



Example Training  
Programmes and  
Content Areas

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# Manager and Team Leader Development

## Coaching and Developing Your Team

The purpose of this course is to equip managers with the confidence and skills to proactively support the development of their team through effective coaching.

### Participant Profile

This course is suitable for all people managers who are new to managing others as well as those who have had little or no formal management development in this area.

### Content Selected From:

- What is coaching?
- Identifying opportunities to coach – when, who and on what
- Giving positive and developmental feedback
- The GROW Coaching Model
- The skills of managing a coaching conversation
- Career coaching conversations
- Whole group and small group practise sessions with review and feedback.

# Development Centres

The purpose of a Development Centre is to help the participants to identify how they can improve their performance and hence contribution to the organisation in which they work.

## Participant Profile

This programme is suitable for anyone who would like to identify areas for development and improvement.

## Content / Approach Selected From:

On the Development Centre, participants will be asked to reflect on their performance against an agreed set of core values and competencies.

There will be frequent opportunities to receive feedback from other participants and objective behavioural feedback from the Observers. Activities will include:

- business discussions
- group exercises
- one to one discussions and reflection
- a business case study
- people management role-plays.

Each participant will be provided with a personalised development report which will facilitate a development planning discussion with their Manager. This will include:

- A summary of strengths and development opportunities
- A summary of their self reflection against each of the core values and competencies
- Conclusions/Next Steps.

# Effective Delegation

The purpose of this course is to help managers evaluate the appropriateness of the work that they delegate, how well they currently delegate and to become more effective at delegating without losing control or taking unnecessary risks.

## Participant Profile

This course is suitable for all people managers who are new to managing others as well as those who have had little or no formal management development in this area.

## Content Selected From:

- Task allocation versus delegation – the difference and why each might be appropriate
- What to delegate and why – how important is it? does it need to be done at all?
- Who to delegate to – reasons for delegating work
- Delegating authority and levels of empowerment
- Clarification of the work – agreeing outcomes
- Setting standards – personal standards versus company standards
- Managing the conversation to delegate work
- Monitoring progress.

# Handling Difficult Conversations

The purpose of this course is to provide managers with increased confidence and skill to plan and conduct conversations with individuals to tackle difficult issues within their team. These could include interpersonal issues, absence, discipline, grievance, under-performance or other issues.

## Participant Profile

This course is suitable for managers who have already attended Managing for High Performance or are experienced managers who have been managing peoples' performance for some time.

## Content Selected From:

- The types of issues managers may face and the roles and responsibilities of those involved
- Appropriate conversation structures for each type of issue
- Giving constructive feedback
- The skills of listening, questioning/probing, summarising and structuring
- Case studies of common management issues
- Whole group and small group practise sessions with review and feedback
- Monitoring and following up issues.

# Hit the Ground Running

The purpose of this course is to provide new managers with a clear understanding of the role of a people manager and the range of responsibilities that this entails.

## Participant Profile

This course is suitable for those who are new to management as well as those who are about to step into a people management role.

## Content Selected From:

- The role and responsibilities of a people manager
- Emotional Intelligence and its place in the role of a manager
- Skill Will – how well do members of the team perform and what do they need from their manager?
- Giving effective feedback
- Situational Leadership: - Personal style – Style flexibility
- Motivation.

# Leading High Performing Teams

The purpose of this course is to help managers assess the effectiveness of their team and put in place a plan for improving team effectiveness, performance and collaboration.

## Participant Profile

This course is suitable for all people managers who are new to managing others as well as those who have had little or no formal management development in this area.

## Content Selected From:

- Teams and Groups – what's the difference?
- Tuckman's Stages of Team Development
- The characteristics of high performing teams
- A team audit to evaluate team effectiveness
- Belbin team roles
- Team exercises and activities.

# Management Masterclass

The purpose of the Management Masterclass is to provide experienced senior managers and directors with a challenging learning experience to enhance, refresh and fine tune their people management skills. Limited teaching input will be provided: managers are expected to be familiar with the 'theory' of managing people.

## Participant Profile

The Management Masterclass is suitable for senior managers and directors who have been managing for quite some time and have previously attended a range of management development programmes covering the key areas of managing people.

## Content / Approach Selected From:

The Management Masterclass revolves around a case study where participants take the role of a Director of a large team with a number of business and people related issues. Working in small groups, each group will be responsible for managing the performance and development of one of the Director's direct reports. The direct reports are played by actors who add a sense of reality and challenge to practise conversations.

Participants manage the individual through a number of one to one conversations including:

- setting performance and development objectives
- managing a performance conversation
- handling an under performance issue
- a coaching session
- a career conversation
- a formal performance review
- bespoke scenarios created by participants based upon a specific situation and character with which they have to deal.

Prior to each practise conversation, participants are provided with very brief teaching inputs on a key model or structure to help manage the conversation.

After each practise conversation, participants receive feedback from peers, the actors and the trainer. Trainer feedback is based upon an objective behavioural based feedback tool.

Feedback is used to help participants identify personal strengths and areas in which to focus their ongoing management development.

# Managing Discipline & Grievance

The purpose of this course is to provide managers with increased awareness and understanding of the discipline and grievance policy and procedures and to provide them with the confidence to handle issues early to prevent them escalating into formal issues.

## Participant Profile

This course is particularly relevant for managers who have discipline and grievance issues in their team. It is also suitable for all people managers who have had no formal development in this area.

## Content Selected From:

- The discipline and grievance policies and procedures
- Categorising issues to determine appropriate course of action
- Roles and responsibilities of the line manager and human resources in handling formal and informal issues
- Handling informal conduct issues
- Handling informal and formal grievance issues
- Case studies of common discipline and grievance issues.

# Managing for High Performance

The purpose of this course is to develop managers' skills and confidence in managing the performance of their team so that they get the best from them. To do this, managers need to make sure that the individuals they manage:

- know what is expected of them
- understand how well they are doing
- are clear about areas of high and low performance.

## Participant Profile

This course is suitable for all people managers who are new to managing others as well as those who have had little or no formal management development in this area.

## Content Selected From:

- Setting SMART objectives linking to business strategy and goals
- The Focus Wheel
- Giving effective feedback
- Monitoring performance
- The skills of managing regular one to one performance conversation
- Planning and structuring half yearly and annual performance review meetings
- Structuring and managing under performance conversations
- Whole group and small group practise sessions with review and feedback.

# Managing People Through Change

The purpose of this course is to develop managers' capability to lead their teams effectively through times of change.

## Participant Profile

This course is suitable for all people managers who are new to managing others as well as those who have had little or no formal management development in this area.

## Content Selected From:

- The phases of change
- Mapping a team on the Change Curve
- Communicating through times of change
- What a team needs from its manager
- Transactional Analysis
- The support available.



# Managing Redundancy Situations

The purpose of this course is to ensure managers follow the correct procedures to fairly select individuals for redundancy and sensitively handle the “breaking the news” conversation.

## Participant Profile

This course is suitable for managers involved in selecting individuals for redundancy and/or breaking the news to them.

## Content Selected From:

- Definition of redundancy
- Related employment legislation
- How to make a fair selection
- Company and statutory redundancy procedures
- Consultation with the employee
- Breaking the news
- Managing the employee through redundancy
- Redundancy payments

# Mentoring

The purpose of this course is to help Mentors and/or Mentees build high quality, effective, relationships which are productive for both parties.

## Participant Profile

This course is suitable for anyone who is about to enter into a Mentor/Mentee relationship.

## Content Selected From:

- What is Mentoring?
- The mentor and mentee’s role
- Getting started – preparation
- The first meeting – what to cover/groundrules
- Assessing the skills required
- Planning to develop the relationship
- Running subsequent meetings – content, frequency.

# Recruitment and Selection Skills

The purpose of this course is to provide managers with an overall understanding of the recruitment process, from the planning stage through to the interviewing stage, enabling managers to plan and conduct effective interviews and make successful selection decisions.

## Participant Profile

This course is suitable for all people managers who are new to recruitment and selection, as well as those who have had little or no formal management development in this area.

## Content Selected From:

- Overview of recruitment process in your organisation
- Creating a job profile
- Methods of selection
- Behaviour-based interviewing
- Preparing for and structuring the interview
- Selecting with fairness
- The selection decision.

# Running Effective Meetings

The purpose of this course is to provide people with an opportunity to assess their effectiveness at contributing to effective meetings.

## Participant Profile

This course is suitable for anyone who needs to be effective at communicating in meetings and who are also responsible for regularly managing the process of these meetings.

## Content Selected From:

- Managing the three levels of process in meetings and group settings:
  - Procedural
  - Behavioural
  - Social
- Tools for effective meetings' management
- Managing the five dimensions of group communication:
  - exchanging information
  - reacting to others
  - generating ideas and actions
  - achieving clarity and common understanding
  - managing the contributions of others
- Behavioural Analysis feedback – detailed and objective feedback on participants' contributions to group interactions.

# Personal and Interpersonal Skills

## Assertiveness

The purpose of this course is to provide participants with the tools and techniques to help them work confidently and assertively with others.

## Participant Profile

This course is suitable for those who wish to develop their confidence and assertiveness in order to enhance their working relationships with colleagues, managers, suppliers and clients.

## Content Selected From:

- The different behaviour styles: Assertion, Aggression, Passivity
- The characteristics of each behaviour style and how to recognise them
- The importance of adopting
- What stops us being Assertive?
- I'm OK, You're OK
- Rights and Beliefs
- Making Assertive Requests
- Saying No Assertively
- Individual and small group practise conversations.

# Decision Making

The purpose of this course is to equip managers with the skills to make complex business decisions.

## Participant Profile

This course is suitable for managers who have to make complex business decisions and would benefit from tools to adopt a systematic approach.

## Content Selected From:

- Rackham's Decision Making Cycle
- 7 Step Problem Solving
- Relations Diagram
- Brute force and other creative methods
- Stakeholder Mapping
- Micro Political Mapping
- Evaluating Solutions Grid.

# Effective Communication Skills

The purpose of this course is to provide participants with tools and techniques to enable them to communicate with greater flexibility and confidence.

## Participant Profile

This course is suitable for anyone who wishes to increase their effectiveness when communicating with others, including their peers, managers, suppliers and clients.

## Content Selected From:

- What makes for effective communication?
- The Myers Briggs Type Indicator (MBTI)
- Personal Branding and Style
- Giving effective feedback
- Identifying preferences when communicating
- Transactional Analysis
- Building rapport
- Communicating successfully through building relationships.

# Handling Conflict

The purpose of this course is to provide participants with the skill and confidence to handle conflict situations effectively whilst retaining effective working relationships with others.

## Participant Profile

This course is suitable for those who find conflict difficult to handle and who have had little formal development in this area.

## Content Selected From:

- What is Conflict?
- Thomas Kilman's Conflict Handling Strategies
- Transactional Analysis
- A structure for handling difficult conflict situations
- Planning for and rehearsing live conflict situations
- Individual and small group practise and feedback sessions.

# Influence Without Authority

The purpose of this course is to enable participants to develop a better understanding of the process of influence and how their preferences and those of others need to be taken into account to successfully influence others.

## Participant Profile

This course is suitable for those not in a management role who need to influence peers, managers, suppliers and clients, both internal and external, where they have no formal authority.

## Content Selected From:

- 6 steps for an influencing strategy
- Personality and Style – Bolton and Bolton
- Language for influence
- Hierarchy of Influencing Strategies
- Push and Pull persuasion.

# Advanced Influencing Skills

The purpose of this course is to enable managers to develop influencing skills and strategies across a range of complex influencing scenarios.

## Participant Profile

This course is suitable for managers who need to influence a wide range of people in complex situations.

## Content Selected From:

- 6 steps for creating an influencing strategy
- Cialdini's Influencing Strategies
- Stakeholder Mapping
- Micro Political Mapping
- Sources of Power
- Push and Pull persuasion
- The skills of managing persuasion conversations.

# My Career, My Development

The purpose of this course is to provide participants with an opportunity to reflect upon their career aspirations and 'kick start' the process of career and development planning,

## Participant Profile

This course is suitable for anyone who would find it valuable to spend time reflecting on their career so far, their career aspirations and the next steps they need to take in moving their career forward.

## Content Selected From:

- Who am I – what are my passions and values at work?
- What are my work interests and disinterests?
- Where am I now – what do I already have that will support my career?
- Where am I heading?
- What can I do to get closer to my career aspirations and what might get in the way?
- What resources are available to me?

# Negotiation Skills

The purpose of this course is to enable participants to become more effective at negotiation in a way that continues to improve team and organisational working.

## Participant Profile

This course is suitable for anyone who has to negotiate with colleagues and business partners to achieve win-win solutions/outcomes. The course is not suitable for sales people who need to negotiate within a selling environment.

## Content Selected From:

- Win-win negotiations
- Questioning skills
- Creating options for mutual gain
- What to do when things don't go according to plan
- Handling resistance
- Planning for principled negotiations
- Individual consultations.

# Personal Effectiveness

The purpose of this course is to provide participants with an opportunity to reflect upon and take ownership for increasing their personal effectiveness at work and 'kick start' the process of career and development planning.

## Participant Profile

This course is suitable for anyone who would find it valuable to spend time reflecting upon their strengths and development needs to plan strategies and activities which will help them to develop.

## Content Selected From:

- Review of pre course feedback received from colleagues
- Identification of personal strengths and development areas
- The Process of Learning: Learning Styles and options for development
- The Development Planning Process:
  - creating measurable development objectives and planning development activities
  - identifying networking and support opportunities
  - measuring success.
- Career aspirations and career planning and how this fits with personal effectiveness.

# Presentation Skills

The purpose of this course is to equip participants with the skills to plan and prepare effective presentations and then have several opportunities to practise presenting and receiving feedback.

## Participant Profile

This course is suitable for those people who are relatively new to presenting and/or have had no formal development in this area.

## Content Selected From:

- Giving and Receiving Feedback
- The skills of effective presenters
- Delivering impactful presentations
- Personal style and delivery
- Handling nerves and feeling confident
- Presentation practise and feedback.

# Advanced Presentation Skills

This course assumes that participants are already experienced in delivering business presentations. Its purpose is to provide advanced tools, techniques and individual development feedback to enable them to deliver more purposeful and persuasive presentations.

## Participant Profile

This course is suitable for those people who are experienced presenters and have probably had formal development in this area in the past. It is designed to build on and enhance participants' presentation skills.

## Content Selected From:

- The SPIN structure for developing persuasive presentations
- The SIEVE Model: Structuring, Integration, Elaboration, Variety and Emphasis
- Recognising positive and negative aspects of language, voice and body language
- Handling and interacting with the audience
- Presentation practise and feedback.

# Time and Self Management

The purpose of this course is to increase participants' ability to effectively plan and prioritise their work. It links effective time management techniques with a wider strategic approach to work and self management.

## Participant Profile

This course is suitable for those who wish to become more effective in the way that they plan and prioritise their work. It is particularly suitable for those who are not in a management role.

## Content Selected From:

- Personal Effectiveness: Efficiency or Effectiveness
- The habit of personal effectiveness: the work of Stephen Covey
- Clarifying job role and goals: key activities, objective setting, scheduling and evaluating
- Time-task analysis: urgent versus important
- Barriers to effective self management: prioritising, procrastination, time savers, time stealers and time wasting
- Personal management planning.

# Business Partnering

## Business Partnering – A Consultancy Approach

The purpose of this course is to provide participants with a reliable framework to enhance their existing skills set and enable them to grow their capability as a business partner / internal consultant.

### Participant Profile

This course is suitable for those people who are required, as part of their role, to consult with their clients, be they internal or external, to establish their needs and agree on an effective, appropriate solution.

### Content Selected From:

- The nature of business partnering and how it differs from other roles
- The Client Decision Making Cycle – understanding how clients make decisions
- The Consultancy Cycle – how to progress a consultancy intervention
- What's needed in the basic business partner skills toolkit
- Managing the early stage of a conversation - The Entry Phase
- Questions and models for diagnosis to identify the client's 'real' problems and needs
- Persuasion in diagnosis – growing the clients perception of problems and needs
- Finding the best solutions for change – identifying decision criteria and a range of possible solutions
- Practise conversations and feedback.