THE TRANSFORMATIONAL LEADERSHIP PROGRAMME

Unlocking the potential of the apprenticeship levy to upskill your employees into agile and effective leaders
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 most workplace learning hasn’t kept pace. That’s what people attending our events and conferences kept telling us. What they wanted was a programme with the same level of interest, engagement and ‘learning that doesn’t feel like learning’ that comes when you are fully immersed. Oh, and if that could be paid for via the apprenticeship levy, that would be ideal.

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. And this is all delivered via a rich mix of digital content and experiential learning techniques that participants enjoy and actively want to engage with. The result is a workplace that’s both more rewarding and more productive, pretty much from day one.

And yes, as it’s mapped to apprenticeship training standards it can be fully paid for through your apprenticeship levy. Please read on to find out more.
THE INSIDE STORY

OUR APPROACH TO LEARNING

6-7 The three behaviours most needed in the modern workplace

8-9 Our ‘ACT’ model for successful leadership behaviour

AN OVERVIEW OF THE TRANSFORMATIONAL LEADERSHIP PROGRAMME

10-11 The Transformational Leadership Programme in summary

12-13 Why we put so much focus on changing behaviour

14-19 Differentiating factors:
   1. Bite-sized doses of content
   2. A safe space to try out new behaviours
   3. Practical real-world exercises

20-21 The ten topics we cover

KEY COMPONENTS OF THE PROGRAMME

22-23 Personal coaching from a subject matter expert

24-25 Virtual action learning sets with a relevant peer group

26-27 What does a typical month look like?

28-41 Learning simulations:
   - Crisis simulator: a virtual decision-making game
   - Financial decision-making: a virtual e-learning game in the Dragon’s Den
   - Power and influence: change management simulation
   - How to have your way with words: interactive webinar
   - Playing the leading role: roleplay with RADA (Royal Academy of Dramatic Art)
   - Battlefield medic: an interactive play
   - Ecosystem dynamics: a gamified simulation

BENEFITS FOR THOSE TAKING PART

42-43 Benefits for employers

44-45 Benefits for employees

46-47 Endorsements from participants

48-49 FAQs
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, overcome organisational inertia and discover what works (and what doesn’t work) as quickly as possible.

‘No plan survives first contact with the enemy.’

*Helmuth von Moltke*

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**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*

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**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*

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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 executive coaching via Zoom and Teams as well as interactive webinars and immersive digital simulations, developed by institutions such as Harvard and Wharton and used by the likes of MI6 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 and entry level managers looking to make a successful transition and start in the modern workplace (Level 3 – over 12 months).

For more senior managers and experienced team leaders looking to hone their people and commercial skills (Level 5 – over 15 months).

Both versions align to government apprenticeship standards, which means they can be fully funded by the apprenticeship levy. In other words, if you are not fully using your apprenticeship levy, upskilling your talent in this way needn’t cost you a penny.

We also offer bite-size versions of the programme for interns and graduates, which can be customised to fit your budget.
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, 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 practice 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.
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, 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.
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.
THE TEN TOPICS WE COVER

These topics encompass the ten essential hard and soft skills that managers need to thrive as transformational leaders.

SELF-AWARENESS

RELATIONSHIP BUILDING

DECISION MAKING

OPERATIONAL MANAGEMENT

FINANCE

PROJECT MANAGEMENT

LEADERSHIP

MANAGEMENT

CAREER MANAGEMENT

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

Participants catch up with their coach for between two and three hours each month, either face-to-face or via Zoom/Teams virtual meetings.

That’s a lot of support. But we believe that regular encouragement from a personal coach is critical to success.
LEARNERS ON THE Transformational Leadership Programme are invited to participate in a series of regular virtual action learning sets over Zoom or Teams, facilitated by their coaches.

These sessions are a powerful form of peer learning and can also help to build connections between colleagues in different locations who don’t have the opportunity to meet regularly face-to-face.

We can also arrange peer learning in mixed sessions with learners from different organisations, providing a broad range of perspectives.
WHAT DOES A TYPICAL MONTH LOOK LIKE?

DAILY (30 MIN)
Curated reading, listening and watching

FORTNIGHTLY (60 MIN)
Online coaching via Zoom or Teams

EVERY 6 WEEKS (1/2 DAY)
Interactive digital training simulation

WEEKLY (60 MIN)
Application of learning to projects

WEEKLY (60 MIN)
Answering set questions and journaling

EXAMPLE TIME COMMITMENT OVER FOUR WEEKS
A SAMPLE SELECTION OF OUR VIRTUAL SIMULATIONS

CRISIS SIMULATOR:
A VIRTUAL DECISION MAKING GAME

Participants are presented with an interactive simulation where they must hone their decision-making skills in a time-pressured crisis scenario (all from the safety of their office chair).
OVER THE COURSE OF A FEW WEEKS, PARTICIPANTS PLAY AN ONLINE GAME BASED ON OBSERVING LICENSED FOOTAGE FROM THE BBC’S DRAGON’S DEN TV SHOW.

This interactive game increases their commercial confidence and helps them develop new skills around financial decision-making, budgeting and forecasting.
Participants explore four scenarios for managing change within a virtual sunglasses factory.

Over a simulated period, they must try to persuade as many key members of staff as possible to adopt an organisation-wide change initiative, while maintaining credibility.
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.
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.
In this interactive play, set on a battlefield and involving real-life medics, military personnel and leadership specialists, participants direct the unfolding of the story, making time-based decisions in the face of conflicting priorities, unclear information and competing agendas.

This gives leaders new understanding of how to make better decisions in today’s fast-changing VUCA (Volatile, Uncertain, Complex and Ambiguous) landscape.
ECOSYSTEM DYNAMICS: A GAMIFIED SIMULATION

This simulation divides participants into groups of leaders, managers, customers and stakeholders.

Players work their way through a variety of tasks, attempting to negotiate with each other.

Periodic breaks allow reflection on how to overcome the unhelpful beliefs, habits and behaviours that so often frustrate collaboration.
WHAT’S IN IT FOR EMPLOYERS?

World-class training that you and your employees will value, at potentially zero cost.

The chance to use your apprenticeship levy - As our programme aligns to government standards, it can be fully funded by the apprenticeship levy. So if you’re not already using all of your levy, it’s effectively free.

A smart way to develop and retain your best talent - The main reason employees become disengaged is because they stop learning. The Transformational Leadership Programme is designed to keep employees motivated, inspired and highly engaged. This means it’s a smart way to increase your DVP (Development Value Proposition) and ensure your best people take off to new heights rather than to another business.

Better prospects for long-term growth - According to PwC, 80% of CEOs see the lack of soft skills among employees as a ‘top 3’ barrier to growth. By effectively nurturing these skills, we can help to close that gap.
WHAT’S IN IT FOR EMPLOYEES?

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?

‘Future Talent Learning provides proper food for thought and entertainment of the best kind. You get to learn, but in the most painless and beguiling way.’

ALAIN DE BOTTON, PHILOSOPHER AND AUTHOR

“Future Talent provides so many insights. The ambition to challenge paradigms is hugely inspiring.”

HELMUT SCHUSTER, GROUP HR DIRECTOR, BP

“Future Talent breaks the mould. If you’re a thought leader or want to become one, their insights shouldn’t be missed.”

JENNIFER CANDEE, GROUP HEAD OF RESOURCING, MONDELEZ

“In disruptive times, leaders need the ability and confidence to see change not as a threat but as an exciting opportunity - and that’s what this programme is all about.”

WALTER WALLICH, VICE PRESIDENT HR, NORTHERN, CENTRAL & EASTERN EUROPE, GFK
FAQs

IN LIGHT OF THE CORONAVIRUS PANDEMIC, CAN LEARNERS DO THIS PROGRAMME 100% VIRTUALLY?
Yes, between digital simulations, virtual coaching and online learning we can offer a completely virtual option for learners who might be based at home for the short or medium term.

WHO IS THE PROGRAMME FOR?
Our Level 5 programme is aimed at managers and senior managers in any team. Our Level 3 programme is aimed at graduates and new managers.

HOW MUCH IS IT? AND CAN I PAY FOR IT THROUGH THE APPRENTICESHIP LEVY?
Yes, it’s effectively ‘free’ through the apprenticeship levy. Level 5 qualifies for £7,000 per learner. Level 3 qualifies for £4,500 per learner. We’re ESFA (Education and Skills Funding Agency) approved so 100% of the cost is recoverable.

WHO MANAGES THE DRAWDOWN FROM THE LEVY?
We do that on your behalf.

HOW LONG IS THE PROGRAMME?
Level 5 is typically 15 months plus an assessment in month 16. Level 3 is typically 12 months plus an assessment in month 13. Learners who need more time can take an extra month or two.

HOW DO I KNOW IT WORKS?
We report on learners’ behaviours before, during and after the programme using 360-degree assessments.

DO LEARNERS COME FROM DIFFERENT COMPANIES?
Yes, we run mixed cohorts. There’s no limit to the number of learners from any organisation.

CAN I RUN BESPOKE OR ADDITIONAL PROGRAMMES OR EVENTS JUST FOR MY ORGANISATION?
Yes, though commercial top-up charges may apply for this.

WHAT FORMAL QUALIFICATION DO LEARNERS GET?
Either a Level 5 Operations / Departmental Manager Apprenticeship or a Level 3 Team Leader / Supervisor Apprenticeship.

MUST LEARNERS SPEND 20% OF THEIR WORKING TIME ON THE PROGRAMME?
Yes, it sounds like a lot, but much of this time involves learners applying what they’ve learned to live projects or practising new behaviours in everyday activities.

HOW DO LEARNERS GET HELP ON THE PROGRAMME?
There’s dedicated resource for each cohort. Learners also have regular personalised coaching sessions.

DO YOU HELP WITH COMMS TO THE BUSINESS?
Yes, we have email templates and a full comms package that we can share and customise for you.

SHOULD I NOMINATE LEARNERS OR ALLOW MANAGERS TO APPLY FREELY?
We strongly advise that you allow learners to apply rather than nominating individuals. We can help to co-run a learner application process with you.

WHAT HAPPENS IF LEARNERS LEAVE DURING A PROGRAMME?
Payment for learners stops the month they leave. Their new employer can continue the payment from their levy if they choose. If they return (e.g. after maternity leave) payment resumes then.

CAN I ROLL THIS OUT INTERNATIONALLY?
Yes, though outside England, it’s not eligible to be funded via the levy and commercial payments apply.

WHEN COULD I START A NEW COHORT?
Programmes start every quarter. Depending on availability, we need two weeks to enrol new learners.

HOW INVOLVED MUST LINE MANAGERS BE?
For the programme to work, managers must be fully supportive and commit to at least 6 hours over the programme to feedback sessions with the coach and learner.
HOW CAN I FIND OUT MORE

To find out more, please drop us a line at Richard.goodwin@jga-group.co.uk or call us on 020 8426 2666 and ask us about the Transformational Leadership Programme.

Futuretalentgroup.com