Leading in a Hybrid World

Overview

This programme will lay the foundations for strong leadership skills. On each of the first three days, the training will look at a number of topics and, as we go through these we will consider the challenges/opportunities that hybrid working brings. These thoughts will be collated and Day 4 will be spent entirely on discussing hybrid working/management, best practice and positive outcomes.

Day 1 It's all about you!!

This day is all about you, your behaviours and values, your skills, your preferred style of leadership and personal accountability.

Module 1

EXPECTATIONS OF A MANAGER

Developing an understanding of the skills required to perform successfully as a manager. This module looks at the importance of individual and company values and how these link to behaviours.

It also looks at the balance between task and people management and discusses the reality that what makes you a good practitioner does not necessarily make you a good manager.

Objectives

- To understand our individual Values and link these with our Behaviours
- To understand the expected Values and Behaviours of a Manager
- List 6 Key Management Behaviours
- Map these Behaviours to the associated Skills & Competencies

Module 2

PERSONAL PROFICIENCY

Delegates will develop a greater awareness of how their behaviour impacts on their direct reports and on other teams that they may be connected to. They will recognise how their behaviour affects other people and understand that this becomes even more important when they lead others (It would be very helpful if delegates had a PPA or DISC profile to use with this module).

Objectives

- Define personal proficiency
- Identify areas for self-development
- Understand your own leadership style preferences and how they are likely to impact how you interact with your team
- Describe methods to match leadership styles to individual employees

Module 3

ACCOUNTABILITY

Delegates will be introduced to the 'Accountability Ladder' offering a common language of success and enabling them to see where they, and members of their team, are sitting between a 'victim' and 'victor' mentality.

Objectives

- Understand the definition of personal accountability
- Understand the language of accountability
- Learn how to move up the ladder from 'victim' to 'victor' mentality

Day 2 Communication is Key!

This day is all about communication at every level: individual, team, virtual, face-to-face, in difficulty and in celebration.

Module 1

COMMUNICATION

Delegates will recognise the importance of communication in running teams and the impact that body language, listening and tone of voice can have. They will understand that managers play a key role in establishing clear lines of communication within an organisation and that through good communication you can achieve a more productive and satisfying work environment.

Objectives

- Describe the importance of communication skills as they relate to management
- Differentiate between open and closed questions
- Explain the concept of "degrees of openness"
- Identify different levels of listening
- Explain the importance of tone of voice and body language
- Explore the additional challenges of communicating in a hybrid environment

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Module 2

MANAGING CONVERSATIONS: CONFLICT, DIFFICULT AND WELLBEING

Delegates will understand their own conflict style and how their behaviour impacts on others. From this they can identify personal strategies to respond effectively to conflict.

They will also learn to identify the conflict style of others and will be able to use positive communication methods to influence those around them. We will also look at how to manage conversations around wellbeing and dealing with difficult issues.

Objectives

- Identify the four major causes of conflict Identify your preferred conflict management style
- Use "I" statements for effective communication Identify personal strategies to respond effectively to conflict
- Types of wellbeing conversation
- Establishing boundaries
- Planning the conversation
- Using the G.R.O.W. model of coaching
- Protecting your own wellbeing whilst supporting others' difficulties

Module 3

MOTIVATION & RECOGNITION

Delegates will assess and understand their own motivators but will also understand and remember that everybody is motivated by different things at different times.

They will learn how to use Maslow's Hierarchy of Needs to help build increased awareness of how to build a motivational environment. They will also understand the benefits of recognition and reward with regard to decreased staff turnover, higher employee productivity, increased employee engagement and improved customer satisfaction.

Objectives

- Understand personal motivators
- Learn to recognise and adapt to the motivation style of others
- Recognise the benefits of timely recognition and reward
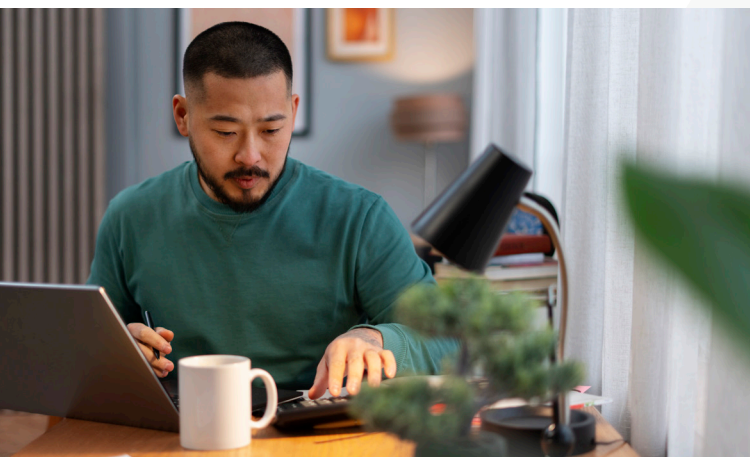
Day 3 It's all about them!!

The third day is dedicated to getting the very best out of your team: helping them to progress at the right pace and differing opportunities for growth when appropriate. It also looks at what to do when productivity and progress are not as you would wish.

Module 1

PERFORMANCE & BEHAVIOUR MANAGEMENT

Delegates will recognise the benefits of Performance Management for both themselves and their team and will understand that Performance Management is a continuous process helping managers to:

- Set and communicate performance expectations (Determine the Right Goals)
- Review and appraise performance (Assess Employees Performance and provide ongoing coaching and feedback)
- Enable development opportunities
- Recognise and reward performance (Link Rewards to Performance)

We also look at managing behaviour taking into account capability -v- conduct, bullying -v- harassment, and dealing with poor performance.

Objectives

- List the five fundamentals of People Leadership
- Define Performance Management
- Describe your role in Developing Talent
- Create a Development Plan

Module 2

DELEGATION

Delegation is one of the true arts of leadership that, once mastered, can reap many rewards including:

- giving you the time and ability to focus on higher-level tasks,

- giving others the ability to learn and develop new skills,

- developing trust between workers, improving communication, efficiency, productivity, creativity and time management.

It also gives employees a heightened sense of value and importance.

Objectives

- What is delegation and why do it?
- When to delegate
- Delegating responsibility and authority
- Communication and recognition

Continued overleaf

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Day 4 Mastering Hybrid Management

So far, this programme has laid the foundations for strong leadership skills. On each of the first three days, we covered a number of topics and rounded each one off by considering the challenges/opportunities that hybrid working brings. These thoughts are collated today and, with all the learnings of the course so far, we will now look at how we can achieve optimum success with hybrid working/management, best practices and positive outcomes.

In addition to any topics raised throughout the course, we will also look at:

1. Communication

2. Culture, Trust & Engagement

3. Time and Meetiting Management

4. The Hybrid Mindset

People managers are challenged to consider the specifific issues that hybrid and home-working present in these areas and supports them to fifind the answers that are the best fifit for their team and organisation.

Day 4 will round off with a short presentation from each delegate on their experience/learnings from the entire course.