



Junior Leadership and Management Development Programme

The reality



With most of the workforce not engaged and seeking other opportunities, many employees are merely going through the motions, with little or no discretionary effort.

The cost to business is staggering.

Accounting for 70% of their team's engagement, no one has a bigger impact on employee engagement than junior or first-line leaders.

Unlocking the potential of these leaders is the key to improving engagement, retention and performance.

ONLY
26%

of employees in South
Africa are engaged

while
70%

are actively looking
for another job.

The challenge



Junior leaders (JL) are notoriously ill-equipped for their roles.

Often promoted on technical or functional expertise, they have little or no exposure to behavioural and values-based shifts and business knowledge required to lead effectively and get results through others.

They also manage complex and challenging workforces and are seldomly coached by their managers.

This is ironic given the critical role they play as the conduit between strategy, management goals and execution.



The opportunity



By equipping your JL with the necessary skills and tools, you can unleash their potential as drivers of employee engagement, customer retention and business growth.

Here's an opportunity for you to develop these crucial role players **comprehensively, professionally and cost-effectively**.

Customised to meet your needs, **iLEAD** is an **accredited** and holistic Junior Leadership Development programme that integrates with your operational environment.

Whether delivered as a Learnership or Short Learning Programme (SLP), **iLEAD** goes beyond equipping your junior leaders with essential skills. It also unlocks a range of financial advantages, ensuring a positive return on investment for your organisation.



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EXECUTING COMMON GOALS TOGETHER

in partnership with

STADIO



The benefits



Key Differentiators



Customised, blended learning

- Learning blend structured to your needs
- Customised modules and assignments aligned with your culture, leadership and operational needs ensure that classroom learning becomes workplace practice



Practical

- Training contextualised against ideal Day In the Life Of (DILO) the Junior Leaders
- Growth Projects:
 - Aligned to responsibilities
 - Debriefed
 - Learning embedded in practice



Manager support

- Orientation & module overview provided to Managers
- Managers attend a Coaching program prior (separate non-credit bearing SLP (Cat F)



Skills development

- Individual development assessments determine learning groups
- Foundation module Learning to Learn sets learners up for success in distance learning
- Delivered as a Higher Certificate in Management qualification on NQF 5 in collaboration with STADIO
- The first phase (Company specific modules) can be a standalone credit bearing Short Learning Programme (SLP)
- Top candidates of the SPL can progress to complete the full learnership
- BBBEE and Seta benefits



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in collaboration with



As a SLP (Category D)



SHORT LEARNING PROGRAMME (SLP)

A short learning programme for current employees

- Workplace practice 65-70% of the learning
- Full qualification (theory) 30-35%

Target group: Junior Leaders (1st and 2nd Line Leaders)

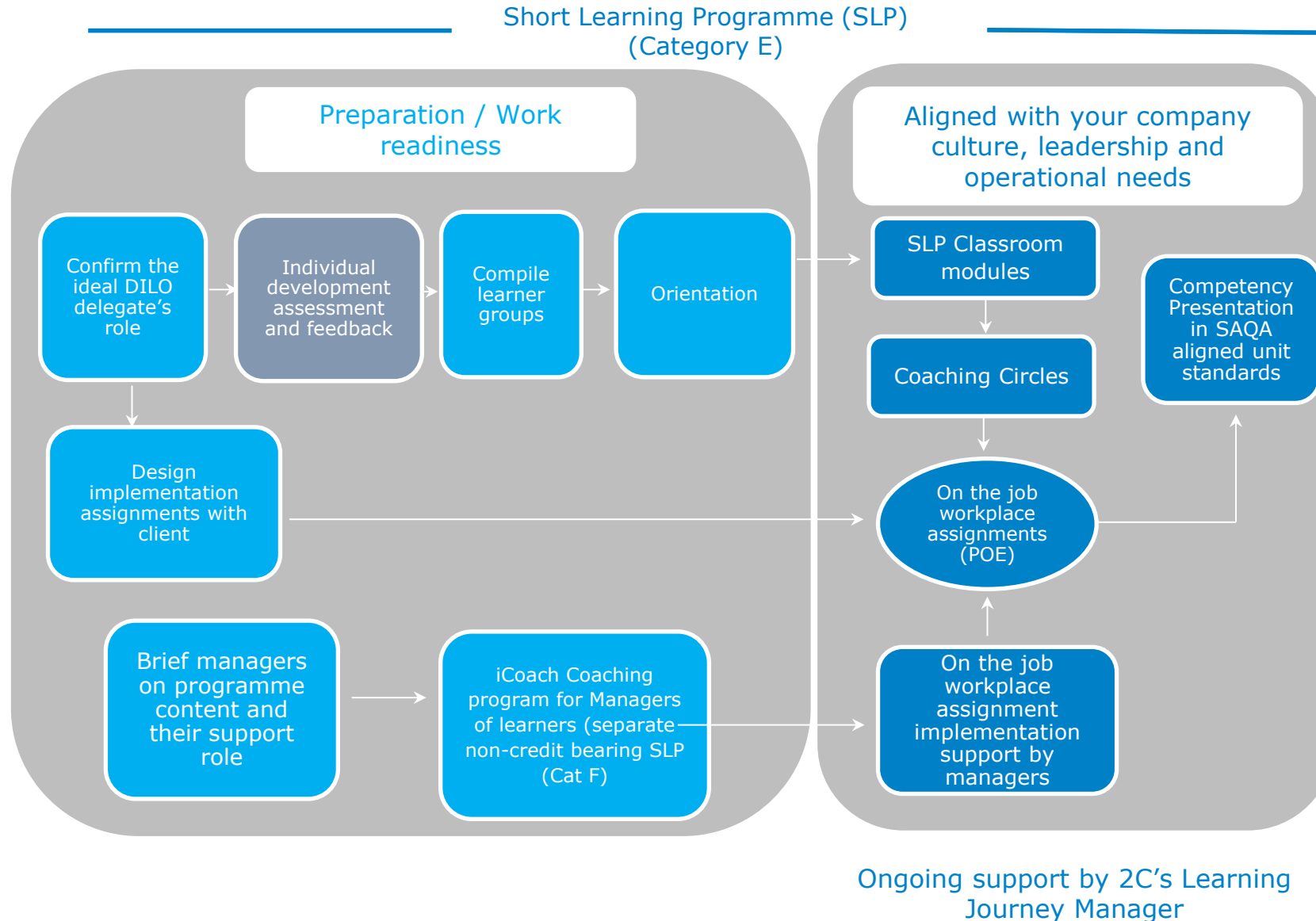
Minimum duration: 1 year

Mode: FACE TO FACE AND Distance learning

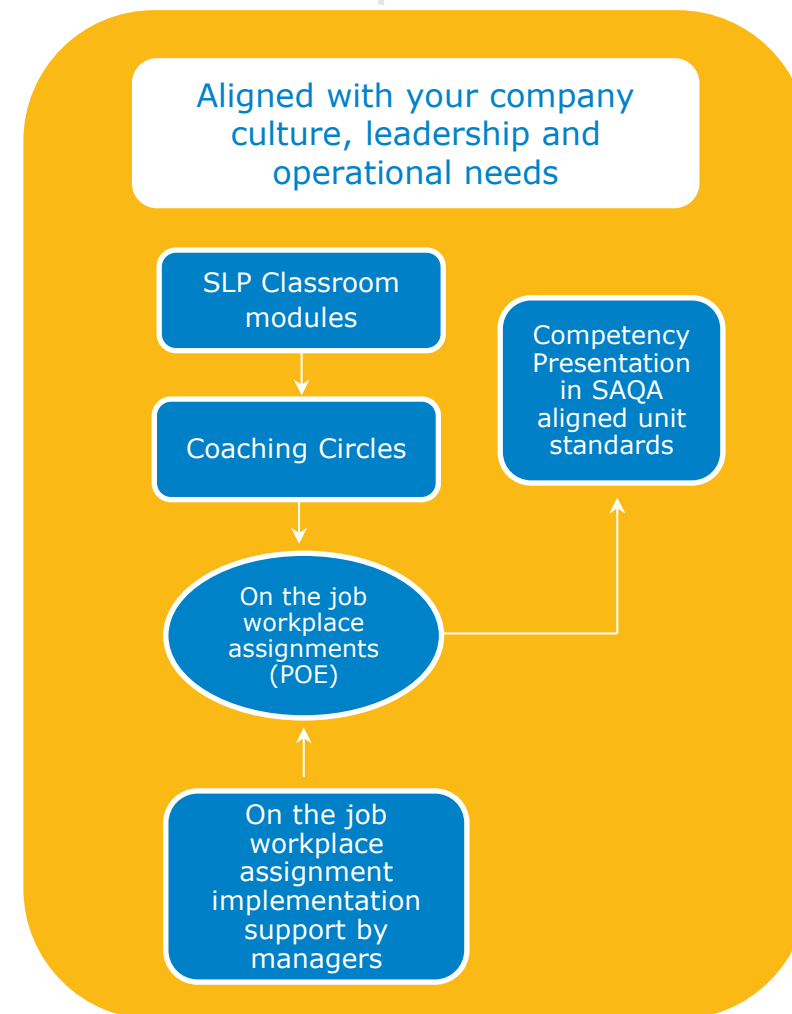
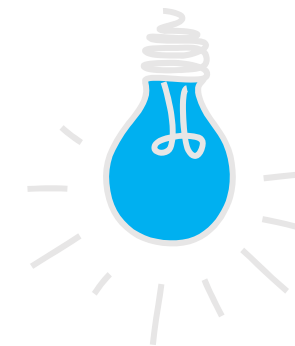
Language: English

NQF 5 I 20 CREDITS I SAQA ID: 117871

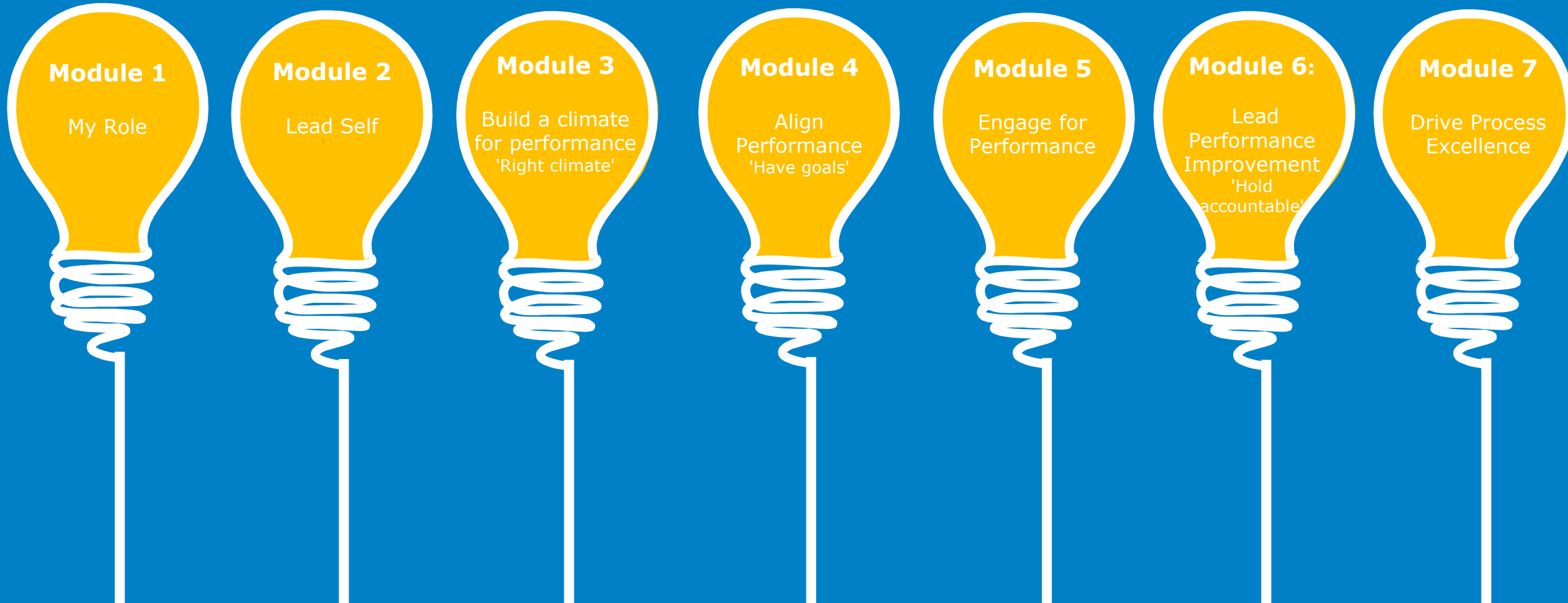
Implementation flow: SLP



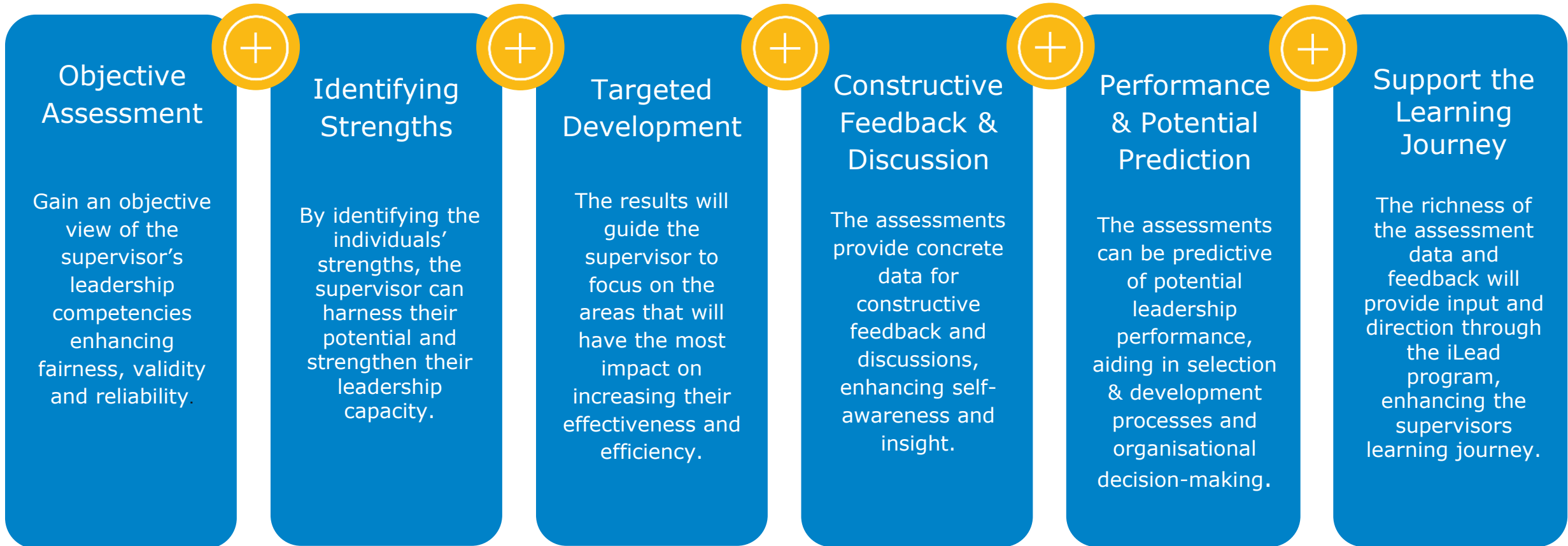
Unpacking Modules 1 - 7



The modules



Supported by Psychometric Assessments



Outcomes of the Assessments



HOW does it benefit the Junior Leader?

- Provides a validated picture the supervisory and leadership capability in a safe and confidential environment.
- Developing insight and self awareness of own strength and development areas.
- Gives a roadmap for development in general and specific areas for growth whin the iLead Programme.
- Feedback on the outcomes of the assessment during the relevant modules.
- An individual development plan, indicating strengths and growth areas as well as proposed individualized development actions to improve performance.

HOW does it benefit the Line Manager?

- Obtain an understanding of current supervisory and leadership capacity and the most important growth areas.
- Opportunity to pro-actively build a pipeline of strong managers across various managerial levels.
- Opportunity to spend available budget on the right talent.

Learning Outcomes

1. Understand the business significance of your role

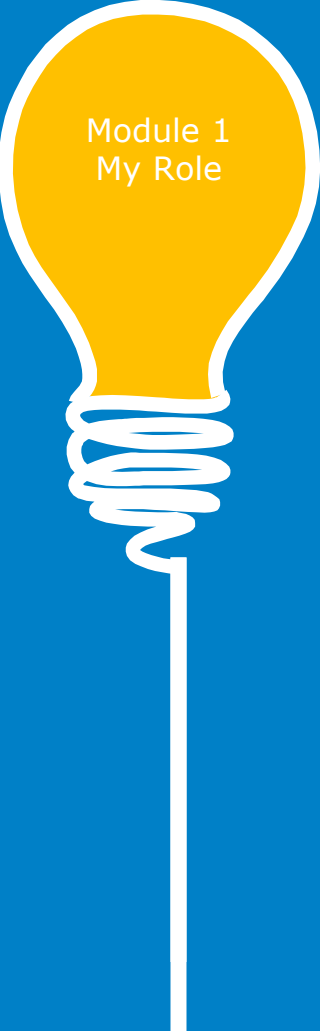
2. Understand and explain your four key functions for unlocking your success in your role

Content Overview

- Understanding the high level value chain drivers in your business
- Understanding the strategy of your business and how it impacts your role
- Understand your levels of accountability for strategy execution
- Know how your KPA's / KPI's link to your contribution in making your business a success

Business Optimiser

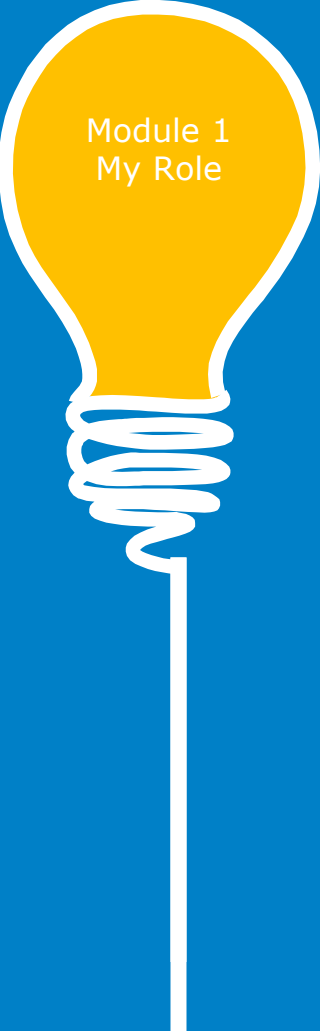
- Understand the context within which you perform your role
- Identify the factors within your control & influence and move the dial to maximise your contribution towards your business's success
- Understand how your business works
- Know the Income Statement line items that you can influence in your team to move the dial and maximise your contribution to your business's success



Module 1
My Role

Learning Outcomes

2. Understand and explain your four key functions for unlocking your success in your role (Continued)



Module 1
My Role

Content Overview

Stakeholder Integrator

- Identify your stakeholders in the value chain
- Understand the need to manage your stakeholder relationships to maximise your contribution

Operations Executor

- Execute and achieve operational goals
- Understand the need to create a positive environment in the team to maximise team contribution
- Understand the need to provide the MEANS and ABILITY for your team to work effectively

Talent Developer

- Understand the performance journey and your role in moving team members from current to required / potential ABILITY, maximising their performance

Three underlying principles to maximise team performance in your role

- Fulfil your functions of manager, leader and coach
- Use your power wisely and your authority constructively
- Balance your focus between PEOPLE and TASK

Learning Outcomes

Content Overview

1. Describe what self-leadership is and why it is important

- Know and explain what self-leadership is
- Understand why it is important for your success in all areas of your life, including your work-life
- Know how you can benefit from strengthening this area

2. Understand the important role self-leadership plays in leading others

- Describe how self-leadership is the foundation for leading others, maximising team potential and achieving success
- Understand the impact of a weak foundation for achieving results

3. Describe the components of self-leadership (a model)

- Know the 4 components of the self-leadership model i.e. Self-discovery and awareness; Self-acceptance; Self-management; and Self-growth, and how they fit together
- Know what each component is about - what it comprises and its role in your ability to lead yourself
- Complete your self-leadership inventory - to what extent is this contributing to your current success and which gaps do you need to address to maximise your performance?

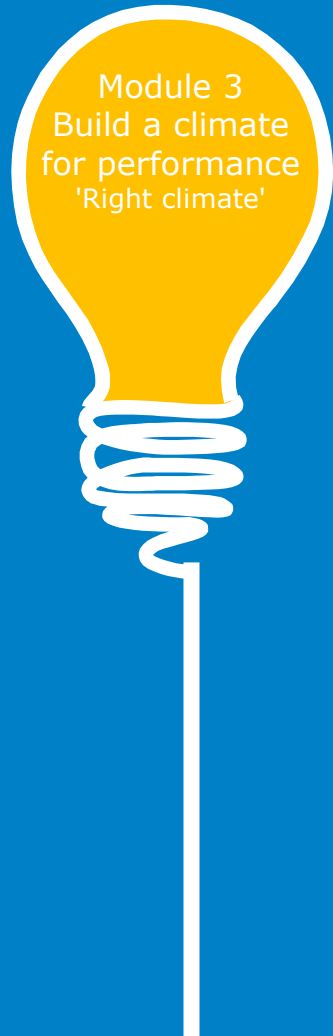
4. Apply the knowledge, tools and skills to grow and maintain each of the 4 self-leadership components and lead yourself effectively

- Learn the tools and skills to grow each of the 4 components
- Apply key skills and tools to:
 - leverage your strengths
 - address the gaps identified

Module 2
Lead self

Learning Outcomes

Content Overview



1. Understand that in your role, you have to get results by working well with people, i.e. through your team, and with the stakeholders in your value chain

2. Know the importance of living the organisation's values

3. Understand what Employee Engagement (EE) is and why it is important for your ability to fulfil your role successfully

4. Apply knowledge, tools and skills to grow and maintain high EE in your team

- Know that results are achieved with and through people
- Understand the need for constructive relationships in your value chain and in your team

- Understand the organisation's values and be able to link them to behaviours required of the leader and the team
- Lead a team discussion on the values

- Define EE
- Know why it is important: how it benefits all stakeholders
- Determine the current reality in your team: current EE levels and the reasons for this
- Understand your role as leader to maximise high EE in your team

- Create an environment conducive to high engagement, performance and contribution
- Use the basic principles of DEIB to ensure belonging in the team that all can be their best version of themselves
- Use questioning, listening and feedback to grow and maintain high engagement

Learning Outcomes

Content Overview

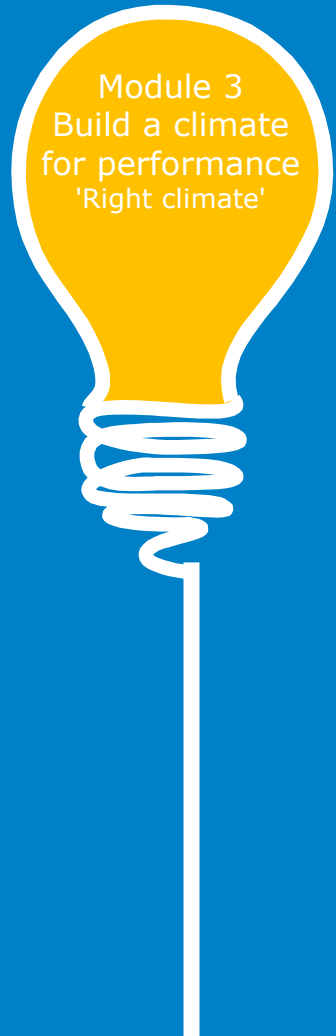


5. Define your stakeholder (relationship) map

- Compile your stakeholder (relationship) map using the PoIS matrix
- Identify the stakeholder relationships that need building / strengthening

6. Manage your stakeholder relationships with CARE & GROWTH

- Apply the CARE & GROWTH model in dealing with your team members
- Know what rapport is and its benefits for your stakeholder relationships
- Understand the scale of rapport
- Use rapport to build effective relationships in your team
- Know how to grow rapport with your other stakeholders
- Build effective stakeholder relationships by growing and showing trust, empathy and respect



Learning Outcomes

1. Know how to communicate the organisation's direction to the team (Strategy Map / Vision / Mission)

2. Understand operational performance measurement and how to use it to drive performance (Scorecards / KPA's / KPI's)

3. Understand your function's key processes and know your team's competency levels

4. Manage your internal customers and suppliers

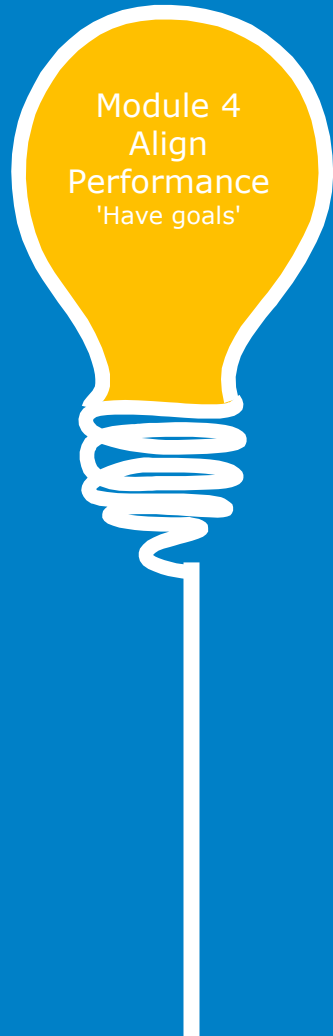
Content Overview

- Understand your organisation's Strategy Map / Vision / Mission
- Explain your organisation's Strategy Map / Vision / Mission to different audiences
- Inspire your team: create context and clarity (aligned direction) by using the 4P's (Purpose, Plan, Process & Part)

- Understanding the cascade of goals and targets to different levels of accountability to ensure clear KPI's (goals and targets) for teams and individuals

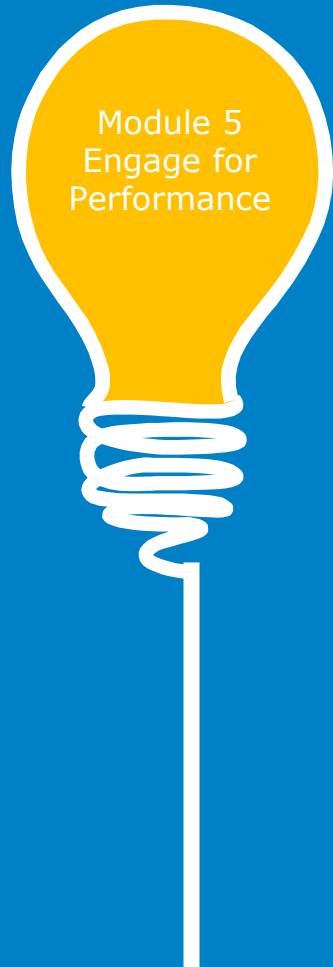
- Understand a key principle: 'Everything is a process'
- Plot your team's key processes and process measurements
- Identify the competencies required to perform your key processes
- Build a Team Competency Map

- Know what your internal customers expect of you, and their measures of your success (SLA's)
- Understand the 'voice of the customer'
- Know what your expectations are (SLA's) of your internal suppliers and how to measure their success



Learning Outcomes

Content Overview



Module 5
Engage for
Performance

1. Know how to communicate & share information effectively

Communicate effectively:

- 'Walk the talk'
- Read your audience
- Formulate/shape your message
- Share the RIGHT things at the RIGHT time using the RIGHT channels
- Understand different leadership styles
- Apply an engaging/participative style of leadership
- Create engagement and get feedback

2. Know how to conduct one-on-one performance conversations

- Learn how to lead a one-on-one goal setting conversation
- Set up accountability
- Provide the MEANS and ABILITY

3. Know how to conduct team meetings using TeamConnect (Accountability Cadence)

- Effective team meetings: know what they look like and their benefits
- Determine your current reality: self-assessment on your team meeting effectiveness
- Learn how to conduct effective team meetings using the TeamConnect methodology and develop your implementation plan
- Engage your team through your effective team meetings

Learning Outcomes

Content Overview

1. Hold team members accountable with CARE and GROWTH

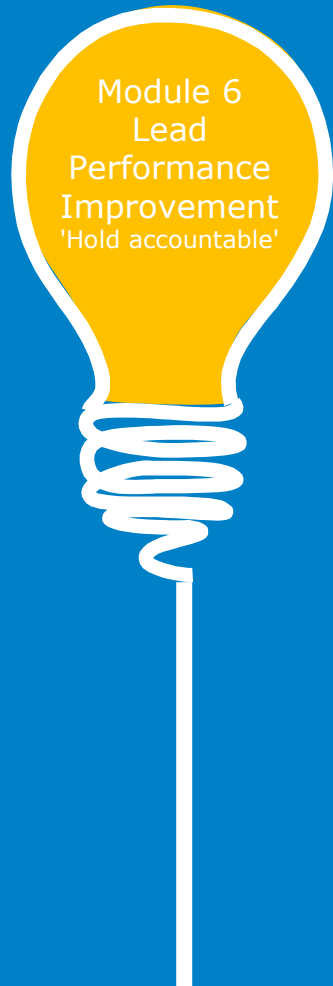
- Understand the concepts: responsibility and accountability
- Understand the elements of accountability
- Learn how to conduct a performance check-in
- Learn how to conduct corrective feedback

2. Learn how to give recognition appropriately and foster celebrations

- Understand the power of recognition and celebration to engage your team
- Know when and how to give recognition
- Use practical tips and guidelines to make the impact of recognition and celebrations last

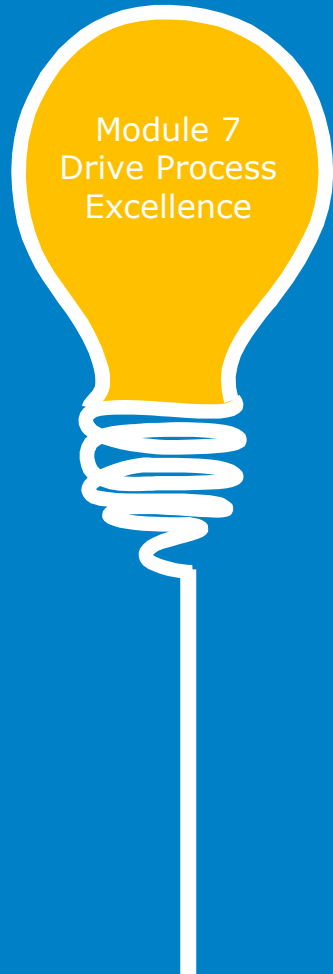
3. Apply basic coaching knowledge, tools and skills to coach team members for skills, performance improvement and growth

- Know what coaching is: how it differs from and supports your management and leadership
- Learn the importance of creating a conducive coaching environment and how to go about this
- Know and apply the GROW model as a framework for your coaching conversations
- Learn how to conduct various conversations:
 - performance coaching conversation;
 - developmental coaching conversation;
 - 'difficult' conversation



Learning Outcomes

Content Overview



1. Understand the need and ways to arrange your day according to priorities

- Know and identify the generic phases of an operational day/work cycle
- Understand what each phase requires from you in the context of the role you play

2. Set up a feasible day/work cycle plan

- Draw up and implement a day/work cycle plan that works

3. Focus on the operational areas in your work

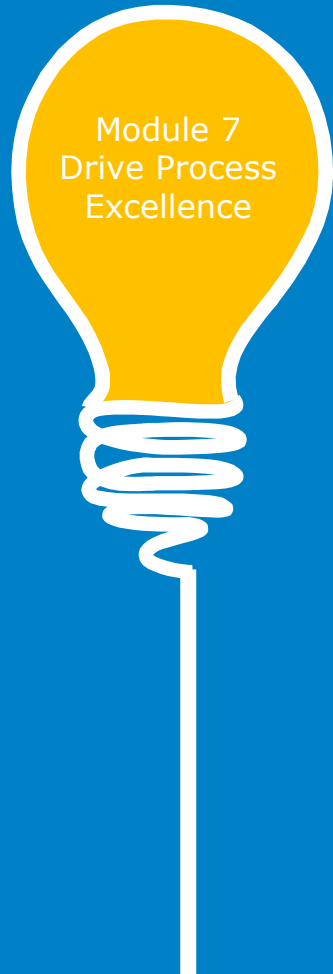
- Know what the operational focus areas are (i.e. Availability, Utilisation, Efficiency and Quality - of People, Equipment & Material)/ (OEE for some manufacturing clients) and their significance in the context of your role
- Contextualise the most impactful focus areas: the reality, status and cost

4. Apply control and operational awareness techniques in the context of the role you play

- Operational awareness techniques: know and apply the following techniques within the context of your role:
 - a. Walk the floor (WTF) with intent and focus
 - b. Anticipate (problematic) operational situations and know how to address them
 - c. Grow the operational awareness of your
 - d. Control methods to ensure plans are executed

Learning Outcomes

Content Overview



5. Know how to respond to levels of operational performance

- Use assertive (floor) management
- Applying the 5 Why's technique
- Use the 3F's when holding people accountable: Focus, Firm and Fair

6. Bring the learnings together

- Conclusion of the programme
- Summary of personal learnings
- Input for preparation of POE and Final Presentations



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As a Learnership (Category D)



HIGHER CERTIFICATE IN MANAGEMENT

A learnership for current employees

- Workplace practice 65-70% of the learning
- Full qualification (theory) 30-35%

Target group: Junior Leaders (1st and 2nd Line Leaders)

Minimum duration: 1 year

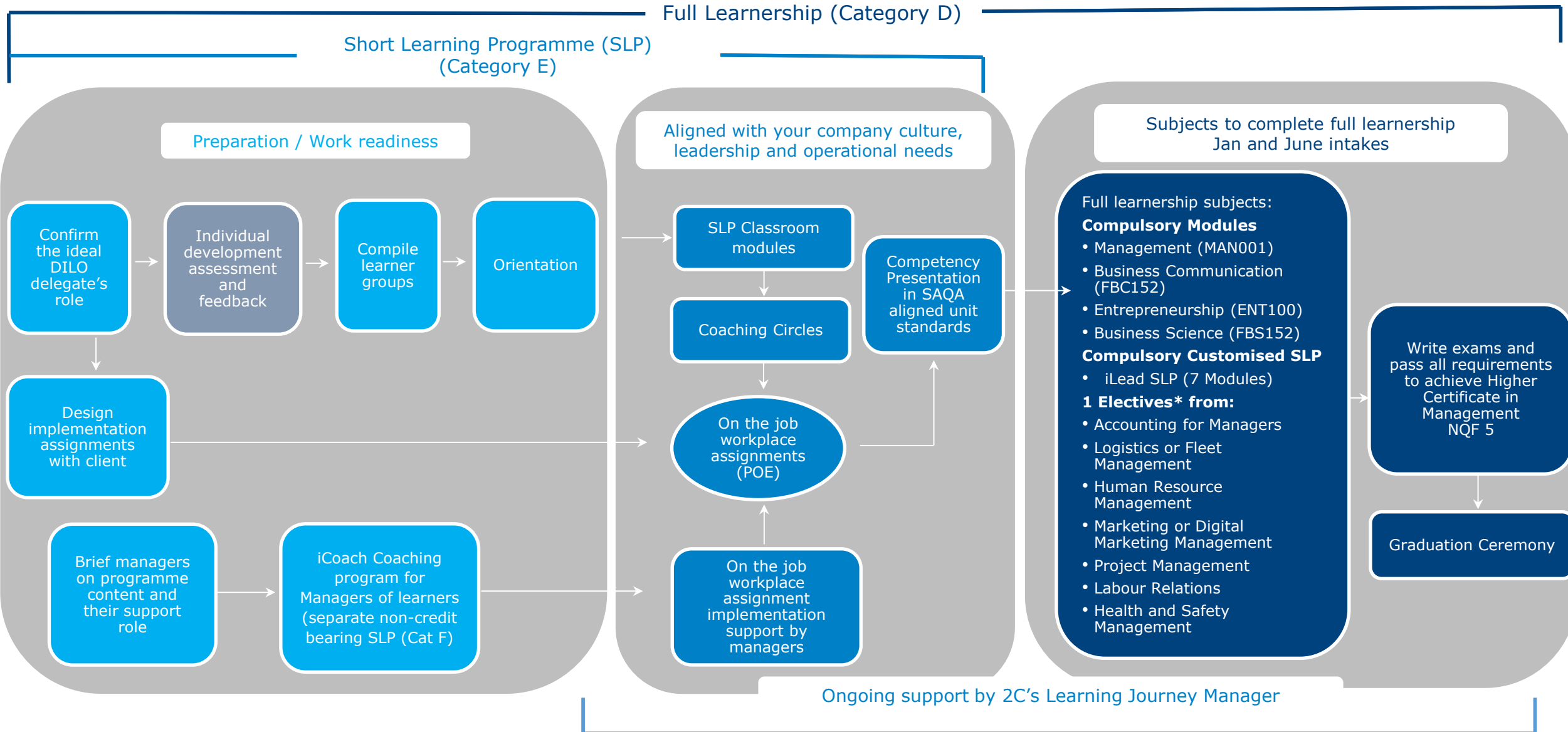
Mode: Distance learning

Language: English

NQF 5 I 120 CREDITS I SAQA ID: 117871 (Category D)

Implementation flow: Learnership NQF5

Minimum of 12 months,
maximum 24 months





Subjects towards completion of learnership

Subjects to complete full learnership: Higher Certificate in Management (NQF5)

4 Compulsory Modules

- Management Practices (MAN001)
- Business Communication (FBC152)
- Entrepreneurship (ENT100)
- Business Science (FBS152)

1 Compulsory Customised SLP

- iLead SLP (POE and Individual Presentation)

1 Elective from list below:

- Accounting
- Accounting for Managers
- Logistics or Fleet Management
- Human Resource Management
- Marketing or Digital Marketing Management Project Management
- Labour Relations
- Health and Safety Management

Write exams and pass all requirements to
achieve
Higher Certificate in Management NQF 5



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As a Learnership (Category E)



ADVANCED DIPLOMA IN MANAGEMENT

A learnership for current employees

- Workplace practice 65-70% of the learning
- Full qualification (theory) 30-35

Target group: Leaders (1st and 2nd Line Leaders)

Minimum duration: 1 year

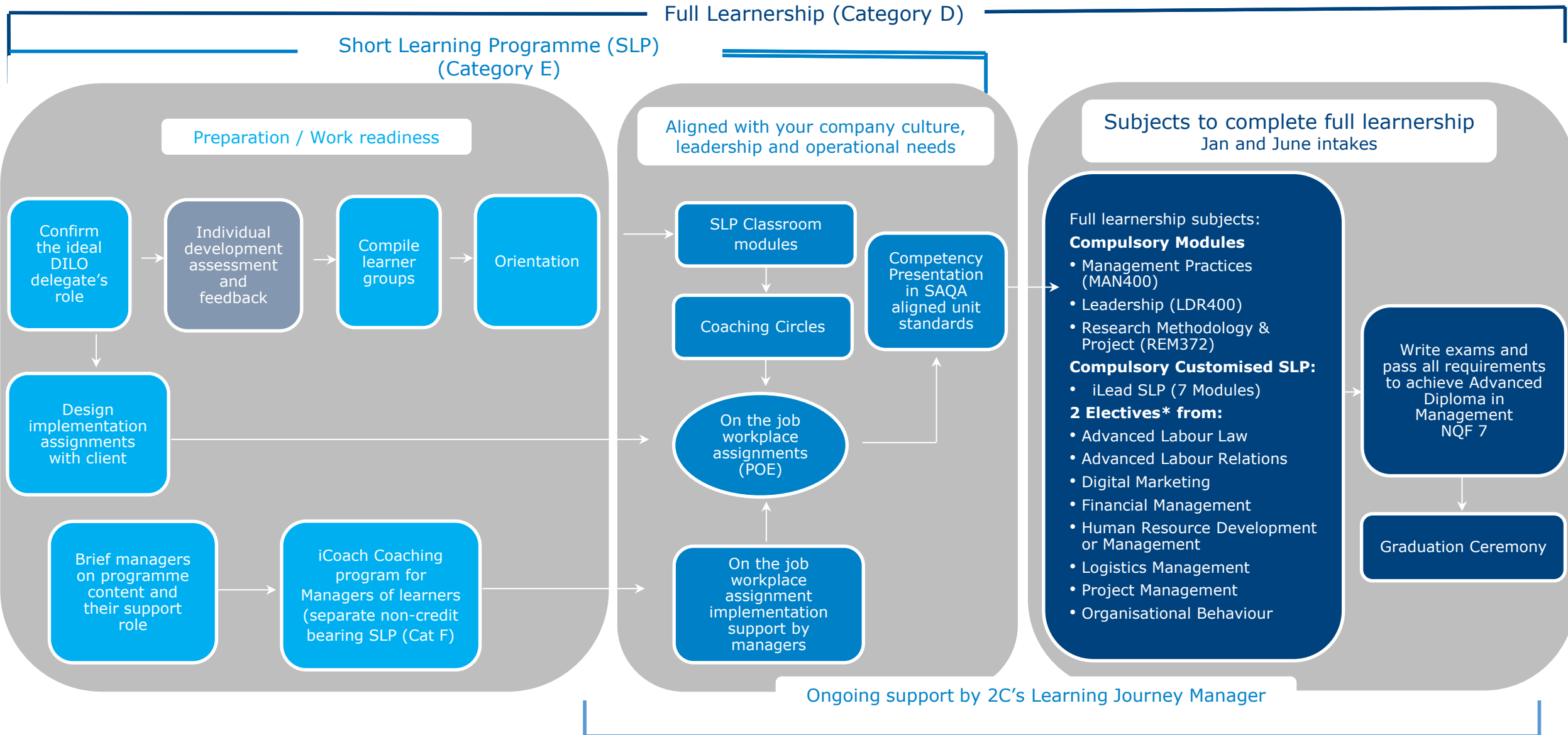
Mode: Distance learning

Language: English

NQF 7 I 120 CREDITS I SAQA ID: 117865

Implementation flow: Learnership NQF7

Minimum of 12 months,
maximum 24 months





Subjects towards completion of learnership

Subjects to complete full learnership: Advanced Diploma in Management (NQF7)

3 Compulsory Modules

- Management Practices (MAN400)
- Leadership (LDR400)
- Research Methodology & Project (REM372)

1 Compulsory Customised SLP

- iLead SLP (POE and Individual Presentation)

2 Electives from list below:

- Accounting
- Advanced Labour Law
- Advanced Labour Relations
- Digital Marketing
- Financial Management
- Human Resource Development or Management
- Logistics Management
- Project Management
- Organisational Behaviour

Write and pass all requirements to achieve
Advanced Diploma in Management NQF 7

Learnership Duration: Leadership and Management Development Programme

Description of Activity		Duration	Total time out of office
Stadio Compulsory and Elective Modules	Face to Face or Online Classes per module (5 Modules)	2 Days per Module	10 Days (80 Hours)
	Exam Preparation	Half Day per Module	2,5 Days (20 Hours)
	Writing of Exam	3 Hours per Exam	15 Hours
	Distance Learning (Online Reading, Studying, Assessments etc.)	33 Hours per Module	165 Hours
iLead Compulsory Customised SLP	Face to Face or Online Classes per module (7 Modules)	1 Day per Module	7 Days (56 Hours)
	Coaching Circles	3 Hours per Module	21 Hours
	Final Management Presentation (Prepare and Present)	3 Hours	3 Hours
TOTAL TIME OUT OF OFFICE IN CLASSROOM			Approx. 360 hours (45 Days)
Workplace Application	Application of learning in workplace (Practical assignments and final management presentation)		840 Hours
TOTAL PRACTICAL APPLICATION IN WORKPLACE			Approx. 840 hours
120 Credits = 1200 notional hours. 70% Workplace Application and 30% Distance Learning			

**Admission
requirements for
Higher Certificate in
Management
NQF 5**
(Category D Learnership)

- A Senior Certificate (SC) **OR**
- A National Senior Certificate (NSC) with a minimum of 40% in three modules, including a Home Language and a minimum of 30% in three other modules; **OR**
- A national Senior Certificate – Vocational Level 4 (NC(V)) with a minimum of 40% in English Home Language and 30% for First Additional Language
- Minimum 23 years old with at least 3 years work experience

Namibian students

- Grade 12 with no less than 20 points over 6 modules (no G's)

Admission
requirements for
Advanced Diploma in
Management
NQF 7
(Category D Learnership)

- A prior qualification on NQF level 6 (minimum 360 credits); or
- A degree (NQF7) in a cognate field

Summary of the benefits



iLEAD Learnership
Cat D = Linked to a qualification NQF 5

iLEAD SLP Credit-bearing Cat E / A2 =
Linked to different unit standards

iLEAD Non-credit bearing
SLP Cat F

Skills development (Seta specific grants)	These grants range from R25 000 to R35 000 per person		N/A
Seta special project	Provides the option to apply for a special project grant at the discretionary grant funding before learnership.		N/A
BBBEE skills development headcount	Points earned under this category contribute to your organisation’s BBBEE scorecard		N/A
BBBEE skills development spend (generic scorecard)	Points contributing to 3.5% spend on skills development	Points contributing to 2.5% spend on skills development	Limited points
BBBEE skills development spend (Agri amended scorecard)	Points contributing to 6% spend on skills development		
Tax rebate 12H	Receive a rebate of R60 000 to R80 000 per learner. The first 50% is granted at the start and the remaining amount is upon completion.	N/A	
Employer’s tax incentive	Allows you to receive R1 500 per month per qualifying learner		



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“Leadership is the capacity to translate vision into reality.”
- Warren Bennis



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