

Leadership Development Programme 1 - Manager Skills Training (MST)

1	Workshop Deliverable	Methodology	Outcome
	<p>Effective Interviewing, hiring and On-boarding</p> <p>6 hours</p>	<p>This workshop is designed to enable managers to recruit effectively and efficiently so that the business can confidently select talent, first time round ensuring induction training plays a vital role for all new employees.</p> <p>The workshop will cover:</p> <ul style="list-style-type: none"> Recognise the importance of selecting the right candidate. <p>Managers will discuss the impact of making hiring decisions including the cost of turnover.</p> <ul style="list-style-type: none"> Explore the benefits of an effective hiring process <p>Throughout the workshop Managers will add or refer to their own hiring practices, competencies which will allow for great transfer of the skills when the manager has to apply them in their actual working environment.</p> <ul style="list-style-type: none"> Create behaviour-based Interviewing techniques. <p>Managers will explore different types of questions, from traditional to behaviour-based, and learn which questions elicit different types of responses.</p> <p>Managers will learn to create behaviour-based questions that are directly relevant to the job requirements. Also learn how to ask important follow-up questions.</p> <p>Identify the difference between good and poor evidence, and how to match evidence to role and to business requirements.</p> <ul style="list-style-type: none"> Conduct an effective selection 	<p>Understand the importance of having a well-managed and consistent total recruitment and on-boarding processes.</p> <p>Managers will be able to improve their skills and information to assess build and conduct interviews to identify the most suitable candidate for the role and the business.</p> <p>Managers will gain confidence and skills to devise effective on-boarding for their own environment.</p> <p>Managers will benefit from understanding the direct impact on a business through their ability to improve turnover, morale and productivity whilst driving the ethos of ultimately providing great customer service.</p> <p>Managers will have a better understanding of a recruitment process, competencies and value behaviours and will feel confident applying these in the interviewing, hiring and on-boarding</p>

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		<p>interview.</p> <p>Managers will be introduced to an effective interview process which will consist of setting job requirements, build the interview questions, conduct the interviews and select the right candidate.</p> <p>Managers will learn and practice the process through interactive role play.</p> <ul style="list-style-type: none"> Managers will identify the importance of an effective on-boarding process. <p>Be trained on the role of managers in employee on-boarding and managers will develop effective and important on-boarding procedures.</p>	<p>process.</p> <p>Managers will gain experience from examining common interview methods and ways to avoid pitfalls having had the opportunity to practice these skills by conducting a mock interview and sharing best practices.</p> <p>Awareness of legal obligations to ensure the business is not placed at risk of non-compliance.</p> <p>Have the confidence to identify relevant competencies or behaviours for the business and the roles recruiting for.</p> <p>Confidently use different interview techniques and understand what makes them effective.</p> <p>Fully equipped with the tools and techniques to become an effective interviewer.</p> <p>Managers will benefit from understanding the importance of an effective on-boarding programme, the cost and pitfalls of poor induction and the role of HR, legal requirements and the</p>
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			knowledge to effectively communicate the organisations vision and values.
2	Workshop Deliverable	Methodology	Outcome
	<p>Effective Performance Reviews</p> <p>7 hours</p>	<p>This workshop will provide managers with an understanding of the benefits of undertaking performance reviews and the business consequences of not completing them effectively.</p> <p>The workshop will cover:</p> <ul style="list-style-type: none"> Principles and benefits of using performance reviews <p>Managers will understand the principles of effective performance management reviews utilising a performance review process to optimise output. Managers will know how to work with employees to set performance standards.</p> <p>Managers will have the opportunity to strengthen and develop their skills to improve the performance of those they manage.</p> <ul style="list-style-type: none"> Performance Management Defined <p>Managers will understand the elements of a performance management process and personal performance development plan and effective performance timeline. This will include understanding the roles of a manager and staff in overall process. Develop skills in observing, giving feedback, listening and asking questions. The session will explore common errors and what works well as the right 'type' of performance review for the organisation.</p> <ul style="list-style-type: none"> Setting "SMART" Annual Objectives 	<p>Managers will be able to articulate the benefit a performance review process and understand how to gain the best results from proper implementation.</p> <p>Managers will be able to distinguish the elements of an effective performance review process and will learn about developing individual review plans for which is different from annual reviews.</p> <p>Managers will ensure SMART objectives are set to measure and ultimately achieve results.</p> <p>Managers will be able to understand their role and the role of employee in the performance review process</p>

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		<p>Managers will understand how to devise “SMART” performance objectives (e.g., objectives that are specific, measurable, attainable, relevant, and track able). Enabling employees to understand, achieve and exceed requirements. This will include an exercise to generate practice and group discussions.</p> <ul style="list-style-type: none"> • The roles of Manager and Direct Reports in the Performance Development Plan. <p>This will cover techniques for effectively coaching the staff, monitoring performance and understanding the role of managers.</p> <ul style="list-style-type: none"> • Effective Listening Skills <p>Managers will develop skills to become an effective listener, will explore the barriers to listening and understand the benefits in order to build relationships, solve problems, conflict and improve accuracy. Managers will have the opportunity to practice in a supportive atmosphere.</p> <p>Managers will develop questioning, listening and giving feedback through interactive presentations and group facilitated exercises and discussions.</p> <ul style="list-style-type: none"> • Preparing for the review meetings <p>Managers will understand the role of effective preparation. Ability to prepare and conduct mock performance reviews with skills to provide two way feedback. Learning how to make the performance review legally defensible.</p> <ul style="list-style-type: none"> • Performance review meeting <p>Managers will have ability to prepare and introduce review meetings. Developing key skills required to conduct an effective</p>	<p>while providing a culture of respect and trust through developing skills of effective coaching and listening.</p> <p>Managers will develop skills to provide and receive objective and constructive feedback with confidence and less anxiety and ability to role play.</p> <p>Managers will be able to instil best practices for conducting and handling challenging situations as they arise in the performance review process.</p> <p>Managers will improve communications between employee and manager.</p> <p>Managers will acquire the critical knowledge, skills and confidence to undertake effective performance</p>
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		<p>review meeting and will gain experience of evidencing performance by working together preparing a mock review.</p> <ul style="list-style-type: none"> • Performance Review documentation. <p>Managers will explore the organisation fit of the documentation by reviewing, identifying recommendations for further development through group discussion and participation. Managers will be able to review some checklists that they can use during the performance management process.</p>	<p>review discussions with direct reports.</p> <p>Managers will be able to state the core principles of effective performance reviews.</p> <p>Set and write performance objectives.</p> <p>Review direct reports performance, summarise the agreed level of performance, provide constructive and motivational feedback and hold structural review meetings.</p> <p>Improved motivation, competency and ownership.</p> <p>Increase individual performance levels which meet business targets.</p> <p>Gain the key skills to provide two way feedback including effective listening and coaching skills.</p> <p>Enhance the</p>
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			<p>ability of managers to provide and receive objective and constructive performance feedback.</p> <p>Handle challenging situations with confidence.</p>
3	Workshop Deliverable	Methodology	Outcome
	<p>Effectively Managing Poor Performance</p> <p>5 hours</p>	<p>This workshop will provide managers with the essential skills and knowledge to manage and motivate poor performers.</p> <p>This workshop will cover:</p> <ul style="list-style-type: none"> The value of Performance Management <p>Managers will understand the importance of effective performance management and why it matters, covering the benefits of effective performance management and covering the most common reasons for underperforming They will explore their role as a performance management coach and how to get the best from poor performers.</p> <ul style="list-style-type: none"> Managing and motivating Individual Performance <p>Managers will develop an understanding of the link between motivation and performance including practical approaches to managing poor performance. This section allows managers to identify their personal leadership and coaching style and how to make changes to get the most from poor performers.</p>	<p>Managers will be able to identify and respond more effectively to the causes of poor performance</p> <p>Monitor and measure performance against agreed goals.</p> <p>Conduct performance reviews to encourage staff to reach agreed goals and identify any development opportunities.</p> <p>Confidently deal with difficult performance issues positively for all parties involved.</p> <p>Provide honest</p>

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		<ul style="list-style-type: none"> • Improving and Developing Performance Managers will understand what to do when the performance plan doesn't work and how to create and implement opportunities for learning, praising good performance and developing skills to identify opportunities and keeping the process informal and positive. Managers will explore the benefits of monitoring and evaluating performance whilst providing clear and motivational feedback. • Managing Underperformers Managers will develop skills to identify what constitutes poor performance and be able to handle difficult people in a fair and confident manner. Managers will explore the link between managing poor performers and the disciplinary and grievance process and their role in managing such situations. • Personal Development How to manage and motivate individuals to achieve success through identification and adaptation of individual behaviours through the formulation of an action plan. 	<p>and constructive feedback.</p> <p>Recognise when to give formal and informal motivational feedback.</p> <p>Strive to reach win/win solutions to poor performance.</p> <p>Managers will develop a good understanding of the legal and best practice context for dealing with poor performance.</p> <p>Managers will explore how to approach difficult issues successfully and how to effect change, how to approach issues in one-ones and what to do when a more formal approach is necessary. The managers will have developed confidence through role play experiences being able to demonstrate how to put their learning into practice.</p>
4	Workshop Deliverable	Methodology	Outcome

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	<p>Understanding UK Employment Law.</p> <p>4 hours</p>	<p>This workshop aims to ensure that managers are aware of UK Employment Laws. Ensuring they are up to date with relevant recent changes in employment legislation.</p> <p>Managers will understand key areas of UK Employment Laws including:</p> <ul style="list-style-type: none"> • Employment Tribunals, what they are. • Disciplinary process how it should be conducted. • Grievances when should it be used. • Implications of getting it wrong. • Family friendly policies including maternity, paternity, adoption and flexible working. • Discrimination and equality ensuring fair treatment of all. • Absence management and how to manage. • Eligibility to work in the UK, to prove individual can work for the business. <p>Share experiences and gain from the shared pool of knowledge.</p> <p>Managers will be aware of changes to Employment Legislation and the impact on the business to ensure compliance with managing employee relations.</p>	<p>Managers will confidently handle employment issues in the UK.</p> <p>Improved understanding of business policies and procedures to implement effectively.</p> <p>Recognise that business policies need to be fit for purpose.</p> <p>Confidently handle disciplinary and grievance situations.</p> <p>Manage staff fairly and consistently in relation to family friendly policies.</p> <p>Knowledge of discrimination laws.</p> <p>Manage employee relations that are compliant with UK Employment Laws.</p> <p>Be informed of forthcoming changes in employment legislation and understand what the practical implications are for a business.</p>
5	Workshop Deliverable	Methodology	Outcome
	<p>Running Effective Meetings</p> <p>4 hours</p>	<p>This workshop will ensure managers understand the fundamentals of conducting meetings, the planning, participating and concluding meetings successfully.</p>	<p>Managers will be able to plan, participate and conclude successful meetings.</p> <p>Establish the purpose</p>

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		<p>This workshop will cover:</p> <ul style="list-style-type: none"> • Fundamentals of conducting meetings <p>Managers will explore the purpose of meetings, planning and their role in participating in meetings to ensure the best outcomes.</p> <ul style="list-style-type: none"> • Managing Meetings <p>Managers will understand their role as leaders, the impact of decisions and ideas and how this reflects on group thinking.</p> <ul style="list-style-type: none"> • Learn how to manage conflict, climates and difficult personalities. • How to communicate effectively as meeting leaders. • How to listen effectively and ask questions by improving skills and asking the right questions. • Awareness of communicating nonverbally and how to interpret this. 	<p>and agenda of a meeting, facilitate participants' progress toward the meeting goals.</p> <p>Improve leadership abilities, facilitate situation analysis, brainstorm and make decisions by fostering creative thinking.</p> <p>Manage conflict among meeting participants.</p> <p>Build positive climate during a meeting and following best practices of verbal and nonverbal communication.</p>
6	Workshop Deliverable	Methodology	Outcome
	<p>Effective Time Management</p> <p>4 hours</p>	<p>This workshop aims to establish how managers spend their time and identify time-savers. The workshop will cover:</p> <ul style="list-style-type: none"> • The Power of Change <p>Managers will be trained to be better organised for peak efficiency.</p> <ul style="list-style-type: none"> • Setting Goals <p>Managers will understand the importance of and the useful techniques for, setting and achieving goals.</p>	<p>Managers will determine how they spend their time.</p> <p>Managers will be able to make the most of their time by getting a grip on their workflow, planning effectively and being able to delegate where appropriate.</p> <p>Managers will focus</p>

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		<ul style="list-style-type: none"> • Setting a Routine <p>Managers will learn to identify the right things to be doing and develop plans for doing them.</p> <ul style="list-style-type: none"> • Getting Organised <p>Managers will understand the importance of effective delegation, taking control of things to improve workplace productivity.</p> <p>Through a range of self-evaluation exercises managers will identify their own time management.</p>	<p>on activities that give them greatest return.</p> <p>Be equipped to work smarter, not harder!</p> <p>Adopt techniques to manage their time effectively.</p> <p>Managers will identify particular time wasters and adopt strategies for eliminating them from the work pattern.</p> <p>Recognise the variety of causes of procrastination and apply relevant techniques to overcome these.</p> <p>Managers will confidently clarify, prioritise objectives and goals.</p> <p>Adopt appropriate strategies for dealing with interruptions.</p> <p>Use practical techniques for organising work to be effective in their role.</p> <p>Managers will reduce time spent in meetings yet contribute more effectively.</p> <p>Delegate work more effectively to staff (if relevant).</p>
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