

Leadership and Management Essentials

GUIDELINES



Welcome to Leadership and Management Essentials. This framework will give you everything you need to build your knowledge, skills and behaviours to be a great leader at Carnival UK. This guide will take you through the framework and the different elements and timescales involved, depending on your role and responsibilities as a manager.



A message from Paul

"As leaders, it is a privilege to inspire and empower our teams to thrive, live our Culture Essentials and deliver for our guests.

Our business is set to grow significantly in the coming years and we have ambitious plans for the future. We recognise the critical role all of our people leaders play in developing, motivating and guiding others to achieve our goals.

No matter how experienced we are, the world around us is always changing and it's important to make dedicated time to evolve and adapt our leadership skills.

Our **Leadership and Management Learning Framework** will support you to be the best leader you can be, helping you build valuable connections and new skills you will take forwards in your career for years to come.

I encourage you to make the most of the programme and harness every opportunity it brings your way.

Thank you for everything that you continue to do to help us create unforgettable holiday happiness, and I wish you the best of luck on the programme."

Paul Ludlow, President, Carnival UK

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What it means to be a great leader at Carnival UK

The below summarises your responsibilities as a line manager at Carnival UK. If you are new or an existing line manager, you can use this as a guide to support with the ongoing management of your team. Our learning in this programme has been designed to help you to build the knowledge, skills and behaviours required to meet these responsibilities.

Creating the Environment	Leading your Team	Managing your Team	Developing your Team
Get to Know Team Members	Define Roles and Responsibilities	Set Clear Objectives	Identify Development Needs
Conduct introduction sessions with each of your team, be curious and find out about them as individuals	Demonstrate an understanding of your own and each of your team member's roles	Discuss and agree Performance Objectives for each member of your team and ensure these are recorded on myHR Portal	Support team members to identify their strengths and development needs aligned to their performance objectives and career aspirations
Discuss their preferences as well as your own, for how you prefer to work and how you can support them	Discuss key duties and responsibilities including expected performance standards and behaviours	Align objectives with the team and department short-term and future goals and Culture Essentials. Review them regularly, making adjustments if required	Keep up to date on the learning offer available to you and your teams and identify options to support individual learning needs
Agree how you will communicate and meet, including scheduling regular 1-2-1 sessions and conversations (minimum twice a month)	Create opportunities for your team to share knowledge and processes and collaborate across roles, to support delivery as a team	Regularly discuss progress against objectives and Culture Essentials behaviours, during 1-2-1's and formal mid-year and end of year performance appraisals	Identify team strengths and development areas and align projects and tasks to create opportunities for them to learn and grow
Define Ways of Working	Adapt Leadership Style	Seek and Provide Regular Feedback	Use Coaching Practices
Set out agreed ways of working and priorities, conduct regular team meetings and agree effective communication methods to support hybrid working	Tailor your leadership and communication approach to meet the needs of your team and individuals	Ask for and encourage regular two-way feedback and coach team members to give feedback effectively to others	Identify opportunities to coach team members to take ownership for their development and improve performance
Identify ways to keep your team connected to each other and the wider department and organisation	Identify what motivates team members and adapt your approach and activities to support them to do their best work and achieve their potential	Deal with employee conflicts early, effectively and in an impartial manner, including following up as appropriate	Use coaching techniques to challenge and support individuals to define actions and timescales
Lead with Culture Essentials	Share Strategy, Vision and Goals	Communicate Effectively	Provide Support and Review Goals
Role model the Culture Essential behaviours. Incorporate the behaviours into regular discussions and interactions with your team	Share and discuss the company strategy and vision and how the team and individuals contributes to this	Provide regular, clear and timely communication with your team through a variety of channels	Encourage your team members to ask for development support and feedback from you, the team and other colleagues
Discuss with each team member, your expectations and examples of how they can live our Carnival UK Culture Essentials within their role	Empower your teams to identify efficiencies, process improvements and innovations to deliver the team and company goals	Address performance and behaviour issues promptly and gain support where needed	Encourage regular review of progress. Offer support and regularly assess the best activities and opportunities to support your team to progress towards their goals and career aspirations
Create a Safe Environment	Drive Team Engagement	Maintain Compliance	Sponsor Continuous Development
Create an inclusive and open environment where the team feels able to talk openly about issues or concerns, without judgement	Talk about employee engagement and encourage your team to share their views and ideas, including the different communication channels to do this	Discuss and share the Carnival UK processes and procedures with the team. Ensure your own and team's compliance is maintained in all Health, Environment, Safety and Security (HESS) areas	Share and promote internal and external learning and share your own learning experiences. Remove barriers to enable them to take advantage of learning opportunities
Create a safe environment, where mistakes are made, you actively encourage discussion and identify development opportunities.	Encourage survey completion, communicate results and sponsor action plan and activities	Ensure all team members have the correct access to the necessary systems and know where to go for support	Encourage your team to build their internal and external networks to aid their professional development including using your connections where appropriate



Speak Up



Respect & Protect



Improve



Communicate



Listen & Learn



Empower

Our Leadership and Management Framework summarises how we support and develop our leaders at Carnival UK.

We have a full programme of development that will help you build the knowledge, skills and behaviours to support you from being a first line manager through to becoming a senior leader.

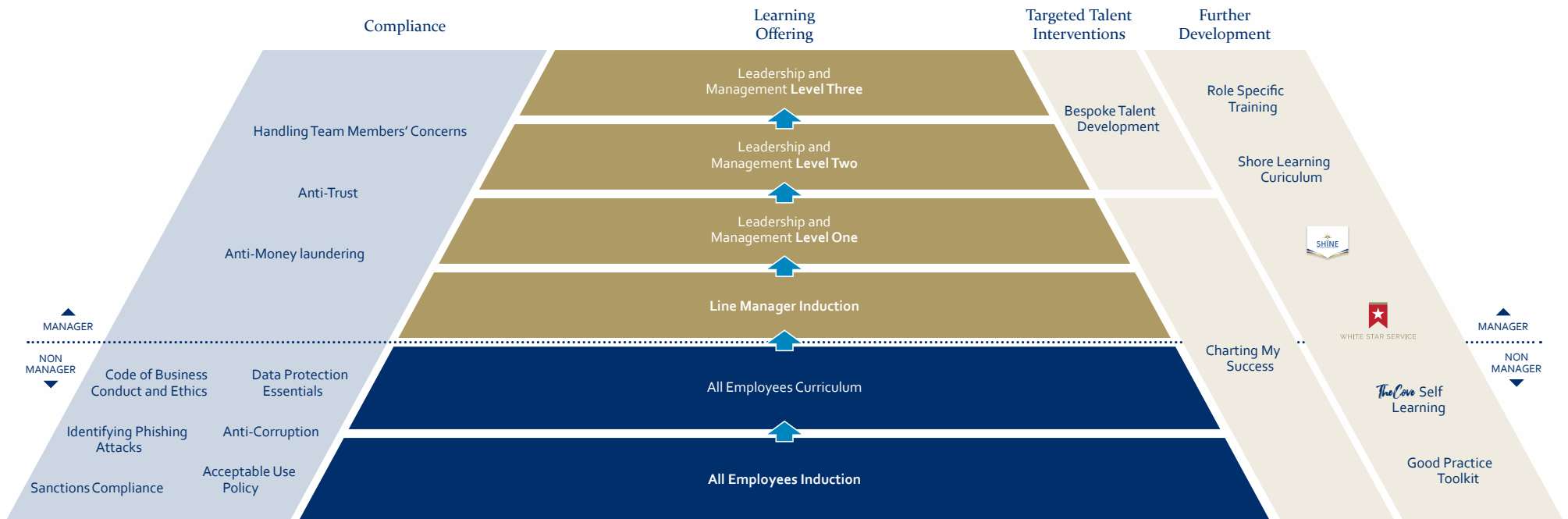
All of our learning is interactive, impactful and will give you fantastic opportunities to network and connect with other managers across the business. You'll gain knowledge that you will take away and reflect on, practice what you've learnt and seek regular feedback to help you to drive your own continuous development.

Our framework also includes compliance training, company induction and our all employee curriculum. This is supported by a variety of targeted talent interventions and further development, such as brand training and role specific learning relevant to you.

Our Leadership and Management Framework starts with a Line Manager Induction to help you learn about our ways of working and your core role and responsibilities. This is based on what our existing managers have told us were the most important things to understand and the information they wished they'd had when they started in management roles.

Then, depending on your role, you will align to one of three levels of skills and behaviour development, which you can transition through as your career progresses.

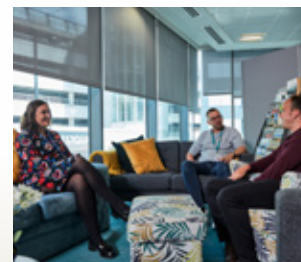
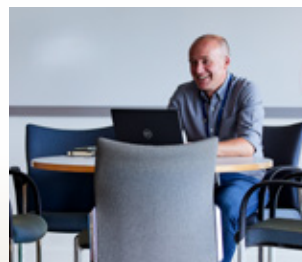
Leadership and Management Essentials



Our five core skills and behaviour themes

We have identified five core skills and behaviour themes that are fundamental for all leaders, at all levels. The workshops we have developed build on these themes as you move through the levels of leadership. These themes are:

1. Self mastery
2. Inclusive leadership
3. Effective coaching and feedback
4. Leading for performance
5. Creating high performing teams



Don't forget

We also have a wide range of other learning opportunities to help you understand our brands, demonstrate and live our Culture Essentials and build your skills in a wide variety of areas. Take a look at our *Shore Learning Guide* for more information and explore a wide variety of self-access resources and facilitator led sessions including our interactive Power Hours, available to book via *TheCove*.

Book now - book your sessions on *The Cove* Read through the FAQs for more information.

Our Line Manager Induction

Our Line Manager Induction is all about how we do things here at Carnival UK. This is everything from applying policies and procedures, providing regular feedback, reward and recognition and recruiting new colleagues, through to managing attendance, managing underperformance and more. You will have opportunities to connect with other managers at different levels and have great conversations about what it means to be a manager at Carnival UK and role model our Culture Essentials.



Line Manager Induction

Our eLearning modules will help you with our main people processes. We've broken them down to make them easy to follow and they include handy videos giving you step by step instructions on how to complete line manager actions in the myHR Portal.

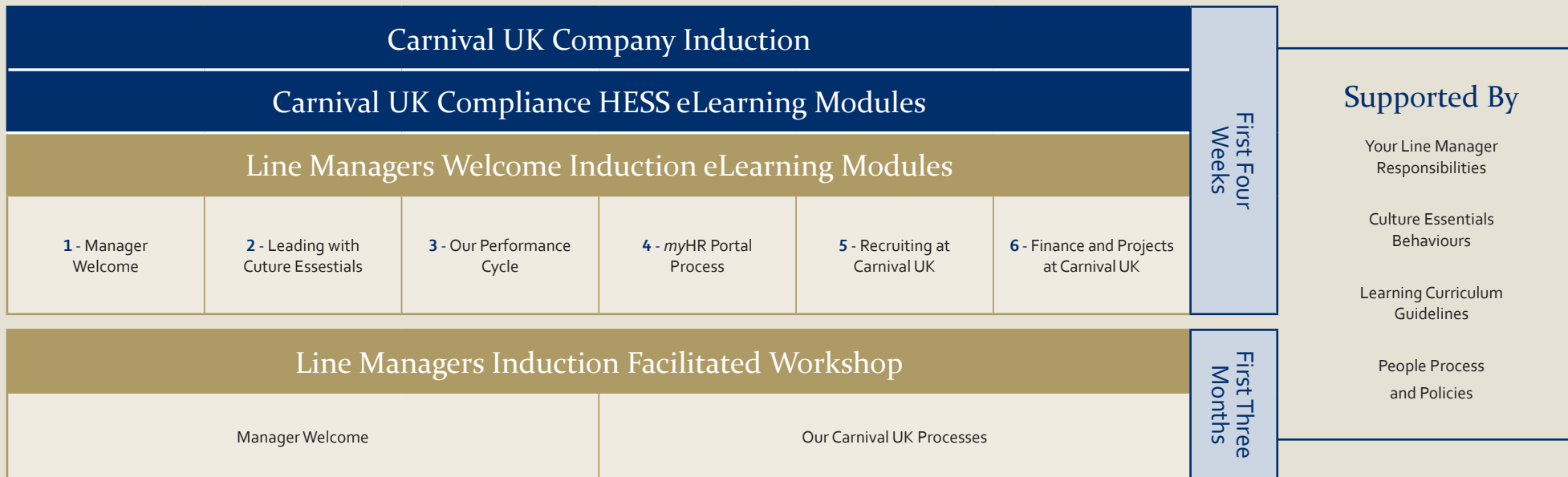
We've also included modules that will help you to understand processes like what to do when you need to recruit and how budgets work within our business.

Don't forget you can refer back to any of the content in these modules at anytime.

“Really good breakdown of different areas and systems. I personally learnt a lot from these modules.”

Book now - book your sessions on *The Cove* Read through the FAQs for more information.

What's included in Line Manager's Induction



“The eLearning was a really useful introduction, especially the myHR portal videos which made the processes simple.”



Book now - book your sessions on *The Cove* Read through the FAQs for more information.

Our Line Manager Induction - eLearning modules

1. Manager Welcome

This content will help you understand our Culture Essentials and the frameworks and resources available to influence and shape your actions and behaviours.

By the end, you'll be able to:

1. List our Culture Essentials
2. Describe how Culture Essentials influence how we encourage managers to behave
3. Describe our Ethics and other mandatory training requirements and how you can influence compliance
4. Know where to access supporting resources to help plan your development

Duration: 20 minutes

2. Leading with Culture Essentials

Our Culture Essentials describe us when we're working at our best. In this course you'll explore what the Culture Essentials mean and how you can use them to create a positive and productive working environment.

By the end, you'll be able to:

1. Describe how you can demonstrate each Culture Essential in your role
2. Recognise the positive impact on others when your actions are aligned to Culture Essentials

Duration: 20 minutes

3. Carnival UK Performance cycle

This course is an introduction to our performance cycle. You may be familiar with performance cycles in a business; this module will introduce you to the timeline and terminology we use at Carnival UK and explain actions you should take to provide clarity and support your teams to perform and thrive.

By the end, you'll be able to:

1. Describe our performance timeline
2. List the different conversations that occur throughout the performance year
3. Explain the performance ratings that we use at Carnival UK

Duration: 20 minutes

4. myHR Portal Processes

This course provides an overview of myHR Portal.

By the end, you'll be able to:

1. Describe how myHR Portal is used for managing performance and attendance
2. Follow step by step guides to use myHR Portal
3. Access further supporting information

Duration: 20 minutes

5. Recruiting at Carnival UK

This course provides an introduction to recruitment.

By the end, you'll be able to:

1. Describe the steps to plan and gain approval for recruiting for a role
2. List the departments involved in recruiting a new starter
3. Explain the recruitment process at Carnival UK
4. Recognise what we mean by 'inclusive recruitment' and how this informs your actions

Duration: 20 minutes

6. Finance and Projects at Carnival UK

This course provides an overview of Carnival UK's approach to Finance and Projects.

By the end, you'll be able to:

1. Describe the financial cycle
2. Define the meaning of the main financial acronyms and jargon
3. Describe the components of projects, including requests for investment
4. Know where to access guidance on supplier management and payments
5. Be able to navigate to further support when you need it

Duration: 20 minutes

Book now - book your sessions on *The Cove* Read through the FAQs for more information.



Our Line Manager Induction - Workshop modules

1. Manager Welcome

This session aims to set you up for success as a Line Manager in Carnival UK. You'll meet other new managers, explore your responsibilities and how you can lead with and engage your teams in our Culture Essentials. We'll also share some practical tips to try in your first few months, that'll support you in becoming a great leader!

By the end, you'll be able to:

1. Immerse you in the brands to get you excited about working here
2. Explore our organisational structure and give you some basic knowledge around what each department does
3. Broaden your network and support you with getting started
4. Discuss the expectations of you as People Managers through our Culture Essentials
5. Signpost development opportunities for you and your team

Duration: Half day workshop

2. Our Carnival UK processes

This session will help you be clear on our people processes, how to use them and knowing where to go for support, are core requirements for all Line Managers at Carnival UK.

In this session you'll be able to explore and build confidence in key aspects of your people responsibilities. You'll also have the opportunity to meet and ask questions of our various guest speakers who'll join us from across the business.

During this workshop, we're going to cover:

1. Performance cycle and appraisals
2. Managing performance processes
3. Attendance management
4. My HR portal/ Ask HR
5. Job levelling and benefits
6. Support framework

Duration: Half day workshop

“Having prescribed bullets on what a good manager looks like is really helpful. It spells out the behaviours well and what as a manager you should be looking to see and note as good.”

“As a manager who's been at the company for a number of years, I found it useful and interesting. For new managers to the company, it will be critical to attend to start off on the right foot and give our teams the best chance of becoming high performing and driven individuals.”

Book now - book your sessions on *The Cove* Read through the **FAQs** for more information.



Leadership and Management Essentials: Level One

We require both new and existing Line Managers to go through each module. If you are a manager who doesn't have line management responsibilities, you will need to complete modules 1-3.



Leadership and Management Essentials LEVEL ONE

Who is Level One for and what modules are required?

Line Managers	CUK 7 - 10	Modules 1 - 5
Managers with no direct reports	CUK 7 - 8	Modules 1 - 3

About Level One

Our Level One programme comprises of five engaging and interactive workshops full of practical tools and thought-provoking theories you can use straightaway with the teams you lead and the colleagues you work with.

Our learning team will help you apply everything you explore to your leadership style and your team.

You'll complete a short pre-work activity before each session to help you assess your starting point. You will also receive a learning log you can use throughout your sessions to help you reflect and capture your key takeaways and next steps.

We'll give your line manager a summary of the content before you attend each workshop and some questions you can explore together during your 121s. This will help them to support you to embed your learning.

All sessions will take place in person in Carnival House. This gives you the opportunity to learn from and share experiences with other managers from across the business.

“Helped me to understand management, I think this course would benefit everyone, as it can help you with leading anything in life.”

“The workshop provided insight into my leadership style and explored the positives and negatives which helped me understand my areas for development.”

Book now - book your sessions on *The Cove* Read through the FAQs for more information.



You will need to complete the following:

1. Self-Mastery

This workshop focusses on developing self-awareness of your leadership style and helps you to consider how to adapt your communication approach with your colleagues and teams.

As a result of taking part, you will:

1. Understand your personal start point and have clear development goals.
2. Have clarity about your individual leadership style and underlying preferences
3. Know the implication of these styles and preferences and the impact this has on others
4. Understand what your style under pressure looks like and how to mitigate against this
5. Be able to build your confidence in key areas and be at ease with admitting your vulnerabilities
6. Develop practical skills and tips about how to engage and communicate with others.

Duration: One day workshop

2. Inclusive Leadership

This workshop aims to equip you with the knowledge, understanding and techniques to develop an inclusive leadership approach.

As a result of taking part, you will:

1. Know and appreciate the importance of inclusive leadership in terms of the benefits and outcomes for individuals, teams and the organisation
2. Be able to define the principles of inclusive leadership and develop an awareness of their own potential biases.
3. Understand the different traits of an inclusive leadership style and know the behaviours, actions and habits required
4. Become familiar with the concept of psychological safety and develop some tips for how to enhance this
5. Be able to apply the principles of inclusive leadership to recruitment.

Duration: One day workshop

4. Leading for Performance

This workshop aims to develop your knowledge and skills to motivate and lead each of your individual team members to achieve their goals and objectives.

As a result of taking part, you will:

1. Understand the drivers of individual performance.
2. Familiarise yourself with the range of motivations and how to leverage them.
3. Develop tactics for how to drive different levels of performance.
4. Know how to empower and delegate for performance.
5. Develop the skills and confidence to have challenging conversations.
6. Know how to support your team members' wellbeing.

Duration: One day workshop

3. Effective Coaching and Feedback

This workshop aims to provide you with knowledge, models, tools to coach and give feedback to your team members confidently and effectively.

As a result of taking part, you will:

1. Understand the key principles of coaching and feedback – what's the difference and role of each
2. Explore helpful models and to practice a range of techniques that you can take back and use tomorrow
3. Enhance some of underlying skills that support effective coaching and feedback
4. Examine some of the blockers to coaching and feedback and then identify specific actions to put learning into practice with your teams.

Duration: One day workshop

5. Creating High Performing Teams

This workshop aims to develop the knowledge and skills required to build and maintain a high performing team .

As a result of taking part, you will:

1. Know the characteristics of a high performing team.
2. Understand the importance of purpose for self and teams, aligned to Carnival UK's purpose, and how to convey this to your teams.
3. Explore how to encourage teamwork and collaboration in a hybrid work environment
4. Examine how to support a team in harmony and deal with a team in conflict.
5. Know how to navigate a team through change and uncertainty.

Duration: One day workshop

Book now – book your sessions on
The Cove Read through the FAQs
for more information.



Leadership and Management Essentials: Level Two

AVAILABLE
IN 2024

Leadership and Management Essentials LEVEL TWO

Focusing on our five core skills and behaviour themes for all leaders, here is summary of what will be included in Level Two.

Who is level two for?

Senior Managers/Directors	CUK 5 - 6
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About Level Two

This programme will elevate your leadership skills to the next level. You will learn and expand your skills and behaviours through networking, social learning and putting it all into practice.

1. Self-Mastery - Workshop

Learning will include:

1. Managing my brand and networking
2. Influencing others
3. Presenting with impact
4. Emotional intelligence
5. Prioritisation & 'letting go'
6. Leading with vulnerability and empathy
7. Managing pressure
8. Imposter syndrome

2. Inclusive Leadership - Workshop

Learning will include:

1. Inclusive decision making (who by, for, who with, without)
2. E.A.C.H. model
3. Designing for inclusivity
4. Diverse thinking
5. Developing diverse relationships
6. Leveraging & promoting diversity

3. Effective Coaching and Feedback - Workshop

Learning will include:

1. Leader as coach (benefits and approach)
2. Promoting and role modeling
3. Effective practices and techniques
4. Adapting to preferences and styles
5. Understanding beliefs and values
6. Mentoring practices
7. Peer coaching tools

4. Leading for Performance - Workshop

Learning will include:

1. Leading managers of teams
2. Mindful delegating
3. Empowering others
4. Developing others – unlocking potential
5. Connecting goals to vision
6. Empowering others
7. Promoting wellbeing practices
8. Recognising talent

5. Creating High Performing Teams - Workshop

Learning will include:

1. Critical thinking
2. Strategic thinking
3. Developing commercial mindset
4. Team structure - managing resources/ work force planning
5. Forecasting tools and techniques
6. Valuing outside thinking
7. Navigating ambiguity and sponsoring change



Leadership and Management Essentials: Level Three

AVAILABLE
IN 2024

Leadership and Management Essentials

LEVEL THREE

Focusing on our five core skills and behaviour themes for all leaders, here is a summary of what will be included in Level Three.

Who is level two for?

Senior Leadership Team

Executive direct reports

About Level Three

Level Three will take your senior leadership skills and professional practice to the next level.

1. Self-Mastery - Workshop

Learning will include:

1. Visibility and executive presence
2. Casting a leadership shadow
3. Power of humility
4. Maximising personal impact
5. Communicating to inspire
6. Creating narrative/storytelling
7. Being yourself/ authenticity

2. Inclusive Leadership - Workshop

Learning will include:

1. Role of the Executive – allyship
2. Leading with curiosity
3. Driving engagement
4. Sponsoring Inclusion
5. Creating useful connections through internal/external networks
6. Cultural intelligence, representing brands

3. Effective Coaching and Feedback - Workshop

Learning will include:

1. Embedding a coaching culture
2. Role modeling coaching and feedback practices, (accessibility & sponsorship)
3. Creating environment for continuous improvement
4. Effective mentorship
5. Reflective practices

4. Leading for Performance - Workshop

Learning will include:

1. Driving accountability and ownership
2. Understanding career aspirations and creating opportunities
3. Ethical leadership
4. Strategic prioritisation and decision making
5. Performance through empowerment

5. Creating High Performing Teams - Workshop

Learning will include:

1. Developing strategy & articulating vision
2. Driving insights
3. Optimizing team performance (skills and talent)
4. Advocating and sponsoring change - role as sponsor

Frequently Asked Questions

1. Do I need to attend the workshops in order?

We recommend that you attend the Leadership and Management Essentials Induction before the skills workshops but this is not essential.

For Level One, you will need to attend workshop one - Self Mastery as your first workshop. This will set you up well for the remaining workshops which you can attend in any order.

2. How long do I have to complete the programme of learning?

New managers: You will have some elements to complete within your first four weeks and three months. You will then have six months to complete level one.

Existing managers: Existing managers who align to Level One of our framework will need to attend this learning. Please check with your line manager for the timescales for you to complete.

3. How do I book?

If you are required to complete eLearning this will be assigned to you via GLADIS and you'll be sent an email. For all workshops you can book these via *The Cove*.

4. Will I get a reminder to attend these training sessions?

Once you have booked your session, you will receive a calendar invite. This will help you plan your time and prepare for the workshops.

5. Can I get all the sessions done as soon as possible?

If this works for you and your work schedule, then you can attend the workshops in short succession. However, please speak to your line manager to agree the best approach that will support both your learning style, allow you time to reflect and support your role commitments and priorities.

6. Do the sessions require pre and post work activities?

Each module has a short five minute pre-work questionnaire to help us establish your starting point for each of the topics covered. We have also designed each workshop to give you practical tools and activities that you can take away and use with your teams and colleagues straightaway.

7. Can I attend the workshops virtually?

Due to the interactive nature of the content, all sessions will be face to face in Carnival House

8. Do I have to be a line manager to attend this learning?

Not necessarily. Managers who don't have direct reports will be required to attend three of the workshops as part of their development. These will be Self Mastery, Inclusive Leadership and Effective Coaching and Feedback.

9. I am a permanent home worker therefore Carnival House is not my usual place of work. Will my travel expenses or mileage be reimbursed when I attend these workshops?

Yes, if your contract states you're a 100% remote worker you can claim mileage or travel expenses to attend Carnival House in the usual way. Please refer to the Expenses policy on how to do this.

10. What if I am working on other development, do I have to do this learning?

If you are currently enrolled on other development, please have a conversation with your line manager to discuss timeframes around this and when is best for you to attend the Leadership and Management Essentials Programme. There is an expectation that all managers will complete this programme.

11. I have been a Line Manager for a number of years at Carnival UK – What additional information will I learn?

We want to support you to be the best you can be, both in your current role and in preparing for the next step in your career. Through driving your own development, you can demonstrate how you are living our Culture Essentials and empower yourself and those around you.

There are always opportunities to develop skills and reflect on your own personal development and how you support your teams to deliver and grow. Our sessions are packed full of useful tools and activities that you can use to maintain the motivation and engagement of your team. Our programme of learning also includes the most up to date information on our processes and policies, so it's a fantastic opportunity for you to brush up your skills and share your knowledge with less experienced colleagues.

12. What will happen once I have completed the programme?

As a business we want to celebrate and recognise this personal achievement with you. On completion of the programme, we'll be in touch to let you know how we plan to do this.

Through regular development discussions you'll identify what you need to support you as your career grows, placing you in the best position to take your next step when ready.

Need Support?

Get in touch with...

Please speak to your line manager and they will support you to answer any questions you may have.

If you need any further support, please email the [Learning team](#).

Book now - book your sessions on *The Cove*.