

BLENDED LEARNING








Empowered to Lead Programme (EMLP)

A leadership milestone programme for Middle Managers

P R O S P E C T U S



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About the EMLP






So you've been made a middle manager and have taken on more responsibilities. It's not easy dealing with the new challenges that the role presents. One (common) challenge, for instance, is the feeling of being 'sandwiched' – having to manage demands from the bosses and your teams. Research tells us that leaders face significant challenges managing transitions, as these demand a paradigm shift and an expanded skill set.

The EMLP will equip you with (1) a better appreciation of your new leadership context and role and (2) the key skills you need to navigate this new context and role. Through this programme, you will gain an appreciation of how the operating context and priorities of the Public Service shape the work of your teams. You will also receive timely support to help you lead and build effective teams.



Benefits of the EMLP

By the end of the programme, you will be able to:

-  Learn how your work might change in response to emerging trends
-  Discuss how you can build your team's capability to manage the shifts in their work
-  Discuss how you can collaborate with stakeholders within and outside of the Public Service to tackle cross-cutting issues
-  Gain clarity on how you can align your team(s) to the values and purpose of the Public Service
-  Gain practical insights and skills to enhance your effectiveness in leading yourself, teams, and within organisations

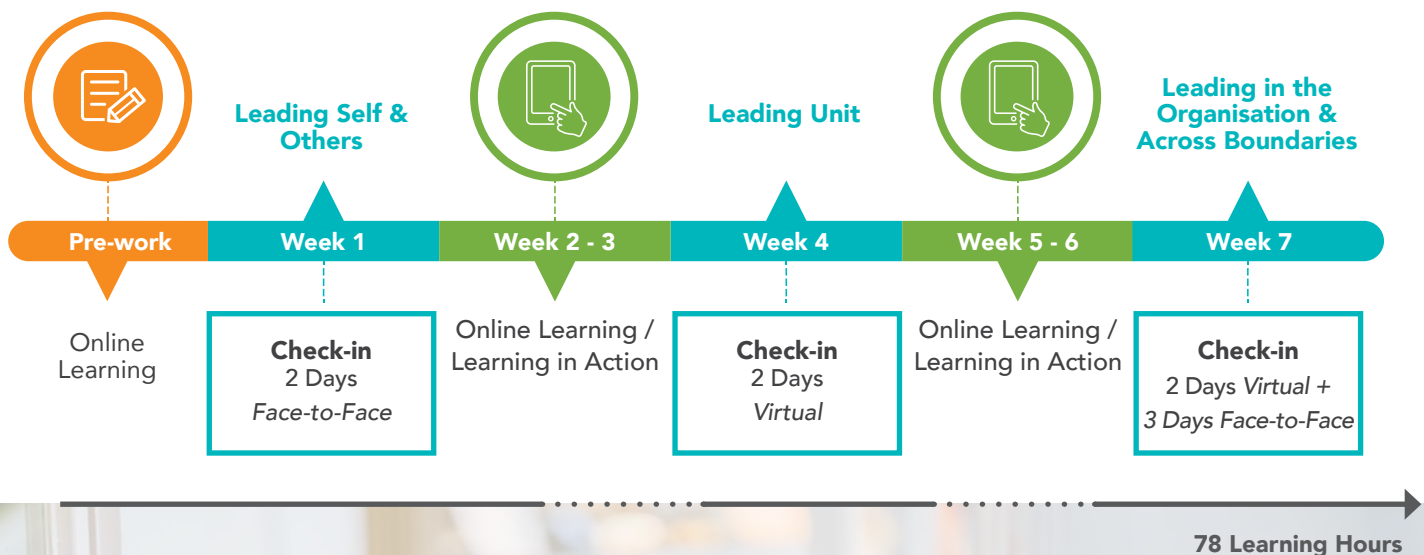


Programme Format

The EMLP is a 7-week blended learning experience that combines synchronous check-ins with asynchronous self-directed learning.

The 3 check-ins are on weeks 1, 4 and 7. Between check-ins, you will have the opportunity to practise what you have learnt back at work, before returning to the programme to unpack your experiences. You will earn a total of 78 training hours by the end of the programme.

Here is a summary of what you can expect from the programme:



* Inclusive of protected time for online learning: To reap the full benefits of the EMLP, CSC has built in 2 official online learning days (out of the 9 programme days) where you will complete your core online learning and assignments at your own pace. Specific information on the protected time and tasks required will be communicated to you when you come onto the programme.

Key Features of the EMLP



Access online learning during protected time to ease the burden of having to juggle work and learning



Gain access to all content on Harvard ManageMentor (HMM), which includes Harvard Business Review (HBR) articles, job aids, and bite-sized learning resources



Personalise your online learning by picking leadership topics that are most relevant for your development



Learn from your peers through facilitated conversations in small learning groups



Engage in a wide variety of learning activities during check-ins, e.g., Supply Chain activity, physical coaching workshop, case study discussions and dialogues



Apply classroom learning back at the workplace in between check-ins

“ Testimonials

“Good mix of technology and online learning that allows learning to take place while away from the programme. The spreading out of the course works well.”

“The online reflections forced me to think deeply about the materials I was seeing, hearing and reading. It was useful to also read the posts of fellow participants, and the comments of the facilitator.”

“I got real insights into the different aspects of leadership. The policy and governance part was also very important and should be shared with all staff.”

“I really appreciate my learning group members and facilitator for going through the journey with me. It was useful support for my learning.”



Programme Details

Target Audience

You are a newly-appointed middle manager*, and:

- Within your first 3 years of being in a middle management role
- Have prior experience leading teams (i.e., you are not a new manager)
- Your work requires you to lead teams through transformation work and/or to work across boundaries

* *Depending on your agency, as a middle manager, you may be a Grade MX11A to 10 officer, or their equivalent, holding the designation of Assistant Director, Senior Assistant Director, or Deputy Director*

You should not attend this programme, if you:

- Have attended/will be attending Management Development Course (MDC); or
- Have attended/will be attending the E.M.M.A Experience; or
- Will be attending the Directors' Developmental Experience (DDE) or the Senior Management Programme (SMP) within the next 2 years

Programme Completion Criteria



100% attendance for check-ins (9 days)



Completion of all online learning



Submission of all required learning reflections

You must meet all the criteria above in order to complete the programme and receive the full training hours. Please ensure that you are able to attend all the check-ins (9 days) when registering for the programme.

Programme Details

Programme Fees

\$5024.9 per participant
(including 9% GST)

For Ministries and Statutory Boards, PSD will co-fund 30% of the fee before GST, i.e., Ministries and Statutory Boards will pay \$3641.90 per participant (including 9% GST of \$414.90). The grant for this programme is valid from 1 April 2024 to 31 March 2025.

The fee is inclusive of a full-access Harvard Manage Mentor (HMM) license purchased for each participant.

Programme Dates in FY2024

Run #	Application Deadline	Check-in 1	Check-in 2	Check-in 3
33 rd EMLP	15 Apr 2024	10 to 11 Jun 2024	1 to 2 Jul 2024	22 to 26 Jul 2024
34 th EMLP	13 May 2024	8 to 9 Jul 2024	29 to 30 Jul 2024	19 to 23 Aug 2024
35 th EMLP	08 Jul 2024	2 to 3 Sep 2024	23 to 24 Sep 2024	14 to 18 Oct 2024
36 th EMLP	26 Aug 2024	21 to 22 Oct 2024	11 to 12 Nov 2024	2 to 6 Dec 2024
37 th EMLP	30 Sep 2024	25 to 26 Nov 2024	16 to 17 Dec 2024	6 to 10 Jan 2025
38 th EMLP	25 Nov 2024	20 to 21 Jan 2025	10 to 11 Feb 2025	3 to 7 Mar 2025

Withdrawal Policy

The full fee will apply upon CSC's confirmation of your participation, i.e., when the Programme Placement Letter is sent to you 6 weeks before the start of Check-in 1. The full programme fee is chargeable if you are absent or withdraw from the programme after the Programme Placement Letter is sent. No replacement of participants is allowed.

Minimum Service Period (MSP)

A Minimum Service Period will apply for this programme so that you can apply your learning and contribute to your organisation. However, the MSP terms and conditions will be based on each agency's discretion. Please check with your sponsoring agency/HR department for more details.

Frequently Asked Questions

1. What online learning assignments do you have to complete?

The online learning assignments comprise Leadership Development and Policy and Governance (P&G) Module content, which are hosted on the Harvard Manage Mentor (HMM) portal and LEARN Digital Classroom (LEARN-DC) respectively.

Leadership Development Module

The HMM portal features 42 online topics related to Leadership Development. CSC has curated a list of 13 core leadership topics, of which you will be required to complete 3 topics as part of the programme completion criteria. You are free to access and learn from any of the other non-core topics available on the HMM portal for your own developmental purpose.

P&G Module

You will need to complete the 10 core P&G topics as part of the programme completion criteria.

2. Is there a 360 assessment for EMLP?

The online learning assignments comprise Leadership Development and Policy In line with PSD's direction where agencies are encouraged to implement the 360 assessment in-house, we have replaced the assessment with the Fundamental Interpersonal Relations Orientation-Behaviour (FIRO-B) psychometric tool in the EMLP. The FIRO-B is a tool that helps individuals understand their behaviour and the behaviour of others to improve workplace interactions.



Frequently Asked Questions

3. How is EMMA different from EMLP and how come EMMA can be conducted in-house but not EMLP?

The content in EMLP covers both Leadership and P&G content which is recommended for ALL newly transitioned middle managers, especially where their work requires them to lead teams through transformation work and/or to work across boundaries. The Whole-of-Government perspective is fueled by the sharing of participants' experience from different agencies.

EMMA is a stand-alone leadership programme that focuses purely on personal leadership development and the leadership content in EMMA is identical to the leadership component of the EMLP.

4. Why does CSC limit agencies to nominate no more than 5 participants per agency for each EMLP run?

This is to encourage the diversity of views and insights exchanged by participants, especially during the P&G module. In addition, the EMLP is designed for participants to develop and build relationships across agencies and ministries. Many of our participants find that it is one of the most useful benefits from the programme.



CSC Milestone Programmes for Middle Managers

CSC develops programmes under two broad categories: Milestone Programmes and Skills-based Programmes. These programmes serve to strengthen the different aspects of an individual's capacity and capability to lead and manage more effectively.

The key differences in the learning focus and characteristics are illustrated as follows:

MILESTONE PROGRAMMES	SKILLS-BASED PROGRAMMES
<ul style="list-style-type: none"> • Focuses primarily on expanding a person's capacity to lead • Emphasises self-awareness and personal mastery in the context of their leadership role • An example of a Milestone Programme is "Empowered to Lead Programme" 	<ul style="list-style-type: none"> • Focuses primarily on building key enabling competencies at each leadership level • Emphasises the development of know-how, processes, and core skills • An example of a Skills-based Programme is "[Virtual Classroom] Coaching Skills for Authentic Conversations (Fundamental)"

We recommend that you attend the Milestone Programme (i.e., EMLP) as a foundational programme in the first 3 years of being appointed into your role as middle manager, and then use the [Leaders' Growth Guide here](#) to navigate through the suite of Skills-based Programmes to deepen your core skills in specific areas. Below is an example of the suggested learning roadmap for all middle managers.

Roadmap for Middle Managers

Recommended core programmes to attend within first 2 years of taking on role

