

## Achieving Outstanding Performance – Course Outline

**Duration:** 1 Day

**Audience:** Any aspiring or practising manager who wants to learn the tools to facilitate outstanding performance in their team.

**Overview:** A modern and refreshing take on what it takes to facilitate outstanding performance with your team. Whilst it looks at motivational theory it uses this as a springboard to identify practical actions each manager can take to create and sustain a truly engaged work team.

### **Indicative Content:**

#### **Motivation Overview**

- 💡 What is motivation?
- 💡 Where does motivation come from? (Exploration of Intrinsic and extrinsic Motivation)
- 💡 Busting Motivational Myths – card activity that negates some widely-held myths about motivation

#### **Motivation & the Link with Performance**

Who Owns the Zebra Activity

Fun activity that examines the link between motivation and performance. Activity debrief will include some of the following

- 💡 That motivational levels continually fluctuate during the task
- 💡 That individuals are driven by different motivational needs
- 💡 That performance and motivation to task are inextricably linked

#### **Different Types of Motivation**

A quick look at the different categories of motivators / motivational needs. The session will cover what they are and how they work but also that every individual has different motivational needs and that these needs change in relation to the situation/environment that they are in.

- 💡 Incentives
- 💡 Fear
- 💡 Achievement
- 💡 Growth
- 💡 Power
- 💡 Social

#### **10 Reasons People are Unmotivated**

# Leadership & Management Course Outlines

A short session looking at some of the most common reasons behind people who are unmotivated. These are all opportunities to get staff to reframe how they see things and get motivated.

## **Questionnaire – How Good are your Motivational Skills?**

A self-diagnostic tool for delegates to see where their current skill level sits in terms of being able to motivate others. This is a great lead into the remaining sessions about how to motivate others to achieve outstanding performance

## **How to Energise Your People to give Outstanding Performance**

This is a series of actions/steps that managers can take to motivate their teams & individuals to reach outstanding performance. It combines practical steps with well documented theory.

### **1. Check Your Assumptions about Your People**

This links to McGregor Theory X Theory Y and includes a questionnaire about their style and the implications of being a Theory X manager in terms of team motivation & performance

### **2. Eliminating Dissatisfaction**

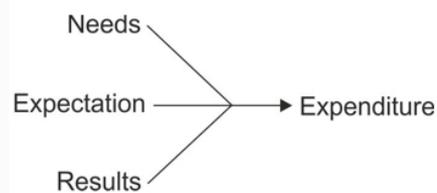
This utilises Herzberg's Motivation Theory mainly focussing on the Hygiene Factors that are active de-motivators if they are not in place or are inadequate. This will involve looking at the current workplace environment and how certain hygiene factors may be causing demotivation. It will also get delegates to examine what is within their power to remove de-motivators.

### **3. Personalising Your Approach to Motivation**

This session focusses the delegates on how each person needs to be motivated as an individual. Everyone will have different beliefs and values and therefore different motivational needs. The session will bring in a range of different motivational theories that managers can use to determine their team's personal motivators.

It will be delivered in the context of Charles Handy's Motivation Calculus (Figure 1) which links understanding individual personal needs and perceived expectations with the results of task achievement in order to determine the level of expenditure (effort & motivation) people will put into a task. In exploring individuals needs Handy used Maslow, Herzberg and McClelland's Theories.

Figure 1 – Handy's Motivation Theory



Although it sounds theoretical this session will culminate in concrete actions that can be taken back to the workplace.

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### 4. Become a Better Leader

This session links Leadership Style with Performance. The most motivational style of leadership being Transformational Leadership. A short look at Transformational Leadership and steps to becoming a transformational Leader. There will also be a short session on looking at Management by Objectives.

### Reflection & Action Planning

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# Leadership & Management Course Outlines

## Business Coaching Programme

**Duration:** 2 days

**Audience:** This course will be of great benefit to anyone who already has responsibility for leading and developing the performance of others, or is about to take it on.

**Group Size:** 6-12 (Over 6 people and there will need to be two tutors)

When coaching is done skilfully it yields lasting and cost effective results. Excellent coaching multiplies the effectiveness of what people have already gained through education, training and working experience and significantly enhances working relationships.

### Learning Outcomes:

- Understand what coaching is and is not
- Understand the key skills underpinning coaching
- Learn how to use the GROW model
- Be clear about the purpose of each stage of the GROW model
- Be able to formulate your own questions for each stage of the model
- Begin to build up you own toolkit of coaching resources
- Have the confidence to use the GROW model with your practice sessions and with future clients

As part of this programme there are formal coaching role plays where each participant is given detailed feedback to help inform their personal action plan.

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## Business Mentoring Programme

**Duration:** One Day

**Audience:** Workplace Mentors and Aspiring Mentors

**Group Size:** Up to 12 people

Whether it's some advice for a friend on helping them look for a new job, or guidance for a child embarking on their first day at school, many of us regularly use our knowledge and experience to help and guide others.

But this type of help and guidance isn't just useful for our friends and family – by mentoring in the workplace, you can help people increase their effectiveness, advance their careers, and create a more productive organization. Being a mentor can also be very rewarding

### Mentoring Programme Learning Objectives

- Understanding the mentoring relationship and theory related to mentoring
- Understand your responsibilities as a mentor or mentee
- The line manager's role
- Practice skills required to be an effective mentor and mentee

### Mentoring Programme - Content Overview

#### Defining Mentoring

- How it differs from coaching, counselling and training

#### What makes a good mentor/ mentee?

- Skills and characteristics of each

#### Helping mentees review their work performance

- Practical activity

#### Ingredients for a successful relationship

- Pairing mentors and learners
- The 'mentoring contract'
- Stages of the relationship

# Leadership & Management Course Outlines

## Establishing Mentoring

- Where to start, who to involve
- Introducing people to mentoring
- The position/role of the line manager
- Typical problems & how to avoid them

## Mentoring Skills Practice

- Live skills practice in small groups working on 'real' issues brought to the programme by participants. This can be made more realistic and interactive by using actors to role play either the mentor or the mentee or both roles whilst delegates coach the actors on how they should approach the various scenarios.
- Core principles of mentoring

## Action Planning

- Personal reflection
- Prepared a practical action plan for improving their mentoring skills

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# Leadership & Management Course Outlines

## Collaborative Working – Getting to a Win-Win Outcome

**Duration:** Two days

**Audience:** Leaders or Managers who would benefit from having a more collaborative approach

**Group Size:** Up to 12 people

Put simply, collaborative leadership is the type of leadership required to get results across internal or external organisational boundaries. And that means the leadership required to get value from the differences (in culture, experience, or skills) that lie in the organisations that sit either side of these boundaries. This means leaders investing time to build relationships, being ready to handle conflict in a constructive manner and, most importantly, being able to share control.

This module looks at how to influence, manage conflict effectively and negotiate to result in win-win situations.

This module is designed to give:

- An understanding of what influence means in an organisational setting
- An understanding of the basic influencing styles and the long term outcomes from using each.
- How to adapt your influencing style to achieve the desired outcome
  - Influencing to set goals
  - Influencing to gain commitment
  - Influencing to enthuse and energise
  - Influencing & the logical argument
- Using Transactional Analysis to influence the outcome of conversations & guide relationships
- Relationship between influencing & managing conflict
- Completion of a TKI conflict handling diagnostic and analysis of personal results
- Understanding the role of informal negotiation in the workplace
- Exploring the different types of negotiation bargaining processes and the implications of each
- Exploring the concept of power in negotiations and how to maximise your own power bases
- How to negotiate towards a win-win outcome
  - Integrative Bargaining Process
  - Integrative Bargaining Skills
- Personal Action Planning

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## Developing High Performance Teams – Course Outline

**Duration:** 1 day

**Audience:** Any aspiring or practising supervisor or manager that would like to learn some tools and techniques that will improve their teams performance.

**Overview:** The programme's aim is to enable delegates to develop a clear understanding of the importance of a sound and flexible approach to leading and developing a high-performance team. All content is designed to take a completely different approach and is highly participative and creative

### **Indicative Content:**

#### **What are high performing teams made of?**

A pragmatic look at the 4 essential building blocks that are required to make a high performing team.

-  Goals
-  Roles
-  Processes
-  Relationships

#### **Team Goals**

A look at all the different elements that collectively will flesh out team goals. This will be looked at from an organisational perspective including all the interdependencies between them.

-  Mission (Why we exist)
-  Vision (What are we trying to accomplish?)
-  Strategy (How are we going to do it?)
-  Long Term Goals
-  Tactics
-  Short/term Objectives

The participants will be issued with their team challenge for the afternoon. They will be given some time to flesh out the 'goals' for their team in relation to the exercise.

#### **Team Roles**

A look at the different elements that come under the heading of roles. Areas of team role will include;

-  Responsibilities
-  Commitments
-  Overlaps
-  Inter-dependencies
-  Skill Sets

# Leadership & Management Course Outlines

- 💡 Different roles (Functional, structural, maintenance etc)
- 💡 \*MTR-I or Belbin Team Roles

\*It is recommended that either the MTR-I (Management Team Roles Indicator) or Belbin Team Roles Questionnaires are completed prior to attending the course so that participants will have a detailed understanding of their Team Role as well as the theories behind them. These can be completed electronically on line.

The participants will be given a short opportunity to do some work on defining roles in light of the afternoons activities.

## Team Processes - How do we get stuff done?

This session will look at the myriad of different team processes that need to be considered if a team is to perform effectively. We will then look a some in more detail \*

- 💡 Business Processes
- 💡 Business Systems
- 💡 Policies & Procedures
- 💡 Problem Solving & Decision Making
- 💡 \*Managing Conflict
- 💡 Running Meetings
- 💡 Co-ordinating Work
- 💡 \*Behaviour - norms/ground rules
- 💡 Communications Loops

\*Use of the Thomas Kilman Conflict Instrument to look at the pros and cons of different conflict handling styles in relation to effective teamwork. Activity for the participants to experience a conflict scenario within a team setting.

Use of the Shannon Weaver communications model to highlight the need for 2 way communication and gathering feedback.

## Team Relationships

A brief look at the elements that need to be in place to have effective functioning relationships within a team. We will look at the following concepts;

- 💡 Respect
- 💡 Trust
- 💡 Communication & Feedback
- 💡 Influencing & Negotiation

There will be some short activities to look at each of these elements and how they are interdependent on one another.

# Leadership & Management Course Outlines

## Team Activity

This complex team challenge is designed to get the teams to put into practice everything they have learned so far. The team leadership will change every 30 minutes so that everybody gets to experience leading the team throughout the different challenges.

The team challenge will be designed in such a way that they must complete all elements of it in order to reach their ultimate goal. Each activity will have a set of explicit instructions including clarity of success/failure.

## Action Planning & Evaluation

Following the debrief of the team Challenge, individual participants will be given the opportunity to complete individual action plans for when they get back to the workplace.

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# Leadership & Management Course Outlines

## Discovering the Leader in You

**Duration:** 1 day

**Audience:** Leaders and Managers who are new to the role or need to get back to basics

**Group Size:** Up to 12 people

Personal leadership is the leadership of the self. It is the ability to define a direction for your leadership and life, and to move in that direction with consistency and clarity. When you practice personal leadership, you lead from the inside out.

This module is designed to give:

- Daniel Goleman Emotional Leadership Styles- understanding, what they are, when to use them and how to develop them
- A mechanism by which to stop reacting and start responding to situations
- An insight into intention vs. Perception and the impact this can have on one's leadership style
- Tools to improve leadership ability through an understanding of how motivation links to performance
- The ability to manage one's own performance as a leader by gaining insight into personal leadership strengths and weaknesses
- Use of the MBTI diagnostic tool throughout to give insight into own personality type and its implication for developing leadership capability

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## Engaging Leadership

**Duration:** Two Days

**Audience:** Leaders and Aspiring Leaders

**Group Size:** Up to 12 people

The programme's aim is to enable delegates to develop a clear understanding of the importance of a sound and flexible approach to leadership. This includes a full understanding of vision, mission and goals and alignment within the organisation. Additionally, delegates will gain a clear view of both their own and others' leadership style, approach and behaviour – aligned to the concept of emotional intelligence. A number of models, concepts and techniques are used, including review of MBTI questionnaire, providing an accurate self-image. The MBTI diagnostic also includes an opportunity for delegates to prepare an individual development plan.

### Aims of Programme:

- To develop a broad understanding of different leadership styles and how to apply these effectively in a modern organisation.
- To develop an understanding of your own natural style and leadership approach.
- To develop the ability to choose the appropriate style to fit the situation.
- To maximise the level of staff engagement by adopting the appropriate style

## Indicative Content

### Introduction to Leadership

- What is it?
- Difference between Management & Leadership
- Getting the balance right
- Different elements of Leadership – Leading Self, Leading Others, Leading Change, Leading 'it'.

### Introduction to Engagement

- What engagement means
- Why it's important in a modern organisation
- Methods of engaging staff

## Emotional Intelligence

# Leadership & Management Course Outlines

- What is it?
- It's importance to effective leaders – especially in communication
- Completion of an EI diagnostic
- How to develop EI further

## **MBTI**

- What is it?
- What it is used for?
- The premise of preference
- Understanding your 'Best Fit' Type
- Understanding how to communicate effectively with different 'types'
- Personal action planning

## **Leadership Theories:**

A detailed look at a wide range of leadership theories (styles & models) with a pragmatic approach to covering the content. Delegates will be asked to share their experiences of each of the leadership styles and look collectively at the pros and cons of each style. In addition to this the concept of staff engagement will be explored for each of the Leadership Styles/Models. A number of different diagnostic questionnaires will be used throughout the day.

- Trait Leadership
- Behavioural Leadership
- Situational Leadership
- Transactional Leadership
- Transformational Leadership
- Dispersed Leadership
- Ethical Leadership

## **Leadership & Power**

- What is power & where does it come from?
- Building your power bases as a leader

## **Building Flexibility into Leadership Style:**

- Situation analysis
- Desired outcome
- Choosing the most appropriate style for the situation & desired outcome
- Drawing on your Emotional Intelligence – Emotional Bank Accounts
- Influencing & Leadership
- Having a contingency plan

## Action Planning

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## Engaging Manager

**Duration:** One Day

**Audience:** Middle Managers and Aspiring Middle Managers

**Group Size:** Up to 12 people

### Course Aims:

This course is aimed at established middle managers & aspiring middle managers. This one-day programme is aimed at exploring basic best practice around being an 'engaging manager' and serving as a foundation piece for learning future management skills.

### Pre-course Work:

MTR-I on line Questionnaire

### At the end of this programme delegates will:

- Understand the importance of Emotional Intelligence for Leadership
- Understand the importance of Leadership within the management role
- Understand management and leadership styles
- Know how to review your own preferred leadership style and the potential impact on the workplace and the team

## Leadership in the Management Role

This session introduces the organisational context of being a manager/leader and how it is much more difficult and skilled role than previously.

- Activity to determine the difference between management & leadership (utilising John Adair's research)
- What is management & What is leadership
- Questionnaire to determine individual participants balance between management & leadership
- Implications of being manager versus leader

## Emotional Intelligence & Leadership

Introduce participants to the concept of emotional intelligence and how integral it is in order to perform the role of an effective leader/manager.

- What is Emotional Intelligence

# Leadership & Management Course Outlines

- IQ versus EQ and how the 2 interact
- Completion of an emotional Intelligence Questionnaire and a look at the results
- Emotional Intelligence Competencies and Sub Skills
- Selection of videos to explain some of the concepts.

## Engagement

- Understanding what is meant by Engagement
- Some statistics reference engagement – CIPD
- Models of Engagement
- How engagement fits with the management/leadership role

## Leadership Models

This session introduces the delegates to a range of different leadership models. Each model has a questionnaire associated with it which the delegates complete. The key elements of this session is the description of the model but more importantly the implications of adopting a particular leadership style.

- Trait Theory
- Theory XY
- Blake & Mouton Managerial Grid
- Hersey Blanchard Situational Leadership

These theories can be substituted with different models which are more appropriate to the organisation.

Fundamentally, the delegates need to understand that no one style fits every situation and they need to adapt their style based on the outcome they wish to achieve.

## Leading Teams

This session looks at some of the fundamentals of leading teams in order to get the best out of them.

- Understanding the difference between groups and teams
- Bruce Tuckman Model – understand how groups become teams
- What makes high performing teams (Goals, Roles, Processes & Relationships)
- Job Roles versus Team Roles
- Introduction to MTR-I (Management Team Role Indicator)
- Examination of MTR-I Questionnaire Results
- Implications of over/under representation of team roles.

## Personal Action Planning

## Leadership & Management Course Outlines

- Delegates prepare their own action plan to improve their management style.

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# Leadership & Management Course Outlines

## The Power of Organisational Culture & How to Harness it

**Duration:** One Day

**Audience:** Leaders or Senior Managers

**Group Size:** Up to 12 people

An organization's culture is the sum total of its leadership's collective attitudes, values, norms, traditions, precedents, and past practices. Organizational culture is the most powerful force available to help or hinder organizational change. Organizational culture influences performance standards, how people communicate, make decisions, seek innovation, and address conflict - all of the components that are critical to organizational culture and leadership success.

Because organizational culture most often operates outside the awareness of leaders, they are the "hidden" forces that threaten to defeat even the most well-intentioned change efforts. Even the best proposed strategy for organizational change can fail to succeed in the long term because the organizational culture is embedded and unrecognized, and so works directly against changes.

This module is designed to give:

- 💡 What is culture? Defining organisational culture adequately.
- 💡 Understanding the different types of culture that exists within organisations and the implications of each type of culture on the business & its employees.
- 💡 Understanding and utilising the 'Cultural Web' within an organisation to more effectively embed change
- 💡 One culture or many cultures – understanding how this operates within an organisation – how to incorporate different cultures into business initiatives.
- 💡 Projected Culture versus the Real Culture – understanding the different elements of your culture and how to incorporate them into your leadership style and approach to change.
- 💡 Understanding the relationship between organisational culture and organisational capability

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# Leadership & Management Course Outlines

## Developing into a Credible Leader – Establishing Credibility & Inspiring Trust in Others

**Duration:** One Day

**Audience:** Leaders & Managers wanting to actively develop their personal credibility

**Group Size:** Up to 12 people

Credible leaders attract enthusiastic and committed followers, and people want to work for them. But credibility is important in many areas, not just in leadership roles. The root of the word "credibility" is "credo," which means "I believe" in Latin. Put simply, credibility is the feeling of trust and respect that you inspire in others. No single thing creates credibility. Rather, a combination of things must be in place for you to establish it.

This module is designed to give:

- 💡 An understanding of what credibility is and why it's important for Leadership
- 💡 Understanding the building blocks to developing personal credibility as well as Leadership Credibility
- 💡 Tools & Techniques that will enhance credibility
  - Being open & Honest
  - Continuous self-improvement/development
  - Being competent (technically)
  - Being resilient
  - Action-oriented
  - Being focussed
  - Being accountable
  - Being loyal
  - Inspiring trust
  - Being respectful
- 💡 Walking the Talk
- 💡 Action Planning

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## Managing & Leading Change

**Duration:** Two days

**Audience:** Leaders or Managers who would be expected to Lead and Manage effective organisational change

**Group Size:** Up to 12 people

Change truly is a constant in the modern organisation. In fact, the pace of change is getting faster and faster and Managers/Leaders often lack the clarity of thinking and the practical skills to be able to deal with it effectively. Whether it's a change you are instigating or a change that you've been left to implement or even if you need to keep your team inspired and informed during the change it requires a myriad of different skills.

Given the number of changes Senior Managers and their teams may be dealing with at one time, it is no surprise that not all changes are accepted and embedded. This workshop looks at the practicalities of leading a successful change from inception to fruition.

The Leading Change workshop covers the following areas:

 **Guises of Change**

In order to lead change successfully you need to fully appreciate the size, shape and potential impact of the change. This is an introductory session into the various guises of change and the implications of each.

 **Leading versus Management of Change**

There is a fundamental difference between managing change and leading change. This session examines the differences between the who and how they influence the success of implementing successful change.

 **Why Change Fails**

"Hindsight is a wonderful thing" & "Forearmed is forewarned" Learn valuable lessons from others mistakes. Develop your own change armoury that avoids common errors when implementing change

 **Emotions & Change**

Understand the range of emotional responses to change. How to manage your own and others emotions consciously in order to speed up acceptance of change. Tips for dealing with resistance to change.

 **The Role of the Change Leader**

The role of change leader is a broad and diverse one which covers a whole myriad of skills. Utilising a framework to plan concrete actions that will embody you as a change leader.

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## Leading Through Emotional Intelligence

**Duration:** Two days

**Audience:** Leaders or Managers who needs to develop their Emotional Intelligence

**Group Size:** Up to 12 people

This module examines the role of emotional intelligence in developing great leaders. Emotional intelligence (EI) is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people.

For leaders, having emotional intelligence is essential for success. After all, who is more likely to succeed – a leader who shouts at his team when he's under stress, or a leader who stay in control, and calmly assesses the situation?

This module is designed to give:

- 💡 An understanding of what Emotional Intelligence is and how it differs from general intelligence.
- 💡 An in depth understanding of the five emotional intelligence competencies and the skills required for each
- 💡 Development of a toolkit to master Emotional Intelligence
- 💡 An understanding of the link between values, thinking, emotions and behaviour specifically understanding how to modify behaviour
- 💡 Challenging Limiting Beliefs and turning them into Liberating ones
- 💡 Understanding Thinking Errors & how to Reframe them
- 💡 Understanding the link between Emotional Intelligence and Personal Resilience
- 💡 Strategies for Developing Personal Resilience
- 💡 Use of a variety of validated diagnostic tools to indicate current levels of emotional intelligence and resilience

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## Manging Conflict Constructively – Course Outline

**Duration:** 1 day

**Audience:** Maximum of 6 participants

This course is aimed at employees who manage people as part of their role. The programme looks at how to improve their communication style to ensure clarity of message and ensuing action. In addition, it looks at how to handle conflict situations constructively so that conflict does not escalate and effective working relationships are maintained.

### Learning Outcomes

By the end of the course participants will;

- 💡 Understand what effective communication is and where it can go wrong
- 💡 Utilise tools and techniques to get their message across assertively
- 💡 Understand how to better manage their emotions to reduce conflict and maintain working relationships
- 💡 Understand their preferred conflict handling style and the implications of using the style
- 💡 Have practised using a communications framework to minimise conflict in a series of role plays (and received personal feedback on these)
- 💡 Have developed a personal action plan that can be taken back to the workplace and the skills practised

### Indicative Content

#### Communication

- 💡 What is the purpose of communication – to understand one another
- 💡 Where communication goes wrong – barriers
- 💡 Building blocks of effective communication – imparting information, listening, asking questions
- 💡 Stating clear specific instructions – considering the audience/reception of message
- 💡 The power of Non-verbal Communication – it ain't what you do but the way that you do it!

#### Emotional Intelligence for Managers & Supervisors

- 💡 Understanding what emotional intelligence is and how it can assist with effective communication and conflict management
- 💡 Emotional Intelligence Questionnaire to highlight own level of emotional intelligence

#### Conflict Management

- 💡 Understanding what conflict is and the range of conflict

## Leadership & Management Course Outlines

- 💡 Understanding the different conflict handling styles and the implications of using each
- 💡 Completion of a conflict styles questionnaire (this can be done pre-course on-line)

### **Communications Framework for handling Conflict Scenarios**

- 💡 Interests-based relational approach – getting to a Win-Win outcome

### **Role play scenarios**

Based on real life scenarios/case studies, the participants will be paired with another delegate to role play the conflict handling situation which will enable them to practise some of the skills learned on the programme. The tutor will observe each session (6 in total) and give the 'manager' feedback on how they handled the conflict scenario.

### **Personal Action Planning**

- 💡 How to take what they have learned back to the workplace. Skills they feel they might need to work on.

### **Considerations:**

This is quite a lot of content to go through in a single day – it can be done but it's likely to be a full 9 to 5 day (or whatever, normal working hours are).

To save some time on the day it is suggested that participants complete the TKI Conflict Questionnaire prior to the course and this can be done on line and the tutor will bring the reports to the session. (There is a charge per person for completing the questionnaire – prices on request).

To make the role plays as realistic as possible, the tutor will need to spend some time talking to the appropriate people to develop a variety of case studies with a brief for the 'manager' and a brief for the person role playing the difficult member of staff.

The final consideration would be whether you wanted to video record each person doing their role play and the feedback they receive so they can look at it in their own time.

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## Mentoring Skills Programme

**Duration:** One Day

**Audience:** Workplace Mentors and Aspiring Mentors

**Group Size:** Up to 12 people

Whether it's some advice for a friend on helping them look for a new job, or guidance for a child embarking on their first day at school, many of us regularly use our knowledge and experience to help and guide others.

But this type of help and guidance isn't just useful for our friends and family – by mentoring in the workplace, you can help people increase their effectiveness, advance their careers, and create a more productive organization. Being a mentor can also be very rewarding

### Mentoring Programme Learning Objectives

- 💡 Understanding the mentoring relationship and theory related to mentoring
- 💡 Understand your responsibilities as a mentor or mentee
- 💡 The line manager's role
- 💡 Practice skills required to be an effective mentor and mentee

### Indicative Content:

#### Defining Mentoring

- 💡 How it differs from coaching, counselling and training

#### What makes a good mentor/ mentee?

- 💡 Skills and characteristics of each

#### Helping mentees review their work performance

- 💡 Practical activity

#### Ingredients for a successful relationship

- 💡 Pairing mentors and learners
- 💡 The 'mentoring contract'
- 💡 Stages of the relationship

#### Establishing Mentoring

- 💡 Where to start, who to involve

## Leadership & Management Course Outlines

- 💡 Introducing people to mentoring
- 💡 The position/role of the line manager
- 💡 Typical problems & how to avoid them

### **Mentoring Skills Practice**

- 💡 Live skills practice in small groups working on 'real' issues brought to the programme by participants. This can be made more realistic and interactive by using actors to role play either the mentor or the mentee or both roles whilst delegates coach the actors on how they should approach the various scenarios.
- 💡 Core principles of mentoring

### **Action Planning**

- 💡 Personal reflection
- 💡 Prepared a practical action plan for improving their mentoring skills

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## Performance Management Fundamentals – Course Outline

**Duration:** 1 day

**Audience:** Practising or aspiring managers who are responsible for the day to day performance of individuals and/or teams who want to be able to get the best out of their people.

**Overview:** A practical introduction to Performance Management. Insight into the fundamentals that need to be in place to effectively manage performance in the workplace.

### Indicative Content:

- 💡 Commercial Aspects of Performance Management
- 💡 The different dimensions of performance management
- 💡 Line Managers role in performance management
- 💡 Formal & Informal Performance Management Techniques
- 💡 Assessing Performance Levels - Skill/Will Matrix
- 💡 Motivation and Performance
- 💡 Making Assessments Fair & Objective
- 💡 Performance Management Cycle
  - Objective Setting and Performance Standards
  - Monitoring Techniques
  - Reviewing Performance
- 💡 Constructive Feedback & It's Role in Performance Management
- 💡 Addressing Performance Issues
  - Identifying Performance Gaps
  - Challenging Poor Performance Constructively
  - Performance Improvement Plans
- 💡 Moving from Performance Management to Discipline Procedures
- 💡 Case Study

An in-depth case study where participants will put all their learning into practise and identify performance issues, make recommendations as to courses of action to either improve performance and also to recognise when formal disciplinary procedures are required.

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# Leadership & Management Course Outlines

## Performance Management & Coaching – Course Outline

**Duration:** 2 days

**Audience:** Anybody who is responsible for managing the performance of others in the workplace

### Course Overview:

Competent managers successfully manage the performance of individuals and their teams. This involves raising the game of underperformers and sustaining peak performance from high flyers. Effective performance management is a motivating and supportive process; coaching and mentoring are vital skills of the modern manager that provide the tools to develop capability.

### Indicative Content:

- 💡 The skills to engage individuals so they will want to work with you rather than for you
- 💡 The principles of coaching, so that you can use a style and approach that is appropriate to each individual's knowledge and experience
- 💡 A practical experience of the GROW coaching process, so you can help individuals improve their effectiveness without "telling them what to do"
- 💡 Understanding of how adults learn from experience, so you can help individuals learn from everyday experiences
- 💡 Knowledge of how to identify and respond to individual's different learning styles so that learning opportunities can be identified and exploited most effectively
- 💡 A proven performance management process, so you can use it with confidence and consistency
- 💡 The skills to give positive feedback, so you can use it to maintain performance and motivate individuals
- 💡 An understanding of the most effective ways of dealing with poor performance, so that you can deal with similar issues with confidence and achieve a positive outcome
- 💡 Approaches to maintain excellent performance in a variety of circumstances
- 💡 A motivational coaching and performance management action plan

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## Setting Strategy & Direction – Course Outline

**Duration:** 1 day

**Audience:** Managers who are required to produce a strategy and execute it successfully.

**Overview:** Practical and pragmatic tools and techniques to create a strategy and turn this into manageable business plans which can be executed throughout the organisation.

### Learning Outcomes:

- 💡 Understand how business planning fits in with the organisational strategy.
- 💡 Understand a variety of business planning analysis tools.
- 💡 Understand how to define the key stakeholders for the plan and undertake a stakeholder analysis.
- 💡 Demonstrates key business planning skills and associated tools.
- 💡 Can effectively conduct risk management activities for a business plan
- 💡 Selects appropriate solutions and implement them should problems arise in the implementation of the business plan.

### Indicative Content:

#### Understanding business strategy – what drives the strategic vision

- 💡 Understanding the relationship between strategic, operational and personal planning
- 💡 Understanding the company's planning system and methodology
- 💡 Producing plans in line company strategy

#### Overview of Key Business Planning Tools and Techniques

Understanding the Responsibility and Accountability in planning

- 💡 Setting objectives – SMART and SMARTER
- 💡 Stakeholder analysis and plans
- 💡 SWOT & PEST analysis and planning
- 💡 Defining Key Result Areas

#### Elements of a Business Plan

- 💡 An overview of the key elements that should be considered and included in a business plan.
- 💡 Key areas include risk assessment and the consideration of quality.
- 💡 Dependencies and interdependencies within a business plan

#### Stakeholder Analysis

# Leadership & Management Course Outlines

- 💡 Understanding who your key stakeholders are and what their individual requirements are

## **Risk Analysis**

- 💡 Understanding the risks within a business plan and how to build in contingencies.
- 💡 Understanding the need for flexibility within a business plan

## **Communicating Business Plans**

- 💡 A framework for communicating your business plan in order to develop understanding and buy-in from the key stakeholders.

## **Overview of Key Problem Solving Tools & Techniques**

- 💡 Analysing problems, identifying solutions and implementing solutions to suit each situation.

## **Monitoring Plans**

- 💡 Tools for ensuring project and business plans remain on track and deliver the required results

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# Leadership & Management Course Outlines

## Strategic Thinking

**Duration:** Two days

**Audience:** Leaders or Managers who would benefit from having a more strategic approach

**Group Size:** Up to 12 people

In this module we apply what the field of strategic leadership, pulling back our learning to look at the broad impact of leadership and the ways in which to put strategic leadership skills into practice.

This module is designed to give:

- 💡 An understanding of how strategy operates within your organisation
- 💡 The leadership context in developing and implementing strategy
- 💡 Be conversant with the principles and practice of strategic thinking
- 💡 Establish a baseline for our own strategic expertise
- 💡 Have a well-developed strategic perspective on the organisation
- 💡 Be able to highlight methods of turning the strategy into operational specifics
- 💡 Know how to use a pragmatic framework for strategic review
- 💡 Recognise the operational constraints and opportunities available to senior management
- 💡 Understand organisational structures and the psychology of organisations
- 💡 Identify the barriers to strategic planning and how to overcome them
- 💡 Use tools and techniques to aid in the planning process
- 💡 Understand and implement strategic leadership
- 💡 Motivate their teams and individuals
- 💡 Understand the importance of a communications plan

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# Leadership & Management Course Outlines

## Team Build Activities

We use a variety of different outdoor team activities which can be conducted within the grounds of a hotel – as long as there is reasonable space to do so.

The activities are designed to test some key skills such as team-working, communication, trust, problem solving, creativity, giving instruction and motivation to name but a few.

The activities are all fun and engaging with minimum physical impact upon the participants – although they all involve some physical element. All the activities will be fully risk assessed before use.

## Team Build Scenarios

At KSA we can devise a bespoke scenario to ‘develop your team’, ‘improve communication’, test ‘leadership skills’ or to ‘develop creativity’; the choice is yours.

A key element of the event is a de-brief which links behaviour displayed on the event with workplace behaviours.

In addition to the de-brief, an action plan is incorporated – ensuring that the delegates learning is transferred back into the workplace.

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