



Senior Leadership Programme

Workshop One

Participant
workbook



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Programme Overview

Welcome to the Speedy Senior Leadership Programme. This document contains an overview of the programme, a timetable for Workshop One and space for you to record your thoughts through the workshop.

It is your resource, it won't be submitted or marked, so feel free to take notes in a way that works for you. Keep it available for reference in future workshops, the coaching sessions and for updating your line manager.

Objectives

By participating in this programme, you will,

1. Have established your own leadership proposition,
2. Be accountable and take the initiative for driving proposals to the board,
3. Have built self-awareness,
4. Be able to evaluate the performance of others and give timely and constructive feedback,
5. Understand and value the range of leadership styles required to motivate different people in a variety of situations,
6. Have identified the leadership qualities required for success in complex environments,
7. Be able to lead change and effectively cascade consistent messages,
8. Have explored how you, as a leader, can provide a positive return for Speedy.

Anticipated Outcomes

By the end of the programme, you will be able to,

- a. Proactively drive change to achieve Speedy's strategic objectives,
- b. Develop others to unlock potential and maximise performance,
- c. Work effectively as a single peer team across the business,
- d. Increase morale, motivation and engagement within their teams,
- e. Consistently communicate and cascade corporate priorities.

Notes:

Coaching

Over the course of the programme you will be participating in four, two-hour coaching sessions with a coach from Dove Nest Group. Coaching biographies for the coaches will be shared so that you can select the coach that you feel will suit you most.

Once you have made your selection you will hold a brief introductory call with your coach to introduce yourselves and agree a date and time for the first coaching session.

As with all coaching, the content of each session should be selected by you, with the proviso that the session must include a review and update of your Personal Development Plan and a progress review for your Business Project. These may need to be shared with the CITB as evidence of application of learning.

Coaching sessions will take place using MS Teams. Invitations will be sent by your coach.

Coach:

Email address:

Phone:

Business Project

One of the best ways of embedding learning is to apply it in the workplace as soon as possible. Naturally much of this will be in your normal, day-to-day work, but to give additional focus we would like you to liaise with your line manager and select a specific business project that will enable you to demonstrate your application of learning.

During the first workshop and coaching sessions you will have an opportunity to define your project and the quantifiable results that you will be able to deliver by the end of the programme.

At the end of the programme you will be asked to present your project to the Exec Board to show application of learning and ROI.

N.B. You are already busy enough. If you are currently working on a project that will enable you to achieve the requirements above, you should adopt this as your business project to minimise the impact on your time.

Personal Development Planning

Throughout the programme you should maintain a personal development plan (PDP). This needs to support and work with any PDP that you already have in place as part of the PDR process.

You will be supplied with an electronic PDP document for the purposes of this programme. Please have this available for the workshops and the coaching sessions, and involve your line manager in its development and implementation.

Line Managers

Please ensure that you keep your line manager updated during this programme; their involvement can significantly enhance your experience. Use this programme as an opportunity to engage them more closely in your overall development. Key topics to involve them in are,

- Selection of your Business Project and endorsement of the outcomes achieved,
- Contribution to your personal development plan by providing development opportunities, feedback and guidance.

As part of the programme evaluation we will be interviewing line managers at 6 and 12 months to identify evidence of application of learning. It really helps if they know what you have been doing!

Dale Carnegie

During Q3 of the programme Dale Carnegie will be working with you to focus specifically on communication skills. The emphasis will be on developing your communication skills in a practical way, giving you real-time coaching to make your communication highly impactful.

There will be a pre-event, a two-day workshop and a follow-up session.

Evaluation

We will be evaluating this programme at multiple levels, to ensure that we can develop it to meet your needs as we progress, to improve it for future participants and to demonstrate ROI to the CITB who are funding the programme. You can expect the following.

Level 1 – Validation of reactions to the training

After each event (workshops and coaching sessions) you will be asked to complete an evaluation using Survey Monkey to measure your immediate reactions.

Level 2 – Validation of the learning achieved

At the end of the programme, we will be repeating the 360 survey that was taken at the beginning of the programme, to demonstrate development.

Level 3 – Validation of learning application

This will include a summary of your PDP, the output from the coaching sessions and interviews with your line manager at 6 and 12 months into the programme.

Level 4 – Evaluation of added value and ROI

This will be a composite of the quantifiable outcomes delivered through your business projects and the output from the two 360 surveys.

Workshop One Timetable

Day One

Time	Content
09.00 – 10.20	Welcome and introductions <ul style="list-style-type: none"> • Programme overview • Workshop overview • Welcome from Russell Down
10.20 – 10.40	Break
10.40 – 12.00	Context setting: Building the Speedy culture <ul style="list-style-type: none"> • Group contracting • Team process and ground rules
12.00 – 13.00	Lunch
13.00 – 13.40	Drivers and Resistors re. current performance
13.50 – 14.50	The Advantage: Dysfunctions of teams Strategic thinking: The six strategic questions
14.50 – 15.00	Break
15.00 – 15.30	Coaching to unlock potential
15.30 – 17.00	Leadership journey: Personal values

Day Two

Time	Content
09.00 – 10.20	Commercial Awareness
10.20 – 10.40	Break
10.40 – 12.00	Personal conflict behaviours: Stages of conflict
12.00 – 13.00	Lunch
13.00 – 15.00	Strengths Deployment Inventory (SDI): application and leveraging strengths within the team
15.00 – 15.20	Break
15.20 – 16.40	Speedy and the Business Effectiveness model
16.45 – 17.00	Personal and group commitments Workshop Review

Notes:

Introductions

Who is in this group?

Name: Role: Memorable fact:	Name: Role: Memorable fact:	Name: Role: Memorable fact:
Name: Role: Memorable fact:	Name: Role: Memorable fact:	Name: Role: Memorable fact:
Name: Role: Memorable fact:	Name: Role: Memorable fact:	Name: Role: Memorable fact:
Name: Role: Memorable fact:	Name: Role: Memorable fact:	Name: Role: Memorable fact:

Building the Speedy Culture

Finding your 'Why?'

What are the key messages from the video?

Strategy Overview

What are the links between Mark Sunderland's presentation of Speedy's strategy and the messages from the Simon Sinek video?

Group Contracting

What are your expectations for the programme?

What concerns do you have?

How will you support others in the group?

Ground Rules

What ground rules do you feel should be in place within this group to maximise learning?

Agreed ground rules for the group.

Drivers and Resistors re. current performance

What drives performance in your area of Speedy?

What are the resistors to performance?

What are the top three areas requiring attention?

The Advantage: Dysfunctions of teams

From the video, what are the five dysfunctions of a team?

How do these show in your teams?

What steps might you take to address these?

Strategic thinking: The Six Strategic Questions

From the video, what are the six strategic anchors?

What are the three strategic anchors that will differentiate Speedy from it's competitors?

Coaching: the GROW model

Sample questions

GOAL	What is the aim of this discussion? What do you want to achieve long term? What would success look like? What would that give you? What is a short-term goal on the way? When do you want to achieve it by? Is that positive, challenging, attainable? How will you measure it?
REALITY	What is happening now? (What, When, Where, How much, How often?) Score out of 10 where you are against the goal? Who is involved (directly & indirectly)? How do you feel about it now? What is the effect on others? What have you done about this so far? What results did that produce? What is holding you back? What is really going on? (intuition)
OPTIONS	What options do you have? What else could you do? What if there was more.....? (time, power, money, etc) Would you like another suggestion? What are the benefits and costs of each?
WILL	What are you going to do first? Will this address your goal? When are you going to do it? What obstacles could inhibit this action? What will you do to overcome them? How enthusiastic are you? How confident are you? What support do you need? How will you get that support? Who else needs to know? Rate on a scale of 1 to 10 your willingness to take this agreed action. How can I support you? When will we meet to review the situation?

Personal Values

Plot a summary of your key life experiences and how they have contributed to your leadership approach and the values that you hold.



Commercial Awareness

How closely does the level of commercial awareness in your teams match that required to deliver Speedy's current strategy?

Where and what are the gaps?

What can you do to move people to where they need to be?

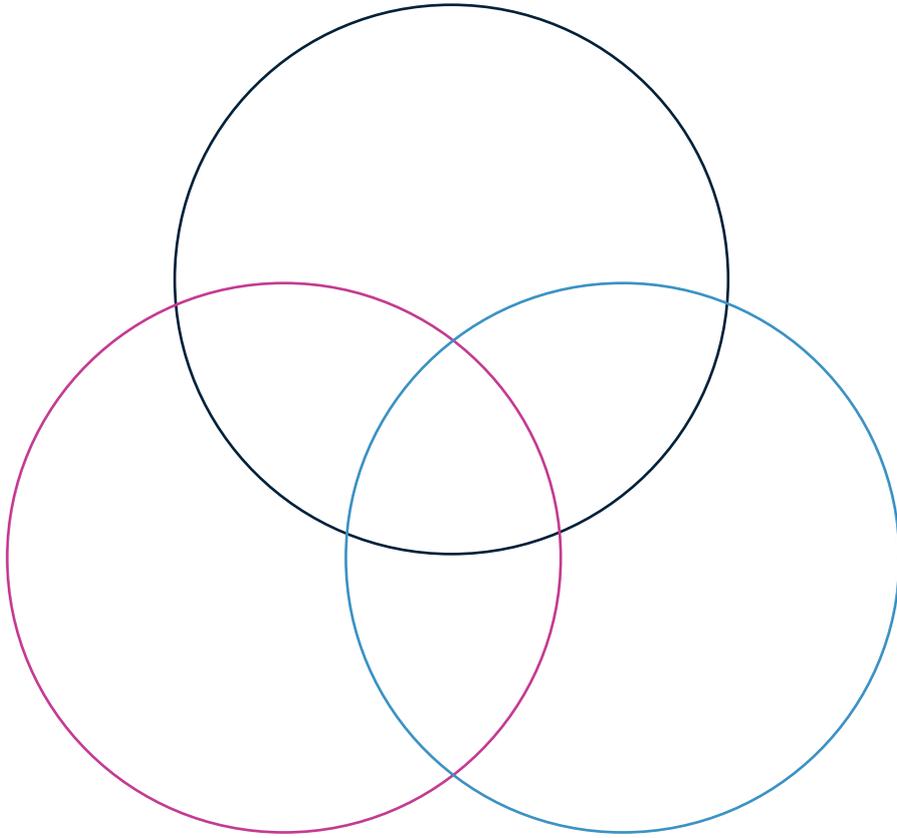
Conflict

Notes:

Strength Deployment Inventory

Notes:

Business Effectiveness Model



Notes:

Personal Commitments

What will I;

Offer?

Give Up?

Need?

Notes:



The Speedy Senior Leadership Programme is designed and delivered in partnership with Dove Nest Group.

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