

SHEET
PLANT
ASSOCIATION

SPA EMERGING LEADERS PROGRAMME

THE UK SHEET PLANT ASSOCIATION PROMOTES THE INTERESTS OF THE SHEET PLANT SECTOR WITH TRAINING, BEST PRACTICES AND GOOD PROFESSIONAL ADVICE.

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SPA EMERGING LEADERS PROGRAMME

A 2 year personal development programme for leaders of the future from Sheet Plant Association member companies.

Objective
To help "Emerging Leaders" improve their managerial skills, industry knowledge, professional network and support them in their current roles, assist in their transition to more senior roles and help realise their full career potential.

Support future managers by offering personal development and support, raising their personal and professional skills to enable them to become fully effective Leaders and Managers.

Format & structure of the programme
The programme will be made up of a blend of "lectures" held at Conference, coupled with formal teaching modules online and personal coaching and/or mentoring (if candidates wish to have this). The lectures will be organised to coincide with SPA Conferences, happening on the morning following Conference. These lectures deliver one module at a time and are augmented by an industry captain/inspiring speaker who will share their career journey. The remaining modules will be delivered as a series of online, interactive sessions. These will be delivered by several approved providers. 'Homework' will be set to be completed by the next lecture.

The coaching and/or mentoring will be offered on a voluntary basis with candidates given an amount of credits to use to supplement the lectures and more formal teaching. Both coaching and mentoring are great ways to help embed the learning that is received from more formal methods of teaching. The mentoring will be seen as very important for candidates as they get to their project in Year 2 and will be invaluable in helping them achieve the successful 'graduation' from the EL Programme.

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Desired outcomes

- Successful completion of all training modules and submission of a Final Year Project which directly benefits the employee's company.
- Visible evidence of increased understanding, business acumen, professionalism and confidence to be witnessed by tutors and employers.
- Candidates exhibiting new skills in managing themselves, others and working well as part of a team.
- To ensure that candidates take ownership and responsibility for their part in the future development and success of their employer's business, this confidence and gravitas to be witnessed by the sponsoring company.
- To assist, mentor and guide candidates within their current roles and responsibilities, enabling achievement of the strategic needs of the business.
- To highlight if candidates are struggling to reach the required understanding/standards and offer support.



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QUALIFIED PROVIDERS

We have a pre-selected set of professionals to deliver the different modules, playing to their expertise and skills. The majority of the modules will be delivered by the Course Tutor, overseen by the SPA Chairman. A few of the more specialised Modules (e.g. Finance for non-Financial Managers), will be delivered by other professional personnel from within our Industry.

As a support for the whole programme, mentoring and coaching is available to candidates from the Course Tutor to aid in complete understanding of all the modules and guidance for the Final Year Project.

Mentoring from the Course Tutor will be available to help ensure that each candidate has the right level of technical or work-specific support to develop their skills and learning.

Coaching support will come from qualified coaching staff on specific, identified "areas for improvement", with the aim of changing unwanted behaviours and improving overall managerial performance.

Investment
There is an annual charge for your candidate plus mandatory Full Delegate attendance at 3 SPA events each year.

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YEAR ONE
FORMAL TEACHING MODULES FOR THE SPA EMERGING LEADERS PROGRAMME

MODULE 1 – THE ROLE OF THE MANAGER

This module of the SPA Emerging Leaders Programme would consist of the following topics:-

- What is Management?
- Running effective meetings
- Recruitment, onboarding and induction
- Target setting
- Project planning
- Facilitation
- Communication
- Roles & responsibilities

MODULE 2 – PERSONAL ASSESSMENT

- To undertake both Belbin and DISCsimple tests with all the managers in order to assess their team and leadership styles.
- To use the Belbin & DISCsimple feedback to support a conversation at a 1-2-1 meeting with each manager, and in turn offer personal learnings and development for each of the individuals.
- To objectively assess each Manager to "raise their game" and ensure they are ready and "primed" for skills training.

MODULE 3 – MANAGING TEAMS

This module of the SPA Emerging Leaders Programme would consist of the following topics:-

- Managing difficult conversations
- Leading teams
- Motivation & empowerment
- Team types and behaviours
- Handling conflict
- Giving difficult feedback
- Managing performance
- Praising & reprimanding
- Performance reviews

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YEAR ONE - CONTINUED
FORMAL TEACHING MODULES FOR THE SPA EMERGING LEADERS PROGRAMME

MODULE 4 – FINANCE FOR NON-FINANCIAL MANAGERS

This module of the SPA Emerging Leaders Programme would consist of the following topics:-

- Reading a P&L
- Budgeting
- Forecasting
- Identifying trends

MODULE 5 – MANAGING YOURSELF

This module of the SPA Emerging Leaders Programme would consist of the following topics:-

- * Time management
- * Assertiveness
- * Delegation
- * Personal development
- * Being a leader (Management vs Leadership)
- * Leadership types (and when to use them)

MODULE 6 – BEING AN AMBASSADOR FOR YOUR COMPANY

This module of the SPA Emerging Leaders Programme would consist of the following topics:-

- Ultimate customer service
- The role of an ambassador - why it is important to be
- Showing empathy as well as sympathy
- Adding your own personality for authenticity
- Body language (eye contact, body language, what you say, etc.)
- Empowering yourself to help handle your customer's needs
- Each module (2 to 6) would be planned to be undertaken over the first 12 months, delivered as a flexible programme with on-going coaching and mentoring support between sessions.

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YEAR TWO
FORMAL TEACHING MODULES FOR THE SPA EMERGING LEADERS PROGRAMME

MODULE 7 – PRESENTATION SKILLS

This module of the SPA Emerging Leaders Programme would consist of the following topics:-

- How to present well to an audience (from 10 people to 1,000 people).
- Handling questions as part of a live event
- Crafting an engaging presentation
- Balloon debate (who stays in the balloon)
- Dress well, fell well, present well

MODULE 8 – INTERVIEWING SKILLS

This module of the SPA Emerging Leaders Programme would consist of the following topics:-

- The "do's" and "don't's" of interviewing best practice
- Interviewing for a job
- Interviewing to gather vital information (for researching a project)
- Asking good questions (open, closed, probing, clarifying, etc.)

MODULE 9 – RESEARCHING SKILLS

This module of the SPA Emerging Leaders Programme would consist of the following topics:-

- What is credible & valuable research?
- How to write a research report
- Research sources
- Research methods (e.g. surveys, interviews, etc.)
- Qualitative & quantitative data
- Identifying trends

Each of the modules (7 to 9) would be planned to be undertaken over the second 12 months, linked to skills needed to assist candidates with their chosen Project.

The Project (to be run after completing the first 6 modules)

Each candidate will be responsible for defining and completing a specified Project over the final 12 months of the 2-year programme.

The project would be one that has been agreed by the business and with the SPA, from an aspect of continuous improvement, and one that is recognised as needed for the strategic development of your company.

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