

# Leadership and Professional Development Portfolio





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# Building better businesses through people

At h2h we deliver high impact, tailored organisation development solutions with integrity and commitment

#### As a result of our work:

- ✓ Leaders achieve greater commitment and performance from their teams
- ✓ Team members are confident and well equipped to fulfil their responsibilities
- ✓ Employees are more engaged, stimulated and prepared to go the extra mile
- √ Tangible business benefits are realised

#### We achieve these results by:

- ✓ Working with you at a strategic level to facilitate organisational shift
- ✓ Providing high impact business coaching
- ✓ Designing and delivering bespoke Leadership and Management development programmes
- ✓ Enhancing a variety of personal and professional skills needed by your team

Here you will find an overview of our development and professional skills portfolio. We can tailor the content of any module to meet the specific and current needs of your business, align it with your company processes and create unique development programmes that deliver business results.

Our portfolio is delivered by a diverse team who all have high integrity, relevant experience and stimulating facilitation techniques.

#### What our clients say:

"It's worked well online; it doesn't matter how you run training if it's well designed."

"This module has been life changing and I'm thankful to have had the opportunity to participate in it. I feel I have the tools and confidence to make a difference for my team."

"Fantastic! Very authentic, presents with humility and made the module fly by!"

"Clearly knows their stuff extremely well, moved in a different direction on a number of occasions to allow the group to explore things further and covered all anticipated content."

"... it was very interactive and provided real-life examples which also helped with current scenarios at work."



## **Overview of Services**

Our areas of expertise include:

#### **Coaching Services**

In h2h, we have an experienced team of 18 coaches who have high personal integrity and a range of styles and approaches. All our coaches have business experience, accredited coaching qualifications, subscribe to a professional code of ethics and have supervision arrangements in place.

We can support your coaching needs in the following ways:

- One-to-one business coaching
- Team business coaching
- First 100 days coaching
- Coaching Skills development for your Leaders
- Advanced Coaching Skills for a cadre of internal coaches
- Coaching Supervision (for your internal coaching capability)
- Career transition coaching and outplacement through our Newleaf on-line career transition coaching toolkit and supporting programmes
- Our new online career development toolkit enabling individuals to explore, accurately
  diagnose and plan their own development with a wide range of interactive exercises and
  e-learning resources.

You can find out more about our coaching services here.

#### **Leadership Development Programmes**

Our experienced team has been designing and facilitating bespoke leadership development programmes for a range of organisations since 2004 – including large multinationals, PLC's and SMEs primarily in the STEM sector - all who have strong people values, a commitment to fully equip and engage their teams and who can align these results with business performance.

Our leadership programmes are aligned to your strategic business goals. Following a forensic analysis of your business needs we will agree specific outcomes and will partner with you to ensure the calibre of your leadership community is enhanced. Find out more about our bespoke Leadership Development Programmes <a href="https://example.com/here.">here.</a>



#### Leadership Skills

In addition to our bespoke programmes outlined above, there are some recognised core management and leadership skills required by your leaders to build agility in the workplace and sustain current and future business performance. We offer a series of interactive and engaging modules that help your managers to lead more effectively and responsibly, to build stronger working relationships and embed the vision and values of the business from ground level up. Our programmes include a focus on behavioural development covering the following areas:

- · Technical dimensions such as financial and project management
- People management such as interviewing, performance management and career conversations

Find out more about how we can help your managers to better themselves, their team, and your business <u>here</u>.

#### **Professional Skills**

h2h offers a varied professional skills portfolio which is suitable for employees at all levels within your business. We can help your people to develop strong interpersonal skills, manage their time more effectively and work together to achieve common goals and increase the effectiveness of your organisation. Our wide range of modules cover everything you need to upskill your workforce from practical solutions such as effective meetings, negotiation and presentation skills to collaboration, resilience, and remote working techniques. Find out more <a href="here.">here.</a>



# **Blended Learning Delivery**

Our recent history during the pandemic encouraged us all to reimagine how learning and development is delivered. We have been energised by our customers willingness to work with us to create new learning experiences and we will continue to develop innovative blended learning solutions enabling employees to invest in targeted personal growth.

h2h works creatively and collaboratively with our customers to explore your different requirements whilst always considering needs of different learners. We have the capacity and the capability to deliver all of our interventions face-to-face, virtually or in a blended format aligned to both organisational needs and prevailing conditions.

Our blended learning offering combines tutor-led workshop activities with technology and digital media options to give delegates more flexibility to customise their learning experiences. It enables participants to learn at their own pace, to set appropriate learning goals, interact meaningfully with other learners and their own managers and take on increased ownership of their development.

#### We are able to facilitate:

- Face-to-face interactive/workshop-based sessions
- Virtual interactive tutor-led sessions using new and emerging techniques to drive engagement
- Self-led learning packages supported with e-learning resources
- Work-based learning opportunities
- Pre-work engaging the learner and line manager where appropriate
- Modular, bite size on-line sessions using an appropriate platform, typically with sub-group working and reflective practice
- Follow on sessions to support transfer of learning
- Further modules to embed learning
- Opportunities for one-to-one coaching supporting the transfer of learning

The structure of each session and the number of participants is dependent upon the mode of delivery and will be agreed with the customer as part of our robust diagnostic process. We will collaborate closely with you to ensure we enable you to create and stimulate your own learning communities.

#### Fully bespoke solutions

If you have a people related development need, then now, as before, please approach us and we will explore this with you. Working together with you, we will arrive at a fully bespoke solution that can be delivered either fully or partially in a virtual environment, adjusting the delivery modes as appropriate.



# **Coaching Services**





# **Coaching Overview**

Coaching is a tailor-made solution that can be shaped to support a wide range of situations and needs. This includes:

- One-to-one business coaching
- Team business coaching
- First 100 days coaching
- Coaching Skills development for your Leaders
- Advanced Coaching Skills for a cadre of internal coaches
- Coaching Supervision (for your internal coaching capability)
- Career transition coaching and outplacement through our newleaf on-line career transition coaching toolkit and supporting programmes
- Our new online career development toolkit enabling individuals to explore, accurately
  diagnose and plan their own development with a wide range of interactive exercises and
  e learning resources.

More details about some of these elements can be found below.



# **One-to-One Business Coaching**

We have a generic framework for executive and business coaching that can be scaled up or scaled down to meet individual needs. Our programmes will normally include the following elements:

#### Alignment

- Matching of coach to client through discussion and provision of coach biographies.
- Some preparatory reading to help organise thoughts on getting the most out of the coaching programme.
- An initial diagnostic and contracting discussion. This is between the coach and the coachee to enable clear and specific contracting between the two parties.
- Outcomes discussion with coach, coachee, sponsor (often the Line Manager) and if
  relevant the HR point of contact. This provides context, firms up anticipated outcomes
  from the coaching process, aligns these to business objectives and enables the coachee to
  formulate focussed goals. A questionnaire will be issued in advance to enable all parties to
  prepare appropriately for this meeting.

#### Acceleration

- 12 hours of either face-to-face or virtual coaching.
- E-mail and telephone contact in between organised sessions.
- An opportunity for a 3-way coaching session, as part of the 12 hours, where it may be appropriate to engage with the Line Manager or another relevant stakeholder.
- A short progress review at the mid-point to ensure the coaching is working and having impact.
- The use of psychometric tools as appropriate.

#### **Embedding Success**

- A final session to be organised 3 months after the main sessions to review progress and embed benefits further.
- A focus in the final session on ensuring that the client turns the changes they have made into habits so that they don't revert back when the pressure is on.
- A close down meeting with the attendees of the original business outcomes meeting. The
  purpose is to review success against the agreed outcomes and to ensure the foundations
  are in place for on-going development internally.

#### Coaches

We have an experienced team of coaches who have high personal integrity and have a range of styles and approaches. All of our coaches are experienced, have accredited coaching qualifications, subscribe to a professional code of ethics, and have supervision arrangements in place.



# **Team Development Coaching**

Given that genuine teams perform at a higher level than the sum of their individual parts, a team coaching session will enable you to leverage this higher collective performance. We have a generic framework that can be tailored to meet the team's needs. This is likely to include:

- A diagnostic discussion with the team leader to identify specific outcomes for the intervention
- One-to-one diagnostic/engagement/coaching sessions with each team member to understand their individual needs, challenges, and opportunities
- A one off or series of team events facilitated in a challenging group coaching style
- An event report to distil key outcomes and capture commitments
- A further event to evaluate and embed progress
- Short programmes of individual coaching to enable each team member to achieve their commitments and bring their best to the team

#### **Peer Coaching**

Groups of typically 4 to 6 people plus a facilitator who meet regularly to help each other learn from their actions and wider life experiences. It is a process of inquiry, beginning with not knowing 'what to do next' and knowing that the answers are not available through current expertise.

Working with real time, real situations, each participant is given space for questioning, time to reflect and ultimately gains insights from other members. They are encouraged to think outside the box by expanding ideas and solutions to problems and evaluating opportunities effectively. An action plan is produced with suggestions as to how to act differently in the future.

#### **Outcomes**

During the group coaching process, participants will discover:

- how to tackle a variety of tricky situations at work and in personal life
- how to use action and reflection to think for themselves
- how to improve their coaching skills
- how to develop their ownership and accountability

#### Overview

- Pre-work
- A series of 6 online group coaching sessions –each session will last between 2 and 3 hours dependant on the number of participants.
- Action plan



# **Career Development Coaching**

We see much evidence to suggest that employees are ill equipped to clearly articulate development needs and career aspirations when they 'show up' for a performance review or a career check in. We have therefore developed a series of interventions / programmes of support benefitting organisations and their employees.

Through our newly developed online toolkit 'Passport 2 Progress' employees take ownership of their own careers (working life) and can map out and develop towards interesting, potentially diverse and always fulfilling roles within their current organisation. The toolkit stimulates their thinking and allows them to capture and download preparation for a career development conversation with their manager.

For organisations this leads to meaningful development and retention of their people, maximising the capability of all, increasing employee engagement and fulfilment, delivering higher performance, and retaining legacy knowledge and experience.

#### **Career Transition Coaching**

We have a proven track record in providing results focussed outplacement/career transition coaching for those people who may need to leave their current organisation through redundancy.

We have a holistic 4 phase framework that enables individuals to:

- Process what they are currently experiencing and be ready for a positive change
- Explore work and lifestyle experiences and preferences to clearly define their ideal next move
- Access pragmatic and up to date search and selection advice to be at their best in the recruitment market
- Plan their induction to enable them to be at the top of their game in a new role



# One to One Individual Coaching

Your employees will benefit from counselling through redundancy and career coaching to help them understand what they want from their next role. We offer results-focussed coaching to explore career preferences, job search methods, networking skills, CV and interview skills and tips of the recruitment trade. Finally, we offer support when choosing between roles and preparing for induction in the new role.

#### **Career Coaching Toolkit**

This highly interactive and pragmatic online tool will be offered to all our clients. It can also be purchased as a stand-alone resource for individuals.

#### **Telephone Coaching**

This is a most cost-effective addition to the online career coaching toolkit. Our experienced career coaches can support and guide individuals through all stages of the process.

#### **Outplacement Centres**

For large numbers of affected employees, we set up a centre on your site to support 24/7 where needed. This service is focussed on enabling large numbers of people to access personal support and secure new jobs/ retraining opportunities in the best possible way.

#### Workshops

We offer engaging workshops for groups of staff to consider preferences, look for opportunities, find these and secure them.

#### **Clinics**

For smaller groups of staff, we offer regular days to book an appointment with a specialist who will support employees with what they need most at the time.

We can blend any of the above to suit your needs.



# **Leadership Development Programmes**

Our leadership programmes are designed following a forensic analysis of your business needs. We will agree specific outcomes and will partner with you to ensure the calibre of your leadership community is enhanced. All programmes will include a blend of self-led and individually tailored learning, self-awareness through surveys and questionnaires, challenging interactive tutor-led sessions, peer support and reflective practice

#### First Line Leader Development

We recognise that the transition to first line leader is one of the most challenging of a person's career. All of a sudden, new leaders are expected to deliver results through others, rather than through completion of their own tasks. Letting go is often a great challenge for this population. Here we are able to take delegates on a learning journey that is supported by self-awareness, pragmatic insights, reflection and planning for success. All programmes are tailored and as an example they may include:

- A depth of understanding about what being a leader really means
- What skills they need to master (in priority order)
- Self-awareness, supported by psychometric tools if appropriate
- A pragmatic toolset to manage themselves, their team and make a positive contribution to the business

#### **Leadership Development**

Once leaders have mastered the art of achieving results through others, we can focus on enhancing their leadership impact. As above, all programmes are tailored and as an example may include:

- Defining and developing your leadership brand
- Heightening self-awareness and emotional intelligence
- Developing a truly agile leadership approach to meet the needs of various team members
- Deepening business understanding, whole enterprise management and the impact on Key Performance Indicators of decisions across the business
- Growing sophisticated impact and influencing skills to be effective with a range of stakeholders

#### Senior Leader Development

The outcomes from our senior leader programmes are closely aligned with the strategic ambitions of your organisation and the context that you operate in. This will provide the foundations for an enhanced and inspiring leadership capability and where leaders themselves will become ambassadors for development. Through executive coaching, academic research and extensive experience partnering alongside senior leaders, we believe we understand what can have the most impact for senior leaders.



#### A bespoke programme may include the following elements:

- Strategic drivers, opportunities and challenges in your organisation
- Fresh, relevant and challenging insights into the leadership challenges in an ever-changing workplace
- Assessing and developing your emotional intelligence and mental toughness
- Developing the (strategic) thinking habit
- Ethical decision-making
- High order impact and influence
- Confidence and legitimacy to be a senior leader



# Leadership Skills





# **Engaging Leadership Conversations**

#### Aim

To learn effective tools and techniques for engaging team members to give their best even more often.

#### **Outcomes**

During these online sessions, participants will explore:

- the concept of engagement and the factors that either drive or inhibit it
- how their role can impact and influence the engagement of others and what can do about it
- · a range of individual behaviours that encourage engagement
- tools and approaches for conducting the following conversations that can optimise individual performance:
  - setting expectations
  - giving feedback
  - development
  - challenging around performance or behaviour
- next steps to help development of a high-performance culture in your team/part of the business

#### Overview

A live, interactive, engaging virtual programme that replicates as far as possible, the face-to-face learning environment.

The structure of the programme will include the following:

- Pre-work in advance of each of the 3 modules
- 3 modules with two weeks in between each module
- First 2 modules are 2 hours 45 mins long
- Last module is 3 hours long
- Actions are to be completed between modules and reported back on at the start of the next module



# An Introduction to Finance for Non-Financial Managers

#### **Aims**

The aims of the programme are:

- To educate managers who have a need and requirement to increase their knowledge of financial information to enable them to make more informed decisions
- To develop the participants' understanding of the value of each of the documents that the company prepares to inform stakeholders of the financial performance of the business

#### **Outcomes**

- Participants will gain clearer insights into the decisions and actions that need to be considered based upon the financial performance of the business
- Managers will have the confidence to discuss and share their opinions on the financial performance of the business and to justify, where necessary, the decisions that they make

#### Overview

This is a very interactive session, where participants will develop their insights into the value that financial and management accounts provide in support of the decision-making processes.

The course content will include an in-depth analysis of the following topics:

- Perspectives and conventions in financial information
- Cash flow
- Using financial information
- An introduction to preparing and interpreting management accounts
- Using cost information to manage activity
- Making financial decisions
- Working with budgets

The delegates will develop their understanding of financial information using materials developed from 'live' financial statements. They will work in groups to form opinions as to the nature of the information provided; what the information tells them about the performance of the business; and what decisions the managers of the business might consider taking in the light of their interpretation of information provided to them. They will also have the opportunity to demonstrate their learning by preparing a balance sheet.

The programme will be fully interactive, and the maximum size of the delegate numbers will be pitched at a level that will allow the facilitator to focus on their differing needs.



# An Introduction to Project Leadership Skills

#### **Aims**

In a rapidly changing environment, all organisations are relying more and more on being able to deliver projects to achieve improved business performance. Project management is no longer a specialist activity; it is an essential technique that should be in the skill set of all managers.

#### **Outcomes**

- Understanding the key principles which will make projects more successful
- Developing practical leadership skills to build teams and to motivate and guide teams through the key project processes (objective setting, planning etc.)
- Planning to apply these skills to every-day project work

#### Overview

This engaging, highly participative project leadership skills course focuses on the key principles that make projects successful and the practical leadership implications for project managers and project team members. It is an excellent introduction to the topic and can be equally valuable for more experienced project managers who want to improve their performance by enhancing their project leadership skills.

Participants will work in teams on a various case-studies, using a milestone-based approach to planning and standard project management methodologies. They will learn:

- what good project management look like
- how to build a project team, develop team spirit and collective accountability and how to design effective team processes and develop team working behaviours
- how to develop and agree clear objectives and approaches for overcoming any challenges
- how to lead a team through a milestone planning process to produce plans that are simple, accessible, and robust.
- how to allocate principal responsibilities, using a 'responsibility matrix' and how to secure project resources
- how to develop an effective project control method and create an environment where all project workers identify problems early and take appropriate corrective action
- risk and stakeholder management to consider what might go wrong and take early action to prevent it or develop mitigating actions
- how to assess whether the project is being effectively managed.



# **Interviewing Skills**

#### **Aims**

By the end of the course, participants will be equipped with the necessary skills, knowledge, and confidence to interview candidates for their company. The overall aims are to:

- Deliver a legally compliant recruitment process
- Provide a positive experience to encourage promising candidates to join the company
- Confidently interview using relevant skills and techniques
- Evaluate fairly and effectively to enable accurate and defensible decisions
- Provide relevant, objective feedback

#### **Outcomes**

Success will be measured by observation of mini-interviews and the feedback provided by peers and the course facilitator.

Delegates are able to confidently deliver a fair, accurate and legally compliant recruitment process, with particular focus on the interview.

#### Overview

This is a very practical workshop. Delegates will be asked to develop a short, relevant interview by the end of the day and practise delivery on other delegates.

- Pre-selection in overview
- Interview prep the dos and don'ts before the candidate turns up
- Process simple structure of an effective interview
- Core interview techniques questioning, listening, and recording information
- Practise mini-interviews
- Evaluating information and making decisions from the interview
- Feedback key pointers
- Legislation key legislation plus critical dos and don'ts

Working with an experienced recruiter, delegates will develop their understanding and skills using simple, practical and effective tools and interviewing techniques – together with mini practical sessions throughout the day to transfer learning back to the real world.

The course will provide hands-on exposure within a safe environment, whilst increasing delegate's confidence to carry out one of the trickiest and most demanding aspects of management.



# **Performance Management**

#### Aims

- To explain what effective performance management is and the benefits associated with this
- To introduce delegates to the performance management process
- To introduce delegates to the role that objectives and competencies have in the review process and enable the delegates to develop clear objectives for their colleagues
- To develop key skills of listening and questioning to use during the performance management conversation
- To evaluate performance fairly, objectively and in a way that builds motivation and engagement
- To understand the importance of personal development planning
- To enable delegates to experience a performance review meeting in a safe environment

#### **Outcomes**

- To gain an understanding of the role that performance management plays in the development of an organisation, teams, and individuals
- To become familiar with the company-specific performance management process and competencies
- To appreciate the importance of objectives and the ability to construct SMART objectives
- To develop interpersonal skills that enable effective conversations to take place
- To be able to construct effective personal development plans
- To make sure the delegates feel confident to be able to run a good performance management meeting after the programme, integrating the skills they have learned during the course

#### Overview

This will be a course that blends a little pre-course reading with some expert input and a considerable amount of hands-on experiential learning. The course will be fast-paced and engaging and will concentrate on building up core skills, behaviours, and confidence among the delegates.

The session will first put in place the building blocks for delegates, so that they understand why it is important to spend time on performance management and how it links into the business objectives. On top of these foundations, we will then build up the behavioural skills – such as how to write motivating and energising objectives for a colleague and develop vital active listening skills. We will then move onto delivering a really effective performance management session, including introducing the meeting and evaluating performance using best practice approaches and models.



# Responsible People Leadership

#### Aims

Participants will leave the workshop with confidence and capability to successfully fulfil all the people policies and processes they are likely to face in leading a team. It will ensure that they understand their responsibilities to their team members ensuring they stay safe, legal, and responsible as leaders.

Key policies covered typically include Disciplinary, Grievance, Capability, Attendance & Harassment, Diversity, and Inclusion. Customers own policies are used and will prioritised according to your needs.

#### **Outcomes**

During this workshop, participants will:

- Have an awareness of the legislative frameworks that underpin our policy and practice
- Understand the key people policies and implement the fundamentals that enable team members to give of their best even more often
- Recognise the importance of these policies and processes in terms of keeping the Manager, the team member, and the company safe, legal, and responsible
- Know how to deploy the policies and prepare for these situations in order to achieve an appropriate outcome

#### Overview

A lively, interactive and engaging programme, incorporating a mix of delivery, discussion, group activity, case studies and inter-module activities or learning.

Delegates will need to have access to their company policies and procedures.



# **Leading a Learning Culture**

#### **Aims**

A growth mindset is critical to creating high performing teams. On this workshop, leaders learn how to create and role model a lasting learning culture that promotes growth and allows team members to recognise and achieve their potential.

#### **Outcomes**

A growth culture creates:

- An environment where leaders can flourish.
- Innovation in how work is done through an enduring learning culture and growth mindset.
- An environment where internal talent flourishes and fuels proactive succession planning.
- Job satisfaction and developmental fulfilment for enhanced employee retention.

i.e. A place where people do their best work, push the boundaries and want to stay

By the end of this practical module leaders will be able to:

- Role model and inspire a growth mindset in their teams.
- Adapt their leadership style to have real impact as a career coach, mentor and trainer.
- Use good quality feedback for optimum impact.
- Confidently spot, develop and manage talent, demonstrating excellence in approach.
- Build coaching into the everyday to support a coaching culture across the organisation.
- Be more confident in the critical role they play as a leader in growing people's careers.

#### Overview





# Manager as a Career Coach

#### **Aims**

Four of the top 12 factors in creating a high-performance workplace are directly associated with the quality of the development conversations between a manager and their team members (according to global research by Buckingham and Coffman). Given this correlation between development and business performance, we should ensure our managers are well equipped to facilitate these conversations.

#### **Outcomes**

During the programme, you will:

- Define the strategic importance of employee development in terms of current and future business performance
- Explore the full meaning of personal development and the direct impact that a line manager can have on this
- Understand and apply a pragmatic approach to support team members through the process of identifying and implementing meaningful short, medium, and long-term development goals
- Develop skills to apply an everyday coaching style to facilitate daily learning opportunities for team members
- Leave with a pragmatic implementation plan of how to increase the development culture in your place of work and how to engage and equip team members in this

#### Overview

Delegates will go through a learning journey of exploration that includes:

- The strategic importance of individual and organisational capability development
- A pragmatic toolkit and process to arrive at meaningful development plans
- Skills for everyday career coaching conversations
- Career coaching rehearsals
- Engaging your team to manage their development
- A subsequent check in to embed learning

This module also includes access to our interactive career coaching toolkit, Passport 2 Progress.



# **Leading Change**

#### **Aim**

The aim of this session is to help delegates to understand the process of change and what to expect, and the potential reactions they may experience themselves, or in others. The focus is on how to move positively through change, explaining the psychology and neuroscience behind change and how to navigate it, focussing on positive mindset and looking at their sphere of influence.

#### Outcomes

After attending this session delegates will understand how to:

- leverage their influence to get engagement and commitment from their teams
- anticipate reactions to the behavioural changes required and be ready to channel colleagues through this.
- equip themselves and feel confident to have honest conversations about key business and performance issues.

#### Overview

In this interactive and engaging session delegates learn how to identify different reactions to change, recognise resistance and how to support team members through the change process. Participants will explore why can change can be difficult using the Williams Bridges Transition Model and understand the different emotions of change through the study of the Kubler Ross Change Curve Model. This will be underpinned by emerging research in the field of neuroscience. The activities create the opportunity for delegates to work through real-life challenges and practice how to hold effective conversations in pair and in groups which allows them to adapt their style and approach to the situation depending upon the group dynamic. The workshop concludes with a session on practical tips and techniques on how to create acceptance and secure commitment from your team.



# Leaning into the Tough Stuff...

#### Aim

Despite having developed core skills to be well equipped to handle a difficult conversation with a team member, sometimes managers just need a little more support to have the confidence to tackle a particularly tricky issue. This is a short and very practical group coaching session that provides a safe space to process and plan how to successfully lean into a challenging situation a manager is facing, using techniques that grow confidence and capability for future potential scenarios.

This workshop is a great bolt on to other people management / leadership programmes as it focusses on live application of learning. The pay back is immediate as participants leave with a clear action plan for a specific issue.

#### Outcomes

By the end of this workshop participants will:

- ✓ Have an action plan to support the resolution of their specific issue
- ✓ Be able to apply their understanding of the dynamic between enablement and engagement within their team
- ✓ Be able to apply the different styles of Situational Leadership by understanding how this may impact their challenge
- ✓ Have a structure, approach, and confidence to lean into their challenging conversation

#### Overview

Participants will complete pre-work outlining their specific challenging situation and forward to the facilitator in advance.

They will then attend a half day workshop with a small group of other Leaders in a confidential environment where individual challenges are explored and progressed.

They will have a follow-on one-to-one coaching session to review progress, embed learning and be ready for their next challenging conversation.

The style is informal and facilitated in an appropriate group coaching style, the facilitator will respond to the needs of the group, sharing relevant tools and techniques that will help to address a specific situation.



# Flexing my Leadership Style

#### Aim

To understand the strengths of your preferred or natural leadership style and know how to use it alongside other styles to maximise the success of your team.

#### **Outcomes**

You will also discover how to:

- Smoothly and confidently change your leadership approach when your natural style isn't appropriate, relevant or effective
- Identify the capabilities and motivators of your team colleagues and use this insight to help them to focus, develop and perform
- Use a range of practical management skills in support of different leadership styles
- Communicate business goals in a motivating way and feel confident in leading your team to achieve these goals
- Create an environment that enables colleagues with varied levels of experience and expertise to maximise their potential and business contributions

#### Overview

The first part of this learning intervention focuses on leadership flexibility in the real world. Learners will start by understanding the need for adaptable leaders, exploring why leaders need to question and confront the status quo to survive and prosper, as well as recognising and celebrating interdependent people connections, how maximising on shared responsibility will equal success and how to flex their approach to people, the situation, and the business needs.

They will then go on to learn about Situational Leadership, exploring the model and the three key ideas – set objectives and goals, understand their people and their ability, choose, and apply the right style depending on the above.

Learners will explore what to do when leadership goes wrong through an interactive session spotting different styles and understanding how misalignment can cause conflict, stress and poor performance.

The second part of the learning shifts towards exploring the practical skills of the flexible leader. Learners will participate in practical learning exercises to build the core Situational Leadership skills – setting vision and direction, situational coaching, motivating progress and effective delegation before closing with an action planning session for implementing their learning into their own organisation.



# **Professional Skills**





# **Embracing Hybrid Working**

This is a suite of 3 development programmes, each with a slightly different focus. The complement each other, and leaders would benefit from attending all 3.

#### 1. Leading a hybrid team

#### **Aims**

To understand the shift required by leaders, their paradigms, their behaviours, and their impact.

#### **Outcomes**

- Create a positive and constructive climate for hybrid team working
- Recognise personal needs and align these to the team
- Understand the basic toolset and requirements to lead effective hybrid meetings.
- Equipped to drive inclusivity, embracing the multitude of different individual preferences including personality (introversion/extraversion); neurodiversity; language; international cultures etc.

#### 2. Working in a hybrid team

#### **Aims**

We address the basic differences in hybrid working, how to optimise the opportunities and how to identify specific needs to be most effective in this environment.

#### **Outcomes**

- Approach hybrid working with a positive, constructive, and supportive mindset.
- Develop a toolset to ensure accountabilities are fully understood and to ensure you have an agreed reporting and 'managing up' strategy with your manager.
- Envision a version of hybridity that works for you and all your key stakeholders.
- Be aware of and embrace new practices that enhance the effectiveness of hybrid meetings.

#### 3. Making our hybrid teamwork

A pre-requisite is that team members or leaders have attended the relevant one of the above workshops (or even both if they are in a leadership position as they will be both a team leader and a team member).

#### **Outcomes**



- Envisioning and creating your local hybrid culture
- The pre-requisites for a high performing hybrid team
- A clear view of how to make hybridity work in your team, the new practices, courtesies and behaviours that you need to dial up and dial down for an inclusive effective team.

#### Overview

The following themes will be addressed in each workshop and tailored to the specific audience:

- Hybrid where am I now? A self-assessment tool
- Learners will identify meaningful development goals we will enable individuals to identify and capture meaningful development goals, this could be a shift in mindset, the development of behaviours that they are now more reliant on or an update on some of the helpful digital tools that make remote connectivity so much more engaging
- My personal paradigm informed by the pre-work, learners will honestly confront helpful and unhelpful paradigms
- Freedom to succeed learners will mutually arrive at clear and aligned performance expectation
- Meeting stakeholder needs learners will explore how to apply a multi-stakeholder approach in a hybrid environment. They will consider self, colleague, leaders, customers, suppliers, shareholders within the context of working patterns, considering an international context.
- Learners will explore the application of their own emerging policies and process around hybrid working
- Developing appropriate social care strategic learners will personalise a continuum of personal wellbeing, capturing signals, strategies, and support.
- Hybrid working rehearsals Learners will participate in a variety of hybrid scenarios from spontaneous conversations with people in a meeting both virtually and face to face to more formal communication that drive engagement and connectivity with a wide audience.



# **Mental Toughness and Resilience**

#### **Aims**

To learn effective tools and techniques to reduce the effects of stress, increase resilience and achieve peak performance in both the workplace and personal lives.

#### **Outcomes**

During this workshop, participants will discover:

- The sources and nature of stress and pressure and the consequence for performance
- What drives our reactions to external events
- What we can do to manage our own stress
- What we mean by resilience
- Our current levels of resilience in relation to Challenge, Confidence, Commitment and Control
- The 6 main approaches to building resilience
- Practical techniques to apply immediately and practice many of them
- Next steps to develop and sustain our own resilience as well as support those around us

#### Overview

This highly engaging, practical, and resourceful workshop will help participants understand the main concepts of stress and pressure and how to differentiate between the two. By identifying what is within their own control relating to stress, participants will start to realise the choices they have. The workshop will explore and encourage a responsibility for the psychological and emotional safety of others. Each delegate will establish a baseline for their personal resilience, recognise their strengths and start to explore potential areas for focus.

Resilience and the Mental Toughness model will be introduced in order to familiarise participants with the background and theory. They will develop an understanding of each main intervention and practise the techniques. Participants will leave with an action plan to manage stress, build, and maintain resilience and support others.



# An Introduction to Coaching Skills

#### **Aims**

To introduce participants to the concept of coaching and enable them to identify and practise some of the key skills needed to coach effectively.

#### **Outcomes**

Participants will discover:

- What is meant by coaching and how it differs from other management styles
- An understanding of the role of coaching in developing others
- A framework for effective coaching
- The behaviours used by effective coaches
- How to develop your core skills of high impact listening and questioning
- How to make the most of 'coaching in the moment' opportunities

#### Overview

This is a pragmatic programme. Short, knowledge inputs are shared to prompt plenary debate and interactive exercises and skills practice enable fresh skills to flourish.

The concept of coaching will be introduced, with an explanation as to how it differs to other management styles, what the benefits of this are and when it should be used. Key coaching skills and behaviours will be identified, including listening, questioning, and understanding the GROW model. Working in trios, there will be opportunities to practise coaching and as either a coach, a coachee or an observer and give and receive feedback. Participants will leave the programme with an action plan to take their learnings and implement into existing business situations.



## **Mentoring**

"Mentoring is a one-to-one relationship in which an individual meets with a more experienced colleague for help in developing their performance and potential."

#### **Aims**

To introduce participants to the concept of mentoring and enable them to identify and practise some of the key skills needed to mentor effectively.

#### **Outcomes**

Participants will:

- develop an understanding of the role of a mentor
- understand the impact of mentoring on individuals and for the business as an organisation
- recognise how to use their individual skillset to mentor effectively
- know how to plan and conduct an effective mentoring session
- reflect on their personal goals and development needs as a mentor

#### Overview

This highly practical workshop provides participants with the knowledge, tools, and skills necessary to be the best mentor to potential mentees. They will explore and understand the difference between mentoring and coaching, the benefit of each and when to flex their style in order to use effectively. The importance of planning a mentoring session and developing a contract will be discussed, with particular reference to establishing a successful relationship. The pros and cons of the different ways to conduct a mentoring session will be discussed, e.g., face-to-face, virtual or email along with the possible impact of these from a cultural and communication perspective.

Key behavioural skills of a successful mentor will be explored including active listening, questioning, and giving and receiving feedback. Participants will be introduced to the mentoring life cycle including initiation, direction-setting, development, and finalising.



# Influence and Personal Impact

#### Aim

For people at all levels who need to work, interact, and influence effectively with others to get results. This might be with customers, external authorities, or staff from other organisations, where your Influence and Personal Impact is key.

#### **Outcomes**

As a result of this workshop participants will:

- Explore and develop the full range of skills for working with and influencing others in your role
- Understand how you currently influence people, and what further influencing skills there are that make a difference
- Practise and improve these skills to have greater positive impact in the work that you do
- Get valuable personal feedback that focuses on enhancing your skills and impact
- Develop ways to tackle your real situations that lie ahead, and to keep developing the skills beyond the workshop

#### Overview

This is an in-depth, fully interactive and experiential, interpersonal skills workshop. It is positioned in the context of emotional intelligence and will take participants on a journey of self-awareness, appreciation of difference and growing capability to positively impact interactions with others.

This is a highly interactive workshop where participants will be introduced to a behavioural skills framework that underpins key leadership conversations. They will do a deep dive on specific behaviours that make up this framework and that will increase their impact, influence, confidence, and agility in all leadership interactions. We put their skills under the microscope in a variety of ways, giving them the opportunity to practise a real-life challenging conversation leaving with some rich feedback on their personal impact.

This pragmatic workshop continually addresses day-to-day issues. Participants will spend most of the time working in pairs, trios, and larger groups to practise, observe and share feedback on a range of highly relevant behaviours.



### **Unleash Your Creative Potential**

#### Aims

This programme aims to give everyone in your organisation the tools to be more creative in everything they do. It enables participants to be more innovative with their current resources – no longer having the need to 'buy-in creativity' from external specialists.

#### **Outcomes**

The programme:

- Provides the tools to apply creative and innovative thinking to business challenges
- Enables each individual to unleash their creative potential
- Increases awareness of the key behaviours which underpin creativity
- Facilitates new solutions for your current business

As a result of attending the programme, participants will:

- have a deeper appreciation of the business need for innovation
- have raised expectations in participants of their own ability to be creative
- have a toolkit to use in any business or sector, on any product, service or business model
- be inspired
- be part of:
  - a knowledge-based, plenary debate
  - group work on live problems and real-life examples

We will require a current product or process within your organisation to work on in the group sessions.

#### Overview

This course is challenging and inspirational. It goes beyond your usual 'outside the box' blue-sky, anything goes creativity and harness's innate ability to be more innovative.

We will open participants' eyes to incredible creativity and innovation all around us and show how these were conceived using a series of 'tools. Once mastered, this method for creativity and innovation can be applied to any product, service, or business need – with surprising results!

During the course, the participants will also have the opportunity to work on real-time business issues faced by your own business – bringing innovation to life immediately and making it real – not just theory.

A variety of challenges, stimulating debate and engaging tasks form the basis of this business-relevant day of creativity and innovation – leaving participants eager to do more.



# **Lateral Thinking ®**

#### **Aims**

Edward de Bono coined the term 'lateral thinking', and developed a suite of practical tools that can help anyone be creative. By using these focused and directed tools, anyone can challenge current thinking and generate creative ideas to solve problems.

#### **Outcomes**

By the end of the 2-day workshop, participants will be able to:

- Confidently identify the type of focus that will stimulate creativity.
- Constructively challenge current thinking.
- Solve problems efficiently and effectively.
- Generate innovative solutions by using systematic, practical tools.

#### Overview

Creativity is often applied randomly in problem-solving, without actually solving the problem it was intended to address. In addition, some people believe they are not creative and do not take part in creative processes, and valuable perspectives are lost.

Edward de Bono's systematic and practical tools take teams through the entire creative process from creating the clarity of focus that can truly stimulate creativity, through a range of tools that can be applied systematically that stimulate creative thinking and generate new ideas, to ways of translating those ideas into practically-applicable solutions.

During the workshop, participants will learn about and practice applying the seven different strategies for addressing different areas of the creativity lifecycle, using real business scenarios:

- focus
- alternatives/concept extraction
- challenge
- random entry
- provocation and movement
- harvesting
- treatment and assessment.



# Managing Performance for Lateral Leaders and all Employees

### **Aims**

- To explain what effective performance management is and the benefits associated with this
- To introduce delegates to the performance management process
- To introduce delegates to the role that objectives and competencies have in the review process and enable the delegates to develop meaningful goals and clear objectives
- To develop key skills of listening and questioning to use during their performance management conversation
- To evaluate and self-assess performance honestly, objectively and in a way that enables growth
- To understand the importance of personal development planning and organisational capability development
- To enable delegates to experience a performance review meeting in a safe environment

#### **Outcomes**

- To gain an understanding of the role that performance management plays in the development of an organisation, teams, and individuals
- To become familiar with the company-specific performance management process and competencies
- To appreciate the importance of objectives and the ability to construct SMART objectives
- To develop interpersonal skills that enable effective conversations to take place
- To be able to construct effective personal development plans
- To make sure the delegates feel confident to participate in a good performance management meeting after the programme, integrating the skills they have learned during the course

#### Overview

This will be a course that blends a little pre-course reading with some expert input and a considerable amount of hands-on experiential learning. The course will be fast-paced and engaging and will concentrate on building up core skills, behaviours, and confidence among the delegates.

The session will first put in place the building blocks for delegates, so that they understand why it is important to spend time on performance management and how it links into the business objectives. On top of these foundations, we will then build up the behavioural skills – such as how to write motivating and energising objectives and develop vital active listening skills. We will then move onto participating in a really effective performance management conversation, including introducing the meeting and evaluating performance using best practice approaches and models.



### An Introduction to Presentation Skills

### Aims

This workshop will provide tools and support that enable participants to deliver presentations that are engaging, clear, concise, and that inspire and motivate the audience

### **Outcomes**

Participants will discover how to:

- Structure the presentation in a way that makes the point most clearly and powerfully
- Build a constructive relationship with the audience that ensures positive engagement
- Use techniques to build and sustain interest throughout the presentation
- Relax and be authentic in delivery
- Prepare for a presentation to maximise the chance of a productive experience

### Overview

This is a very practical workshop which introduces various tools and techniques of presentation skills including:

- Deciding on the aims and objectives of the presentation
- Researching and selecting material
- Creating an effective ending
- Holding interest
- Non-verbal communication
- Using visual aids
- Influencing your audience
- Involving your audience
- Managing nerves
- Video Skills Practice and critique

As part of the pre-work, delegates will be asked to prepare a presentation about themselves prior to the course. Each delegate will have the opportunity to present at least once during the workshop and receive objective feedback on their delivery technique.



### **Effective Meetings**

### **Aims**

This workshop provides the tools and support to enable participants to plan and deliver effective meetings that get the best result for the business and are rewarding and informative for participants.

### **Outcomes**

Participants will discover:

- How to clarify the purpose and objectives for the meeting
- How to build an effective structure (agenda) that maximises the value from meeting time
- How to select the most appropriate attendees
- How to build a positive climate in the meeting that encourages effective collaboration
- Techniques for effective use of time, prioritisation, building consensus, owned decisions
- What to do before the meeting to maximise chances of success
- How to get clear commitments to action after the meeting

### Overview

This is a highly practical and creative workshop where delegates will learn how to prepare, lead and reach a successful outcome of an effective meeting. The following topics will be covered:

- •
- Defining objectives
- Drawing up an agenda
- Timing and location
- Room layout and organisation
- Preparation and rehearsal
- Communication and interpersonal skills
- Managing the agenda
- Time management
- Controlling and engaging the group
- Remaining assertive
- Identifying conflict before it arises
- Managing the usual suspects
- Closing the meeting

Participants will have the opportunity to demonstrate the techniques to employ in running a motivational and highly participative meeting.



### **Neurodiversity 101**

### Aim

To learn what Neurodiversity is (and is not), the challenge and opportunities of different individual neurodiverse conditions and then apply this knowledge and awareness to selected policy, practice, or procedure. Within the workshop an action plan is delivered to enable better inclusion for neurodiverse colleagues or customers. With estimates that 1 in 10 people have a neurodiverse profile the outcome of this workshop can be transformational.

### **Outcomes**

During this workshop, participants will discover:

- What neurodiversity means and what neurodiversity is not.
- An understanding of the challenges and talents associated with individual neurodiverse conditions including:
  - o Dyslexia
  - o Dyspraxia/DCD
  - o AD(H)D
  - o Autism
  - o Dyscalculia
  - o Specific Language Impairment (SLI)
  - Dysgraphia
- What neurodiverse inclusion looks like
- How a confident approach can enable and empower neurodiverse colleagues and customers.
- How to create neurodiverse policy, practice, or procedure.
- How to make written content accessible to a neurodiverse audience
- What inclusive practice looks like.

### Overview

This is a very practical workshop where participants will be introduced to the concept of neurodiversity and what this means in their organisation. Tips, techniques, and tools will be shared to explore topics such as talent versus challenge and various areas of neurodiversity including dyslexia, dyspraxia, autism, etc. culminating in a discussion about what neurodiverse inclusion looks like.

Participants will leave with an action plan for creating policy, practice, or procedure changes to enable neurodiverse inclusion, including timeline, success factors and end point.



### 'I'm Not Crazy; I'm Just Not You.'

### Understanding Personality Types Using the Myers-Briggs Type Indicator

### Aim

By discovering and understanding their Myers-Briggs personality type and its associated strengths and liabilities, delegates will be equipped and motivated to use their insights to manage their own behaviours, including their responses to stress and their working relationships more effectively and with greater confidence.

### **Outcomes**

During this workshop, participants will discover:

- their Myers-Briggs personality type
- the strengths and liabilities associated with their personality type and the impact on others
- why everything that irritates them about others can lead them to a better understanding of themselves
- their typical responses to stress, based on their personality type and strategies to manage these stress responses
- how to spot others' personality types and how to work more effectively and confidently with these different types

#### Overview

An interactive, engaging virtual programme where delegates will work together in plenary sessions, have time for personal reflection and take part in peer coaching and group exercises using breakout rooms. An introduction to Myers Briggs Type Indicator (MBTI) will provide participants with an understanding of their personality type and how to use this understanding with others. Particular reference will be made to using this knowledge when under stress and how to manage challenging relationships.

Participants will leave the workshop with an action plan detailing how they would implement their knowledge and understanding of different personality types in stressful situations.



# Building Emotional Intelligence for Great Relationships and Performance

### Aim

By understanding emotional intelligence and its importance in the workplace, delegates will be equipped and motivated to use their enhanced self-awareness to manage their own behaviours and their working relationships more effectively and with greater confidence.

### **Outcomes**

During these online sessions, participants will discover:

- what emotional intelligence is
- their personal emotional intelligence strengths and areas to develop
- how to use emotional intelligence to build more effective working relationships to achieve enhanced performance for themselves, their team, and the business
- tools and techniques for working more effectively with stakeholders that they find challenging or intimidating

### Overview

This highly practical programme defines emotional intelligence and provides participants with an understanding of the importance of this for successful relationships and performance. Participants will be given opportunities for self-reflection and, by assessing themselves against the emotional intelligence competences, will build self-awareness in order to manage relationships and performance.

An introduction to Transactional Analysis will provide an understanding of behavioural drivers and deepen participants' understanding of the impact they have on relationships and performance. They will leave with plans for different outcomes in their challenging relationships.



### Six Thinking Hats ®

### Aim

To enable teams to optimise decision-making skills by working smarter, faster and in full alignment using Edward de Bono's renowned approach.

### **Outcomes**

By the end of this workshop, participants will be able to:

- Incorporate different types of information into decision-making in a structured way.
- Separate out different types of thinking for enhanced clarity.
- Shift thinking from negative to positive; and from emotional reactions to facts within seconds.
- Use parallel thinking techniques to take ego out of collective decision-making.
- Dramatically reduce the amount of time needed to make decisions.
- Have confidence in robust decision-making processes.

#### Overview

This interactive and enjoyable programme introduces the concept of parallel thinking, as described by Edward de Bono, as a tool for enhanced decision making. By separating out different types of thinking, teams can ensure they play to individual strengths in a balanced way, gaining all perspectives. Doing this helps to reduce conflict and the risk of the most vocal perspectives taking precedence or adversarial positions being taken.

This technique allows teams to focus on fact-gathering or creative thinking without jumping ahead to analysis without all the information or options. It promotes balanced analysis based on logical positives and negatives, taking emotion out of the equation. However it gives permission for emotions to be expressed and recognises the importance of gut feel in decision-making.

Teams will not only find they save time making decisions, but gain greater commitment to those decisions because of a sound, shared decision-making process.





## Successful Collaboration in a Virtual Environment

### **Aims**

By discovering and understanding their communication style, its associated strengths, and liabilities and how it compares with that of their key stakeholders, delegates will be equipped and motivated to collaborate successfully with internal and external clients, colleagues, teams, and their manager in the virtual environment.

### **Outcomes**

During this workshop, participants will discover:

- Their preferred communication style
- Their strengths and liabilities of their preferred communication style in the virtual world
- How to make sure that they are paying attention to their most critical stakeholders based on the current climate
- How to spot the communication style of their stakeholders, even when working virtually, and how to flex and adapt their own style for successful collaboration
- How to make best use of the collaboration tools available in the virtual environment.

### Overview

As part of their pre-work, participants will be invited to complete the HRDQ Communication Style questionnaire, which will be de-briefed during the workshop. Opportunities and challenges of working in a virtual environment will be explored, including the four types of communication, individual communication preferences and the impact of these on others.

With this understanding, participants will think about the communication styles of others, especially stakeholders and how to flex and adapt these for successful collaboration. Participants will leave with a toolbox of skills and an opportunity to co-coach in order to build a collaboration action plan to meet a desired outcome.



### **Creating Powerful Networks**

#### **Aims**

By exploring the value of networking and developing the requisite skills, you will be equipped and motivated to invest time in effective networking across your organisation's diverse internal networks

and customer communities.

### **Outcomes**

During this workshop, you will:

- Appreciate the holistic value of the diverse networks that positively impact your organisation and the wider field
- Discover how networking can be a powerful component in business success
- Understand what effective networking looks like and the mutual and tangible benefits this can deliver
- Consider your personal brand so you are noticed, sought out and trusted by your chosen networks
- Develop core skills that enable impactful networking, including:
  - Preparing with purpose
  - Establishing rapport
  - Building trust and engagement
- Consider various networking approaches including the use of social media

#### Overview

This workshop explores:

- Behavioural contracting
- Networking as a concept
- Your organisation's network
- Powerful networking
- Your personal networking brand
- Networking skill build
- Networking opportunities



### **Engaging Team Conversations**

### Aim

To learn effective tools and techniques for engaging team members to give their best even more often.

### **Outcomes**

During these online sessions, participants will explore:

- the concept of engagement and the factors that either drive or inhibit it
- how their role can impact and influence the engagement of others and what can do about it
- a range of individual behaviours that encourage engagement
- tools and approaches for conducting the following conversations that can optimise individual performance:
  - setting expectations
  - o giving feedback
  - development
  - o challenging around performance or behaviour
- next steps to help development of a high-performance culture in your team/part of the business

#### Overview

Delegates will complete an engagement factors questionnaire in advance of the commencement of the formal learning element and use this to set personal goals for the workshop. They will explore the shadow of the leader concept and how this impacts on engagement.

Delegates will look at what triggers our behaviours, looking at emotional vs rational behaviour and how these impact on ourselves and others. They will then go on to learn how to manage their triggers, developing an understanding of push and pull concepts.

We will then move of to explore expectations and development conversations, with the chance to practice having a behavioural expectations conversation and setting a development objective. In the final session, delegates will explore positive feedback and difficult conversations with exercises on ways not to give feedback, the concept of positive feedback and how it engages and principles for giving feedback effectively. They will prepare and initiate a difficult conversation, understand the different common reactions and strategies for dealing with each, and get to the bottom of an issue to resolve it.



### **Training and Facilitation Skills**

### Aim

To enhance your communication and facilitation skills using a range of skills and techniques.

### **Outcomes**

As a result of the programme, you will:

- Fully understand what facilitation is and the different styles and applications of it
- Recognise the impact of your style of communication on others and be ready to adapt this whilst remaining authentic
- Create an effective climate for open, honest and inclusive group discussion
- Use skills and techniques to consistently share company information in a manner that demonstrates they identify with the content, own and are accountable for the messages and is engaging for those they are addressing
- Recognise and empathise with the needs of different members of the group and use a variety of approaches to manage input from all members
- Develop approaches to deal with challenging situations that may occur in a communication or facilitation session
- Structure a communication session with clear aims, key messages and absolute clarity on any subsequent actions, ownership and timelines

### Overview

This workshop is split into 3 sessions:

Session 1 involves setting the scene, exploring the role of the facilitator and modes and styles of facilitation. Delegates will gain an understanding of learning styles using Kolb's Learning Cycle and learn how to accommodate these in groups as a facilitator.

In session 2, delegates will learn how to structure and prepare a session, exploring group dynamics and completing exercises that will help them to review some challenging facilitation situations and techniques to successfully resolve them.

In session 3, delegates will delve further into developing facilitation techniques, including stimulating interest, seeking consensus, identifying valuable and non-valuable contributions, keeping on track, and re-energising a group. They will learn how to deal with difficult participants and understand how to respond to typical delegate behaviours.



### What our customers are saying...

h2h - a responsive, flexible organisation with the ability to develop concept into ideas and design a well-engineered programme to take our organisation forward.

President, Global Offshore Organisation

The course really challenged me early on and I did some serious self-reflection and faced some tough realisations as a result of the activities. I don't think the journey is over or ever will be, but I hope that moving forward through my career I will be able to take some key lessons with me while continuing to work and develop myself as an influencer/leader/manager.

Delegate, Global Management Development Programme

What we value most is the: "Understanding h2h has of the business and what needs to be delivered"

HR Manager at a Performance Car Manufacturer After identifying a need to develop my managerial style and effectiveness I worked with the h2h coach through a series of one-to-one coaching sessions, and I am in no doubt about the benefits. The sessions are hugely motivating, producing great results, and feedback and I now look to get the best out of every situation. I'm more effective as a manager, a better leader and more productive in myself and within my role.

My h2h coach helped me unlock my thinking clarify the vision and then help me to drive it forward.

R&D Senior Manager, Individual Coaching Programme

h2h has had a great impact across the business and the team always gets a lot out of it. We wanted to build on this and that's why we still work with them today.

Senior Leader, Global Engineering

The course and the delivery were both perfectly pitched – relaxing and welcoming as well as challenging and insightful. I have certainly learned some very useful lessons – both about my own character and tendencies and those of others and how to bridge the gap between them. Immediately after finishing the course, I started putting into practice open questioning and the techniques we learned in the behavioural flexibility exercise when dealing with those I manage day-to-day.

Technical Manager, Leadership Programme in the media sector