Combined Line Management Training – Course Outline

Delegates complete the online training programme, Managing Difficult Conversations to Achieve Successful Outcomes before attending the Line Management training, delivered in person, or online via Zoom. It is suggested that delegates are allocated two half-days to complete the online training programme. Aspects of the online programme will be drawn into the Line Management training, particularly during the practice and observation sessions.

Line Management Training Content (Face-to-face or online delivery – via Zoom)

Day one - am Managing teams effectively to achieve the win-win

pm Review of understanding personality types to build relationships and manage teams effectively

Difficult conversations practice and observation

Personal, team and organisational resilience to support workforce wellbeing

Day two - am Workforce wellbeing and performance

Content includes:

- The language and behaviours of workforce wellbeing

- The impact of engaged and disengaged staff

- Managing people through change

pm Mental health awareness to support effective line management

Minimum group size – 6   Maximum group size – 12

Content includes:

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

Online Training Programme

Managing Difficult Conversations to Achieve Successful Outcomes

Chapter 1   Introduction

- Welcome and course content

Chapter 2   Your style of leadership

- The legacy of your leadership
- Re-connect with your strengths
- Barriers to progress

Chapter 3   Identifying the problem

- Defining expectations of performance, behaviour and attendance
- Role model behaviours

Chapter 4   Environment and planning

- The right environment for effective listening
- Planning, preparation and evidence

Chapter 5   **Managing the difficult conversation**

- Managing the conversation effectively
- Assertive and effective communication
- Managing escalating behaviours

Chapter 6   **Achieving successful outcomes**

- The answers are with them
- Defining expectations for change
- Monitoring progress

Chapter 7   **Maximise your success**

- Personality type can make a difference
- Managing effectively in relation to gender and age
- Performance management to support progress
- Performance management – sample objectives

Chapter 8   **Summary, next steps and feedback**

- Summary and next steps

Line Management Training – Course Content

Managing teams effectively 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 relationships and manage your team effectively

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:

- Recap of introversion, extroversion, 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

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