

Example Learning & Development Programme

Leadership & Management Programme
Levels 2 to 4.

Effective Team Member Skills
Level 1 parts 1 & 2

Overview

By taking part in this programme attendees have the opportunity to achieve the 'Level 4 Award in Management and Leadership' in support of their career development.



Example Learning & Development Programme

Programme Objectives & Required Outcomes

The Leadership & Management Programme levels 2 through to 4 are targeted at practicing managers who want to improve and develop their skills to get better results from themselves and their teams, or aspiring managers who want to prepare themselves to take on more responsibility. Level 1 is targeted at developing best practice skills and behaviours to be a high performing member of a team and to pave the way for progression onto level 2 of the Leadership & Management career path.

A short test will be undertaken at the end of each training session to verify learning. Sessions subsequent to the initial training session will also begin by seeking evidence from attendees as to where previous learning has been applied.

By the end of the program, participants will be able to:

- Clearly understand the role of a manager and leader, including best practice techniques, the required mind-set, effective behaviours and areas of accountability and responsibility.
- Demonstrate the knowledge (and practical application of) the essential workplace policies and procedures expected to be understood by a manager, such as appraisals, performance management, equality & diversity.
- Communicate effectively from senior level to 'shop floor'.
- Understand best practice approach to team building and development.

Programme Entry Requirements

Although there are no formal entry requirements, candidates will normally be expected to be employees of the organisation (or highly valued agency staff). Candidates for level 2 onwards will be current or aspiring managers. The candidates recent appraisals, performance reviews and line manager judgement will also be taken into account to ensure suitable competence level for entry into the programme.

Candidates deemed to be suitable for level 1, will be able to naturally progress through levels 2, 3 and 4 subject to successful completion of each level and demonstration of applied learning back in the workplace.

Existing Qualifications.

Candidates who have evidence of having undertaken previous training aligned with the training modules within the programme will have this training taken into account. So, for example, if there is evidence of training modules having been completed that equate to level 2 qualification, the candidate will be given the opportunity to enter the programme at level 3.



Effective Team Member Skills

LEVEL 1 - Part 1 (full day)

Effective Team Member Skills - Part 1

Your Personal Brand

Communicating Brand to
Customers

Improving Personal &
Team Performance

Behaviour in The
Workplace

Personal Accountability

Personal Effectiveness

Personal Action Plan

LEVEL 1 - Part 2 (full day)

Effective Team Member Skills - Part 2

Attitude & Mindset:
Impact of Assumptions

Attitude & Mindset:
Appreciating Different
Perspectives

Managing Unhelpful
Thinking

Identify & Use Your
Strengths

Contributing to Team
Objectives - Working
Under Pressure

Problem Solving in Teams

Personal Action Plan

Learning Benefits & Detailed Content - Level 1 Part 1



	Core Team Member Skills Learning Benefits The delegate will be able to:-
Your Personal Brand	Clearly understand what 'brand' means and recognise the significance of a distinctive brand. Explore the benefits of having a positive personal brand and the 5 elements for building your own personal brand. Begin a draft of their own personal brand.
Communicating Brand	Think differently about how and what they communicate to customers and the words they use when doing so. Understand that all behaviours and communication between the organisation and the customer tells the customer something about the company, and that sometimes that's not the intended message.
Improving Personal & Team Performance	Identify own team's strengths and weaknesses. Identify behaviours that the team need to change. (This module encourages teams to look critically at their own performance and behaviours).
Behaviour in The Workplace	Consider and understand what constitutes unacceptable behaviour in the workplace (e.g. banter or bullying. Also the link between skills, attitudes and behaviours). Impact of own behaviour on others and the required corrective action.
Personal Accountability	Reflect on who they are accountable to and what they are accountable for within the workplace and identify the steps towards increased accountability. Understand the benefits of practising 'response-ability' and acting more thoughtfully and pro-actively. Build a mindset of "what can I do to make a difference".
Personal Effectiveness	Assess their thinking about personal effectiveness and consider the seven key principles that help to improve this and get the results that they (and the team) are after.

Learning Benefits & Detailed Content - Level 1 Part 2



	Core Team Member Skills Learning Benefits The delegate will be able to:-
Attitude & Mindset: Impact of Assumptions	<p>Understand the dangers of making assumptions and how this can have negative impact on behaviour.</p> <p>Understand how to prevent making assumptions through applying effective listening and questioning techniques.</p>
Attitude & Mindset: Appreciating Different Perspectives	<p>To understand the fact that people have different 'maps' of the world.</p> <p>To recognise how information can be misinterpreted.</p> <p>To demonstrate the impact of misinterpretation on rapport and the ability to negotiate towards agreement.</p>
Managing Unhelpful Thinking	<p>Understand the types of unhelpful thinking that influences our perceptions, emotions (including stress reactions) and behaviour and how we can change them.</p> <p>To identify how to change unhelpful thinking for an improved outcome.</p>
Identify & Use Your Strengths	<p>Revisit thinking regarding strengths and weaknesses and consider how their strengths do, or could, contribute to success. Understand the three signs for identifying strengths and understand how to make even more of those strengths.</p>
Contributing to Team Objectives – Working Under Pressure	<p>Highlight different ways in which they can contribute towards team objectives. Appreciate the importance of planning and organisation. Understand the management of own/others reactions when working under pressure.</p>
Problem Solving in Teams	<p>Understand the importance of clear communication and collaboration when problem solving within a team (especially when teams are physically separated, but inter-reliant).</p>

Leadership & Management Programme



LEVEL 2 - Part 1 (full day)

Team Leader & Supervisor Essentials

New Managers Self
Assessment

Assertive Behaviour as a
Manager

Qualities of Effective
Managers

Feedback Skills -
Introduction

Managing Challenges -
Who Are We nervous
About Managing

Management Styles -
Which Style When?

Personal Action Plan

LEVEL 2 - Part 2 (full day)

Inter Team & Departmental Communication Skills

Communication Styles

Working Towards Common
Goals

The Case for (& Barriers
to) Internal Customer Care

The Internal Service Chain

Building Rapport Within a
Team

Information Sharing to
Solve Problems

Personal Action Plan

Learning Benefits and Detailed Content - Level 2 Part 1



	Team Leader & Supervisor Essentials - Learning Benefits The delegate will be able to:-
New Managers Self Assessment	Describe what leadership and management mean. Reflect on current skill levels as a new manager and use the information to create a plan of action. Assess progress going forwards. Seek feedback from workplace colleagues (using the template provided) to assist future development.
Assertive Behaviour as a Manager	Appreciate the difference between aggressive, assertive and passive behaviour. Understand the perceptions (others and self) regarding impact of these behaviours on individual and team performance.
Qualities of Effective Managers	Agree a list of the key qualities of a great manager. Explain why managers and their teams sometimes have different perceptions about what is desirable or necessary for a manager. Discuss why some qualities can be seen as negative to members of a team, but not to managers themselves.
Feedback Skills – Introduction	Understand the characteristics and differences between constructive feedback, praise and criticism. Explain the importance of constructive feedback and to have built an awareness of 'good practice' guidelines for providing constructive feedback.
Managing Challenges – Who Are We Nervous About Managing	Think constructively about team members (or other managers) they are most concerned about managing and begin to identify actions they can take and methods they can use to manage them more effectively.
Management Styles – Which Style When?	Identify the style they are most likely to adopt and when this would be helpful or not so helpful. Identify the most appropriate management style based on the individual they are dealing with, the role they are doing and what the team needs them to do.

Learning Benefits and Detailed Content - Level 2 Part 2



	Inter Team & Departmental Communications - Learning Benefits The delegate will be able to:-
Communication Styles	Understand different styles of communicating with others. What their own style is and which styles are most appropriate to given situations. (Note: a listening skills activity will also be included in this module).
Working Towards Common Goals	Demonstrate a clear understanding of teamwork in the context of common goals. Identify the negative impact of working in isolation rather than collectively in the interest of the organisation as a whole.
The Case for, & Barriers to, Internal Customer Care	Understand the importance of internal customer care (between other departments and teams within the organisation) in the context of the organisations internal supply chain. Recognize the impact this has on external customer experience. Identify the barriers to internal customer care and agree ways of reducing, avoiding or eliminating them.
The Internal Service Chain	Map an internal service chain and identify the critical points (and relationships) within it. Consider ways in which processes could be simplified or improved.
Team Communication– Building Rapport Within a Team	<p>Understand the purpose and importance of rapport when managing others and within peer groups.</p> <p>Implement ways of improving rapport between managers and team members, and between team members themselves.</p>
Information Sharing to Solve Problems	Demonstrate the skills and abilities required in effectively sharing information and exploring problems objectively between teams (including where teams are physically/geographically separated from each other). Understand that effective teamwork involves identifying and capitalising on all of the unique skills and talents of individuals within the team.

Leadership & Management Programme



LEVEL 3 - Part 1 (full day)

Effective Management & Leadership

Understanding Credibility
Integrity & Influence

Motivators

Leadership Styles - Which
Style When? Part 1

Employee Engagement
Part 1

Employee Engagement
Part 2

Personal Action Plan

LEVEL 3 - Part 2 (full day)

Communication Skills Intermediate

Team Building
Communication - Acts of
Recognition

Emotional Intelligence

Difficult People & How to
Deal With Them

Feedback Skills - The Art
of Feedback

Preparing & Structuring a
Performance Review

Personal Action Plan

Learning Benefits and Detailed Content - Level 3 Part 1

	Effective Management & Leadership - Learning Benefits The delegate will be able to:-
Understanding Credibility, Integrity & Influence	<p>To consider the importance of credibility when seeking to influence other people. To understand the link between perceived expertise, relationships and credibility. To consider how much credibility they have with those they are seeking to influence.</p> <p>Understand the importance of integrity when managing and/or leading others</p>
Motivators	<p>Identify the different factors that positively and negatively impact motivation and look at how to achieve and maintain motivation in others. Understand the specifics of motivating your team.</p>
Leadership Styles – Which Style When?	<p>Demonstrate a clear understanding of the difference between a manager and a leader. Appreciate the skills and attributes of a good leader. Understand different leadership styles and how to combine the essential skills of both management and leadership styles to operate effectively using the most appropriate method for specific situations</p>
Employee Engagement – Part 1	<p>Understand the difference between satisfied, motivated and engaged employees. Explain why engagement is so important and the benefits.</p>
Employee Engagement – Part 2	<p>Establish whether an employees' sense of pride is coming from their job, the organisation, or a combination of both. Increase engagement by strengthening their team members' pride in both the organisation and their job.</p>

Learning Benefits and Detailed Content - Level 3 Part 2



	Communication Skills Intermediate - Learning Benefits The delegate will be able to:-
Team Building Communication - Acts of Recognition	<p>Identify the difference between positive and negative acts of recognition, for both what people are and what they do. Identify acts of recognition that they have both given and received in the recent past. Notice how they might change their behaviour to provide constructive acts of recognition to others they work with.</p>
Emotional Intelligence	<p>(Note: Emotional Intelligence helps us understand our own and others' thoughts, feelings and behaviour and make choices about our own behaviour).</p> <p>Define emotional intelligence as it relates to themselves and others. Define differences between grades of emotion. Explain influences on emotional state.</p> <p>To identify others' emotional state (emotions, moods, temperaments) from visible signs. Explain and act upon the importance of empathy.</p>
Difficult People & How to Deal With Them	<p>Demonstrate an increased awareness of their emotional reaction to other people's behaviour and how to deal with people they find 'difficult'.</p> <p>Explain the emotional reactions that cause us to find some people difficult and understand options for dealing with them.</p>
Feedback Skills – The Art of Feedback	<p>(This builds further upon the 'Feedback Introduction' module). Identify useful, helpful and constructive feedback. Give feedback that is appropriate and objective. Understand how it feels to be on the receiving end of destructive or unhelpful feedback.</p>
Preparing and Structuring a Performance Review	<p>Demonstrate an understanding of the purpose of performance appraisal systems, explain the benefits and outline how it should be conducted. Appreciate the things they need to do before conducting a performance review and the importance of effective planning and structure. Identify specific questions that should be asked in a review. Recognise the importance of thinking in advance about open, constructive questions.</p>

Leadership & Management Programme



LEVEL 4 - Part 1 (full day)

Leading for Performance

Leadership Styles - Which
Style When? Part 2

Behaviour in The
Workplace

Employee Engagement -
Part 3

Employee Engagement -
Part 4

Identifying Improvement
Areas for Better Team
Performance

Personal Action Plan

LEVEL 4 - Part 2 (full day)

Communication Skills Advanced

Coaching & Mentoring

Introduction to
Transactional Analysis

Communication During
Times of Change

Delegating Authority
(Tannenbaum & Schmidt)

Personal Action Plan

Learning Benefits and Detailed Content - Level 4 Part 1



	Leading for Performance - Learning Benefits The delegate will be able to:-
Leadership Styles – Which Style When?	Demonstrate a clear understanding of the difference between a manager and a leader. Appreciate the skills and attributes of a good leader. Understand different leadership styles and how to combine the essential skills of both management and leadership styles to operate effectively using the most appropriate method for specific situations
Behaviour in The Workplace	Consider and understand what constitutes unacceptable behaviour in the workplace (e.g. banter or bullying. Also the link between skills, attitudes and behaviours). Impact of own behaviour on others and the required corrective action.
Employee Engagement –Part 3	Identify what will engage their employees. Describe the behaviours that drive employee engagement.
Employee Engagement – Part 4	Understand what it feels like to be engaged in their job and the difference it makes to how they feel and the quality of their work. Describe what creates employee engagement and the role of the manager in this.
Identifying Improvement Areas For Better Team Performance	Identify own teams strengths and weaknesses. Identify behaviours and processes that need to change for the benefit of team and organisation.

Learning Benefits and Detailed Content - Level 4 Part 2



	Communication Skills Advanced - Learning Benefits The delegate will be able to:-
Coaching & Mentoring	Describe what coaching and mentoring are and what they are not! Identify and practice the skills needed to be an effective workplace coach and mentor. Understand how to structure a coaching and/or mentoring session with team members and how to coach and mentor for development and higher performance. Be able to apply a useful framework for coaching and mentoring
Introduction to Transactional Analysis	Better understand the fundamentals of Transactional Analysis and use this knowledge to better manage own behaviour and influence the behaviour of others.
Communication During Times of Change	<p>Communicate more effectively when change needs to be implemented.</p> <p>Be better able to convince others to 'buy-in' to a change programme.</p>
Delegating Authority (Tannenbaum & Schmidt)	<p>Understand the benefits and importance of delegating authority appropriately to other colleagues.</p> <p>Understand the Tannenbaum & Schmidt Continuum as a method for deciding what levels of authority to delegate.</p>