



## 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.



**2 COLLABORATE**  
EXECUTING COMMON GOALS TOGETHER

**in partnership with**

**STADIO**





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## HIGHER CERTIFICATE IN MANAGEMENT

### A learnership for current employees

- Where workplace practice contributes 65-70% of the learning
- The full qualification (theory) is only 30-35% of the learnership.

Target group: Junior Leaders (1<sup>st</sup> and 2<sup>nd</sup> Line Leaders)

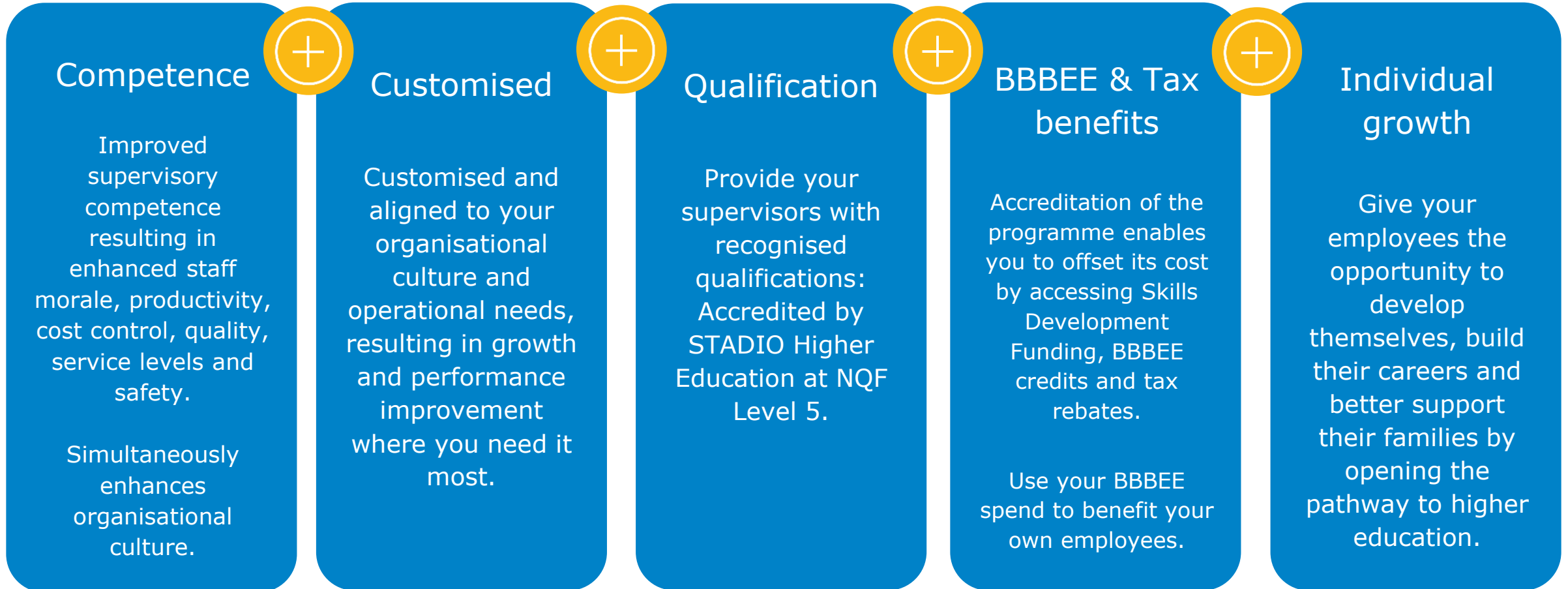
Minimum duration: 1 year

Mode: Distance learning

Language: English

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

# 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 of JL
- Managers attend a Coaching program prior (separate non-credit bearing SLP (Cat F))

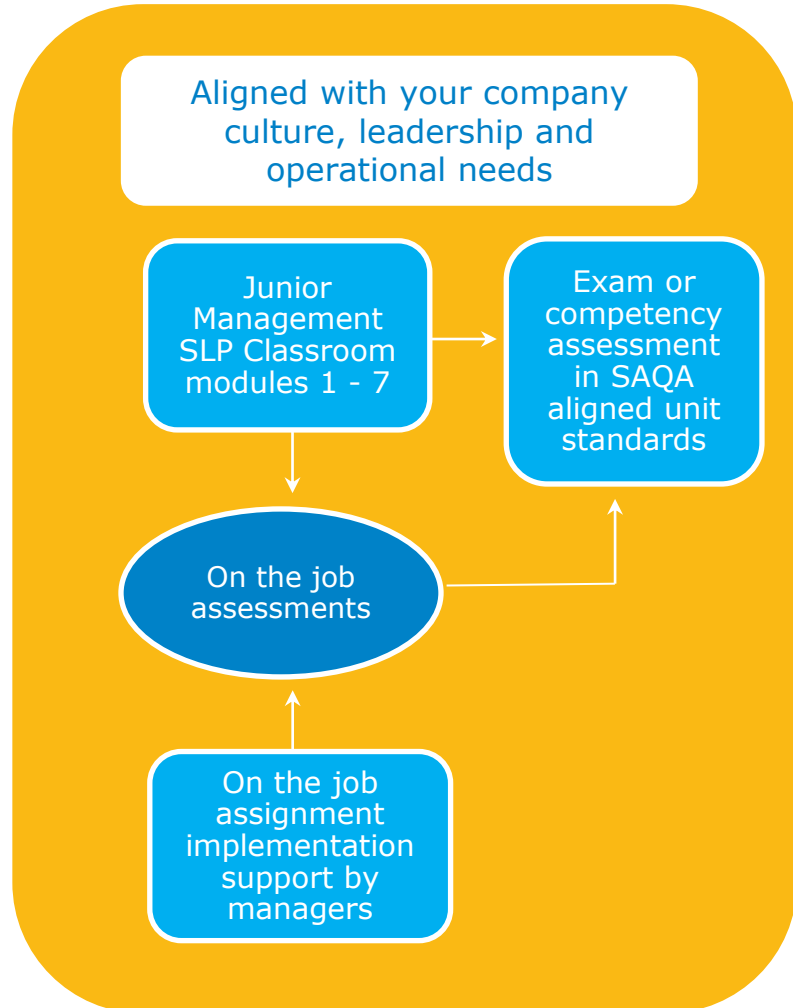


## Skills development

- Individual competency 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



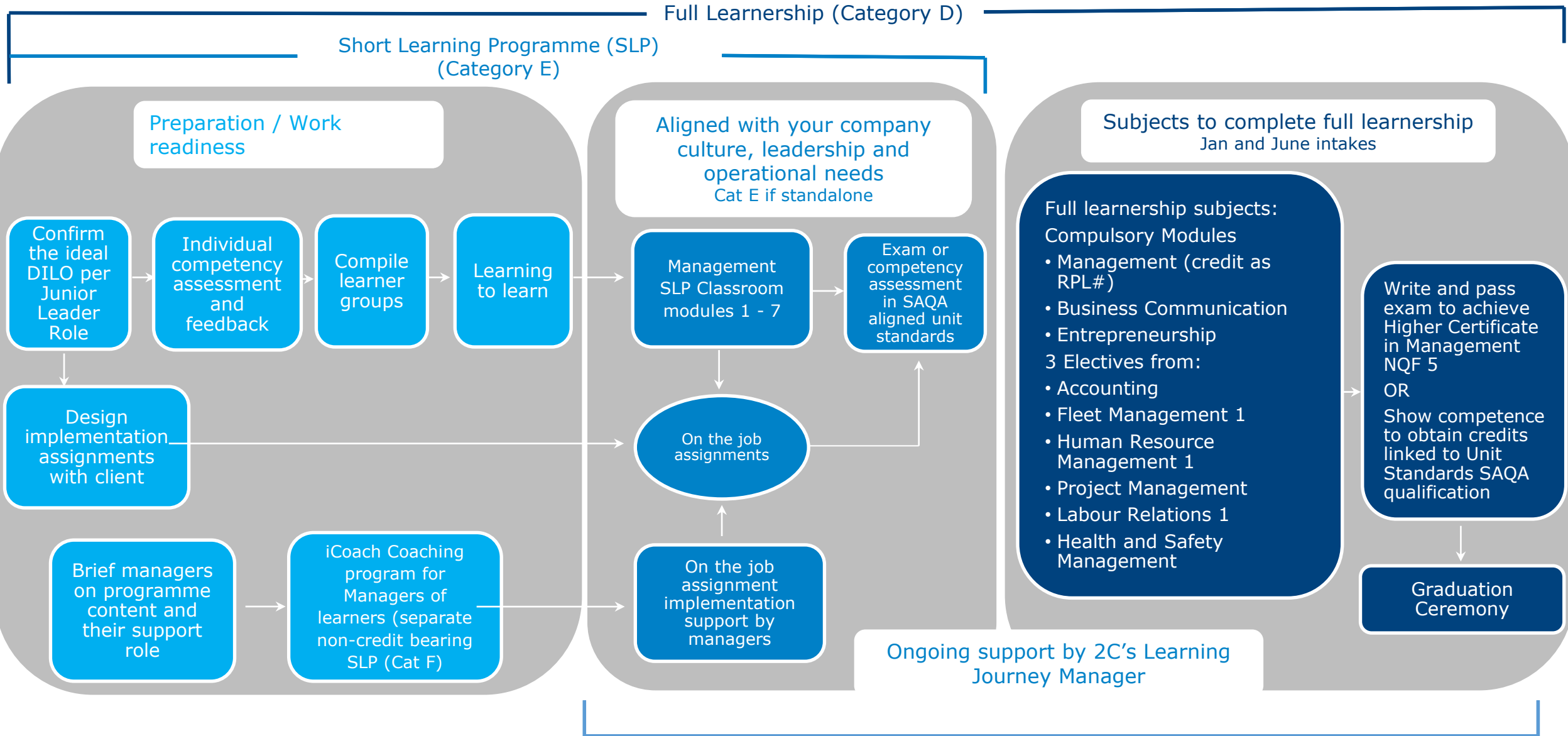
# Unpacking Modules 1 - 7



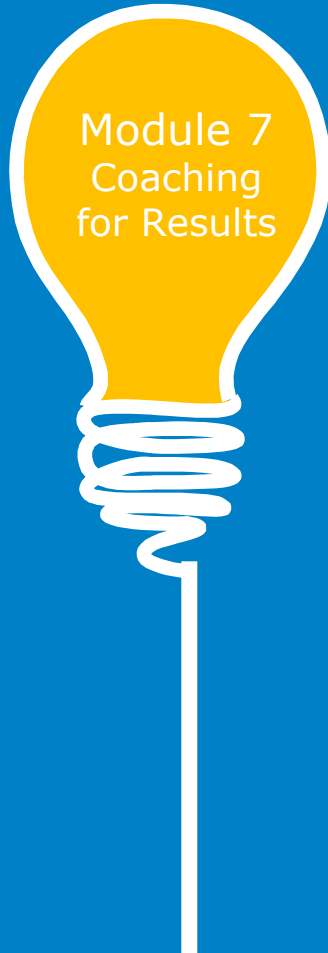
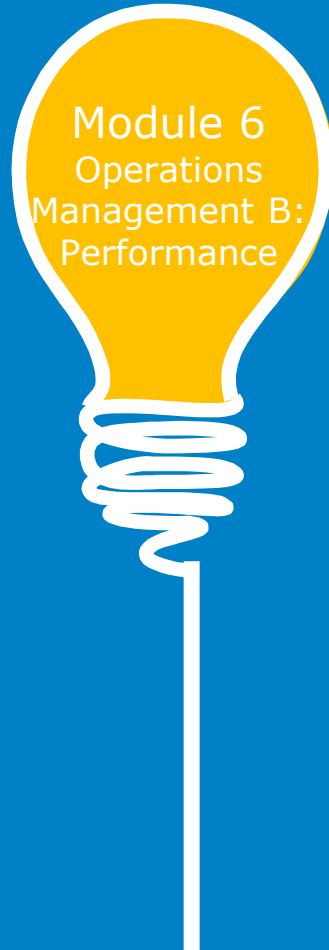
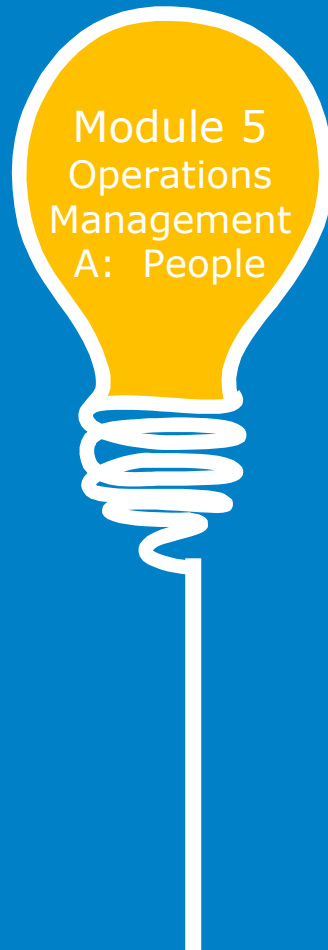
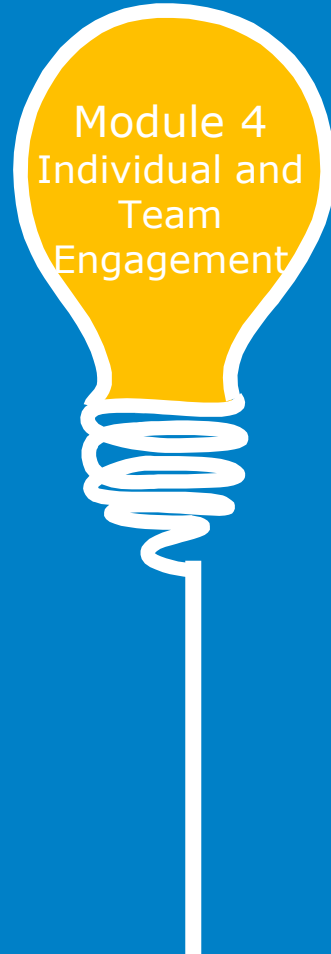
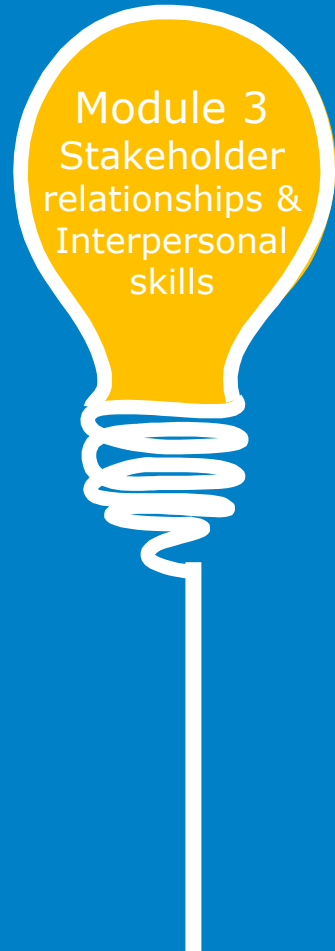
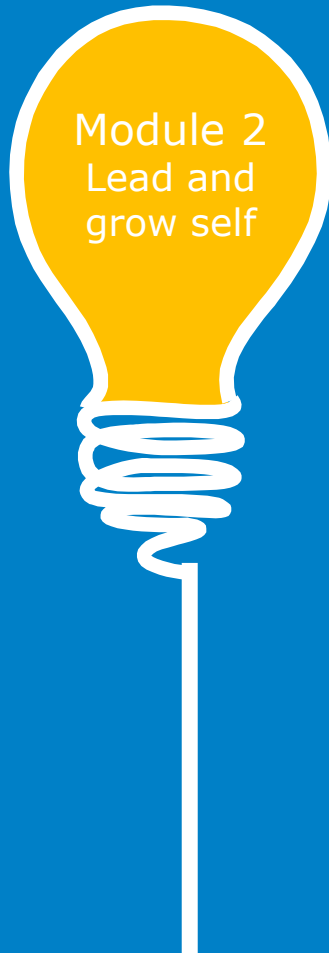
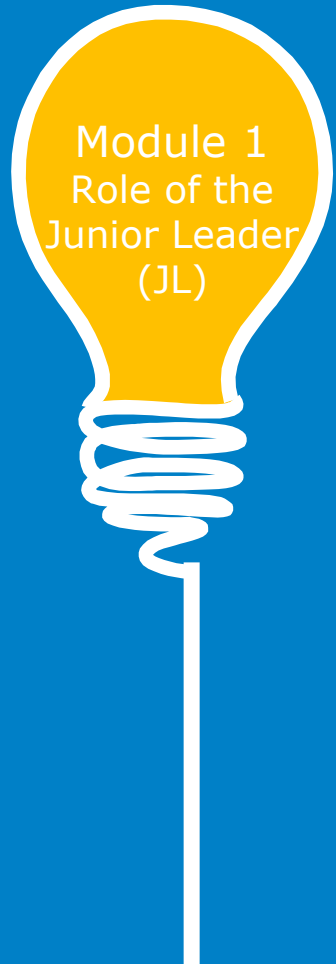


# Implementation flow

Minimum of 12 months,  
maximum 24 months

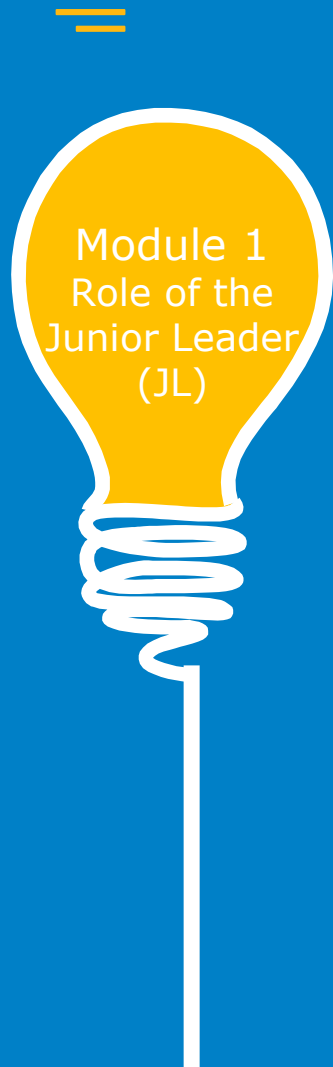


# The modules



# Learning Outcomes

# Content Overview



1. Understand the business significance of the JL as Operational Executor



- How a business works: turnover, cost and profit
- JL's levels of accountability for strategy execution
- The need for POLC (operational management)
- Operational costs and basic cost management
- Your KPI's

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2. Understand the correlation between team buy-in and team performance



- The power in team maximisation: from potential to performance
- The JL's 3 roles: manager, leader, coach
- Power, Authority and Influence: the balance between managing and leading.

## Learning Outcomes

## Content Overview

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



- What self-leadership is
- Why it is important for your success
- How you can benefit from strengthening this

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



- Self-leadership: the foundation for leading others and achieving success
- The impact of a weak foundation on achieving results

3. Describe the components of self-leadership

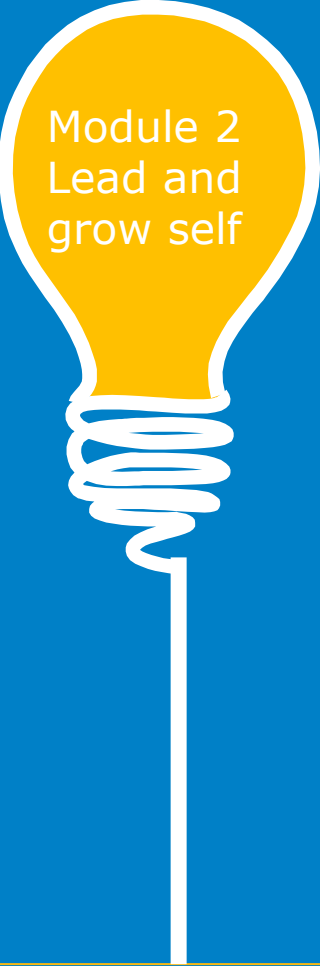


- Self-leadership: a model for understanding the components and how they fit together

4. Apply the knowledge, skills and tools for each self-leadership component and lead yourself effectively



- Self-awareness, self-management and self-confidence
  - What each is about
  - Its role in self-leadership
  - The tools and skills to better manage that aspect.



Module 2  
Lead and  
grow self

# Learning Outcomes

# Content Overview

1. Understand the importance of getting results through and with people



- Getting results with and through and people
- The value chain: your need for constructive relationships

2. Define your stakeholder map



- What a stakeholder is
- Your stake holder map i.r.t. the PoIS matrix\*
- How to grow your relationships

3. Know how to lead in a diverse environment



- What DEIB is, why it is important and how it benefits all stakeholders
- What it requires from JL's to grow a culture of inclusion and belonging in your teams

4. Apply the knowledge, skills and tools to build rapport and connection

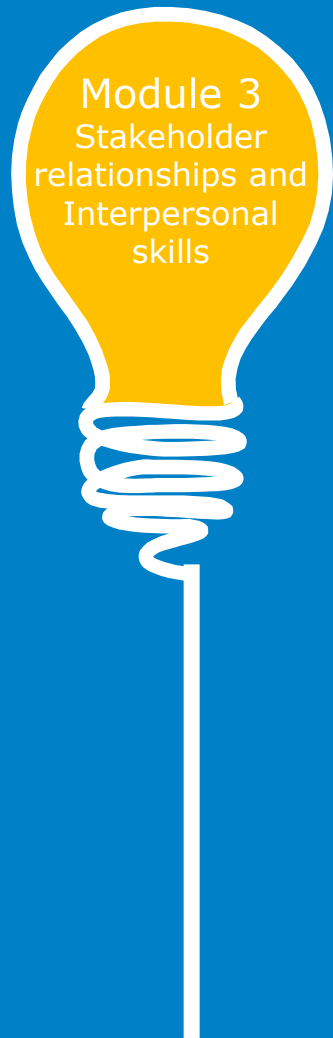


- What rapport is and its benefits in your relationships
- The scale of rapport
- Grow your rapport with your stakeholders

5. Use key interpersonal skills to get results



- Build effective relationships by growing and showing trust, empathy and respect
- Communicate effectively through walking the talk, sharing the right things at the right time with the right channels, shaping your message and what your silence says.



Module 3  
Stakeholder  
relationships and  
Interpersonal  
skills

# Learning Outcomes

# Content Overview

1. Understand what Employee Engagement is and why it is important for your success

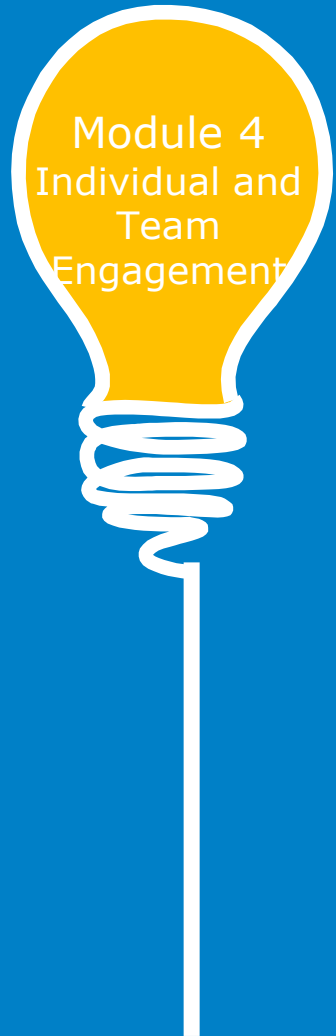


- What Employee Engagement (EE) is
- Why it is important: how it benefits all stakeholders
- The current reality in your team and the causes
- Your role as JL in EE

2. Apply the knowledge, skills and tools to grow and maintain high Employee Engagement in your team



- Inspire them through your leadership
  - Create a conducive environment: what this looks like and how to do it:
    - Give them direction (4P's)
    - Adopt an engaging leadership style
    - Build strong relationships
    - Lead by example (the company's values)
- Include them through your facilitation
  - Create context; Manage your approach and energy; Use questions effectively; Listen actively; Follow-up and follow-through
- Involve them through your team meetings
  - Effective team meetings: what they look like and their benefits
  - Your current reality: self-assessment
  - How to conduct effective team meetings: implementation plan
- Improve them with your feedback
  - What feedback is, why it is important and its benefits
  - Different kinds of feedback
  - A recipe to give constructive feedback
  - Feedback: a 2-way street



Module 4  
Individual and  
Team  
Engagement

# Learning Outcomes

# Content Overview

1. Understand the pre-conditions for operational performance and how to set them up



- Climate: a pre-condition for performance
- Provide the MEANS
- Ensure competence (Ability / BASK)
- Set team members up for success: one-on-one conversations and team meetings

2. Know how to respond to levels of operational performance

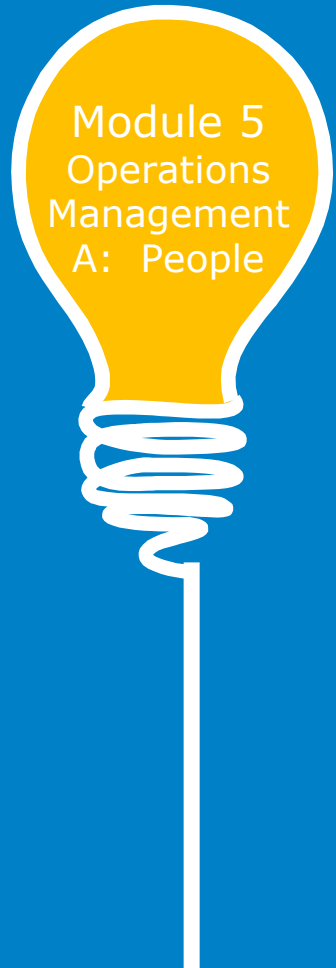


- Hold people accountable for results: assertive floor management
- The 3F's: Focus, Firm, Fair
- Feedback:
  - Appreciation and recognition
  - Encouragement
  - Correction
  - Coaching

3. Understand basic operational value chain management and manage internal suppliers and customers



- The principles and management of a value chain in operational process flow
- Your internal supplier value chain: who they are; their significance; what they require vs the current reality
- From conflict to co-operation
- Management techniques for internal suppliers and customers



# Learning Outcomes

# Content Overview

1. Understand and apply operational performance measurement



- Scorecards in the operational context: know what is required operationally to perform on standard

2. Understand and apply the phases of a successful operational day



- The 5 natural phases of an operational day
- What each phases requires from the JLs

3. Focus on the four operational areas in your work



- The four operational focus areas ito people, equipment and material: availability, utilisation, efficiency and quality
- Contextualise each area: the reality, status and cost

4. Set up a feasible day plan

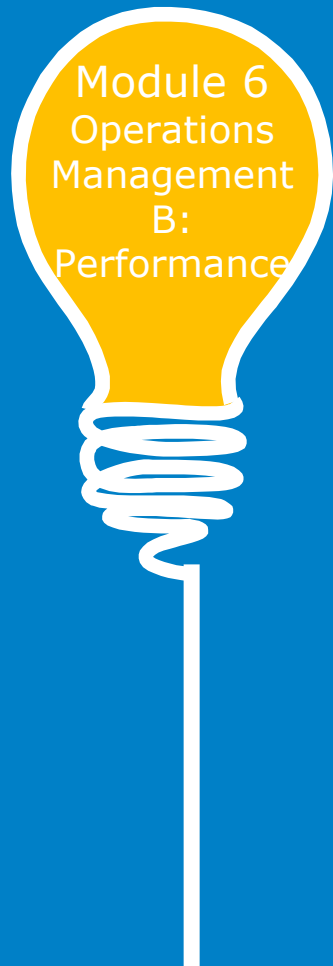


- Draw up a day plan that works

5. Apply control and operational awareness techniques



- Control techniques: basic project management skills
- Operational awareness techniques
  - Walk the floor (WTF) with intent and focus
  - Anticipate (problematic) operational situations
  - Growing the operational awareness of your team





# Learning Outcomes

1. Understand what coaching is and how it differs from leading and managing →

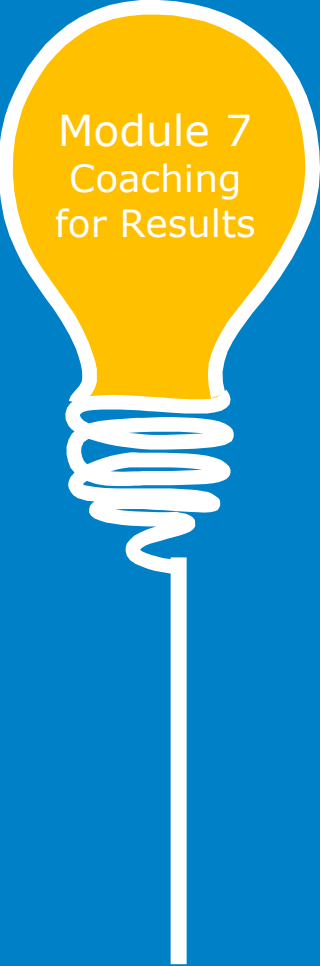
- Introduction to Coaching
- A JL's coaching role: how it differs from and complements leading and managing
- The benefit for you and your team
- Addressing the gaps to ensure a balance as JL in your 3 roles

2. Know the different types of coaching and when each is required →

- The different types of coaching: skills, improved performance and development
- What each is used for and when
- Your focus: address the gaps to ensure a balance in your coaching

3. Apply knowledge, skills and tools to coach effectively →

- Create a conducive coaching environment
  - What it is and why this is important
  - How to create it: (Trust, Intention, Thinking Environment, Relationship)
- Use coaching roles effectively
  - The 5 roles: what they are, when and how to use them
  - Your current focus: address the gaps to ensure all are used in the right way at the right time
- Conduct GROW conversations using the GROW model:
  - What the model comprises
  - How to use it to enhance your coaching conversations
- Coaching skills: the fundamentals – build on your questioning, listening and feedback skills in the coaching context



Module 7  
Coaching  
for Results

# STADIO



Subjects towards  
completion of learnership

## Subjects to complete full learnership:

### 3 Compulsory Modules

- Management (credit as RPL#)
- Business Communication
- Entrepreneurship

### 3 Electives from:

- Accounting
- Fleet Management 1
- Human Resource Management 1
- Project Management
- Labour Relations 1
- Health and Safety Management

Write and pass exam to achieve  
Higher Certificate in Management NQF 5

OR

Show competence to obtain credits linked  
to Unit Standards SAQA qualification



## Admission requirements

(Category D Learnership)

- A senior certificate (SC) **OR**
- A national Senior Certificate (NSC) as certified by Umalusi **OR**
- A national Senior Certificate – Vocational Level 4 (NC(V)) **OR**
- A NQF 4 National Certificate with a minimum of 40% in English home language of First Additional language

### Namibian students

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

# 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 grants)	These grants range from R25 000 to R35 000 per person		N/A
Seta special project	Provides the option to apply for discretionary grants during and after the 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		



# 2COLLABORATE

EXECUTING COMMON GOALS TOGETHER



Leadership is the capacity to translate vision into reality.

- Warren Bennis



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