

Optimise

Equipping Supervisors and Managers to develop their people development skills



How many managers you know have had the opportunity to develop the core skills they need to lead and manage their people effectively?

In our work with organisations we regularly meet managers who don't feel sufficiently confident or competent to manage others as well as they would like. The impact of this can be far reaching for the individual, the team and the organisation; objectives are insufficiently crafted to support team and organisational needs, poor performance goes unrecognised or unchallenged and the skills and potential of the team remain untapped.

As a response to these challenges, we have developed *Optimise*, a four module skill development programme designed to enable Supervisors and Managers to:

- **Motivate and help others develop**
- **Manage and support their performance at work**
- **Help them to realise and achieve their potential**

In developing the programme we have drawn on our understanding of how organisations function and our deep appreciation of how people learn. We know the day-to-day challenges Supervisors and Managers face and the programme is practical, effective and highly engaging.

The Optimise Modules

The programme supports genuine skill development in the following essential areas:

- **Defining Objectives**
- **Assessing Performance**
- **Delivering Feedback**
- **Coaching**

All modules are delivered in-house. They can be taken individually or as part of an integrated programme.

Each module combines an appropriate blend of background reading, short written exercises and individual written feedback with a one-day face-to-face workshop allowing participants to:

- Learn basic concepts and tools at a time and place to suit them
- Explore ideas and approaches in a safe environment
- Receive focused feedback to help identify key development needs
- Practice and develop core skills in a supportive and engaging environment

Tailoring the Modules to Reflect Your Needs

Although *Optimise* is a proprietary workshop programme our preference is to tailor the content to reflect the systems, tools and practices used in your organisation, and to shape the delivery format to ensure a good fit with your culture. For us, this means we can get in tune with what people already know, understand more about the environments in which they work and learn how they operate. For you, it provides the opportunity to capitalise on what is already working well in your organisation and ensure alignment and continuity with other organisational activities.

If you would like to discuss how you might **Optimise** development, performance and potential in your organisation contact:

Katie Johns (Director)

Tel: +44 (0)1604 458 743 **Email:** Katie@irvingandirving.com

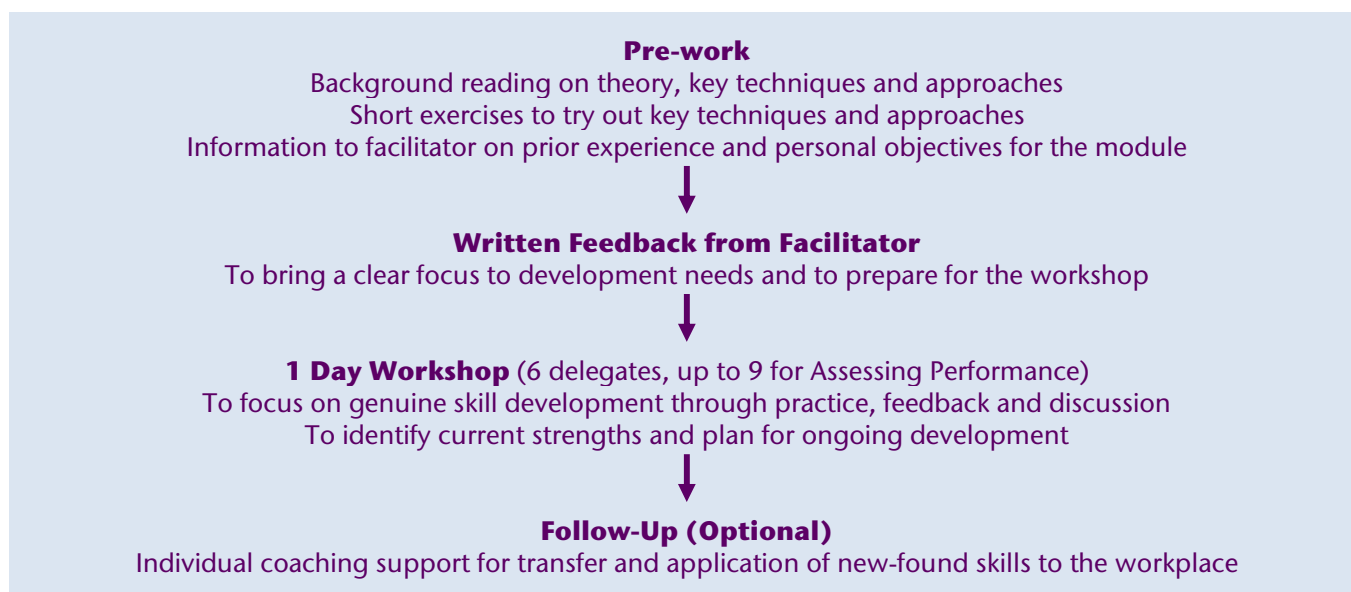
The *Optimise* Approach

In developing *Optimise* we have taken care to combine our deep understanding of how people learn with a realistic assessment of how much time Supervisors and Managers have available.

We have also drawn on our well developed understanding of the dynamics and emotions associated with performance at work, and our understanding of how organisations function.

Format

Each module comprises the following elements:



In addition, at the start of the programme, participants are given additional background reading on **Core Skills for People Development**, and **Optimising Your Learning**.

Our Approach to Facilitation

Throughout the *Optimise* programme we encourage participants to consider their preferred learning styles and to pay attention to how they use these to facilitate their own learning. In addition, our workshops incorporate a wide range of learning formats. Depending on the module, the preferences of the group and the key issues at hand we use as wide a selection possible from the following formats:

- Demonstration
- Small group work
- Storytelling
- Games
- Experiential exercises
- Role play with focused feedback from the facilitator, and from other participants
- Group discussion
- Learning logs
- Development planning for next steps

Overview of *Optimise* Modules

Defining Objectives

Overview

Clearly defined objectives help people at all levels in an organisation to focus their efforts appropriately and feel motivated to perform. They also play a key part in any coaching relationship to support development and release potential.

The Defining Objectives module of *Optimise* explores how the traditional SMART approach to objective setting can be extended, and applied successfully with individuals and teams in a variety of situations.

Module Objectives

- Increased understanding of how clearly defined objectives contribute to enhanced performance, and personal development
- Enhanced capability to define SMART objectives in a variety of settings
- A good working knowledge of different types of objective and the value of each
- A better understanding of how to define appropriate metrics against which to review objectives
- Awareness of the barriers associated with objective setting and ways to practically overcome them

Participant Feedback

'Very well prepared course which allows practical opportunities to experience the cycle from writing an objective to having conversations about it from various perspectives'

'The role play allowed valuable insight to the complexities of understanding / agreeing objectives – it was very challenging for me'

Assessing Performance

Overview

Assessing the performance of others is a core responsibility for Supervisors and Managers. How *well* it is done fundamentally impacts perceptions of fairness, the integrity of related HR processes and individual motivation to perform and contribute.

The *Assessing Performance* module focuses on assessing the behavioural side of peoples' performance 'on-the-job' as part of performance management and development and in the selection context (e.g. during assessment centres).

The module takes a critical and pragmatic look at what it takes to do this accurately and fairly within the constraints of other day-to-day demands.

Module Objectives

- A better understanding of how to assess accurately and fairly, including practical tools and techniques
- Increased capability to assess effectively in a variety of environments
- A good understanding of the role and value of competency and other performance frameworks
- Awareness of the biases and pitfalls associated with assessing others
- Increased levels of self-awareness

Participant Feedback

'Excellent put together with multiple exercises and clear job-related examples'

'It is good at generating self-awareness and helps you to distinguish facts from inferences'

'Go on it! It's vital to assess people fairly'

'Very useful practical course with a widely applicable content'

'Valuable investment of time for anyone who is already assessing or managing others'

Delivering Feedback

Overview

Delivering effective feedback is an essential part of any Supervisor's or Manager's role. It gives vital information to the person concerned regarding their behaviour, the impact it has and what alternatives there might be.

Despite the powerful role that feedback has, many people feel uncomfortable delivering it or find their approach less constructive than they would ideally like.

The *Delivering Feedback* module focuses on preparing and delivering constructive feedback to support development and enhance performance. It covers how this can be done in formal settings and during more informal, day-to-day exchanges.

Module Objectives

- Creating a positive mindset about giving and receiving constructive feedback
- Increased capability to give constructive feedback in formal and informal settings
- A good understanding of how best to receive feedback
- Awareness and comfort with the dynamics and emotions associated with giving and receiving feedback
- Awareness of the opportunities available for giving constructive feedback

Participant Feedback

'Excellent course – extremely worthwhile and thought provoking'

'The practical exercises helped me think through the issues and prepare for some real life issues'

'We had personal coaching and plenty of opportunities to practice'

'Very useful, practical day, useful for anyone who wants to take feedback seriously'

'What I liked best about the module was that it brought home the importance of constructive positive and negative feedback'

Coaching

Overview

Coaching provides a powerful alternative to more directive styles of management and has enormous value in unlocking people's potential to optimise their own performance.

The *Coaching* module provides an introduction to coaching and how it might be incorporated as part of the Supervisor's or Manager's wider role. It builds on the GROW model for coaching and explores how questions, rather than instructions or commands, can be used to truly engage others to support their own development and performance, and to fully realise their potential.

Module Objectives

- A better understanding of the principles and practices of coaching
- Appreciation of the value of coaching in the context of the managerial role
- Increased capability to use questions as part of raising a coachee's awareness and responsibility
- Increased personal confidence to coach in a range of workplace situations

Participant Feedback

'What I found most helpful was the confidence I gained from the practice sessions'

'The demonstration of coaching was really useful'

'The mini-coaching session was excellent as a starter. It was good to be given this 'trial' before going in to a full session which gave us the opportunity to get it 'right''

'What I found most useful were the practical tips for coaching'