

SCAFFOLD



# Leadership Workshop & Webinars

Building Better Leaders Programme 2021



## How To Use This Document

We have adapted our coaching, training and employee development offering in response to the impacts of COVID-19 on working location, learning & development budgets and organisational change.

Given many employees will be working in a hybrid capability - both from home and in the office when permitted, we have created a series of cost effective, interactive webinars, designed to ensure your employees are resilient, adaptive and engaged to tackle 2021 and beyond. This list is by no means exhaustive, we pride ourselves on our personal approach. Please ask if you would like a bespoke training session creating.

All of the courses listed below can be delivered in a **2 hour virtual workshop format** for between 6-10 delegates for **£795 per session**. Or in a **half day face to face format** for a greater focus on team building and personal reflection for **£1,200 for between 6 and 14 delegates**.

Details of the learning objectives and outcomes for each webinar follow, allowing you to appraise the content and suitability of the topic in line with your overarching business objectives.

### LEADERSHIP & MANAGEMENT: Pages 3-9

1. An Introduction to Leadership
2. Stepping Up To Management
3. Leading Through Change
4. Influencing At All Levels
5. Developing Strategic Thinking
6. Authenticity And Vulnerability In Leadership
7. Goal Setting Theory For Employee Personal Development Reviews
8. Coaching Conversations For Empowering Leadership
9. Managing Remotely
10. The Secrets of Sponsorship & Stakeholder Management on Change Programmes

### PERSONAL DEVELOPMENT: Page 10-15

11. Bringing Your Best Self To Work: Personal Impact & Effectiveness
12. Effective Communication: Conversations That Work
13. Improving Active Listening Skills
14. Prioritisation & Time Management Skills
15. Managing Stress: What To Do When You Find Yourself Taking Work Stress Home
16. Understanding Motivation & Your De-Motivators
17. Avoiding Fr-Agile Decision Making On IT Agile Projects
18. Managing & Running Meetings More Effectively
19. Introduction to Facilitating Inclusive Conversations

## TEAM BUILDING: Pages 16-18

20. Working Better Together Understanding Your Team Better Using MBTI
21. Managing Team Conflict
22. Introduction To Coaching
23. Coaching Conversations
24. Personal Profiling For Managers & Teams

## STRATEGIC OFFERING: Page 19

### **Additional Bespoke Programmes, Workshops and Capability**

1. Understanding Organisational Culture & Cultural Norms
2. Strategic Framework & Capability
3. Translating Strategy Into Action: Team Vision, Mission & Behaviours
4. Facilitating Inclusive Culture & Leadership

## LEADERSHIP & MANAGEMENT SESSIONS

1. An Introduction to Leadership	
<b>Summary</b>	<i>Leaders set the tone of an organisation, yet people are often promoted without ever having any formal leadership training. This introductory webinar will cover the fundamentals of effective leadership skills, providing helpful tips for first time, and more seasoned leaders, to create a positive and motivational leadership style.</i>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Explore leadership vs. management discussion (Kotter model)</li> <li>• Explore issues of working manager, management activities vs. task activities and the individual's focus of attention</li> <li>• Leadership styles including the use of authority</li> <li>• Discuss leadership traits characteristics and behaviours</li> <li>• Situational leadership using Blanchard &amp; Hersey</li> <li>• Discuss leadership skills development, the challenges delegates face, and their leadership journey</li> <li>• The Four Factor Model of Leadership</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. What leadership is (and what it isn't)</li> <li>2. Directional vs. non directional leadership styles</li> <li>3. Creating awareness of your individual leadership style</li> <li>4. Four things you can do to become a more effective leader</li> </ol>
2. Stepping up to Management	
<b>Summary</b>	<i>Aimed at newly appointed managers with limited previous people management experience or training, this webinar helps individuals to make an effective transition into their management role. It is also suitable as a refresher course for established managers considering the overarching fundamentals required to lead, motivate and manage others. This course is pitched at a level before 'Introduction to Leadership'.</i>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Differences between Leadership and Management</li> <li>• The roles of a manager</li> <li>• Management styles and their effective application</li> <li>• Personal branding</li> <li>• Personal authority</li> <li>• Situational leadership</li> <li>• Building relationships and trust</li> <li>• Behavioural styles and their impact (see also DiSC profiling option)</li> </ul>

<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. An understanding of the differences between leadership and management</li> <li>2. An understanding of the key principles of management and the roles of a manager</li> <li>3. An understanding of how managerial approaches affect the engagement of others</li> </ol>
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### 3. Leading Through Change

<b>Summary</b>	<i>During times of change, your people will look to you. Not for a good news story, but for more certainty than they can create for themselves. In this session we explore the relationship between uncertainty and fear. And how the two interplay in workplace dynamics. We explore the role of the leader in uncertain times and how the Kubler Ross Change Curve can be useful in assessing how you can better lead your people and organisation through periods of change and uncertainty.</i>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• The role of the leader in times of change</li> <li>• Discuss and apply models of change</li> <li>• 10 steps for managing organisational changes</li> <li>• Recognising the importance of leading through change</li> <li>• Identifying key personal activities to drive you forward</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. The importance of leading through change</li> <li>2. Dr David Rock's 'SCARF Model' covering the 5 social domains of human behaviour</li> <li>3. How the Kubler Ross Change Curve &amp; Bridges Transition Model helps people cope and adapt during times of change</li> <li>4. Practical tools and tips to deploy while leading through change</li> </ol>

### 4. Influencing At All Levels

<b>Summary</b>	<i>Line managers can often feel caught in the middle between the team they lead and the leadership team to which they are accountable. Being able to influence above and below can be a crucial skill in building a strong, related leadership style. This webinar provides leadership essentials relating to influencing skills.</i>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Understanding different types of power and authority</li> <li>• Identifying push and pull styles of influence</li> <li>• Finding out and relating to people's 'why' and what matters most to them</li> <li>• The importance of constructive challenge and opennesses to questions in influencing</li> </ul>

<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. Weighing up the bigger picture in terms of influence and power.</li> <li>2. Understanding how influencing styles and preferences for power play out in organisational structure</li> <li>3. The relationships between influencing skills and adding value to the organisations bottom line</li> </ol>
<b>5. Strategic Leadership</b>	
<b>Summary</b>	<p><i>Words like strategy, strategic thinking and strategic leadership are buzzwords that many managers use in executive and team meetings, without truly understanding what it is.</i></p> <p><i>This webinar explores the role of strategic thinking at an individual, team and organisational level. And how leaders can uncover the skills, qualities &amp; habits of successful strategic thinkers, while facilitating participants to plan their personal development.</i></p>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Exploration of strategic thinking and its role in organisations today - especially in challenging times</li> <li>• How strategic thinking benefits you, your teams and the organisation</li> <li>• The qualities of strategic thinkers</li> <li>• The habits of strategic thinkers</li> <li>• The critical skills required to be a successful strategic thinker</li> <li>• How to improve your strategic thinking</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. An understanding of how strategic thinking can enable the leader and organisation to thrive, helping future proof the business</li> <li>2. An appreciation of the skills and habits required to be a strategic thinker</li> <li>3. An understanding of the strategies that individuals can adopt to improve their strategic thinking</li> <li>4. Developing an action plan of next steps to achieve agreed outcomes</li> </ol>

## 6. Authenticity and Vulnerability in Leadership

<p><b>Summary</b></p>	<p><i>One of the most common ailments of leaders is the so-called 'Imposter Syndrome'. Experienced Leaders often struggle to find a blueprint for how they should behave or what great leadership looks like for them. This webinar explores 'Authentic Leadership' - an approach to leadership that emphasises building the leader's legitimacy through honest relationships with followers who value their input - relationships built on an ethical foundation. And how when this is done leaders can inspire trust in their teams, and discover that the answer to self-doubt as a leader is often 'just to be yourself' – vulnerabilities and all.</i></p> <p><b>NB Given the topic of this workshop &amp; the self discovery it requires we recommend that it is delivered as 2 x 90 minute workshops and participants capped at 10.</b></p>
<p><b>What we will cover</b></p>	<ul style="list-style-type: none"> <li>• What is authentic leadership?</li> <li>• Being an 'Authentic Leader'</li> <li>• The four components of authentic leadership (model)</li> <li>• Legal / ethical influences</li> <li>• Discovering your own authenticity</li> <li>• Why vulnerability becomes such a strength</li> <li>• Personal reflections of vulnerability</li> </ul>
<p><b>What delegates will learn</b></p>	<ol style="list-style-type: none"> <li>1. What authentic leadership is and the impact it can have on followers, and the organisation as a whole</li> <li>2. How to spot authenticity and vulnerability (or not!) in high profile leaders</li> <li>3. The consideration of legal and ethical issues that influence authentic leadership</li> <li>4. A self-reflection of the 'Authentic-Me'</li> <li>5. Strategies to practice authenticity and vulnerability at work</li> <li>6. Strategies for dealing with 'Imposter Syndrome'</li> </ol>

## 7. Goal Setting Theory for Employee Personal Development Reviews

<p><b>Summary</b></p>	<p><i>Effective goal setting is the corner stone of anyone's successful personal development, generally or more specifically in performance reviews or the appraisal process. Yet many managers overlook the importance of goal theory and the goal setting process. This training session explores how people managers can use goal setting to define clear expectations and establish a benchmark for the performance of their team. Whilst also providing opportunity to practice different types of goal setting that they can implement directly into their working life.</i></p>
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<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Why we set goals?</li> <li>• Goal theory and goal setting in the workplace for success</li> <li>• Different types of goals</li> <li>• Goal setting techniques including SMART and MAPS</li> <li>• Goal setting practical - based on current situation</li> <li>• Tips for putting it all together in the performance review process</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. The theory behind goal setting and how it links to employee performance</li> <li>2. Practical tips on which goals to use for which level employee</li> <li>3. How to best structure a performance review process with effective goal setting in mind</li> <li>4. How to approach the process with employees to reduce workload on managers during the performance review process.</li> </ol>

## 8. Coaching Conversations For Empowering Leadership

<b>Summary</b>	<p><i>A key skill for managers and leaders is the ability to use a coaching approach to develop a non-directive leadership style and self-directive effective followers. The purpose of the webinar is for managers to improve on their toolkit of skills to develop their team members and increase performance through the use of evidence based coaching techniques .</i></p>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• The manager as a coach</li> <li>• What is a coach and what are they there to do?</li> <li>• What is coaching and the skills required of an effective coach?</li> <li>• When is coaching appropriate to use in leadership?</li> <li>• The differences between coaching, mentoring, buddying and counselling</li> <li>• Introduction to evidence based coaching models STOKeRS &amp; GROW</li> <li>• Providing effective feedback</li> <li>• An opportunity to practice using the structure</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. When coaching is the most appropriate method to aid learning</li> <li>2. To use the GROW model to conduct effective one to one development sessions</li> <li>3. To apply active listening and questioning techniques to encourage the individual to apply their own learning</li> <li>4. The formula for giving effective feedback to encourage improvement and behavioural change</li> </ol>

## 9. Managing Remotely

<p><b>Summary</b></p>	<p><i>With so many people working remotely this webinar looks at the learnings and reflections from managing teams remotely during the COVID-19 pandemic.</i></p> <p><i>The purpose of this webinar is to better understand the theory and practicalities of what is working and what needs to be improved upon. Enabling managers and leaders to reflect and build on what they have learnt whilst managing remotely. To be better prepared for working in more complex working environments in the future as businesses transition to a hybrid model of physical-virtual ways of working.</i></p>
<p><b>What we will cover</b></p>	<ul style="list-style-type: none"> <li>• The challenges, benefits and differences when team members are no longer next to you and meet physically for weekly team meetings</li> <li>• The importance and methods for maintaining visibility and accessibility while remote working</li> <li>• Understanding the role of taking a compassionate interest in your people to create team cohesion</li> <li>• The importance of asking better questions when you no longer have body language and corridor conversations to fall back on</li> </ul>
<p><b>What delegates will learn</b></p>	<ol style="list-style-type: none"> <li>1. How to help create a working environment that promotes trust and collaboration in a hybrid physical-virtual office when some or all of your team members are working remotely</li> <li>2. New questions to ask, taking a compassionate interest in your people when you are no longer managing them face to face</li> <li>3. Tips for managing while working remotely and in the future as workplaces move to a hybrid model of working, in an office and from home on a more permanent basis</li> </ol>

## 10. The Secrets of Sponsorship & Stakeholder Management on Change Programmes

<p><b>Summary</b></p>	<p><i>Experienced senior leaders in organisations can be ill-prepared and ill-equipped to effectively Sponsor and Manage the large value change programmes. This webinar will explore the role of the 'Sponsor on Change Programmes' and crucially, how this differs from the Programme Manager role. It will demonstrate the importance of skilful stakeholder management on programmes and equip Sponsors and project players with powerful stakeholder management strategies.</i></p>
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<b>What we will cover</b>	<ul style="list-style-type: none"><li>• Why Sponsorship?</li><li>• The Role of the Sponsor</li><li>• How to Identify your stakeholders?</li><li>• Managing your Stakeholders in a systematic way</li><li>• Running an effective change Steering Group</li><li>• Can you Handle the Truth? – Calling the big decisions</li><li>• An introduction to the Sponsor Diagnostic</li></ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"><li>1. How not to sponsor Programmes?</li><li>2. The role of Leadership for the Sponsor</li><li>3. Practical tools to identify and manage stakeholders</li><li>4. How to run an effective Steering Group?</li><li>5. A practical tool to use to diagnose the health of your own Programme</li><li>6. How to become a successful Programme Sponsor.</li></ol>

## PERSONAL DEVELOPMENT

11. Bringing Your Best Self To Work: Personal Impact & Effectiveness	
<b>Summary</b>	<i>Creating an effective personal impact is key for everyone in the rapidly changing world. This webinar allows the space for individuals to consider the impact they have and how they can develop it further.</i>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Strengths and developmental areas in the field of personal impact</li> <li>• Presenting an idea or opinion</li> <li>• Managing conflicting ideas</li> <li>• Receiving and offering feedback</li> <li>• Action planning</li> <li>• Work-life balance and understanding Your Reason Why?</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. To effectively analyse their feelings and those of others</li> <li>2. To be able to overcome any beliefs that they may hold about image/behaviour that can impact on the impression conveyed and the confidence they feel</li> <li>3. Listen to feedback and ask questions to establish what needs to improve, be clarified or repeated</li> <li>4. Apply personal strategies to help you create more impact in an ever changing working environment, including managing work-life balance</li> <li>5. Create an action plan to implement learning in the workplace</li> </ol>
12. Effective Communication: Conversations That Work	
<b>Summary</b>	<p><i>"The single biggest problem in communication is the illusion that it has taken place." George Bernard Shaw</i></p> <p><i>The key to people and teams working successfully together in today's workplaces is having effective communication but with much communication now being done on email and remotely it is more important than ever that effective communication takes place, to avoid difficult conversations later and costly rework. The goal of this webinar is to look at the role of communication with a more nuanced understanding, so you can talk constructively about where to go next.</i></p>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Looking at miscommunication and what we can learn from this</li> <li>• The 'What happened?' Conversation - feelings and identity</li> <li>• Checking for understanding</li> <li>• Building awareness of your intention, the intentions of others and each party's contribution.</li> <li>• Communication framework planning for first-time leaders</li> </ul>

<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. Rules for expressing feelings and recognising that good people can have bad feelings.</li> <li>2. Different skills to use when communicating face to face, over email, video conferencing and project management</li> <li>3. Setting up communications frameworks</li> <li>4. The importance of a 'RACI' in internal communications.</li> </ol>
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## 13. Improving Active listening skills

<b>Summary</b>	<i>Good communication skills start with great listening skills. The power of listening is often overlooked in relationships, work success and leadership, yet studies have shown it to be the most effective skill amongst all other competencies. In this webinar we cover the importance of listening skills, all with a view to make delegates better listeners, better leaders and better colleagues.</i>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• The fundamentals of listening</li> <li>• The 4 different types of listening and when to use each</li> <li>• How to improve your listening and communication skills instantly</li> <li>• Recognising the effects of body language</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. Build awareness of the power of listening</li> <li>2. Useful tips to improve listening skills at work and one's personal life</li> <li>3. Practical application and practice of active listening.</li> </ol>

## 14. Prioritisation & Time Management Skills

<b>Summary</b>	<i>This webinar aims to raise awareness of where your time goes and to provide the skills necessary to manage time more effectively. Giving delegates an understanding of the link between behaviour and poor time management, and also provides the skills necessary to delegate effectively and be more assertive towards those who constantly demand our time.</i>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• What is time management and the benefits of being able to manage time more effectively?</li> <li>• Understand what and who takes up your time?</li> <li>• Identifying time wasters and how to eliminate them</li> <li>• Understanding how our own beliefs and behaviours impact on our ability to manage time</li> <li>• What is procrastination and why do we do it? and how do we manage it?</li> <li>• Planning more effectively to make more time available</li> <li>• Using techniques to prioritise tasks</li> </ul>

<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. Understand the way we think about time and how it affects the way we manage ourselves</li> <li>2. Know how to jump-start procrastination and become more self-motivated to do tasks</li> <li>3. Be able to identify personal time-wasting habits</li> <li>4. Be able to prioritise tasks and workload to ensure we are working on the right things</li> <li>5. Be confident in managing other people's expectations</li> </ol>
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## 15. Managing your stress: What To Do When You Find Yourself taking Work Stress Home

<b>Summary</b>	<i>Can anyone truly switch-off from work? Many of us bring our work stress home, a problem that has been magnified through enforced home / remote working. This webinar provides some tips and help for those experiencing this difficulty by sharing some coping strategies. It also takes a look at the problem manifesting itself underneath, working on the premise that prevention, understanding and action is far better than the cure.</i>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Recognition and awareness that you are under stress</li> <li>• Dealing with the behaviours that result from stress</li> <li>• Describing the situations under which stress occurs</li> <li>• What you can do to minimise the impact?</li> <li>• Causes of the initial stress factors</li> <li>• Dealing with the causes to prevent stress becoming too unbearable</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. 3 coping mechanisms for when you feel that you are bringing work stress home</li> <li>2. Testing your assumptions about what is actually going on</li> <li>3. Taking a step back to see a bigger picture</li> <li>4. How to prevent the causes of stress in the first place</li> </ol>

## 16. Understanding Motivation & Your De-Motivators

<b>Summary</b>	<i>Why is motivation so elusive? It comes and goes, wax and wains, because it's so elusive that many people have made very successful careers out of talking about it. As leaders or people managers what is the most useful theory and approach to make use of? This webinar seeks to uncover why motivation is so elusive and what you can do to increase your motivation and the motivation of your</i>
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<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• How leadership style affects motivation and that of the team.</li> <li>• How getting to know what makes team members tick can unpick the clues to their motivation.</li> <li>• The psychology of motivation and how you can use this new knowledge in the workplace</li> <li>• How the team environment (physically and virtually) can impact motivation</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. How to set clear goals with your whole team so people know what work to prioritise</li> <li>2. An understanding of Ant Middleton's theory of the Three Fears and how these lead us to becoming demotivated</li> <li>3. Better understanding your working and leadership style and what motivates you.</li> </ol>
<b>17. Avoiding Fr-Agile Decision Making on IT Agile Projects</b>	
<b>Summary</b>	<p><i>Agile has emerged as a modern, flexible, go-to method for developing IT solutions and systems, yet IT teams are often mystified by the decisions made at steering groups and board meetings, that hinder not help the agile development. This webinar will explore how decisions are made on agile projects and how organisations need to do much more than just equip the IT team to be Agile.</i></p>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• What is Agile?</li> <li>• Why Agile has become popular</li> <li>• The difference between 'Agile' and 'Waterfall' approaches</li> <li>• Organisational implications of Agile for decision makers</li> <li>• How Fr-Agile decisions get made</li> <li>• How to get better, more agile, decisions from your board or steering group</li> <li>• Decision over precision</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. A brief overview of what Agile is and isn't</li> <li>2. How organisational hierarchies often inhibit Agile</li> <li>3. How to keep the board and steering group connected to your agile development</li> <li>4. Pitfalls to avoid on agile projects</li> <li>5. Strategies to avoid Fr-Agile decisions</li> </ol>

## 18. Managing & Running Meetings More Effectively

<p><b>Summary</b></p>	<p><i>We spend much of our working day in meetings, and often feel that our time has been wasted. The secret is to start with good delegate preparation and communication, so they understand why they are there, and how they can contribute. We also cover how we show up, which is of key importance because people's assumptions about other's behaviours in meetings, can contribute to negative outcomes. One of the most ineffective outcomes can be our ability to accurately recall the meeting events. This programme provides a proven process and considers important differences, options and actions required when meetings also go online.</i></p>
<p><b>What we will cover</b></p>	<ul style="list-style-type: none"> <li>· Types of meetings and outcomes, linking to types of note taking needed, and what is required post meeting</li> <li>· Meeting preparation - 10 Essential Steps</li> <li>· Meeting Agenda &amp; Structure</li> <li>· Delegate Behaviour - How we show up, contribute and learn</li> <li>· Meeting recall and accuracy of recording the salient points</li> <li>· Online Meetings - What else to consider</li> <li>· Impact of personal preferences on note taking</li> <li>· Seven strategies for taking meeting notes</li> </ul>
<p><b>What delegates will learn</b></p>	<ol style="list-style-type: none"> <li>1. A process and question checklist to ensure we efficiently set up any kind of meeting, avoiding re-work and re-scheduling and staying on track</li> <li>2. Agenda design options to suit the particular type of meeting; clear purpose, use of questions, identifying which questions require a decision and what decision rule is needed</li> <li>3. Your self awareness, contribution and how to read people in the room; being transparent, curious and compassionate</li> <li>4. A variety of note taking and recall methods from which you can choose</li> <li>5. Recording meetings, use of AI and privacy considerations</li> </ol>

## 19. An Introduction to Facilitating Inclusive Conversations

<p><b>Summary</b></p>	<p><i>Inclusivity comes in many guises - including the challenges of inclusivity that surround remote working.</i></p> <p><i>In a safe environment this interactive webinar explores your personal insights of inclusivity - it will set your curiosity alight, challenge your thinking and question your own behaviours.</i></p> <p><i>Through open, engaging and fun discussions, we'll work collaboratively to widen our understanding of inclusivity, including conversations within your team/s where our individual uniqueness and differences create more opportunities for us to learn.</i></p>
<p><b>What we will cover</b></p>	<ul style="list-style-type: none"> <li>• Testing our assumptions</li> <li>• Use specific examples and agree on “What important words mean” to us</li> <li>• Focus on interests, rather than their positions</li> </ul>
<p><b>Delegates will be better able to :</b></p>	<ol style="list-style-type: none"> <li>1. <i>Strategies to help you promote a less judgemental and more open and descriptive approach within your team/s</i></li> <li>2. <i>Consider core values and assumptions, and promote self-awareness</i></li> <li>3. <i>Use personal responsibility for working, communicating and behaving more inclusively.</i></li> </ol>

## TEAM BUILDING (Please note where additional costs apply)

20. Working Better Together Understanding Your Team Better Using MBTI	
<b>Summary</b>	<p><i>By defining personality type, the MBTI® (Myers-Briggs Type Indicator) tool builds a robust foundation for life-long personal development. It provides a constructive, flexible and liberating framework for understanding individual differences and strengths.</i></p> <p><b>NB. Additional costs apply for individual MBTI assessment. Delegates will be required to complete a survey as pre-work before attending this webinar.</b> The inclusion of a personalised 2 page computer generated report is an extra cost of £27.50 per delegate. Provision of Myers Briggs Type Booklet to support the webinar is £16.75, however the booklet is not a requirement of the webinar, unlike the report, which is an essential component.</p>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Background and development of the MBTI</li> <li>• MBTI Framework</li> <li>• Practical applications of MBTI</li> <li>• Challenges to the MBTI</li> <li>• Self assessment implications</li> <li>• What next?</li> </ul>
<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. Delegates will be able to recognise the benefits of using MBTI</li> <li>2. Have a greater awareness of the self assessment using the MBTI framework</li> <li>3. Be able to start to manage the impact of their MBTI self assessment using the MBTI</li> <li>4. Will recognise how the MBTI profile can be used to support both personal and team development</li> </ol>
21. Managing Team Conflict	
<b>Summary</b>	<p><i>Managing conflict within the team is a key aspect of leadership and this webinar supports the development of knowledge and skills within this area.</i></p>
<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Management approaches to conflict</li> <li>• Personal conflict style</li> <li>• Conflict escalation</li> <li>• Non-verbal communication</li> <li>• Being assertive in a conflict situation</li> <li>• Conflict situations and difficult people</li> <li>• Action planning and close</li> </ul>

<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. To recognise the triggers for and causes of conflict in teams</li> <li>2. To be able to replace negative experiences of conflict with positive ones</li> <li>3. To use a three stage process to move individuals from conflict to resolution</li> <li>4. To use the right verbal and non-verbal communication techniques during the three-stage process for maximum success.</li> </ol>
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## 22. Introduction to Coaching

<b>Summary</b>	<p><i>This session provides a general introduction into the benefits of coaching in the workplace - from problem solving, to decision making, improving team performance and better working relationships.</i></p> <p><i>We recommend this session is done face to face where possible to allow for team building and team rapport to emerge during the practical.</i></p>
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<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• What coaching is</li> <li>• Difference between Coaching, Mentoring, Managing &amp; Therapy</li> <li>• GROW Model</li> <li>• STOKeRS Model</li> <li>• Coaching conversations for better team working</li> </ul>
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<b>What delegates will learn</b>	<ol style="list-style-type: none"> <li>1. Understand the benefits of using a coaching approach</li> <li>2. Identify what circumstances coaching can be most useful</li> <li>3. Use coaching within a framework to help better structure your coaching conversations</li> <li>4. Understanding your colleagues perspectives helping improve team work.</li> </ol>
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## 23. Coaching Conversations

<b>Summary</b>	<p><i>Building trust between Coach &amp; Coachee is the foundation to a successful relationship.</i></p> <p><i>This webinar introduces those new to coaching to a framework from which they can begin their coaching conversations with confidence. They will learn how they can use this exercise as a framework for the coaching journey.</i></p>
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<b>What we will cover</b>	<ul style="list-style-type: none"> <li>• Values &amp; Anti-Values</li> <li>• How to frame the conversation for the coachee</li> <li>• How building an understanding of personal values benefits the coachee</li> <li>• STOKeRS Model as an alternative or complimentary approach</li> <li>• Coaching conversations for better team working</li> </ul>
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<p><b>What delegates will learn</b></p>	<ol style="list-style-type: none"> <li>1. How to choose your Values &amp; Anti-Values</li> <li>2. Using the coachees personal values to help them achieve their goals</li> <li>3. Use of Values and Anti-Values as perspective taking</li> <li>4. How to use Foundation, Focus and Future Values in a conversation</li> </ol>
<p><b>24. Personal Profiling for Managers &amp; Leaders</b></p>	
<p><b>Summary</b></p>	<p><i>The webinar is interactive, participants exploring the DiSC® profile and the different styles. It will also prepare the participants for analysis of their profile results, to be carried out by the coach via a 1-2-1 session.</i></p> <p><b>For Info:</b> <i>The DiSC® profile is a non-judgemental tool used for the discussion of people's behavioural differences. A detailed report is based around the following four behaviours: Dominance; Influence; Steadiness; Conscientiousness.</i></p> <p><b>DiSC® Profiles can help an individual and their team to:</b></p> <ul style="list-style-type: none"> <li>• Increase their self-knowledge: response to conflict, what motivates and stresses them, how they solve problems</li> <li>• Improve working relationships by recognising the communication needs of team members</li> <li>• Facilitate better teamwork &amp; minimise team conflict</li> <li>• Become more effective leaders</li> </ul> <p><b>NB. Additional costs will apply for Profile Questionnaires and 1-2-1 Profile Analysis. Workplace Reports: £44.70 + VAT. Management Reports £74.50 + VAT + individual debrief session cost TBC.</b></p>
<p><b>What we will cover</b></p>	<ul style="list-style-type: none"> <li>• The DiSC® Profile and 4 DiSC® Behaviours</li> <li>• The impact of behavioural traits on: responses to conflict, motivation, causes of stress, solving problems</li> <li>• How the profile can help colleagues improve communications &amp; working relationships</li> <li>• How the profile can help colleagues improve their effectiveness as a manager or leader</li> </ul>
<p><b>What delegates will learn</b></p>	<ol style="list-style-type: none"> <li>1. The benefits &amp; challenges of personal/behavioural profiling in improving personal effectiveness as a leader/manager</li> <li>2. The DiSC® Profile &amp; 4 DiSC® Behaviours</li> <li>3. Using the profile to:             <ul style="list-style-type: none"> <li>- improve communications &amp; working relationships</li> <li>- become a more effective manager or leader</li> </ul> </li> </ol>

## Additional Bespoke Programmes, Workshops And Capability

The programmes and workshops below are a selection of our bespoke offering. We recommend these on the basis that the intervention meets the demands of the organisation; our approach here is to better understand your people, your strategic needs and business objectives.

We would be happy to jump on a call to share with you our approach and case studies of what we have done along these lines for other organisations. Format and costs would need to be agreed accordingly once the scope and scale of the intervention have been explored.

### 1. Understanding Organisational Culture & Cultural Norms

Delivered at Faculty/Department level with inclusion for all, this series of workshops invites opinions and consultation in understanding Beliefs, Feelings, Behaviour & Behavioural Intentions with the view to improve employee engagement, identify areas for improvement in decision making, communication and implementing effective change programs.

Ideally delivered in 2021 understanding Covid-19 impact on organisational culture exploring wider team culture and performance.

### 2. Strategic Framework & Capability

Understanding your organisation's and teams key capabilities help you concentrate on the important factors that help you meet your current and future challenges.

This series of workshops help you choose from 12 key capabilities which will become the performance framework for your organisation and team. With everyone speaking a common language and focussed on your chosen 3 capabilities the team focus will narrow to achieve agreed outcomes.

[Example report can be downloaded here](#)

### 3. Translating Strategy Into Action: Team Vision, Mission & Behaviours

There becomes a time when it's necessary to reset and calibrate an organisations or teams strategy, focus and future. This series of workshops help teams focus on what they stand for, what they believe in, and what they want to achieve. We ask where do you want to be and how are we going to get there - discussing & determining the behaviours you want to be famous for as a business to build and maintain your competitive advantage.

### 4. Facilitating inclusive Culture & Leadership

This program looks at the foundations of what diversity and inclusion mean in leadership and workplace cultures today. Through developmental facilitation and explorative conversations we ask leaders to adopt a set of core values and ground rules to test their assumptions, ask better questions, check their own biases and adopt a mutual learning style. We then look at how these ground rules and approaches can be practically applied in workplaces of today to co-create truly inclusive, diverse and effective team culture.



Scaffold Coaching is a leadership development business that specialises in building better leaders, better teams and better organisations.

## Why Choose Scaffold Coaching?

- 1. 100 combined years of corporate experience.** Having worked and led teams in the professional corporate world we understand the issues, competing demands and pressures people face in the world of work today. Combined with our coaching experience, we speak the language of learning and business.
- 2. Five heads instead of one.** We work in partnership, meaning you get more brain power. That's five different perspectives, plus a male/female dynamic for facilitation and presenting.
- 3. Evidenced based.** We use the art and science of coaching psychology in practical ways to support mutual learning effectiveness; helping people create their own success and ensure transfer of learning into their world of work.
- 4. Experience across sectors.** We have worked with Universities, technology firms, professional services, creative agencies, manufacturing, the NHS, education and construction companies providing individual coaching and leadership development.

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