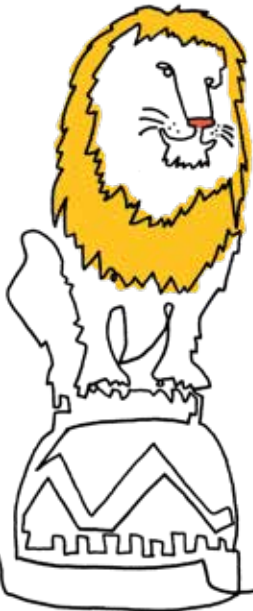




Future Talent
Learning

THE TRANSFORMATIONAL LEADERSHIP PROGRAMME

*Developing the soft skills and
confidence to lead through change*



WELCOME TO THE TRANSFORMATIONAL LEADERSHIP PROGRAMME

The Transformational Leadership Programme is designed to empower your employees with the skills, behaviours and mindset needed to future proof themselves and your organisation. The learning will support upskilling graduates, aspiring managers and your existing managers to develop and practise the core interpersonal and human skills that are vital to make sure that they continue to embrace and adapt to the constant changes that we see across our businesses.

At Future Talent Learning we are committed to delivering world-class, highly engaging learning that your employees will be able to immediately apply and practice in their roles.

We have worked to create a virtual, truly flexible and modern programme that blends e-learning and virtual simulations/gamifications with personalised one-to-one coaching for every participant.

This brochure will explain how it works, what to expect, and the benefits from doing the programme.



Jim Carrick-Birtwell
CEO & Founder,
Future Talent
Learning



Some of the organisations that we are proud to be working with:



WHY DO WE NEED A TRANSFORMATIONAL LEADERSHIP PROGRAMME?

The workplace has changed.

The certainties of old are gone and to succeed today, a business needs to be aware, responsive and sometimes disruptive. And to achieve this, it needs people with an agile mindset, a sophisticated set of 'soft skills' and the confidence to lead in uncertain times. But that's something you can struggle to gain from conventional 'chalk and talk' training.



That's why we developed the Transformational Leadership Programme. As you'll see from this brochure, it covers similar content to an MBA but with greater emphasis on the emotional intelligence and soft skills needed to succeed in the modern workplace.

As a participant, you'll enjoy a rich mix of digital content, including interactive games and immersive exercises as well as the chance to apply what you've learned, pretty much from day one.

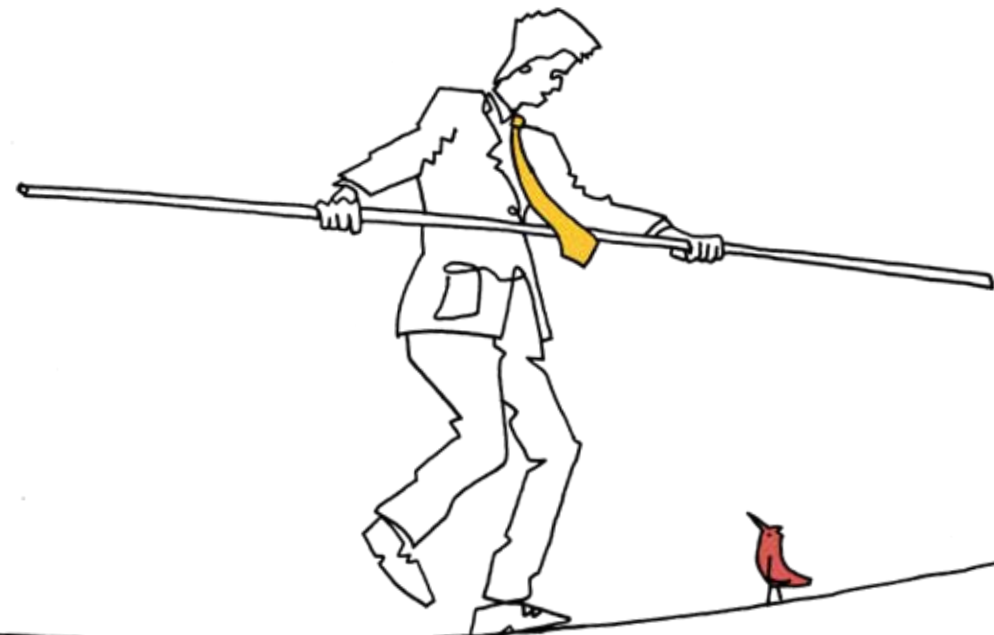
The result is learning that doesn't feel like learning, and that's both more rewarding and more productive.

WHAT THREE BEHAVIOURS DO FUTURE LEADERS MOST NEED?

Technology is disrupting the world of work. But technical skills alone aren't enough to achieve the near-Herculean task of organisational transformation. That requires a sophisticated set of soft skills. And the right mindset.

Our Programme therefore fosters a wide variety of skills, including self-awareness, critical thinking, decision making and communication. But above all, we focus on three behaviours:

- 1 the ability to work in more **agile** ways,
- 2 the people skills to **collaborate** effectively and
- 3 the mindset to see organisational **transformation** as an opportunity and not as a threat.



WHAT IS THE FUTURE TALENT 'ACT' MODEL FOR LEADERSHIP BEHAVIOUR?



A

Agile

The era of top down, five-year plans is over. Agile leaders must work in leaner and smarter ways if they are to respond to volatile and uncertain commercial circumstances and discover what works (and what doesn't work) as quickly as possible.

'No plan survives first contact with the enemy.'

Helmuth von Moltke

C

Collaborative

The romantic ideal of the lone-wolf entrepreneur sitting alone, unencumbered by anything except their genius, still exists. But in most part, it is just a myth. Most successful leaders collaborate. They embrace a diversity of perspectives and also make sure that every member of the workforce feels like they belong and understand where the business is heading - even if they work remotely.

'None of us is as smart as all of us.'

Kenneth H. Blanchard

T

Transformative

Organisations that don't change don't last. And organisations that don't learn, don't change. However, transformation in business often requires a sophisticated ambidexterity: the ability to forge new paths, while also keeping legacy operations on track. The most successful leaders therefore commit to continual learning so they are able to shape change rather than simply responding to it.

'Innovation is the ability to see change as an opportunity rather than a threat.'

Steve Jobs

WHAT SETS THE TRANSFORMATIONAL LEADERSHIP PROGRAMME APART?

The Transformational Leadership Programme enables participants to develop the skills, behaviours and mindset they need to become transformational leaders, in a dynamic and directly applicable way.

It offers a seriously high level of personalisation, with one-to-one coaching via Teams as well as interactive webinars and immersive digital simulations, developed by institutions such as Harvard and Wharton and used by the likes of Ml6 and Google. This makes it ideal for learners who are working remotely or who are unable to meet regularly face-to-face.



THERE ARE TWO CORE VERSIONS:

For graduates, entry level staff, supervisors and early managers in a first line management role or preparing for their first line management role. For employees with project responsibilities or responsibility for managing a team to deliver a clearly defined outcome. Participants don't need previous qualifications but will need to have, or be given the opportunity to line manage others at some points across the programme.

For managers at all levels

looking to hone their people and commercial skills. You'll have responsibility for teams and/or projects, and achieving targets and or leadership objectives. Participants don't need previous qualifications.

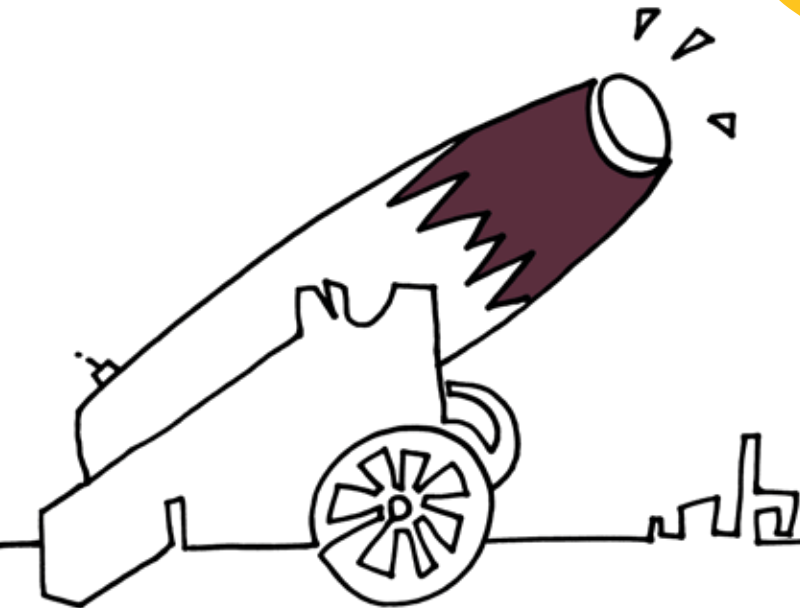
WHY SUCH A STRONG FOCUS ON CHANGING BEHAVIOUR?

Workplace learning can be hard work. Yet only around 10% of traditional programmes result in any noticeable behaviour change.

At Future Talent Learning, we've spent more than 10 years exploring the changing world of work, and what we might learn from wider culture, in order to develop a more effective type of workplace training. And one thing's for certain: we learn (and lead) best when we don't just reflect but also act.



That's why our programme gives participants the opportunity to practise what they've learned in a challenging but supportive virtual environment. They learn how to handle ambiguity and how to adjust to new commercial realities; a vital foundation for bringing about transformational change in the real world.



DIFFERENTIATING FACTOR 1

1

We give participants highly curated, bite-sized doses of content

A lot of training fails because learners haven't spent enough (or any) time preparing for sessions.

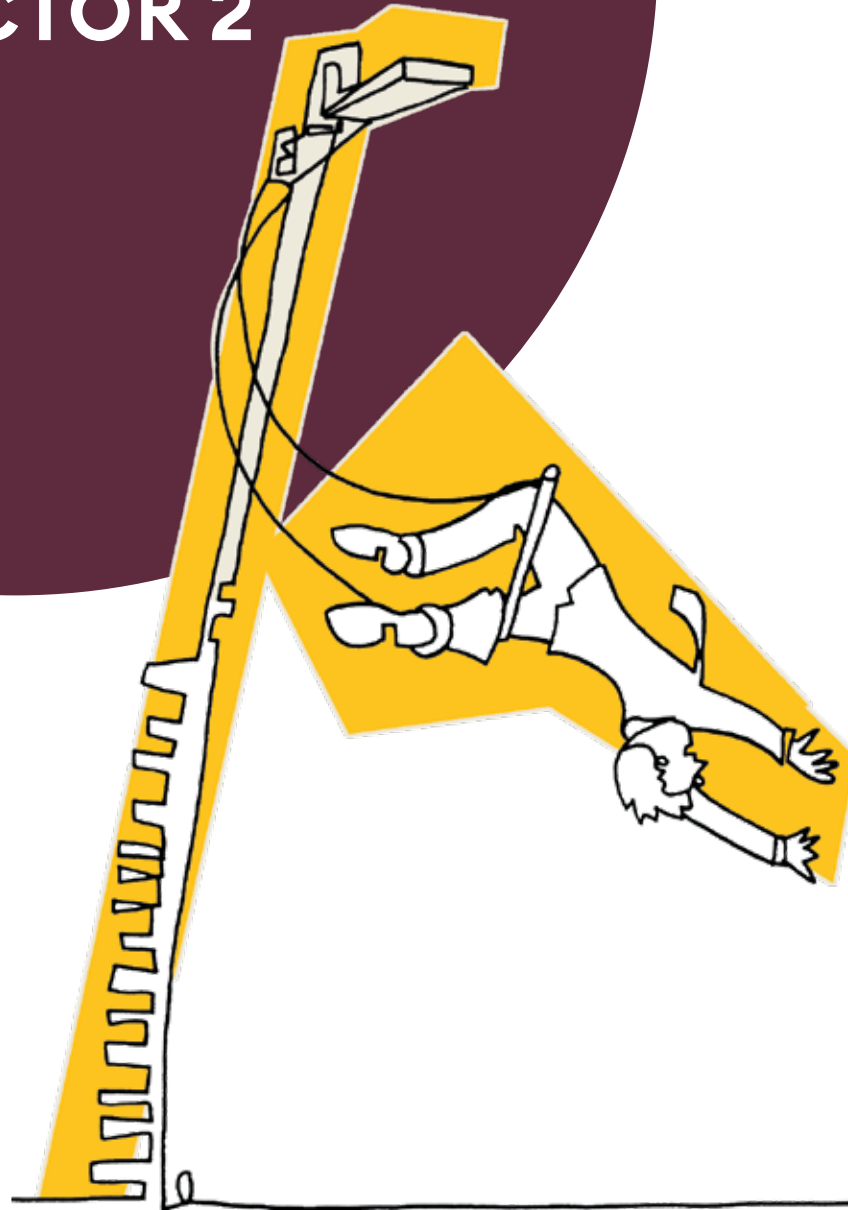
This can result in a dull download of information, rather than an opportunity for learners to play with ideas they've already explored.

So what?

We don't swamp learners. We provide daily doses of bite-sized content that give them a solid understanding of the theory before they put it into practice.



DIFFERENTIATING FACTOR 2



2

We provide a safe space in which to try out new behaviours

Learning doesn't just happen in
our heads. New behaviours
must also be embodied in
our hearts and instincts.



This means we need to rehearse
new skills, even when it feels
awkward at first. Just as pilots
must first land a plane in a
simulator, practice is critical
when learning and mastering a
new behaviour at work.

So what?

We provide a series of immersive
experiences, developed by
business schools like Wharton
and Harvard, and used by
organisations like Google and
MI6, both digital and where
possible, physical, enabling
participants to practise new
behaviours in a safe space with
just the right mix of stretch,
challenge and support.

DIFFERENTIATING FACTOR 3

3

We support people to apply what they've learned in their day-to-day work

A peculiar feature of much workplace training is that we're expected to learn something once and retain it for months, or even years.

But our brains are more like sieves than buckets. We forget the majority of what we take in. To solder new neural pathways, we need to practise new behaviours. And to practise them again. And again. And the sooner and more often that learning gets applied in real-life situations, the more likely it is to stick.

Often, this also involves unlearning behaviours that have previously worked quite well for us, as what got us to this point is rarely enough to get us to the next one.

So what?

We've created practical exercises that can be easily integrated into each participant's working day, with support from their line manager and from a dedicated personal coach.



WHAT DOES OUR PROGRAMME COVER?

Our four Modules and twelve Missions focus on the essential hard and soft skills to help employees develop the mindset and behaviours to thrive.

Module 1 TRANSFORMING SELF

MISSIONS

- 1 Self-Awareness & Curiosity
- 2 Time Management & Careers
- 3 DE&I & Culture

Module 2 TRANSFORMING RELATIONSHIPS

MISSIONS

- 4 Communication
- 5 Trust, conflict & Collaboration
- 6 Meetings & Feedback

Module 3 TRANSFORMATIONAL LEADERSHIP

MISSIONS

- 7 Leadership
- 8 Change Management
- 9 Operational Management

Module 4 TRANSFORMING BUSINESS

MISSIONS

- 10 Decision Making & Problem Solving
- 11 Project Management
- 12 Finance/Governance

WHAT DOES OUR PROGRAMME COVER?

Module 1 TRANSFORMING SELF

Self-Awareness & Curiosity

- Emotional Intelligence
- Psychometrics
- Authenticity
- Leadership Styles
 - Derailers
 - Confidence
- Curiosity styles
- Growth mindset

Time Management & Career Management

- Prioritisation
- Chronotypes
- MVP Mindset
- Time Management Techniques

DE&I & Culture

- Cognitive Diversity
 - Bias
- Psychological Safety

Module 2 TRANSFORMING RELATIONSHIPS

Communication

- Gravitas equation
 - Storytelling
 - Assertiveness
 - Clarity

Meetings & Feedback

- Active Listening
- Courageous Questions
 - Radical Candour
 - Feedback Fallacy
 - Attribution Error

Trust, Conflict & Collaboration

- Trust Triangle
 - Influencing styles
 - Persuasion
- Stakeholder management
 - Negotiation
 - Kilmann
- Drama Triangle
 - Empathy
 - Creativity
 - Knowledge

Module 3 TRANSFORMATIONAL LEADERSHIP

Leadership

- Leadership styles
 - Coaching
 - Scaling
 - Autonomy
- Mastery & Purpose
 - Delegation

Strategy / Change

- Strategic Planning
 - Improv
 - Yes, and...
 - Signalling
 - Resilience
- Vision & Values
 - Ethics
- Sustainability

Operational Management

- Hiring
- Goals and KPIs
- Performance Development

Module 4 TRANSFORMING BUSINESS

Decision Making & Problem-Solving

- Satisficing
- Big Data
- Creative Thinking Techniques
 - Root Cause Analysis
 - Cynefin & VUCA

Finance & Governance

- Governance & Compliance
 - Budgeting
- Financial Literacy
- Business Ethics

Project Management

- Lean
- Agile
- Design Thinking
 - Waterfall
 - Planning
- Risk Management
 - Stakeholder Management

ONE-TO-ONE PERSONAL COACHING



With the Transformational Leadership Programme, each learner has a dedicated coach to guide them through a personalised curriculum.

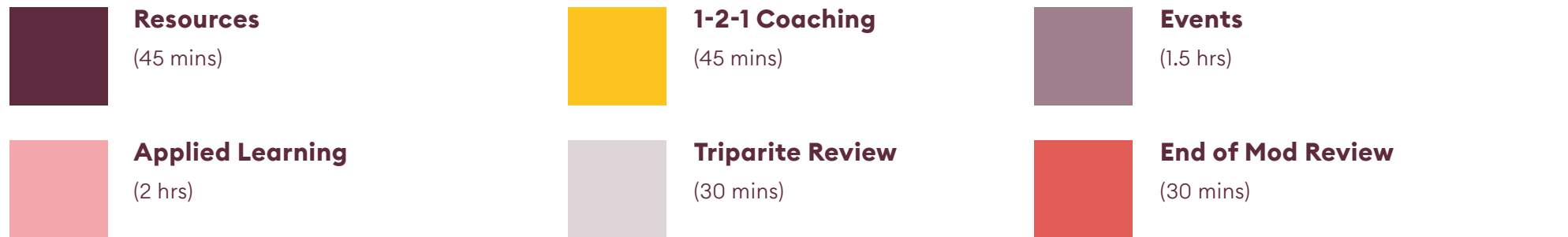
The coach assesses the learner's work, gives developmental feedback and is a first point of contact for any questions / issues.

In addition, participants catch up with their coach once per Module via Teams or Zoom for a dedicated executive coaching session.

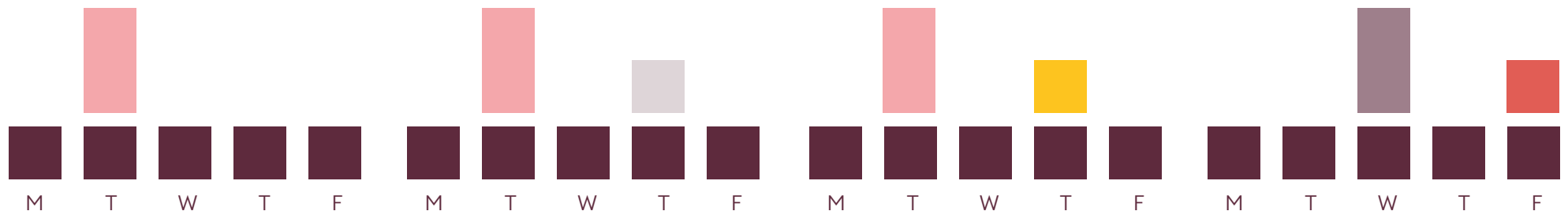
That's a lot of support. But we believe that regular encouragement from a personal coach is critical to success.



WHAT DOES A TYPICAL MONTH LOOK LIKE?



EXAMPLE TIME COMMITMENT OVER FOUR WEEKS



A SAMPLE SELECTION OF OUR VIRTUAL SIMULATIONS

MINING IN THE AMAZON: A VIRTUAL DECISION MAKING GAME

Learners are running a mining operation in the Amazon and must make a series of critical decisions taking into account a variety of stakeholders including the local population, the environmental pressure groups, the media and their commercial investors.

The game focuses on communication skills, decision making, relationship building and strategic thinking.



PLAYING THE LEADING ROLE: ROLEPLAY WITH RADA (ROYAL ACADEMY OF DRAMATIC ART)

Being an influential leader requires physical and vocal presence, gravitas and the ability to flex styles.

In this interactive online webinar, participants explore how to tell stories that engage and move others using narrative techniques from the worlds of art and literature. They also discover how to negotiate tricky questions and think on their feet in order to step into the spotlight with grace and confidence.



LEADING THROUGH CHANGE: CHANGE MANAGEMENT SIMULATION

There is a significant percentage of managers that won't be needed in the new combined bank, in my view.

I know there are generally two schools of thought when it comes to the speed of integration question, but I don't think it's that simple.

Please keep me posted on any developments, and ask my view regularly.

Participants explore how to manage change in the context of a merger between two banks, learning how to manage stakeholders, communicate effectively, and make key strategic decisions in a time pressured, but fun environment.



Carla Feinberg
CFO Northern



Tina Yoshino
Retail Southern



Patrick Green
Customer

HOW TO HAVE YOUR WAY WITH WORDS: INTERACTIVE WEBINAR

A huge proportion of workplace communication is now digital. Yet so many emails, PowerPoints or briefs are unclear, over-complicated or just plain boring. And when communicating digitally, a lot more can go wrong...

In this interactive webinar, we explore the principles of good writing to help participants find their voice, whether they are texting their boss or emailing a colleague.

WHAT'S IN IT FOR PARTICIPANTS?

The chance to become more confident and effective leaders – and to enjoy the process.

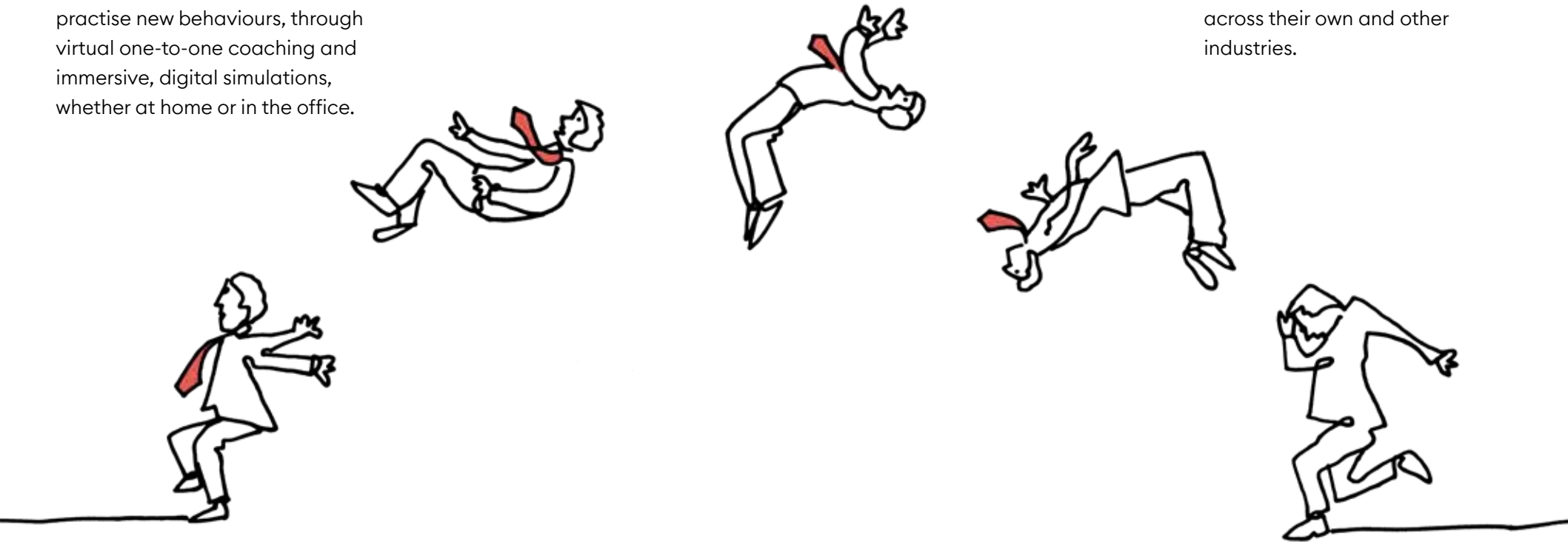
World-class e-learning from wherever they are based –

Participants can learn and practise new behaviours, through virtual one-to-one coaching and immersive, digital simulations, whether at home or in the office.

Emotional intelligence and essential 'soft' skills – According to Stanford University, only 25% of long-term career success depends on technical knowledge; the rest is all soft skills. That's why we focus our energies there.

A powerful peer community –

Participants can build a diverse digital network of creative collaborators made up of peers across their own and other industries.



WHAT ARE PEOPLE SAYING ABOUT OUR APPROACH TO LEARNING?

‘The gamifications and events with RADA have been inspirational – they really help to bring new behaviours and mindsets to life’

‘This course is really changing how I communicate and think about relationships, not just at work with colleagues but as a friend and as a parent too’

‘So utterly different from class-room teaching – who knew virtual learning could be so engaging, immersive, impactful and fun’

‘This is probably the most enjoyable, challenging and beneficial course I have done to date in my career. The support my coach offers is simply priceless’

‘I feel very supported and know that I can go to my coach with any challenges I may be having’

‘Provides a different way of thinking that promotes self-reflection and discussion rather than exercises derived purely to arrive at a final answer’

‘A great balance between theory and practice. Freedom of practice and full responsibility of the student for the result is the right approach’

‘My coach has been absolutely outstanding’

My coach has already changed me so much, to the better, and both my colleagues and people from outside of work are telling me that I have grown so much’

HOW CAN I FIND OUT MORE?

To find out more please drop us a line at **learning@futuretalentlearning.com** and we'd be delighted to have a call or meeting with you to talk to you about our learning programmes.



**Future Talent
Learning**