of recruitment and selection
- Practical tools to enable effective sourcing of candidates
- Practical tools to enable effective shortlist of candidates
- Practical tools to enable effective technical skills validation
- Practical tools to enable effective validation of behavioural & non-technical competencies
- Practical tools to help you manage effective interviews (structure, Questions, feedback etc)
- Practical tools to help you make informed decisions free from bias

### Strategic planning

#### Virtual workshop

The strategic planning workshop has been designed in partnership with Wayne Story and Douglas Ibrahim to enable you to:

- Think long term in order to future proof your business
- Help you to understand the Civica strategic planning process
- Support you in creating actions within your business unit or service

### 360 feedback

Feedback enables us to stop and reflect on our strengths and areas for development, encouraging us to put in place an effective development plan to support our career journey and our relationships with colleagues and teams. Our 360 questionnaire links to the Civica Way attributes. The Academy Team can facilitate the 360 process for you via our online tool, and you will receive 1:1 coaching alongside your report.

### Leading through Change

#### Virtual workshop

This workshop is designed for leadership teams to identify how they can most effectively lead and motivate their teams especially during times of change

- Understanding why people sometimes struggle with change
- Motivation and delegation
- Mapping your teams engagement
- Supporting people
- Increasing team working
- Transformational leadership
- Plan more specific actions to raise the bar of the team performance





# Raising The Bar

Consisting of three stages, Raising The Bar is for our experienced senior leaders. Each stage will allow you to build on your existing skills and knowledge of effective leadership, helping you to realise your full potential and move Civica towards continued future success. You'll also develop a much wider perspective of the business, what impacts us and how you could challenge the status quo in a constructive manner to push for effective change. The programme is delivered through our blended learning model with a combination of face to face workshops, virtual workshops, pre and post work, self-directed learning and coaching.

## RTB Foundation (Stage 1)

- Learning and forming as a cohort – getting to know you
- Self-awareness and Myers Briggs profiles
- Learning – comfort zones, marginal gains
- Setting up individual and team action plans
- Questioning and listening
- Push and Pull influencing
- Managing relationships
- Providing and receiving feedback

## RTB Stage 2 – a series of virtual live workshops

### Workshop 1 - Managing Pressure

- Managing pressure/ stress/ the unknown/ not having control; being in the Grip
- What do they know about their people/ difference in reaction to pressure and stress
- Signs and symptoms

### Workshop 2 - Strategic Planning

- Understanding the Civica strategy
- Strategic leadership – the need for a future focus/future proofing the team
- What it means to operate strategically
- Turning strategy into action
- Measuring outputs; driving for results
- Being brave and stepping up – confidence/authenticity

# Raising The Bar

## RTB2 - Workshop 3 - Succession and Talent Management

- Talent Matrix – who sits where?
- Succession, performance, potential and individual motivation

## RTB2 Workshop 4 - Leading Through Change

- Leading through change and transition
- Unblocking resistance to change
- Resilience – tactics for overcoming and recovering from setbacks

## RTB – Powerful Presenting

- Importance of effective presentation skills
- Developing your presentation skills
- Presentation structure
- Practice and feedback

## RTB Stage 3 - Coaching

### Workshop 1 – Coaching theory

- What is coaching and how does virtual differ from face to face?
- Skills of a coach & GROW

### Workshop 2 - Practicing Coaching

- Set up three roles – Coach/Coachee/Observer for coaching practice sessions with facilitator observation & written feedback
- Participants to practice EEC and Radical Candor to give verbal feedback on coaching practice sessions
- Review coaching sessions; what worked well & what didn't work so well?
- Coaching different types of people/difficult people
- Coaching to achieve commitment to outputs to drive performance

## RTB – Bringing it all together

- Review of learning on programme
- Practice presentation and coaching skills
- Continuous learning journey

