

FREE TO GROW

Soar!

Supervisors provide the vital linkage between management goals and meaningful employee effort. Their role requires the ability to balance the work that needs to be done with a concern for the people who perform the work – not an easy task, and one that many supervisors are not equipped for.

Supervisors' effectiveness is not only determined by their technical knowledge and skills but also by the extent to which certain underpinning characteristics are in place.

In Free To Grow's experience of training more than 60 000 employees since 1994, these characteristics are often not adequately developed on supervisory level.

Soar! is a 4-day programme designed to **create the climate and provide the tools to help supervisors and first line managers develop a positive mindset** about themselves, others, their work and their organisation. The programme has Free To Grow's tried and tested 'inside-out' approach and starts by developing a positive self-concept, strengthening the internal locus of control and growing a sense of ownership. It then continues to explore the meaning of work and how this relates to them as employees and as leaders. Supervisors develop a better understanding of the organisation and understand where they and their division fit into the bigger picture. This creates a positive connection between them and the organisation and strengthens the desire to make a positive contribution.

Lastly, the programme focuses on developing the mindset and behaviours required to work effectively with other people – their peers, teams and seniors, a critical element in supervisory and management success.

The Process

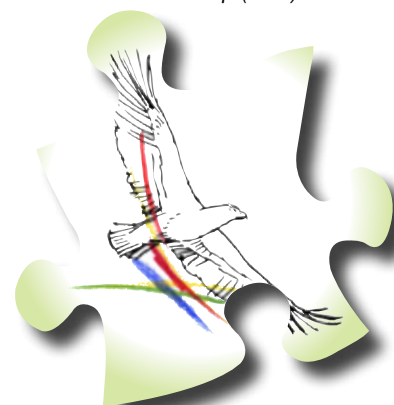
Learning is a process and not a once off occurrence. We therefore combine face to face training with coaching circles where learners get the opportunity to explore with each other how they can best apply the Soar! principles, skills and tools, in their work context. We also present a Bridging Session where Soar! participants and their managers discuss what they have learned and how the managers can best support their growth. This process goes a long way to bridge the gap that often exists between training and workplace application.



"Soar! more than met our expectations. The programme was presented as an integral part of the Accelerated Retail Development Programme to help Store Managers make the internal shifts needed to fulfil their roles effectively and grow them into the next level. When we assessed the impact of the programme more than a year later we found that **close to a third of the 70 Store Managers who attended, have since been promoted.** 92% of the group rated the programme as 'very important' in their development as leaders and 82% of their 45 managers indicated that Soar! had a 'large positive impact' on the Store Managers.

We also observed **a significant growth in self-confidence and motivation levels.** It made a huge positive difference in the degree to which they find fulfillment in their roles as leaders."

Elzaan Pretorius,
HR Manager, ~
Talent Development,
The Foschini Group (TFG)



Programme overview

Part 1: Leading self

Introduction

- * The role of the first line leader: the contribution you are making in the organisation
- * What is at the heart of this leadership position

Module 1: Personal leadership

- * Understanding your personal journey. How this influences you.
- * Self-esteem: What it is and how it affects your behaviour and success as a leader.
- * Your strengths, gifts and assets and how to use them more fully in your role as leader.
- * Work/life balance: Why this is important and how to work towards it.
- * Career and personal goals: Identify yours and devise an action plan to achieve them.
- * Attitude: The role of ownership, optimism and resilience in achieving success in your work and life and how your attitude affects the people you lead.

Part 2: Leading others

Module 2: Work and worth

- * How you perceive work and how this impacts on your attitude and behaviour in the workplace and your ability to inspire others.
- * What makes work meaningful to you and how to utilise these 'gifts' more fully.
- * Understanding how you as leader influence your people's experience of their work and therefore the quality of their lives.
- * Understanding the new world of work and what employees currently expect from their work and their leaders.
- * Exploring how you can make work more meaningful for them.
- * Reflecting on the legacy you want to leave behind as a leader and what actions you need to take to make this happen.

Module 3: Getting results through others

- * Moving from self-management to people management: what this transition requires from you.
- * The two ways to influence people – Push and Pull – and the short and long term consequences of each for you, the team and the work that needs to get done.
- * Influencing people through:
 - The relationship you have with them: how to bring greater levels of respect, trust and understanding.
 - Recognition: How to make day to day recognition part of your leadership style.
 - Communication: Understanding the dynamics of two-way communication, and applying this to various challenges leaders face e.g. giving instructions, constructive feedback and expressing your concerns assertively.

Target group

Supervisors and first line managers on NQF 5 and above.

Duration and group size

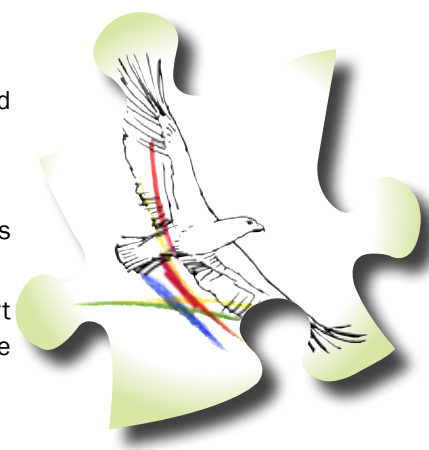
Four days. Optimal group size is 16 participants to ensure individual attention. Can accommodate a maximum of 20 learners.

“Soar! is an excellent leadership foundation for new team leaders to build themselves and to build their teams to ignite potential and performance.”

Liana Justice,
Capitec Bank

“We have already seen the impact in the improved awareness of management expectations and the engagement amongst the participants.”

Alana Ferguson,
Group HR Manager, DataCash



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