



LEADING IN UNCERTAIN TIMES

A PROGRAMME FOR MANAGERS - INFORMATION LEAFLET

During these unparalleled times, many businesses are facing an uncertain future.

This programme, delivered by Peoplematters on behalf of Highlands and Islands Enterprise (HIE), and supported by the European Regional Development Fund (ERDF), will provide middle and junior managers with the insight, understanding and capability they need to work alongside senior management to build robust, resilient organisations that will survive and thrive through the challenges of today and opportunities of tomorrow.

WHY SHOULD YOU BE INTERESTED?

In these challenging times businesses need the commitment and expertise of managers at every level of their business. Insight, understanding, the ability to spot opportunities and rise to challenges is not the sole domain of senior management. In today's complex, fast changing world everyone in the business needs to think strategically. Middle and junior managers are key to creating the agile resilient culture your business will need if it is to survive and thrive in the 'New Normal'. This programme will focus on supporting your managers through the changes ahead and give them the space to learn and share experiences with experts and peers, allowing them to:

- ▶ Recover from the challenges of responding to the crisis
- ▶ Reflect on lessons learned
- ▶ Redefine their leadership role
- ▶ Recognise how to support and challenge senior leaders
- ▶ Re-energise themselves and their people.

WHAT TO EXPECT

We know time is precious right now so this will be a high impact programme involving a series of 7 insightful, 90-minute workshops delivered virtually and supported by:

- ▶ Individual Coaching to support managers through specific challenges
- ▶ Facilitated Peer Learning Sessions to deepen understanding and build a support network
- ▶ Structured support materials and 'how to' guides.

Support will be on-going over 4 to 6 months.

Workshops will be delivered over a 6-8 week period, with one to one coaching and peer learning sessions scheduled over a further 4-6 months. An overview of the programme is provided overleaf.

THE PROGRAMME COMPRISES 7 SESSIONS SUPPORTED BY ONE TO ONE COACHING AND PEER LEARNING

1.	Introduction	Scene setting and logistics; sharing experiences during lockdown, highlighting current challenges and aspirations and identifying specific needs.	
2.	Leading in uncertain times	<ul style="list-style-type: none"> The need for a different approach; letting go of 'knowing' why agility and resilience are greater strengths Prioritising learning and curiosity and becoming who you need and want to be in the new workplace 	C
3	Recovery and Reassurance	<ul style="list-style-type: none"> Lessons learned to carry into the future Understanding staff concerns and challenges - the need to listen and empathise Placing well-being at the centre of the agenda Keeping in touch - new communication channels and practices 	C
4.	Resilience and Agility	<ul style="list-style-type: none"> Exploring new ways of working - the challenges of working from home and flexible working patterns Business continuity - being prepared for change 	PL
5.	Collaboration (1)	<ul style="list-style-type: none"> Adopting a growth mind-set From silo mentality to more creative, open ways of working The power and value of collaborative working 	C
6.	Collaboration (2)	<ul style="list-style-type: none"> Developing the confidence and capability to challenge and support senior leaders Skills and techniques to engage and involve others 	PL
7.	Final Event	Reflection, review and sharing future plans.	

Supported by 2 further peer learning sessions and 5 further coaching sessions.

C - COACHING
PL - PEER LEARNING SESSIONS

HOW MUCH?

This programme is supported by Highlands and Islands Enterprise and the European Regional Development Fund (ERDF).

The cost is heavily subsidised with contributions varying by company size:

£100 for companies with up to 49 FTE to £200 for those with up to 249 FTE.

Companies with 250 FTE or more should contact their HIE Account Manager.

TO FIND OUT MORE, CONTACT YOUR HIE ACCOUNT MANAGER OR THE PROGRAMME MANAGER:

Programme manager

Shona Mitchell

e. shona@peplematters.co.uk

m. +44 (0)7771 595104

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Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean