
Course Outline

Day one	am	Managing under-performance to achieve the win-win
	pm	Understanding personality types to build effective relationships
Day two	am	Managing difficult conversations – part one
	pm	Effective communication and behaviour
Day three	am	Managing difficult conversations – part two
	pm	Workforce wellbeing and performance
Day four	am	Mental health awareness to support effective line management
	pm	Effective performance management processes to build productivity Personal, team and organisational resilience to support workforce wellbeing

Minimum group size – 6

Maximum group size – 12

Cost per delegate - £599

(+ Trainer expenses depending on location)

Content includes:

- Defining expectations of performance, behaviour and attendance
- Managing escalating behaviours
- Communicating with influence
- The impact of engaged and dis-engaged staff
- Mental health awareness, introducing the conversation and signposting people to support
- Developing performance objectives to achieve tangible results
- Personal, team and organisational resilience

Line Management Training – Course Content

Managing under-performance to achieve the win-win

Managing under-performance, unacceptable behaviour or poor attendance can be a challenge. People generally don't like to be confronted with those issues and so Line Managers might be reluctant to address them, as they fear conflict and escalating behaviours. This session will help Line Managers to develop consistent policies and processes which support the effective management of staff issues, consider their current style of communication and develop ways to maintain their resilience during times of conflict. Dealt with effectively, Line Managers can achieve the win-win. They will address issues and communicate with confidence and their teams will feel supported and valued.

Content includes:

- A SWOT perspective on current working practices
- The value of a consistent approach
- Defining expectations of performance, behaviour and attendance
- A balance between developmental and positive feedback
- Communicating to manage your time assertively and effectively
- Maintaining your resilience

Understanding personality types to build effective relationships

Personality type is a key part of how a person communicates and behaves. With an insight into their own personality type and that of their team members, Line Managers can develop a greater awareness of how to communicate with, motivate and influence their team effectively. The session reinforces that there are strengths within each personality type and considers team profiles to identify the dominant and less-dominant traits of the team. We also consider the impact of stress and anxiety on an individual's personality type to support Line Managers to identify potential issues proactively.

Content includes:

- Valuing the differences between us
- Introversions and extroversions, thinking and feeling
- What a bad day can look like
- The impact of stress and anxiety
- Connecting effectively with different personality types
- Building the strength of your team

Managing difficult conversations – part one

Whilst it can feel uncomfortable to address an issue with a team member, a situation is unlikely to resolve itself if it's not discussed and unresolved conflicts can impact on effective team working significantly. This session will give Line Managers the tools to address issues assertively to secure positive outcomes and support the smooth-running of the team. Legacy issues, which have become embedded into the team's behaviours and can be particularly challenging to address, will be discussed as part of the session.

Content includes:

- The right environment for effective listening
- Planning, preparation and evidence
- Language, body language and tone to support success
- Managing the conversation to achieve positive outcomes
- Managing legacy issues effectively
- Communicating effectively with your team
 - The value of equality, kindness and compassion

Effective communication and behaviour

Effective communication and behaviour are key elements of managing under-performance and tackling difficult conversations but that remit extends beyond dealing with specific issues. By considering four communication styles, assertive language and behaviour, and communicating with influence, Line Managers can develop the skills to manage their teams effectively to reduce the likelihood of performance, behaviour and attendance issues developing. This session will include a practical exercise to support Line Managers to practice their skills in a safe environment.

Content includes:

- Communicating effectively with others
 - Passive, passive-aggressive, aggressive and assertive communication styles
- Communicating with influence
- Assertive language and behaviour to support success
- Effective communication and behaviour - practice and observation
- Psychological approaches to support understanding

Managing difficult conversations – part two

Dealt with calmly and professionally, most difficult conversations can result in successful outcomes. But sometimes a situation will escalate. This session will support Line Managers to deal with escalating behaviours assertively and confidently to achieve positive outcomes and manage the impact of the situation on their wellbeing effectively. We'll consider how to define expectations for change and monitor progress to secure tangible improvements.

Content includes:

- Managing escalating behaviours
- Managing the impact of confrontational behaviours
- Communicating effectively to identify their solutions
- Defining expectations for change
- Monitoring progress to secure effective outcomes

Workforce wellbeing and performance

A culture of workforce wellbeing can secure the effective performance, behaviour and attendance of its people. In this session, Line Managers will identify ways in which they can develop an effective workforce wellbeing culture to support the strength and resilience of their organisation. We consider the language and behaviours of workforce wellbeing to include role model behaviours and two-way communication. The session includes a practical exercise for Line Managers to tackle a difficult conversation in a safe environment.

Content includes:

- Organisational strength and resilience
- The language and behaviours of workforce wellbeing
- The impact of engaged and disengaged staff
- Developing and maintaining a culture of wellbeing
- Workforce wellbeing and performance conversations – practice and observation
- Next steps for embedding a wellbeing and performance culture
 - Managing people through change

Mental health awareness to support effective line management

People can be reluctant to have conversations about stress, anxiety and mental health difficulties because they worry that they might say the wrong thing and won't know how to help and offer support. This session will support Line Managers to increase their awareness of mental health conditions; to help them recognise when someone might be struggling and feel more confident to start the conversation and offer support. We'll also focus on positive mental health and the five ways to wellbeing which work well as team development topics.

Content includes:

- Defining mental health
- Potential causes of mental health difficulties
- Perceptions of mental health difficulties
- Asking for help
- Barriers to accessing support – stigma and stereotypes
- Introducing the conversation and sign-posting people to support
- Positive mental health strategies to support wellbeing

Performance management processes to build productivity

This session will help Line Managers to define clear objectives and expectations to support the strength and resilience of their organisation. Objectives can be defined to support the goals and ambitions of the business to help people recognise the impact and value of their roles. Line Managers will be supported to manage performance management conversations effectively, to recognise and reward great work and support areas for improvement.

Content includes:

- Recap of defining expectations of performance, and behaviour from day one
- Aligning objectives to organisational goals
- Developing performance objectives to achieve tangible results
- Managing performance management conversations effectively

Personal, team and organisational resilience

This session will support delegates to identify actions and behaviours which will support their personal resilience, along with that of their team and the wider organisation.

Time will be given to recap any areas of the training and to discuss specific issues which delegates are struggling to manage effectively. Delegates will be asked to identify areas for change, based on their reflections from the course.