



Blended Learning Learning Pathways Lead First Programme

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The RSPCA logo, consisting of the letters 'RSPCA' in white inside a blue arrow pointing to the right.

APPROACH

Lead First: a programme for first line managers rolled out using Learning Pathways

High quality learning using a dynamic model to engage, reduce stress & achieve learning and retention

Main areas of focus?

1. How to manage myself
2. How to manage others
3. How to manage a team

Structure:

- 6 modules built around the area of focus
- | | |
|-----------------------------|----------|
| 1. Leading Myself | 1 day |
| 2. Meaningful Conversations | 1 day |
| 3. Leading Others | half day |
| 4. Developing others | half day |
| 5. Leading Teams | half day |
| 6. Managing Finance & Risk | half day |



2019	Mar 2020	Jan 2021	April 2021	May 2021	Jun/July 2021	Sep 2021
First Discussions	Lockdown Start Planning	Start Preparation	Pilot Launch 16 participants	Learning Path Discussions	Comms-video Prog Launch on LP	LF virtual modules Takeaways

Timeline & Milestones



Pre-Work

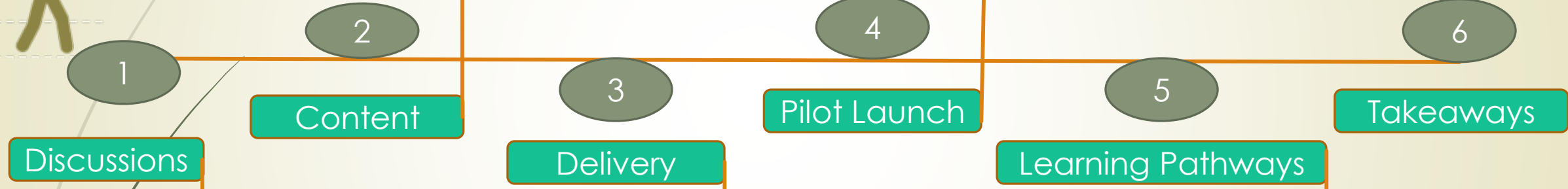
- Topic to think about
- Read
- Watch

Post-Work

- Self reflection
- Practical application
- Line manager conversations

16 participants

- feedback
- evaluate
- Changes to programme



- Sponsor Chris Sherwood CEO
- Targeting first line managers
- Replaces 5 day mgmt programme

- **L&D** (Module 1, 2, 4, 5)
- **HR** (Module 3)
- **FINANCE** (Module 6)

LP: a new feature allowing you to group courses into a learning path

- 216 participants
- 3 sections





Modules & Content

Module 1: Leading myself in the RSPCA

pre-work

Self learning

Module 2: Meaningful conversations

pre-work

Self learning

Module 3: Leading others

pre-work

Module 4: Developing others

pre-work

Module 5: Leading teams

pre-work

Module 6: Managing finance and risk

pre-work

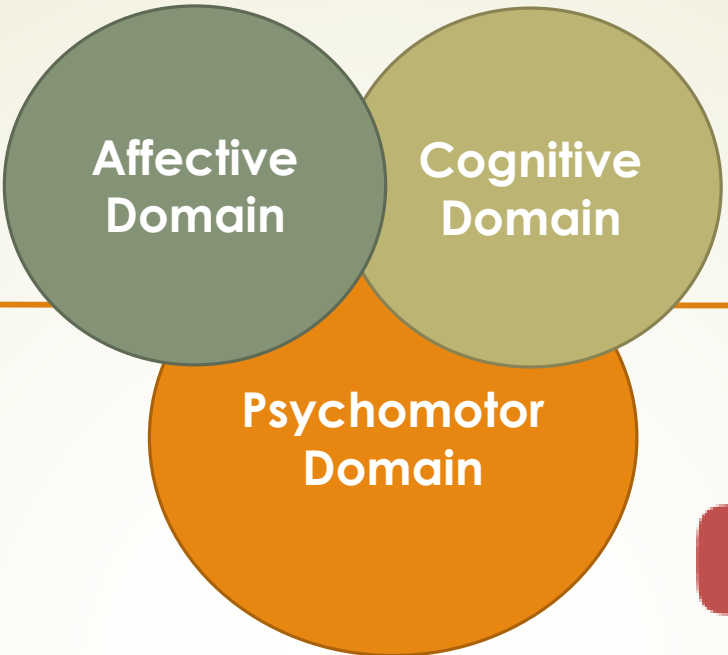
- Risk Management
- Finance for non-financial managers
- Budgeting
- Health and safety

Self learning

- Self reflection
- Conversation with line manager
- Skills practice

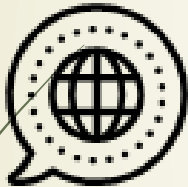


VA R K / social



1

Leading myself



Google Currents Community



What makes a leader?



Live virtual module



- Interactive Digital Workbook
- Leadership feedback template
- Leadership capability form
- Module evaluation form
- Survey



- Virtual module SMEs
- L&D
- Google Currents



Insights evaluator tool



Leadership styles

MODULE 1





Learning Pathways


Digital Workbook

MODULE 1

RSPCA NEED HELP? - Training Trevor Fox

Learning Pathways

Completed Pathway name Search for a pathway.. Expanded



Lead First for Line Managers

The RSPCA's development programme for first line managers.

Complete in any order (3/3) 30/06/2021 Completed

- Programme Overview Completed (1/1)
- Module 1 & 2 Completed (1/1)
- Module 3, 4, 5 & 6 Completed (1/1)

RSPCA **Lead First**
The RSPCA's development programme for first line leaders



DIGITAL WORKBOOK





Lead First

The RSPCA's development programme for first line leaders



Module objectives

1. Describe the RSPCA's expectations of managers, using the Leadership Capability Framework and RSPCA Values as reference.
2. Assess different leadership styles and their impact.
3. Discover your own leadership style and personal impact.
4. Recognise your strengths and weaknesses as a manager.
5. Identify your development areas and create a plan for personal development.

Personal objectives for the session (What I want to get from this session is...)



Module activities

Setting ourselves up for success and working together

What will make this programme successful for you? Make notes from the activity here.

Session: RSPCA Values

What does "living the Values" mean to you as a line manager?



Lead First

The RSPCA's development programme for first line leaders

Session: Compassionate leadership

Attributes of a compassionate person ([Roffey Park Institute, 2016](#))



What stops you being compassionate at work?

Which attributes of a compassionate person do you need to develop?

Session: Skills Practice and Reflection

Why is *skills practice* important for learning as well as behaviour change?

Why is *reflection* important for learning as well as behaviour change?

Lead First

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DIGITAL WORKBOOK





Takeaways

Blended Learning

- Flexible at your own pace but with a 12 month guideline
- Without the pandemic it would have been difficult to make a case for online delivery
- Approximately 80% reduction in cost and huge time savings for a bespoke, in-house learning programme

Learning Pathways

- Our Moodle hierarchy not well suited to scheduling
- Being able to report on a group of courses is powerful
- Adding face to face sessions prevented path completion
- Keep up momentum by monitoring allocations
- Amending the learning path is easy





Blended Learning

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External Provider Resources

[Insights Discovery Link](#)

[Mind Tools](#)

