



OPTIMISE: DEVELOP YOUR CAPACITY TO DEVELOP YOUR PEOPLE

When managers aren't managing – three far-reaching impacts

Time and again, we have met managers who feel they lack the confidence or competence to lead or manage others as well as they would like. The impacts of this – which can be far-reaching for individual, team and organisation - include:

- **Unclear Objectives** – insufficiently crafted to support team or organisational needs
- **Poor Performance** – that goes unrecognised or unchallenged
- **Untapped Potential** – whereby the skills of individuals and teams stay overlooked and underdeveloped.

OPTIMISE – specifically developed as a response to these challenges

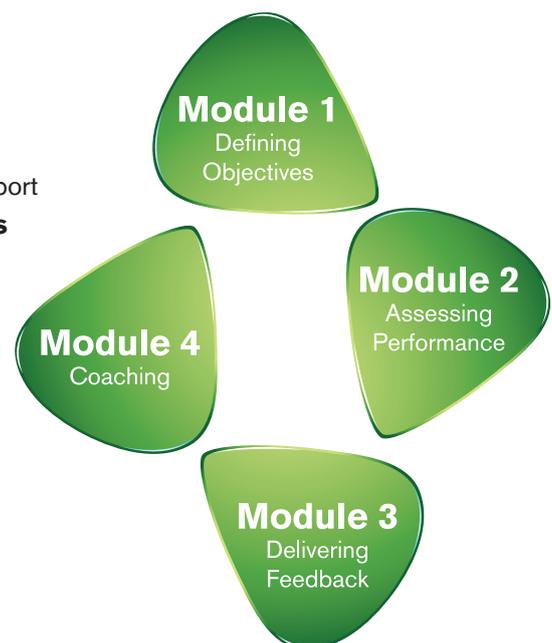
Knowing first-hand the day-to-day challenges faced by supervisors and managers, we created the **Optimise** programme to enable them to:

- **Motivate** and help others develop
- **Manage** and support their performance at work
- **Realise** and achieve their potential.

The four modules

The versatility of **Optimise** stems from its modular design. To support genuine skill development, we include a focus on **Learning Styles** and **Core Skills** as part of each module.

*For more detail about each module – and to learn how & why **Optimise** works – see the following pages.*



Approved by The British Psychological Society Learning Centre for the purposes of Continuing Professional Development (CPD).

MODULE ONE: DEFINING OBJECTIVES

“Allowed me valuable insights... and practical opportunities.”

Overview

Clearly defined objectives help people at all levels in an organisation to focus their efforts appropriately, and to 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.

The Aims of this module are to create:

- **An increased understanding** of how clearly defined objectives contribute to enhanced performance, and personal development
- **An 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
- **New 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.”

MODULE TWO: ASSESSING PERFORMANCE

“Go on it! It’s vital to assess people fairly.”

Overview

How supervisors and managers assess performance has a fundamental impact on:

- **fairness, actual and perceived**
- **the integrity of related HR processes, and**
- **the individual’s motivation to perform and contribute.**

By focusing on how to assess the behavioural side of people’s performance, this 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.

The Aims of this module are to create:

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

Participant Feedback

“Excellently 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.”

“Very useful practical course with a widely applicable content.”

“Valuable investment of time for anyone who is already assessing or managing others.”

MODULE THREE: DELIVERING FEEDBACK

“Excellent course... extremely worthwhile and thought-provoking.”

Overview

Delivering feedback can serve up vital information to the person concerned regarding: (1) their behaviour... (2) the impact it has on others... and (3) 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'd ideally like.

This 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 ad hoc, during day-to-day exchanges.

The Aims of this module are to create:

- **A positive mindset** about giving and receiving constructive feedback
- **An 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

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

“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.”

MODULE FOUR: COACHING

“What I found most helpful was the confidence I gained from the practice sessions.”

Overview

Coaching has enormous value in unlocking people's potential to optimise their own performance. It does this by providing a powerful alternative to more directive styles of management.

This module provides an introduction to coaching, outlining how it can be incorporated into a supervisor's or manager's wider role.

Rather than using instructions or commands, we explore how using questions can be used to truly engage people... to support their own performance development, and to help fully realise their potential.

The Aims of this module are to create:

- **A better understanding** of the principles and practices of coaching
- **An 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; to do this, we build on the well-established GROW model.
- **Increased confidence** to adopt a coaching approach in a range of work situations.

Participant Feedback

“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.”

OPTIMISE – HOW AND WHY IT WORKS

1. The modules you need – and no more

Optimise's flexible design means that modules can be taken individually, or together as part of an integrated programme.

2. Always delivered in-house

Having participants learn together *in situ* optimises both the cost-efficiency and the impact.

3. Tailored to your staff – and your organisation

Optimise is not only tailored to each new set of participants. Before delivering the programme, we prefer to tailor the content to reflect the systems, tools and practices that you're currently using. So we can capitalise on what is already working well in your organisation, and ensure alignment with other activities.

4. A common structure that works

Each of the four modules comprises the following elements:

(a) Preparatory Work (*including reading, short exercises and personal objectives that are fed to the facilitator before the day*)

(b) Facilitator Feedback (*to create readiness for the workshop and identify areas for attention*)

(c) A One-Day Workshop (*typically 9 participants for Assessing Performance and 6 for all other modules*)

(d) Follow-Up (Optional) (*Individual coaching and group support is available - so that new-found skills are successfully transferred and applied to the workplace.*)

5. A healthy mix of learning formats

To meet both the preferences of the group, and also the most pressing issues they're facing, we draw on a variety of learning formats that include:

Demonstrations . Experiential Exercises . Role and Real Play . Group Discussions . Games . Story . Learning Logs.

Irving & Irving Associates Ltd

25 Kingsley Road

Northampton

NN2 7BN

Tel: +44 (0)1604 458 743

enquiries@irvingandirving.com

www.irvingandirving.com