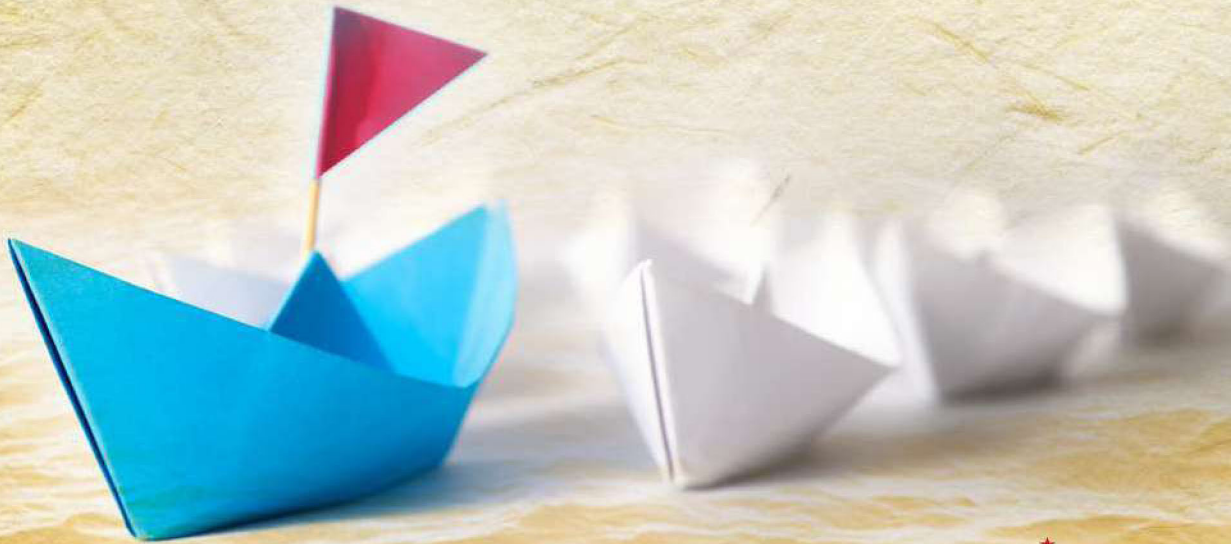




Confederation of Indian Industry



CII - Suresh Neotia Centre
of Excellence for Leadership



7th CII CERTIFIED
LEADERSHIP



Development Programme
for **First Time Managers**

Avail attractive Group Discount

PRESENTED BY



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BACKGROUND



An individual contributor or a professional getting promoted and transitioning into a management role for the first time is both exciting and extremely challenging. Very often, these First Time Managers are not as effective as the organization would want them to be. It takes a totally different mindset to excel in a new role that is no longer only about managing oneself but also a team of colleagues who were peers yesterday. So clearly there is an urgent need to train these young bunch of people who represent the future leadership bench strength of an organization.

Challenges faced by First Time Managers (FTMs):

- Managing team members, peers and managing upwards
- Delegation of tasks and influencing others
- Developing managerial and personal effectiveness
- Managing internal stakeholders, politics, and leading team achievement

These challenges are unique to First Time Managers and without formal training and development initiatives, their journey becomes very challenging. The key differentiator in transforming FTMs into effective leaders is **guided engagement**. This will strengthen the leadership pipeline. In this context, the **CII- Centre of Excellence for Leadership** is running its **7th edition of the Certified Leadership Development Programme for First Time Managers to develop** competencies and behaviors and equip them with necessary tools, skills, and training required to become effective leaders who can foster engaged, productive direct reports and drive greater results for your organization.

PROGRAMME OBJECTIVES



- To understand the role of a new leader in today's context as well as to know the competencies required for success in the new role.
- To equip first-time managers with the mindset, skillset, and toolset to take on the responsibilities of a managerial role and deliver sustainable high-quality results.
- To enable first-time managers to navigate the challenges and successfully transition from an individual contributor to a leader of a team.

WHO SHOULD ATTEND?



- **Entry-level Managers:** First Time Managers who are transitioning from an individual contributor role to a managerial role with the responsibility of leading a team.
- **Transitioned FTMs:** Managers who have transitioned into a managerial role for the first time but has not received any formal training or needs further managerial skill development.

PROGRAMME COVERAGE

Module I - Managing for Results

Role

- ▶ Understanding the role and expectations from a Manager and a Leader
- ▶ *Group Discussion*
- ▶ *Brief Presentation*

Self

- ▶ Understanding Your Psychological Type (MBTI)
- ▶ Implications of Type for Enhancing Leadership Effectiveness
- ▶ *Case Study*
- ▶ *Understanding MBTI Type Report*
- ▶ *Exercises and Discussion on using Type to enhance Effectiveness*

Managing Performance

- ▶ Performance Management Overview
- ▶ Effective Goal Setting
- ▶ The Art of Giving Feedback
- ▶ SBI & CEDAR Feedback Models
- ▶ Planning, Delegation and Execution
- ▶ *Practice in Drafting Goals, followed by Discussion*
- ▶ *Gold of the Himalayan Kings Simulation & Debrief*

Leadership Model

- ▶ Situational Leadership – Leadership Styles for Effectiveness
- ▶ *Interactive Presentation*
- ▶ *Questionnaire to discover your dominant style, flexibility & effectiveness*
- ▶ *Analysis of Scenarios to determine appropriate Leadership Style*



PROGRAMME COVERAGE

Module II - Leading teams for High Performance

Communication and Influence

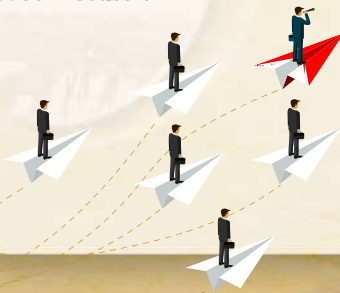
- ▶ Effective Communication to gain the Desired Response
- ▶ Structuring Your Message
- ▶ Influence Tactics – Gary Yukl
- ▶ Influencing Styles – based on Social Styles Model
- ▶ *Activities for “listening” and “questioning”*
- ▶ *Short Presentation by participants to practice “structuring message”*
- ▶ *Questionnaire for Influence Tactics*
- ▶ *Case Discussion for applying Influence Model*

Leading Teams

- ▶ Laying the Foundations for Great Team Performance
- ▶ Stages of Team Development and the Role of the Leader - Tuckman
- ▶ Group Process & Effectiveness
- ▶ Collaboration & Problem Solving in Teams
- ▶ *Brief Presentation on HPT*
- ▶ *Questionnaire to place your current team on Team Development Stages*
- ▶ *NASA / Desert Survival Activity*
- ▶ *“Houston, we have a Problem” Simulation*

Decision Making

- ▶ Decision Making Styles for Effectiveness
- ▶ Key Factors for Decision Effectiveness
- ▶ *Interactive presentation*
- ▶ *Case Discussion*



Conflict Management

- ▶ Discovering how you behave in a Conflict Situation – Conflict Management Styles
- ▶ Dealing Effectively with Conflict
- ▶ *Thomas Kilmann Conflict Styles Instrument*
- ▶ *Analysis of Scenarios involving conflict and determining appropriate conflict style*



LEARNING DESIGN ELEMENTS

This development journey will be a multi-touch point programme designed to support managerial capability building. This programme aims to bring a mindset change in associates and equip them for the complex gamut of responsibilities in their role as people managers. The programme effectively uses a mix of the following training strategies to maximize learnability and retention:



Psychometric Instrument:

Participants will undertake a psychometric test online, prior to the programme as pre-work. The debrief will be done during the programme.



Live Virtual Classroom Sessions (face-to-face interaction):

32 hours of live learning spread over 2 modules will be delivered using participant-centred methodology at Understand & Apply level of Bloom's Taxonomy.



Online Simulations:

2 Behavioral Simulations on Leadership Styles and Influencing.



E-Learning Modules:

E-learning courses of a total of 24 hours will be shared with participants in the intervening period between Module I & II. This will help improve learning stickiness.



Videocasts:

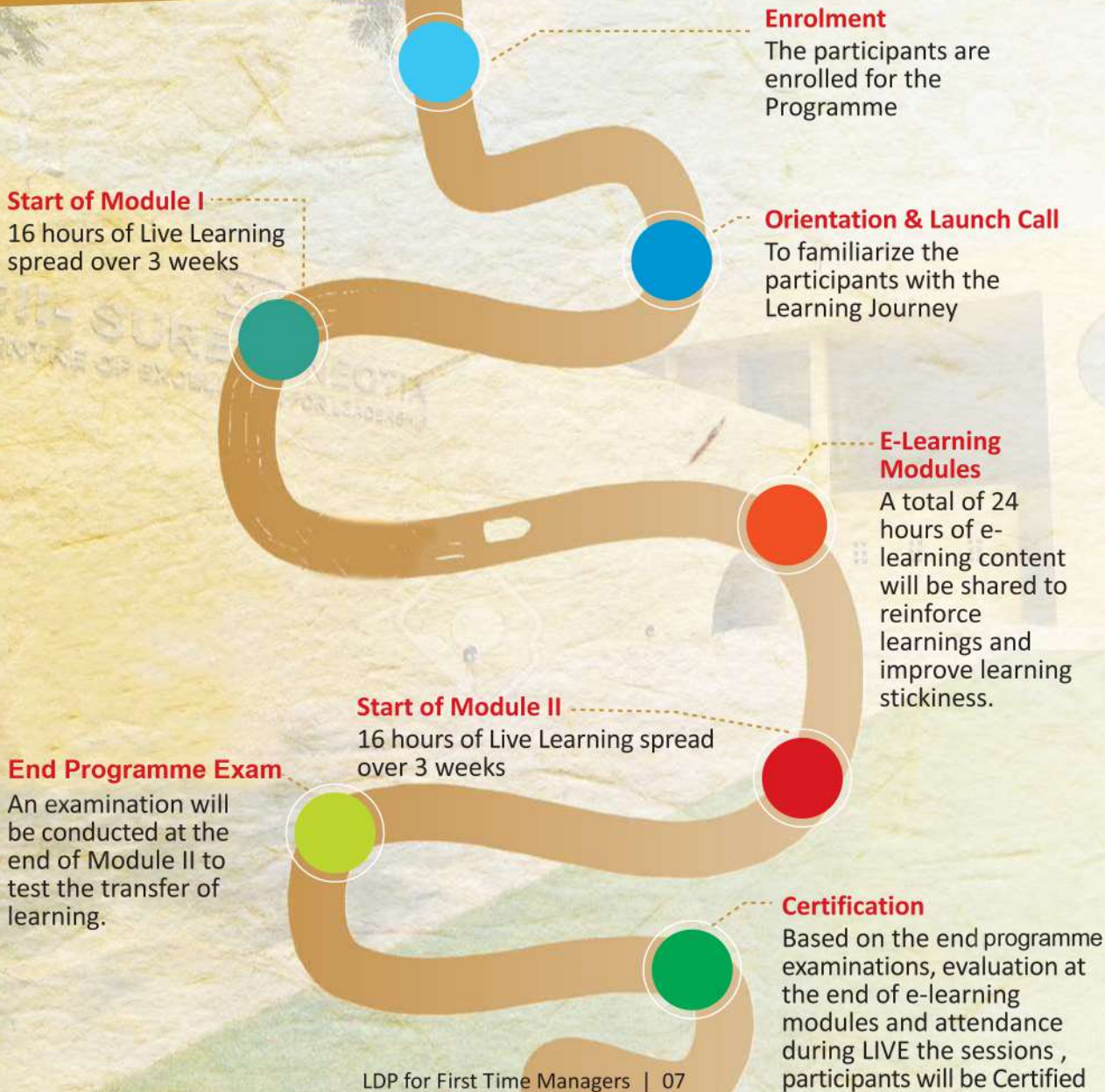
Participants will receive 3 to 5-minute video clips from globally eminent academics / practitioners, thrice a week during the entire learning journey.



Evaluation based Certification:

Multi-element evaluation system that includes [a] level of attendance during LIVE sessions, [b] evaluation at the end of e-learning modules and [c] end programme examination. Participants will receive certification from CII on successful completion of the course based on the above criteria.

THE LEARNING JOURNEY



UNIQUE LEARNING DIFFERENTIATORS



Simulations:

Focused and widely used simulation games that will ensure high degree of insights and learnings.



E-Learning:

flexibility to continue their leadership development process, anytime-anywhere for further reinforcement.



Blended Learning:

High level of blended learning in order to ensure stickiness and retention by participants.



Chunking of Content:

Highly focused content condensed in modules of 2 hours delivered for easy learning, comprehension and retention.

PROGRAMME BENEFITS

Nominated participants will experience the following benefits

Demonstrable Mindset Change:

Blended learning elements/ Gamified simulations provide safe and fun learning environments for learners to face scenarios akin to their roles.



Confidence Building:

The programme will significantly boost the confidence of participants and will help them implement the concepts learnt at the workplace.



PARTICIPATION FEES

CII Members ₹ **55,000/-** + GST

Non-Member ₹ **60,000/-** + GST

*Additional Discount of **10%** for **5** or more participants



Confederation of Indian Industry



CII - Suresh Neotia Centre
of Excellence for Leadership

The **Confederation of Indian Industry (CII)** works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes. Founded in 1895, India's premier business association has around 9100 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from around 288 national and regional sectoral industry bodies. With 68 offices, including 10 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with 394 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community. With the theme for 2020-21 as “Building India for a New World: Lives, Livelihood, Growth”, CII will work with Government and industry to bring back growth to the economy and mitigate the enormous human cost of the pandemic by protecting jobs and livelihoods.

The **CII Suresh Neotia Centre of Excellence for leadership (CII-SNCEL)** is part of CII’s Integrated agenda of building competitiveness through Centres of Excellence. CII-SNCEL is one of the 9 COEs set up for enhancing development and progress through a diverse range of services. Established in 2009, Centre was initiated with the purpose of serving as a key facilitator of leadership development across various segments of business and socio cultural demographics. CII-SNCEL was conceived on the core belief that the quality of leadership will play a vital role in enabling the ‘new India’ to succeed in its mission for inclusive growth and competitiveness, and thereby becoming a frontrunner in the global economy. Grooming current and future leadership is top priority for the ‘new India’ which is characterized by start-ups, first generation enterprises, family run businesses, digital revolution, disruptive business practices, global headwinds and growth of new institutions.

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