Proposal to develop the Team Leaders at [client name redacted]

This proposal outlines some ideas to raise the team leader's skills at [client name redacted]. You are keen to develop their skills, confidence and independence so that they can competently run the day to day activities in their departments. This will enable you to focus your time on securing bids, in the knowledge that the teams are able to deliver both the existing projects, as well as the new ones. This will enable [client name redacted] to widen its impact and increase the number of people it supports.

It is proposed that a four-day team leading programme is run that will cover the key areas of:

- ✓ Conducting supervisions
- ✓ Time management
- ✓ Leading and managing a team
- ✓ Having Tricky Conversations

Additionally, we will conduct a Strengths Finder assessment for each delegate and provide feedback coaching and an additional team workshop day based on the findings, as detailed below.

1. Conducting Superivisions, 1:1s and Effective Communication

- ✓ Identify and overcome barriers to communication
- ✓ Check that your communication is understood not just heard
- ✓ Reduce the number of assumptions
- ✓ Identify the role of body language, voice tone and words when communicating
- ✓ Recognise the difference between 'intention' and 'behaviour'
- ✓ Communicating assertively down, across and up
- ✓ Set and review goals that are specific, measurable and have a time limit
- ✓ Give and receive constructive feedback
- ✓ Use effective questioning techniques including active listening, empathy, summarising, WIIFM and questioning (review)
- ✓ Use a range of coaching models to help structure a conversation
- ✓ Increase emotional intelligence
- ✓ Action planning

2. Managing Time & Resources

- ✓ Review of previous session on Conducting Supervisions and Effective Communication
- ✓ Recognise your current time management style
- ✓ Prioritise your tasks – what's urgent and / or important?
- ✓ Choose from a range of planning techniques to help you plan your day / week
- ✓ Manage interruptions – be ruthless with time and gracious with people
- ✓ Do your own job, not someone else's
- ✓ 'Delegate to develop, rather than dump through despair'
- ✓ Recognise your own time bandits – where do you lose time?
- ✓ Organise your diary, emails, desk and PC
- ✓ Manage your energy as well your time
- ✓ Help your staff manage their time
- ✓ Get and stay organised
- ✓ Action planning

3. Leading and Managing a Team

- ✓ Review of previous session on Managing Time and Resources
- ✓ Describe the qualities and characteristics of effective leaders and managers
- ✓ Describe the role of a team leader at [client name redacted]
- ✓ Differentiate between leadership and management
- ✓ Complete assessment on own situational leadership style
- ✓ Develop a flexible leadership style
- ✓ Identify the impact of own leadership style on team performance and motivation
- ✓ Audit of own team leading qualities
- ✓ Action planning

4. Having Tricky Conversations

- ✓ Review of previous session on Leading and Managing a Team
- ✓ Managing Time and Resources
- ✓ Address issues confidently rather than sweeping mistakes under the carpet
- ✓ Gather evidence to measure people's performance and behaviour
- ✓ Give effective feedback, using a selection of models
- ✓ Identify a range of 'poor attitudes' and manage them effectively
- ✓ Anticipate the other person's responses and how you'll respond
- ✓ Identify your own trigger points and how to manage these
- ✓ Prepare for a tricky performance-related conversation at work
- ✓ Manage performance-related conversations with more confidence
- ✓ Skills practice using scenarios written for [client name redacted]
- ✓ Action planning

The programme will run monthly from March – June. This will provide time between session for the Team Leaders to use the tools and techniques covered during the training and to report back on the results of this. The number of 'touch points' with the trainer provides valuable coaching opportunities, as part of the training, to help each team leader apply the tools with their team to get the maximum benefit.

Strengths Finder® – background information

Would you like to:

- *Identify the talents and strengths of your team?*

- *Enable your team to understand each other's strengths and talents to work together more effectively?*

- *Maximise these strengths and talents for the benefit of [client name redacted]?*

How often have you heard managers in organisations say *'Our people are our greatest asset'?* A more accurate phrase might be *'Our people's **Strengths** are our greatest asset'.*

What is the Gallup Strengths Finder®?

The Strengths Finder® assessment tool is an online questionnaire that measures the presence of 34 talent themes and provides individuals with their top "signature" strengths. By understanding and refining these talents, individuals and teams can find ways to play to their strengths in order to be more fully engaged and successful in their work.

"A great team member volunteers his strengths to the team most of the time."[i]

What are the benefits of knowing your staff's strengths?

Studies by Gallup show that companies who understand and develop their employees' unique strengths, and channel their employees' roles accordingly, have higher levels of staff engagement. This has resulted in higher levels of employee productivity, higher staff retention, higher levels of profit and greater levels of customer satisfaction[ii].

Clients we have worked with using Strengths Finder® have reported the following benefits:

- ✓ Greater levels of staff engagement
- ✓ Improved relationships with clients and customers
- ✓ Improved teamwork
- ✓ A language for articulating how different people work and thrive best

- ✓ Reduced conflict
- ✓ Higher energy levels for themselves and others
- ✓ Clearer strategic direction and planning
- ✓ Effective problem solving

Strengths Finder® is a Trademark of the Gallup Organization, Washington, D.C.

How does it work?

1. Initial discussions by phone

- ✓ To discuss your current situation and what you'd like to achieve from using Strengths Finder® with the team
- ✓ Discussion on business goals and how the work with Strengths Finder can be aligned to help achieve these
- ✓ This enables all the work to be tailored to your team at [client name redacted].

2. Onine Strengths Finder® assessment

We use the online Strengths Finder® assessments available from the Gallup web site www.gallupstrengthscenter.com.   Take the Strengths Finder® assessment to discover your **top 5 Strengths**. Your report will show you how your dominant talents help you excel, so you can begin your path to better performance and higher engagement. Intended as an introduction to strengths, this solution is ideal for people who want a quick, focused approach to strengths-based development.

A report which reveals the full 34 strengths is available. Most companies choose the report of the top five strengths.

3. One to One phone calls to discuss the results

This involves a one-on-one individual coaching session with the qualified coach. The scope of this session will vary depending on your needs and will be agreed between us. The aim of the call is usually to enable staff to:

- Develop their understanding of their individual strengths

- Make connections between their strengths and what they do well at work

- Identify the 'shadow side' (weaknesses) of any of their strengths and where this can cause difficulties for them

- Identify ways to capitalise on these strengths to achieve excellence at work

- Draw up a plan to actively put their strengths to work, including preparation for the Team Day exploring how they can actively use their strengths within the team

Typical phone call length is 30 mins.

4. Strengths Finder® Team Day

Purpose

To enable staff to understand each other's strengths and how they can work effectively together to achieve [client name redacted]'s targets.

1. Strengths Finder® Team Workshop

The scope of this 3-hour session will vary depending on [client name redacted]'s needs and will be discussed during our initial conversations.   The session will help staff to:

- ✓ Consolidate their understanding of their individual strengths
- ✓ Share their top 5 strengths with the rest of their team
- ✓ Explain the benefits of knowing their own strengths and those of their colleagues

- ✓ Identify where their individual and team strengths fall into the four different categories of: Strategic Thinking, Executing, Influencing and Relationships
- ✓ Increase their self-awareness of the similarities and differences in strengths of other team members

- ✓ Discuss the 'shadow side' of their strengths and where this may cause difficulties for themselves, the team and others
- ✓ Articulate the reasons for the similarities and differences in the preferred ways of working / decision-making / energy levels / pace / communicating etc. within the team
- ✓ Identify how to manage their weaknesses

- ✓ Plan how these strengths can work most effectively together to achieve team goals and [client name redacted]'s targets
- ✓ Develop strategies to achieve greater results and productivity
- ✓ Plan how the team can move forward by capitalising on this new, shared strengths awareness.

What is the Strengths Finder® Team Day like?

It is highly interactive with activities, group discussions and practical tasks. The purpose is for the [client name redacted] team to explore how they can work together more effectively, to achieve business goals, using their knowledge of their own and other people's strengths. Action planning forms a central component so that it makes a difference at work.

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[i] Marcus Buckingham 'Leaders in London' Conference, Nov 07

ii Harter, James, K., Schmidt, F. L., Plowman, S. K., Blue, A. (2016) Q12 Meta-Analysis Report, Gallup, Washington