

Top tips

February 2017

Developing
managers to
manage *sustainable*
employee engagement,
health and well-being

Top tips

As part of the ‘Developing managers to manage sustainable employee engagement, health and wellbeing – Phase 2’ project, interviews were conducted with organisations who had successfully implemented management development programmes.

To help you develop your own management development programme, we have drawn together some practical top tips from across our three case studies. The top tips are presented in terms of those referring to the design of the programme, the communication around the programme, and the delivery of the programme.

Design tips

- 1 Carry out a training needs analysis before designing the programme to see where and what the specific need is.
- 2 Evaluate previous programmes before designing a new one.
- 3 Carefully consider the capacity of the programme delivery team before designing supportive activities.
- 4 Consider the practical time constraints of your participants.
- 5 To design the best programme, involve specialists and experts where possible.
- 6 Design a programme with the specific organisational culture in mind.

Communication tips

- 1 Engage and collaborate as much as possible with managers in the design stage of the programme, to enable greater buy-in.
- 2 Gaining buy-in from those with informal power and influence (such as the engagers and champions within the organisation) will be as important as gaining buy-in from those with formal power.
- 3 Make a good business case for the programme by using relevant organisational data.
- 4 Make the whole organisation (not just the participants) aware of the aims and objectives of the programme.
- 5 Where the invitation to attend the programme comes from will impact (positively or negatively) manager buy-in. For example, an invitation from a manager’s business area may be more effective than an invitation from HR or occupational health.
- 6 Communicate how the programme fits with the strategy of the organisation.

Delivery tips

- 1 When delivering the programme, ensure that the facilitator is able to adapt their materials and delivery to the needs of different cohorts.
- 2 Ensure the facilitator will be seen as credible by your participants.
- 3 Be prepared not to have all the answers as the facilitator: in other words, be prepared to step back and allow the peer group knowledge and learning to shine.



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