

**Facet5**

# Emerging Leader Program



# Emerging Leader

A personalized leadership development journey for new and emerging leaders stepping into greater responsibility, broader influence, and making the shift from delivering results themselves to achieving results through others.

---

## Program Intent

**From individual contributor to conscious leader.**

Stepping into leadership is one of the most important career transitions a person makes. It is also one of the easiest to underestimate.

For many emerging leaders, the shift does not happen all at once. It shows up in small but significant moments: a conversation that carries more weight, a decision that affects others, a team looking for direction, or the growing awareness that their behavior is now noticed, interpreted, and responded to differently.

The Emerging Leader Program is designed to support this transition with depth, structure, and practical application. It helps participants understand who they are as leaders, how their personality shapes their impact, and how to lead self, others, and work with greater confidence and intention to achieve business results.

This is not a Program about becoming a different person.

It is about developing the awareness, range, and practical leadership habits needed to lead well, while remaining authentic to who you are.

Aligned with the [Emerging Leader Handbook™](#), this course frames leadership transition as a move from contributing directly to shaping outcomes through others, and from solving problems personally to creating the conditions where good decisions and effective work can happen.



**A confident  
step into  
leadership.**

## Personality at the Heart of Emerging Leadership

Emerging leaders do not arrive as blank pages. They bring strengths, preferences, experiences, habits, and ways of working that have helped them succeed as individual contributors. But leadership asks those strengths to be used differently; it requires a shift from personal achievement to deliver results through others.

Facet5 sits at the heart of the Emerging Leader Program. Each individualized detailed profile provides participants a clear, practical, and non-judgmental understanding of how their personality shapes their leadership style. It helps them explore how they naturally make decisions, communicate, build trust, respond to pressure, work with difference, manage energy, create structure, and influence others.

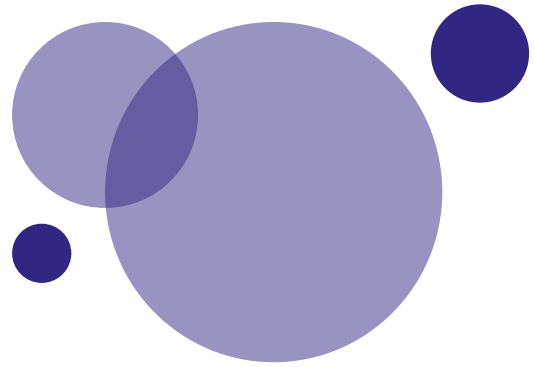
Personality insight is at the center of the Emerging Leader program increasing participants better understand their natural tendencies. From this awareness, leaders gain insight into how they are experienced by others and grow their ability to make intentional choices about how they show up, strengthening their effectiveness as communicators, decision makers, and leaders. They do not simply learn what leaders should do. They learn how leadership is likely to show up through them.

This creates a more personal and powerful foundation for growth.

**Participants begin to understand:**

- what they naturally do well
- how others may experience their style
- where their strengths may become overplayed
- what they may need to stretch as their role expands
- how to adapt without losing authenticity
- how they support the organizations goals

Leadership development becomes practical, personal, and immediately relevant turning insight into action, and action into leadership impact through others.



## Why This Program Matters

Emerging leaders must learn to shift from doing the work well to enabling work to happen through others. They need to set direction, build trust, communicate clearly, develop others, manage accountability, and create momentum without becoming the bottleneck.

That shift can feel demanding because it asks new leaders to balance three pulls at once:

### Leading self

Understanding their own style, pressure patterns, energy, confidence, and growth.

### Leading others

Setting direction, building trust, communicating clearly, valuing difference, developing others, giving feedback, and creating psychological safety.

### Leading function or business

Driving organizational results by empowering others, clarifying ownership, enabling effective decision making, and fostering accountability.

## What Makes This Program Different

Many emerging leader programs focus primarily on skills, tools and frameworks. Those things matter. But skills do not land well if leaders do not understand the personal patterns beneath them.

The Emerging Leader Program starts with the individual. This program is designed as an immersive, practice-based experience where participants apply what they learn in real time, embedding new ways of thinking and leading into how they work every day.

Each participant receives a personalized Emerging Leader Handbook based on their Facet5 profile. This becomes their leadership companion throughout the program and beyond, connecting insight to action, reflection to practice, and personality to leadership impact.

## The Program Combines:

- Facet5 personality insight
- A personalized Emerging Leader handbook
- A 3-day in-person intensive
- Cohort learning
- Action learning
- Real workplace practice
- Individual coaching
- Digital resources and reflection tools

This creates a learning experience that is both deeply personal and practically applied. We are helping leaders to understand their patterns, their options and their choices so they can respond more effectively.

## Observable Leadership Shifts

By the end of the program, participants should be more able to:

- Understand their natural leadership style and its impact
- Recognise how their behavior is experienced by others
- Understand how they manage pressure with greater awareness and choice
- Communicate expectations more clearly
- Build trust through consistency, presence, and follow-through
- Give feedback that supports performance and development
- Develop others without rescuing or over-directing
- Delegate with clarity and confidence
- Create ownership without micromanaging
- Make more informed decisions with greater confidence, knowing when and how to involve others
- Apply learning to real leadership challenges in their current role

# Program Overview

The Emerging Leader Program starts with the individual. This program is designed as an immersive, practice-based experience where participants apply what they learn in real time.

---

## A Six-Week Blended Leadership Journey

The Emerging Leader Program is designed as a 6-week blended journey.

It begins with pre-work, including the Facet5 questionnaire and profile debrief, coaching, and cohort connection. It then moves into a three-day in-person intensive where participants receive their personalized handbook and explore the three core domains of emerging leadership: leading self, leading others, and leading function. In the weeks that follow, the focus shifts to embedding insight through action learning, reflection, group sessions, workplace practice, and individual coaching.

- Phase 1: Pre-work | Foundation & Self-awareness
- Phase 2: Week 1 | 3-day Immersive Experience – In-person Program
- Phase 3: Week 2 - 6 | Action learning, and coaching
- Phase 4: Post | Embedding learning and ongoing resources

Optional Extension : Additional week 7-9 extension modules available



# Phase 1:

## Prepare, Personalize, Connect

### **Before the program begins:**

Participants complete their Facet5 profile and begin reflecting on their current leadership context. They are invited to consider what has changed in their role, where leadership feels most demanding, and what they want to understand about themselves as a leader.

This phase includes:

- Completion of the Facet5 questionnaire
- Completion of a short biographic inventory
- Group connection call
- 1:1 connection call with assigned coach and individual Facet5 profile debrief
- Short pre-program reflection
- Identification of a current leadership challenge

The purpose of this phase is to help participants arrive at the intensive ready to learn, ready to reflect, and ready to apply the program to their real leadership context.



**Step in to  
leadership  
with clarity.**

# Phase 2:

## The Intensive Plan: What to Expect

The in-person intensive is the foundation of the program. It is not designed to cover every leadership topic in full detail. Instead, it creates the shared language, self-awareness, and leadership foundations that participants will continue to apply during the action learning phase.

### The intensive helps participants answer three core questions:

1. Who am I becoming as a leader?
2. How do others experience my leadership?
3. How do I create the conditions for work, ownership, and performance?

Participants receive their personalized Emerging Leader Handbook during the intensive and use it actively throughout the three days.

### Day 1: Leading Self

Understanding your style, impact, and pressure patterns

Day 1 focuses on the personal transition into leadership.

Participants explore what changes when they move from being responsible for their own contribution to becoming responsible for influence, impact, and the conditions in which others do their best work.

They use their Facet5 profile and personalized handbook to understand their natural leadership style, Key Qualities, strengths, overplayed strengths, and likely pressure patterns.

#### Core themes

- The shift into leadership
- Leadership as behavior and impact
- Understanding your Facet5 profile
- Key Qualities and natural strengths
- Strengths under pressure
- Self-awareness and conscious choice
- Leadership legacy

#### Participants leave Day 1 with:

- Leadership Style Map
- Strengths and Watch-outs summary
- Pressure Pattern Map
- Draft Leadership Legacy Statement

### Day 2: Leading Others

Building trust, communication, difference, and development

Day 2 moves from self-awareness into leading others.

Participants explore how others may experience their style, how trust is built or weakened, and how everyday leadership behaviors create the conditions for openness, clarity, challenge, safety, and performance.

They practice communication, feedback, and development conversations using real leadership situations.

#### Core themes

- How others experience your leadership
- Building trust through everyday behavior
- Communicating with clarity and shared meaning
- Valuing difference
- Creating psychological safety
- Reaching agreement and working with tension
- Feedback as a performance tool
- Developing others without rescuing

#### Participants leave Day 2 with:

- Trust and Safety Map
- Communication stretch action
- Feedback Conversation Planner
- One real relationship or conversation to work on during action learning

## Day 3: Leading Function

Creating clarity, ownership, accountability, and momentum

Day 3 focuses on the practical leadership shift from doing the work to enabling work through others.

This includes understanding the importance of managing up, ensuring alignment, securing support, and creating the conditions needed for their team to succeed. Managing up is positioned not as self-promotion, but as a leadership responsibility, advocating for the team, removing barriers, and aligning expectations so others can perform at their best.

Participants also step back to understand the broader system they operate within. Through a structured network mapping exercise, they identify the key functions, stakeholders, and relationships critical to their success and the success of their team. This helps them move from working in isolation to leading with greater awareness, alignment, and influence across the organization.

Participants explore how to create clarity, make work visible, set expectations, delegate effectively, foster accountability, and support progress without hovering or micromanaging.

The focus is not on control. It is on creating the conditions where others can deliver well.

## Core themes

- From doing to empowering
- Leading to outcomes through others
- Managing up to support team success
- Navigating the wider organization system
- Making work visible
- Clarifying ownership without micromanaging
- Creating light structure
- Staying connected without hovering
- Reinforcing progress through follow-through
- Fostering accountability
- Making effective decisions
- Being action-oriented

## Participants leave Day 3 with

- Work Through Others Canvas
- Emerging Leader Action Learning Challenge
- Map of stakeholder and functions, with defined next steps to strengthen critical connections
- Personal practice commitment for Week 2
- A focus area for the embedding phase

# Phase 3:

## Action Learning and Application

### Week 2 to 6:

The weeks following the intensive focus on embedding learning in real work.

Participants do not simply return to business as usual. They enter a structured action learning phase where they apply their insight to real leadership challenges, supported by group learning, reflection, workplace experiments, and individual coaching.

The rhythm is simple:

**Practice. Reflect. Discuss. Coach. Adjust. Practice again.**

This turns the program from an event into a leadership development journey.

Action learning is not an add-on in this program, it is a core design principle. Rather than learning in isolation, participants work on real challenges from their own role, applying insight in real time. Through structured reflection, peer dialogue, and targeted coaching, learning is continuously translated into action. And from action into sustained shifts in how they lead.

### Week 2: From Insight to Action

#### Action learning

Participants reconnect after the intensive and begin translating their insights into real leadership practice.

They choose one live leadership challenge and frame it as an action learning project.

#### Focus

- What did I learn about myself during the intensive?
- Where is my leadership being tested now?
- What do I need to practice first?
- What evidence will tell me I am making progress?
- Which relationships on my stakeholder network map are most critical to this challenge and where do I need to focus my attention?

#### Output

- Participants complete an Action Learning Contract, identifying:
- their current leadership challenge
  - the pattern they want to notice
  - the behavior they will practice
  - the people affected by the challenge
  - the key stakeholder connection
  - the evidence they will collect
  - the support they need





**Strengthening  
leaders  
within  
organizations.**

## **Week 3: Coaching & Recalibration**

### **Individual coaching session 2**

Participants meet with their individual assigned coach. Participants debrief their first action learning experiment. The coaching session helps them connect what happened in practice back to their Facet5 profile, leadership style, and current role context.

Coaching introduces a layer of accountability by supporting participants to follow through on their commitments, stay focused on their chosen practice, and take ownership for their development in a structured and intentional way.

#### **Focus**

- What did I try?
- What happened?
- What did I notice about myself?
- What did others seem to need from me?
- Where did my natural style help?
- Where might I need to stretch?
- Where did I follow through on my commitments-and where did I avoid or hesitate?
- What got in my way?

#### **Output**

Participants refine their action learning experiment and identify one leadership behavior to practice more deliberately. They also recommit to clear next steps, defining how they will apply their learning and what accountability they will hold between sessions.

## **Week 4: Group Learning & Peer Reflection**

### **Learning through real leadership cases**

Week 4 brings the cohort back together for applied learning and reflection.

Rather than introducing too much new content, this session uses real participant cases to deepen learning and strengthen practical leadership judgement.

Participants work with current, live challenges, learning not only from their own experience, but from the patterns, perspectives, and approaches of others. Peer dialogue becomes a critical part of the learning process, offering both support and challenge.

#### **Focus**

- live leadership case reflection
- peer consultation
- applied practice
- feedback and sense-making
- connecting experience back to the handbook

#### **Possible applied labs**

Depending on cohort needs, this week can include one or more focus labs:

- Leading Self Lab: pressure, confidence, resilience, adaptability
- Leading Others Lab: feedback, trust, communication, psychological safety
- Leading Function Lab: delegation, accountability, decision-making, ownership

#### **Output**

Participants identify their next stretch experiment building on feedback, refining their approach, and strengthening their commitment to deliberate practice.



## Week 5: Stretch & Apply

### Increasing leadership range

By Week 5, participants move from first application into deliberate stretch.

They consider where they may be overusing their natural style, avoiding something important, and what the situation now requires from them.

They also revisit their stakeholder map to identify where greater flexibility, clearer communication, or more intentional influence is needed. Stretch is applied in the relationships and contexts that matter most to their success.

### Focus

- conscious flexibility
- stretching strengths without losing authenticity
- working with discomfort
- practicing leadership range
- gathering evidence of impact

### Example stretch practices

- making expectations more visible
- naming accountability earlier
- inviting challenge
- delegating with clearer ownership
- creating structure without over-controlling

### Output

Participants complete a Stretch Practice Review, capturing:

- what they stretched
- who they have connected with
- what felt uncomfortable
- what impact it had
- what they learned about their leadership range

## Week 6: Integration and Forward Practice

### Final coaching and cohort integration

The final week consolidates the learning journey and helps participants move from program experience to ongoing leadership practice. The focus is not on completion, but on continuation—ensuring that what has been learned is translated into how they lead beyond the program.

### Individual coaching session 3

The final coaching session focuses on:

- progress against the original leadership challenge
- visible shifts in behavior
- remaining development edges
- leadership legacy
- next 30-day practice plan

### Final group session

The cohort comes together to share learning, reflect on progress, and make commitments for continued development.

Participants reconnect with their stakeholder network map—considering how they will continue to strengthen key relationships, sustain alignment, and lead effectively within the wider system.

Peer dialogue reinforces shared accountability, with participants articulating not only what they have learned, but how they will continue to apply it in their role.

Participants will complete:

- updated Leadership Legacy Statement
- Emerging Leader Development Plan
- 30-day leadership habit plan
- optional manager conversation guide

# Optional Extension: 9-Week Pathway

## Week 7 to 9: Deeper Insight & Action Modules

For organizations seeking a deeper talent pathway, the program can be extended to 9 weeks.

The 9-week version allows participants to continue beyond the core program into deeper insight and applied leadership modules.

Participants can choose modules from three areas:

### Leading Self

- Leading under pressure
- Confidence, presence, and visibility
- Resilience and energy management
- Learning agility and adaptability

### Leading Others

- Feedback that changes performance
- Coaching conversations for new leaders
- Working with difference and tension
- Building trust and psychological safety

### Leading Function

- Delegation and ownership
- Accountability without micromanaging
- Decision-making and prioritization
- Leading across the business, not just within the team

Each module includes short digital learning, applied practice, reflection, and a workplace experiment.

Participants continue to work with their stakeholder network map and action learning focus, reinforcing their ability to lead effectively within their wider system.

The 9-week version is especially suited to organizations using the program as part of a broader talent pathway. The 9 week version can also be used to replace the 3-day intensive program format, spreading the learning modules.



## Phase 4:

# Sustained Support & Continued Development

Leadership development does not end when the formal program concludes. Sustained change comes from continued reflection, practice, and reinforcement in the flow of everyday leadership. To support this, participants retain access to the digital platform, Thrive, used throughout the program, for an additional three months with an option to continue through an ongoing subscription. Thrive continues to be the development hub helping leaders embed coaching behaviors and continue strengthening their leadership judgment over time.

### Through the platform, leaders can continue to access:

- Program resources and learning materials that reinforce the Emerging Leader principles and support practical application in day-to-day leadership situations
- Nudge support via email, providing periodic prompts and reflections that help leaders maintain momentum and continue practicing coaching behavior
- Access to myFacet5, allowing leaders to revisit their personality insights and use them as an ongoing guide for leadership awareness and conscious flexibility
- Additional digital resources and reflection tools designed to support continued learning and leadership development
- Optional additional coaching support, available for leaders who wish to deepen their development or work through specific leadership challenges

Together these elements ensure that The Emerging Leader becomes not simply a program experience, but an ongoing leadership practice supported by continued insight, reflection, and access to development resources.





## What Participants Receive

Through the Emerging Leader experience, participants develop more than leadership knowledge. They build practical self-awareness, greater confidence, and the early leadership capability needed to step into responsibility with more clarity, intention, and impact.

### Participants gain:

- **A fully personalized Emerging Leader Handbook**, created from their Facet5 profile and used throughout the program as an individualized leadership development resource.
- **Deep practical self-awareness** of how personality shapes their leadership style, communication, decision-making, pressure responses, and impact on others.
- **Greater confidence in the transition into leadership**, including a clearer understanding of what changes when they move from personal delivery to creating outcomes through others.
- **Stronger leadership judgement** about how to lead self, others, and work in different situations, including when to step in, when to create space, when to clarify expectations, and when to hold accountability.
- **Greater awareness of wider organizational systems** including a stakeholder network map and the ability to prioritize and strengthen relationships that matter most.
- **Practiced leadership behaviors**, applied to real leadership challenges through the 3-day intensive, action learning, workplace experiments, group reflection, and individual coaching.
- **Greater capability to build trust, communicate clearly, develop others, and create ownership**, helping them lead with more awareness, consistency, and flexibility.

## What Organizations Gain

For organizations, the Emerging Leader Program is an investment in early leadership capacity, not simply a development experience for new managers. The program helps organizations support one of the most important career transitions, moving from personal contribution to leading through others.

### Organizations benefit as emerging leaders:

- **Step into leadership with greater confidence and self-awareness**, understanding how their personality shapes their behavior, decisions, communication, and impact.
- **Build trust and clarity earlier in role**, helping teams understand expectations, contribute more openly, and work with greater confidence.
- **Reduce dependency and bottlenecks**, as leaders learn to delegate more effectively, create ownership, and avoid becoming the default source of every answer or decision.
- **Manage up more effectively aligning priorities**, securing support, and advocating for their team to ensure the right conditions for performance.
- **Navigate the wider organizational system with greater awareness**, using stakeholder network mapping to prioritize key relationships and lead more effectively across functions.
- **Strengthen accountability and follow-through**, by setting clearer expectations, making work more visible, and addressing drift earlier and more constructively.
- **Develop others as part of everyday leadership**, using feedback, questions, and stretch opportunities to build capability rather than simply manage tasks.
- **Create a stronger leadership pipeline**, giving high-potential talent a practical, personalized foundation for future leadership growth.

# Delivery Options

Emerging Leader is designed as a blended leadership journey with flexible delivery.

---

## The Plan

Phases 1 and 3 are delivered virtually, supporting preparation, application, and ongoing development in the flow of everyday leadership. The primary delivery choice relates to Phase 2—the immersive experience, which can be delivered either in person or virtually while maintaining the same program architecture and developmental outcomes.

## In-Person Immersive Experience (Recommended)

The in-person experience offers a deeply immersive, high-touch learning environment that accelerates trust-building and supports deep integration of personality insight, coaching practice, and leadership judgment. The extended time together creates space for deeper reflection, real-time observation, and live coaching practice. This allows participants to experience and integrate the relational dynamics of leadership in ways that deepen insight, strengthen trust, and embed new leadership behaviors.

## Virtual Immersive Alternative

For organizations operating across multiple geographies, distributed teams accustomed to virtual collaboration, or those navigating travel and budget constraints, the immersive phase can also be delivered virtually. The virtual alternative delivers the same program architecture, outcomes, and personalization through shorter, focused modules. While delivered differently, the format maintains the core learning journey through facilitated discussion, practice, and reflection.

## Optional Program Extensions

Organizations may choose to extend the impact of the Emerging Leader experience through additional elements that reinforce learning, celebrate progress, and sustain peer connection beyond the formal program journey. Alternatively the 3-day intensive component can be delivered as a 3 week extension.

## Group Graduation Session

A facilitated closing session that brings the cohort back together to reflect on the six-month journey, share leadership insights, and celebrate progress. Participants revisit their commitments and reinforce how they will continue applying coaching behaviors in their leadership roles.

## Ongoing Peer Coaching Circles

Small peer groups that continue meeting after the program to support one another in applying coaching practices in real leadership situations. These circles provide a structured space for continued reflection, shared problem-solving, and reinforcement of leadership behaviors over time.

# Why Facet5?

Personality insight that unifies leadership, strengthens teams, and drives sustainable performance.

## Why choose Facet5

Facet5 acts as a golden thread throughout the Emerging Leader journey, providing a shared and practical language of leadership across the organization. Grounded in robust personality science and supported by ongoing global research, Facet5 helps leaders understand how personality shapes decision-making, communication, and responses under pressure.

Because personality insight is strengths based and non-judgmental, it enables leaders and teams to talk about differences in style, decision patterns, and working preferences with clarity and respect. This shared language supports more productive conversations about leadership, collaboration, innovation and performance.

The Emerging Leader Program is part of a broader Facet5 suite of development tools used by organizations worldwide to strengthen leadership capability, team effectiveness, and organizational culture. When used together, these tools create a consistent foundation for leadership development, talent conversations, and team performance.

Rather than standardizing leadership behavior, Facet5 helps organizations leverage leadership diversity and individual potential more intentionally. The result is not only more capable leaders, but stronger teams and more sustainable performance built on understanding, flexibility, and informed choice.



## Summary

Our Emerging Leader approach is a leadership development journey designed to strengthen how leaders think, decide, and act in the moments that matter most. By placing personality insight at the center, sharpening judgment, and reinforcing learning over time, the program develops leaders who build trust, grow capability, and create sustainable performance.

Leaders are not asked to become someone else. Instead, they develop deeper awareness of how they lead, greater flexibility in how they respond, and more deliberate choices in how they show up for others.

### Contact us

[hello@facet5global.com](mailto:hello@facet5global.com)

+44 (0)1954 602 460

+1 (703) 295-2056

Discover more at  
[facet5global.com](https://facet5global.com)

# Facet5



Let's **explore**  
what's possible

## Contact us

[hello@facet5global.com](mailto:hello@facet5global.com)

+44 (0)1954 602 460

+1 (703) 295-2056

Discover more at  
[facet5global.com](https://facet5global.com)