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COURSE BROCHURE

# Deputy and Understudy Development Training Course for Team Leaders

7 – 11 June 2027
Rome

# Deputy and Understudy Development Training Course for Team Leaders

**Ref:** 2436_91977 **Date:** 7 – 11 June 2027 **Location:** Rome **Fees:** 6200 GBP

Deputy and Understudy Development is a 1-week training course for managers and team leaders who want a named person ready to stand in for them, built around a Deputy Readiness Plan. Teams stall when one leader holds every decision and relationship. Jupiter Prime Training offers this course on deputy and understudy development for leaders who prefer to grow cover from within.

## Why Deputy and Understudy Development Matters Now

Leaner structures and faster role changes often leave one leader as the only person who knows how a team runs. Three groups feel the gap: the team members who lose direction, the senior managers who must step down a level to fill the gap, and the understudy who is asked to act without preparation. A team that grows its deputy keeps its rhythm through absence; one that does not relies on heroics. The course rests on plain practice: leading by example, staged hand-over of authority and honest feedback on readiness.

## Who Gains Most from Deputy and Understudy Development

- Leaders who cannot yet take a week away without calls.
- Supervisors holding key customer relationships alone.
- Section heads asked to name a ready stand-in.
- Specialists leading small groups who want to share decisions.
- Recently promoted leaders building cover while settling in.

Two or three leaders from neighbouring teams gain most when they attend together, since their deputies can later cover across both teams.

## Deputy and Understudy Development Capabilities

Participants practise choosing an understudy, staging authority and judging when a stand-in is ready.

- Assess which parts of the role only the leader can currently perform — cover risk for the team
- Select an understudy on evidence of judgement and trust rather than seniority — fairness to the wider team
- Design a staged hand-over of decisions, meetings and relationships — the leader's own manager
- Model the conduct and standards the deputy is expected to copy — team credibility
- Communicate the deputy's mandate clearly to peers, customers and senior managers — acceptance of the stand-in
- Test readiness through planned absences and debriefs — the decision to widen authority

## Key Deputy and Understudy Development Terms

- Understudy — a team member deliberately prepared to perform the leader's role when the leader is absent or moves on.
- Single-Point Dependency — a task, decision or relationship that only one person can currently handle, leaving the team exposed.
- Delegation Ladder — a sequence of authority levels, from gathering facts to deciding alone, used to widen a deputy's mandate.
- Shadowing — the deputy observing the leader at work, then discussing the reasoning behind each choice afterwards.
- Planned Absence — a scheduled period when the leader steps away so the deputy can act and be observed.
- Readiness Signal — observable evidence, such as sound calls under pressure, showing a deputy can take on more.

## Deputy and Understudy Development Day by Day

### Day 1: Mapping the Role and Its Dependencies

- Role Inventory of Decisions, Meetings and Contacts — What Must Be Covered
- Single-Point Dependency Scan — Where the Team Is Most Exposed
- Absence Impact Scenarios — Which Gaps Hurt Customers First
- Tacit Knowledge Capture Notes — Context Only the Leader Holds
- Role Cover Heat Map — Priorities for the Hand-Over

### Day 2: Choosing and Engaging the Understudy

- Understudy Selection Criteria — Judgement, Trust and Willingness Over Tenure
- Career Conversation Guide — Testing the Candidate's Real Ambition
- Fairness Check With the Wider Team — Avoiding Resentment and Favouritism
- Deputy Mandate Statement — Scope, Limits and Escalation Points
- Stakeholder Briefing Script — Introducing the Deputy to Peers and Customers

### Day 3: Leading by Example and Shadowing

- Visible Standards Checklist — Behaviour the Deputy Will Copy
- Think-Aloud Decision Debriefs — Passing On Reasoning, Not Just Answers
- Shadowing Schedule for Key Meetings — Exposure to Senior Forums
- Reverse Shadowing Sessions — Leader Observes Deputy and Gives Feedback
- Credibility Moments Log — Small Wins That Build the Deputy's Standing

### Day 4: Staging Authority and Judging Readiness

- Delegation Ladder Levels — Widening Authority One Step at a Time
- Planned Absence Trials — Observing the Deputy Under Real Conditions
- Readiness Signal Rubric — Evidence for Granting the Next Level
- Mistake Recovery Protocol — Protecting the Deputy's Confidence After Errors
- Feedback on Influence Style — Leading Former Peers Without Friction

## Day 5: Practising the Deputy Readiness Plan

- Role Cover Heat Map Review — Confirming Priority Gaps
- Mandate and Briefing Rehearsal — Peer Practice With Live Scenarios
- Absence Trial Calendar — Sequencing Stand-In Periods Over the Year
- Peer Challenge Panel — Stress-Testing Each Participant's Hand-Over Logic
- Deputy Readiness Plan — Finalised Stages, Signals and Review Dates

## Applying Deputy and Understudy Development After the Course

- Run a role inventory and dependency scan with the chosen understudy, then agree the first decisions to hand over.
- Schedule a planned absence of two days, debrief with the deputy afterwards and record readiness signals against the rubric.

## Deputy and Understudy Development Questions FAQ

### What is deputy and understudy development and why does it matter now?

Deputy and understudy development is the deliberate preparation of a team member to cover the leader's role. It matters now because many teams depend on one person, and an unplanned absence stalls decisions.

### Which roles gain most from deputy and understudy development?

Team leaders, supervisors and section heads gain most from deputy and understudy development, especially those holding key relationships alone or asked to name a stand-in.

### How does deputy and understudy development differ from organisation-wide succession planning?

Deputy and understudy development works at the level of one leader and one team. Organisation-wide succession planning builds talent pools for critical roles; this course instead covers the daily hand-over, shadowing and absence trials a team leader runs personally.

### What do you bring back from deputy and understudy development?

You bring back a staged plan for your own understudy. It sets out which decisions move first, how readiness is judged and when planned absences happen.

## Deputy and Understudy Development: The Way Forward

The Deputy Readiness Plan first informs which decisions the understudy takes over in the coming month. The leader uses it with the deputy and shares it with the leader's own manager, so cover is visible beyond the team. After the first planned absence it is worth revisiting the readiness signals, since real conduct under pressure often shows strengths and gaps the plan missed.