



Management / Leadership Skills Training Workshops



Workshop Title	Building a High Performing Team																																			
Why invest in this workshop?	Because most teams operate as a group of individuals rather than being aligned in their purpose to prioritise the team's performance above their own gain																																			
Who is it for?	Anyone with responsibility for managing a team																																			
What output(s) will attendees learn to produce	<p>A high performing team framework that provides a clear vision for their team and a structure for how that vision will be realised</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td rowspan="2" style="writing-mode: vertical-rl; transform: rotate(180deg);">Performance Recognition</td> <td colspan="2">SMART Objective/Target Setting</td> <td colspan="2">Strengths, Roles & Responsibilities</td> <td rowspan="2" style="writing-mode: vertical-rl; transform: rotate(180deg);">Meetings, Comms & Plans</td> </tr> <tr> <td colspan="4" style="text-align: center;">Team Performance Framework: Team X</td> </tr> <tr> <td></td> <td>Overall Team Vision</td> <td>Objective/Target 1</td> <td>Objective/Target 2</td> <td>Objective/Target 3</td> <td></td> </tr> <tr> <td></td> <td colspan="2">How Performance Is Judged/Rewarded</td> <td colspan="2">How Work is Co-ordinated</td> <td></td> </tr> <tr> <td rowspan="2" style="writing-mode: vertical-rl; transform: rotate(180deg);">Knowledge Sharing</td> <td colspan="2">How Skills & Knowledge Are Developed</td> <td colspan="2">How Ways of Working Are Improved</td> <td rowspan="2" style="writing-mode: vertical-rl; transform: rotate(180deg);">Reviews & Feedback</td> </tr> <tr> <td colspan="2">Inducting/Training/Mentoring</td> <td colspan="2">Problem Solving/Decision Making</td> </tr> </table>				Performance Recognition	SMART Objective/Target Setting		Strengths, Roles & Responsibilities		Meetings, Comms & Plans	Team Performance Framework: Team X					Overall Team Vision	Objective/Target 1	Objective/Target 2	Objective/Target 3			How Performance Is Judged/Rewarded		How Work is Co-ordinated			Knowledge Sharing	How Skills & Knowledge Are Developed		How Ways of Working Are Improved		Reviews & Feedback	Inducting/Training/Mentoring		Problem Solving/Decision Making	
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How will they produce it?	<p>MODULE 1: Defining and recognising good performance</p> <p>1a (30 mins): Understand stakeholder/team motivations & develop a team vision 1b (1 HR): Identify objectives/targets that support the vision and business KPIs 1c (1 HR): Establish how performance will be tracked and recognised/rewarded</p> <p>MODULE 2: Co-ordinating the work of the team</p> <p>2a (1 HR): Establish the personality types (Belbin Team Roles) of the team 2b (30 mins): Use a RACI and Charter to define team roles/responsibilities/outputs 2c (1 HR): Define your team meeting schedule, structure and reporting approach 2d (30 mins): Establish how work will be tracked: plans, actions, shared drives etc.</p> <p>MODULE 3: Improving the work of the team</p> <p>3a (1 HR): Define how work will be reviewed and feedback provided 3b (1 HR): Establish how to collect and progress process improvement ideas 3c (30 mins): Establish a clear decision-making approach to deal with problems</p>																																			





	<p>MODULE 4: Developing the skills and knowledge of the team</p> <p>4a (1 HR): Establish an induction process for new joiners</p> <p>4b (30 mins): Use a competency model, activity analysis or TNA to identify needs</p> <p>4c (1 HR): Define methods to develop the team – training, mentoring, shadowing</p> <p>4d (30 mins): Agree how knowledge/best practices will be documented & shared</p>
Format	Attendees will be split into sub-groups based on the division/department they work in. Each group will then complete a poster-based version of the template above for their division/department by following the best practices outlined.
Duration	2 Days (for full course) or can be broken down into modules/sub-modules as above
How Success Measured	Option to have feedback collected from team members before and 6/12 months following the course to assess if management structures/direction has improved



Workshop Title	Improving the Performance of Individuals																																													
Why invest in this workshop?	Because HR managers tend to struggle to get managers and staff to engage well with performance appraisals and often have to step in to help with performance issues																																													
Who is it for?	Anyone with responsibility for supervising /managing staff but typically recently appointed managers																																													
What output(s) will attendees learn to produce?	<p>Attendees will complete your businesses appraisal template in a way that drives good ongoing people management practice rather than as an annual “tick box” exercise:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td rowspan="6" style="background-color: #ADD8E6; text-align: center; vertical-align: middle;">Appraisee Inputs</td> <td>Achievements / Difficulties</td> <td colspan="3">1. Performance Overview</td> <td rowspan="6" style="vertical-align: top;"> 1. Year Start: Gathering appraisee input, defining competencies/ development plans & setting objectives/targets </td> </tr> <tr> <td>Rating of competency areas</td> <td colspan="3">2. Competency Overview</td> </tr> <tr> <td>Aspects to improve/develop</td> <td>Rating</td> <td>Evidence</td> <td>360° Feedback</td> </tr> <tr> <td>How you have performed vs. objectives</td> <td colspan="3">3. Agreed Development Plan</td> </tr> <tr> <td>Good objectives for the next period</td> <td>Improvement Area</td> <td>Actions</td> <td>Target</td> </tr> <tr> <td>Additional support/learning needed</td> <td colspan="3">4. Performance vs. Previous Objectives</td> </tr> <tr> <td></td> <td>Objectives</td> <td>Target</td> <td>Progress</td> <td>Rating</td> </tr> <tr> <td></td> <td colspan="3">5. Agreed Objectives for next Period</td> <td rowspan="2"></td> </tr> <tr> <td></td> <td>Objectives</td> <td colspan="2">Target Date</td> </tr> <tr> <td></td> <td colspan="4">6. Summary Comments</td> </tr> </table> <p>2. Supervision/1-2-1s: Revisiting the document in supervision/quarterly reviews to track progress & address or celebrate performance</p> <p>3. Year End: Final progress updates, define ratings and complete appraisal.</p>	Appraisee Inputs	Achievements / Difficulties	1. Performance Overview			1. Year Start: Gathering appraisee input, defining competencies/ development plans & setting objectives/targets	Rating of competency areas	2. Competency Overview			Aspects to improve/develop	Rating	Evidence	360° Feedback	How you have performed vs. objectives	3. Agreed Development Plan			Good objectives for the next period	Improvement Area	Actions	Target	Additional support/learning needed	4. Performance vs. Previous Objectives				Objectives	Target	Progress	Rating		5. Agreed Objectives for next Period					Objectives	Target Date			6. Summary Comments			
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How will they produce it?	<p>MODULE 1: Year start</p> <p>1a (30 mins): Collate inputs & give clear evidence for competency evaluation</p> <p>1b (30 mins): Define personal development options: training/coaching/mentoring*</p> <p>1c (1.5 HRs): Set clear and motivational objectives:</p> <ul style="list-style-type: none"> • How to motivate people by meeting their psychological & self-fulfilment needs • Link objectives/targets to those of the wider team • Differentiate between objectives, performance measures and targets • Define a balanced scorecard of delivery, personal & team objectives • Set SMART targets that define exceeding/meeting/failing to meet ratings* <p>MODULE 2: Supervision/1-2-1s</p> <p>2a (30 mins): Schedule and structure 1-2-1s and communication/reporting methods</p> <p>2b (30 mins): Progress review: 360° Feedback, listening skills and progress tracking*</p> <p>2c (30 mins): Deal with performance issues (improvement plans) and conflicts</p> <p>2d (30 mins): Recognise good performance and celebrate success</p>																																													
*Sessions with exercises																																														



	<p>MODULE 3: Year end</p> <p>3a (30 mins): Give ratings and provide clear evidence for them*</p> <p>3b (30 mins): Link outcomes through to the next appraisal cycle</p>
Format	Attendees are given a poster-based draft of an employee’s appraisal and work in small groups to complete development/performance objectives in line with best practices. They are then given some information about the individual’s progress 1 month later and asked to update the document and define actions to be taken.
Duration	1 Day (for full course) or can be broken down into modules/sub-modules as above
How Success Measured	Option to have feedback collected from team members before and 6/12 months following the course to assess if people management skills have improved

