

A soccer ball is shown hitting a goal net in a stadium at night. The ball is white with black panels and is positioned in the center of the net. The background is a blurred stadium with bright lights, creating a sense of motion and excitement.

Score!

Supervisor Competence: Optimise... Relate... Engage

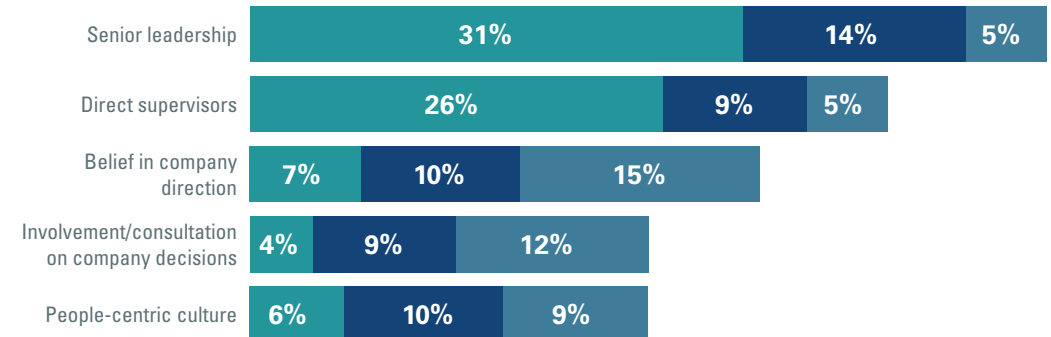


The transition from managing self to managing others is one of the most challenging in the leadership pipeline.

First-line leaders hold tremendous responsibility

They are typically responsible for more than 80% of an organisation's workforce and are a vital link between strategy, management goals and execution. To be effective, they need the knowledge and skills to align their team's efforts with the organisation's goals and values and at the same time, create a work environment in which employees are committed, proud and take ownership. They also need to ensure that their team's voices are heard, responding to their concerns and providing feedback to senior management.

Research from Melcrom identifies Supervisors as the second most important drivers of engagement.



Despite their crucial role, first-line leaders are notoriously ill-equipped and unsupported. All too often, employees are promoted on technical expertise without exposure to the required behavioural and values-based transitions and business knowledge and skills to lead effectively and get results through others.

Effective first-line leadership requires a shift in perception of self, one's role, what one values, how one spends one's time and how one engages with and influences others. It also requires a new set of skills.

Nurture wellbeing. Drive engagement. Inspire growth.

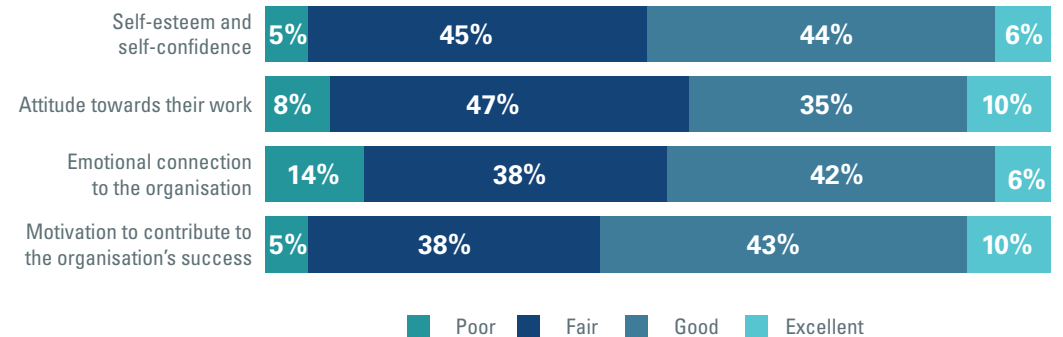


You cannot fill another bucket if your own is broken.

Leadership is not only about skills

It is also about mindset. If leaders don't have the right attitude, their impact and influence will be greatly diminished.

Four elements of mindset impact how they show up at work and the extent to which they are able to lead by example and inspire their teams. Together, these form the foundation to effectively fulfil this role. These four elements are often assumed to be in place. In our experience, very few first-line leaders have had the luxury of developing these elements, causing critical gaps in their performance and contribution.



84% 
STRESSED

The majority of leaders (84%) who participated in the DDI's Frontline Leader Project were stressed by taking their first leadership job.

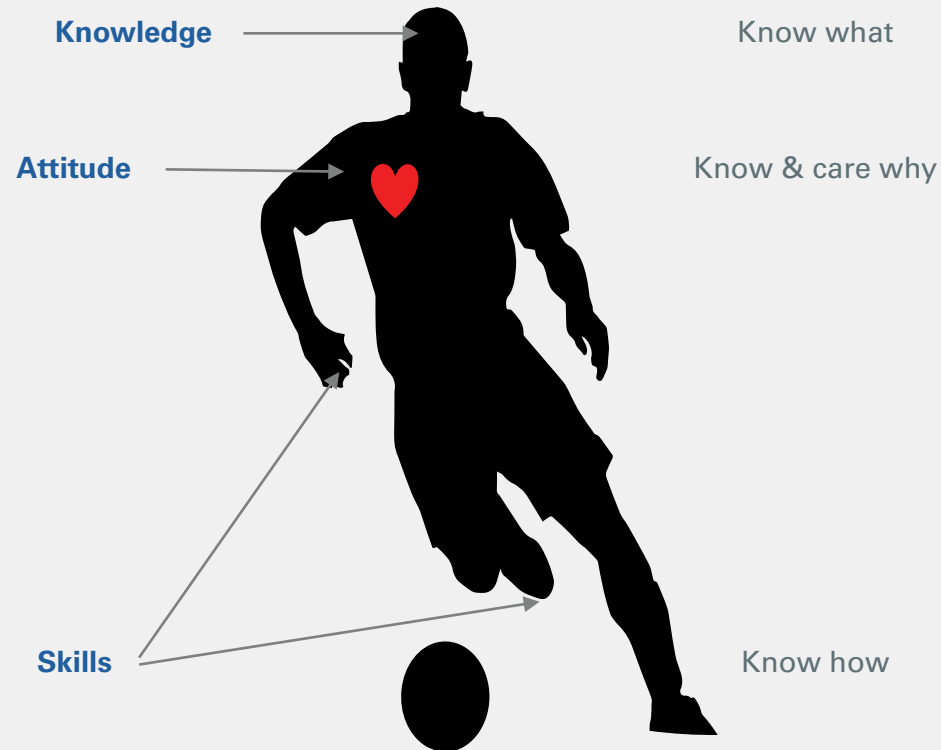
90% 
UNPREPARED

Only 10% of new leaders felt well-prepared for their new roles while 90% felt unprepared.



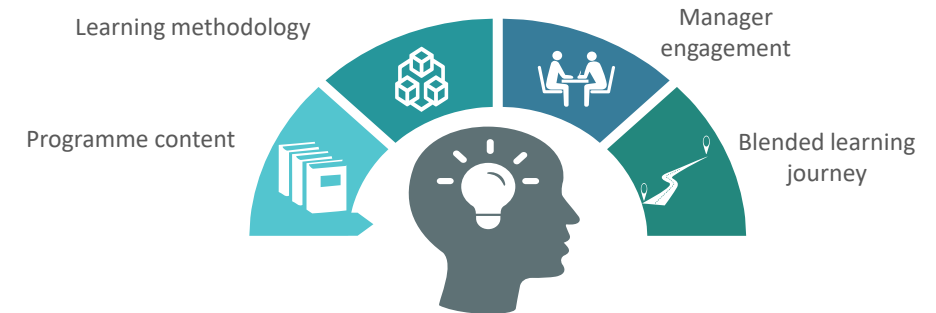
LINK: White paper: First-line leaders: The weak link in the engagement chain

Strengthening 3 Essential Elements



“What we plant in people is more important than what we pour into them.”
Alinda Nortje, CEO of Free To Grow

Blended Learning ensures continued growth



Changing behaviour and applying newly acquired skills is a process, not a once-off occurrence. Our learning approach is therefore staggered and blended, combining pre- and post-assessments, face-to-face or virtual training, regular feedback, practical assignments and growth projects, interactive coaching circles and structured coaching by their managers. This approach ensures sustainable transfer of learning back into the workplace.

1. Coaching circles for first-line leaders:

- Continue to develop their leadership and management skills in digestible chunks
- Encourage buddy coaching as they share successes and challenges
- Provide opportunity for coaching around the challenges they face daily.

2. Management support and coaching:

The role of the first-line leader's manager as supporter and coach is crucial to their development and reinforcing their learning. We, therefore, make them active partners in the process right from the start and equip them to fulfil this role through:

- **Coach 2 Excel**, a 2-day programme that builds awareness of everyday formal and informal opportunities in which to use coaching as a tool to further develop skills and improve performance
- **Module Support Sessions and Joint Growth Projects** in which managers are trained on the key concepts covered in the first-line leader's training. This increases buy-in, alignment and manager-supervisor interaction.

MODULE 1: LEADING SELF

1.1 Understand your role (8 hours)

- What moving from leading self to leading others requires from you
- How to balance task and people focus and when to tip the scale in either direction

1.2 Personal leadership (8 hours)

- Increase your self-awareness – listen to and make your three advisors (gut, heart & head) work for you, bring logic on board and manage your harmful thinking patterns
- Grow your confidence – understand its role in leading self and others and build your self-esteem.
- Take charge – increase your ownership, optimism and resilience

1.3 Work & Organisation's Journey (8 hours)

- Your view of work and how it affects your contribution and results
- Understand the realities of the current business environment and their effect on your organisation
- Know how the organisation measures success and how you can help move the needle forward in each of these areas
- Determine what you need to keep doing and what you need to do differently to make the required contribution

MODULE 2: LEADING TEAMS

2.1 Build solid relationships (16 hours)

- Understand why a healthy relationship with your team is the doorway to engaging them
- Discover how your team wants to be treated by you and learn to show respect, trust and understanding in what you do and what you say
- Discover the value of respect, understanding, trust and appreciation and learn how to show this in what you say and do
- Fulfill your crucial communication role effectively: Ensure communication flows in all directions; Use the appropriate channels; Provide effective feedback to grow performance
- Learn the skills of assertive communication - speak up when you need to be firm in a way that does not break others down

2.2 Unleash potential and engagement (16 hours)

- Understand employee engagement and its benefits for ALL stakeholders and your role as first-line leader to create a high engagement and performance culture in your team
- SHOW THEM: Lead by example and model the way
- INFORM THEM: Be clear on what you expect from them, explain why it is important and let them know how they are doing
- ENABLE THEM: Make sure they have the Means (Tools and Rules), Ability (Behaviour, Attitude, Skills and Knowledge) and the Climate to perform at their peak
- SUPPORT THEM: Make sure you provide the support they need at special times: When they are new on the job, when they require you to speak up on their behalf, when they need practical help and when they need emotional support
- RECOGNISE THEM: Realise the critical importance of making your team feel 'seen' and valued for their contribution so they do not feel taken for granted. Learn when and how to say THANK YOU and WELL DONE

2.3 Increase performance through coaching (8 hours)

- Understand when and how to use each of the 5 coaching roles: Educate, Counsel, Stretch, Confront and Sponsor
- Coach your team members to grow their performance and help them to fulfil their potential using the GROW model and basic coaching skills

MODULE 3: LEADING INTERNAL PARTNERSHIPS (8 hours)

- SCORE through your team to create a positive CLIMATE, provide the MEANS for them to work effectively and ensure they have the ABILITY (BASK – Behaviour, Attitude, Skills & Knowledge)
- SCORE with internal suppliers and customers:
 - Understand your team's place in the value chain
 - Conduct UDISC (Understand, Discuss, Impact, Steps, Consequences) conversations to get what you need from internal suppliers
 - Use the ECF (Expectations, Changes Feedback) 'power pill' to enhance collaboration with your internal customers and suppliers



Nurture wellbeing. Drive engagement. Inspire growth.



Delivery

Presented face-to-face and virtually, SCORE! can be packaged to meet your needs.

Duration

First-line leaders

The 3 modules total 9 days. The blended journey is spread over up to 11 months.

Their leaders

Shape a parallel journey of growth for the line managers of SCORE! participants that will meet your needs, combining any of the following elements:

- **Coach 2 Excel:** 16 hours
- **Orientation and Bridging Sessions:** 4 hours
- **Module overviews:** 12 hours
- **Observation:** 4 hours.

Optimum group size

A maximum of 16 participants per group to ensure that all have the opportunity to participate fully.

“ Leaders aren’t born, they are made. And they are made, just like anything, through hard work. And that’s the price we’ll have to pay to achieve any goal.”
Vince Lombardi



"I am absolutely amazed by the response of our employees on their leadership journey with Free To Grow. Being the 'first of its kind' development programme introduced in our organisation we are extremely proud of the tremendous growth of each individual. I have never before seen such an immediate and enriching impact on a managerial delegate in my career. This journey will forever be a turning point in their lives. A developmental Moment that Matters!"

Tinus Coetzee

Talent Partner, at the time

COTY

"We've seen growth in all our Area Managers after attending SCORE! Their self-confidence has improved as well as their ability to set goals with their teams and hold them accountable. There's also been a great change in how they communicate and translate performance processes and measures. The biggest impact has been on the Managers ability to have courageous conversations. We've seen this through the increased responsibility and accountability they've taken when dealing with IR issues. Previously, they would call HR for everything. Now, instead of asking 'how do I handle this', they are coming up with their own approaches and just double-checking the process with HR. They feel much more confident to have these, often difficult, conversations with their teams."

Camilla Hazell

HR & Education Lead - Coty Africa



"One of the changes I noticed was the immediate improvement in the confidence of leaders. It was partly because they saw the company investing in them and partly because of the work that took place during the classroom sessions. Communication has also improved."

Nita Morgan

Country Manager

"I noticed the change in the thinking that started taking place before the leaders reacted. You can clearly see the processing taking place before they act or make decisions."

Chantel Pieterse

Operations Manager



"We need our people to be agile and empowered to reach our business goals. SCORE! helps us to build the relationships that allow us to handle the most difficult situations and challenging opportunities. It builds the foundation for our people to grow the ability and authority to respond dynamically and with confidence. It's the perfect change platform for building a coaching environment where the speed of trust and high potential people can lead Fast 'n Fresh into the Future. This training is fresh and engaging."

Andre Basson

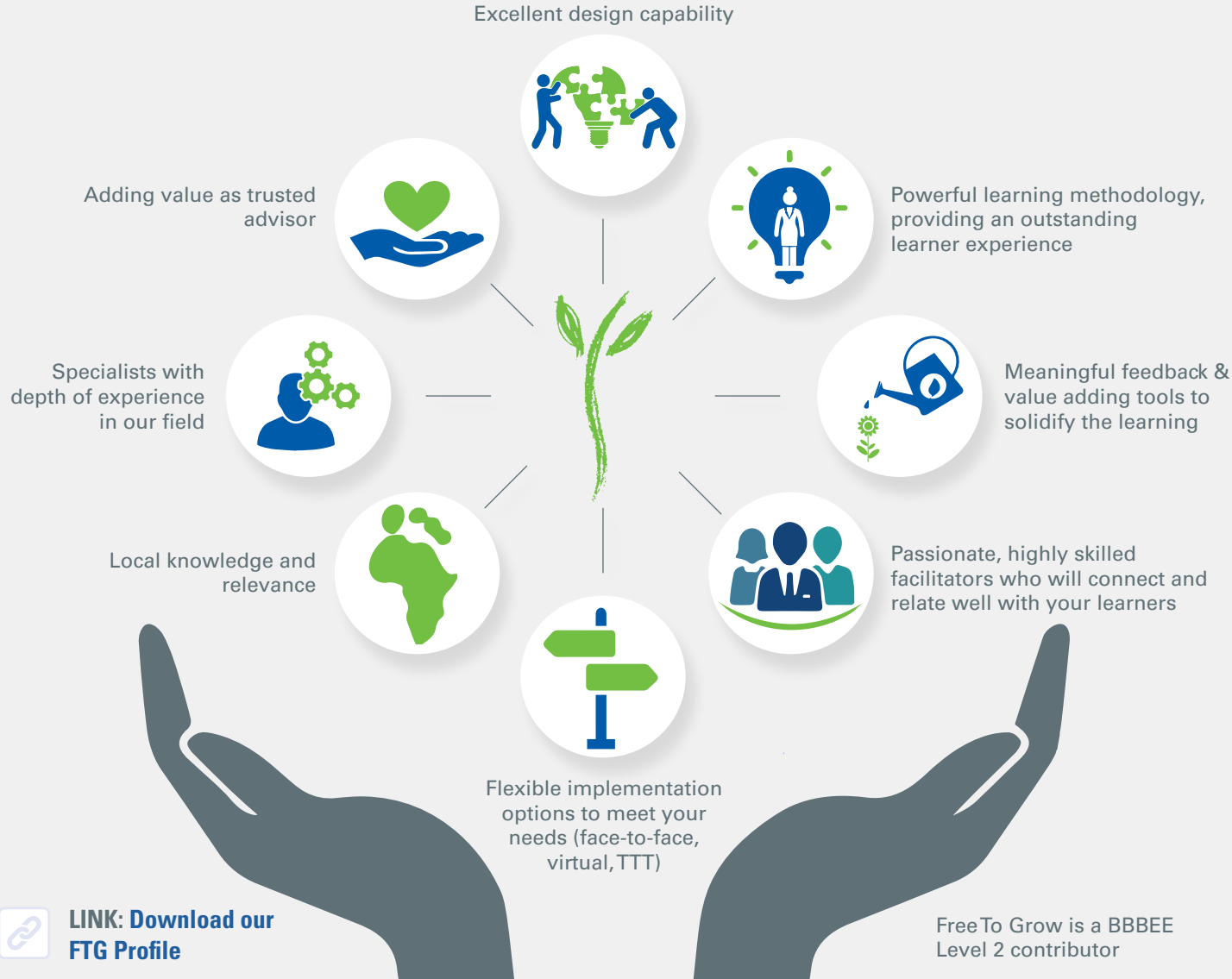
Imperial Fast 'n Fresh

Nurture wellbeing. Drive engagement. Inspire growth.

Why Free To Grow?

FREE TO GROW

31 YEARS 36 COUNTRIES 1 532 ORGANISATIONS



Companies we have assisted in their leadership development journeys



To explore how we can shape **SCORE!** to work for you, contact **Alinda Nortje**, Founder & CEO of Free To Grow | alinda@ftgsa.co.za | www.freetogrow.com