

1. Integrity

- **Building Trust** – Understand the importance of leading by example, delivering results, admitting mistakes, doing what you say you will, the dangers of ‘gossip’, your intent, and the behaviours of high trust leaders and how to develop them.
- **Role Modelling** – “Be the change you want to see.” (Mahatma Gandhi). Learn about the importance of values and how to articulate the behaviours that demonstrate they are being lived to.
- **Consistent Leadership** – Find out about leadership models, tools and behaviours that will support you in dealing with different situations consistently. Examples include Situational Leadership, Action Centred Leadership and Emotional Intelligence.
- **Self-reflection** – You must keep score if you are looking to improve your leadership skills. Learning how to build in time for effective self-reflection (to work on yourself and not just your job) is key and if you aren’t already doing this, then this is an important step for you.

2. Managing Emotions

- **Thinking Correctly Under Pressure (TCUP)** – Learn the process and steps that will enable you to be prepared, deliberately practice and remain calm, even under pressure. Review examples from elite sport and high performers in business.
- **Mindset Mastery – Avoid Thinking Traps** – Understand the thinking traps that leaders and individuals fall into and how this undermines their performance.
- **Building and Managing Personal Energy** – When tired it is much harder to maintain moods and behave predictably. Learn how you can enhance personal and team energy using research backed processes involving mind, body, emotion and spirit.
- **Managing Pressure and Stress** – Avoid or adapt to stressors and choose your attitude. Understand the difference between pressure and stress, the flight, fight, freeze responses. Identify your trigger points and realise stress doesn’t come from things that happen, but rather your response to them.

3. Considerate Approach

- **Coaching Skills for Line Managers** – Understand the difference between asking and telling, listening effectively, delivering effective feedback, and how to raise awareness in others to help them to choose to take responsibility for their actions and performance. It's not about becoming a coach, rather a line manager with an effective toolkit of skills that will get the best from others.
- **Effective Questioning** – An important skill for line managers and one used in coaching. Understand the importance of questions, how to structure them and the type of questions that get the best responses.
- **Empathetic, Active Listening** – Listening to team members is important, and particularly after asking questions. But listening well consistently takes practice and there are a number of steps you can take to develop this skill.
- **Effective Delegation** – How to contract with team members, understand their capabilities, distribute work fairly and timely, allowing them a say in agreeing deadlines and getting a BIG YES.
- **Prioritising and Planning** – Learn specific techniques to improve your performance in these areas and the available tools that will support you, including those available on-line and through Apps.
- **Feedback and Authentic Praise** – Understand the impact of praise and how to deliver this authentically and in a way that drives performance, as well as improving motivation and engagement. Learn about the different types of praise, it's links to intrinsic motivation, how to make it a regular part of what you do and how to do it in a way that employees and the organisation get maximum benefit.
- **Psychological Safety** – One of the biggest impacts on wellbeing and performance is the lack of psychological safety. Learn what this is (if you don't already know), why it is important and the steps leaders should take to ensure their team (and organisation) has it.

4. Proactive Work Management

- **Start with Why** – Understand the importance of inside-out communication in agreeing expectations and managing workload. Make sure team members are clear on the purpose of their work, and not just what they have to do and how they do it. Take

time out to explain things and if team members have ideas or make suggestions, which you do not take forward, make sure you explain why.

- **Setting and Managing Expectations** – Make sure team members have a say in and are engaged in deciding what and how they do things. Use effective questions and empathetic listening skills.
- **Managing Change** – Use Kotter’s 8 Steps model for change and understand the psychology behind change and the impact it can have on people, including the change curve.
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- **Building Effective Systems** – Creating and using effective systems will improve productivity and ensure that when employees are absent or change, it is easy to maintain performance. Involve employees in documenting necessary processes and in regularly seeking to improve them.
- **Effective Performance Management** – Understand the importance of regular and ongoing 1 to 1s, the need for employees to suggest their own targets and own their own performance, why you must ask employees for their feedback before offering your own, the importance of coaching skills and more.

5. Problem-solving

- **Problem Solving Models and Techniques** - do you have a process for solving identified problems? It will be much easier if you do? Cause and effect, sensitivity analysis, risk analysis, thinking skills, Five Why’s, and DMAIC are among the many processes you can learn and apply.
- **Identifying and Dealing with Causes (not symptoms)** - Use cause analysis to avoid quick and short term fixes.
- **Effective Decision Making** - Intuition vs rationality, neurology and the Rational Decision Making Model

6. Participative / Empowering

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- **Managing Unconscious Bias** – How to recognise when you are making quick judgements and assessments influenced by your background, personal experiences and cultural environment.
- **Embracing and Utilising Diversity** – How to proactively use the diversity of your team and over time makes sure your team matches and represents the diversity and needs of customers and other key stakeholders.
- **Effective Meetings** – Understand the costs of ineffective meetings – on productivity, wellbeing and the bottom line. One recent study estimated around £26bn is wasted annually in unproductive meetings in the UK, while another suggested the average employee has 62 meetings per month and spends on average 31 hours in unproductive meetings per month. Learn how to cut down on the number of meetings you hold or attend and how to ensure the ones you do hold are effective.

7. Personally Accessible

- **Planning Availability and Being Visible** – Learn how to be visible and available and at the same time be productive and get key work done.
- **Effective 1 to 1s and Performance Management** – How to prepare for and hold effective 1 to 1s, to get the most from each conversation. Create an ongoing, regular and effective performance management process that gets the best from each team members and fully engages them in taking responsibility for their own performance.

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8. Sociable

- **Social Skills for Leaders** – If you are not naturally sociable, or your personality or behaviour preferences make you more likely to communicate in non-face to face ways then you need to learn how to be more sociable. Take small steps and practice until they become a habit and more comfortable. Preparation is key so you know what you want to say, prior to any conversation, and at least to get them started.
- **Using Humour Appropriately at Work** – There are fine lines between one person's intent and how another receives it. Humour and banter can be particularly challenging and if in doubt, don't do it. Be aware of what is being said and check in with team members regularly and ask for feedback.
- **Managing Unconscious Bias** – How to recognise when you are making quick judgements and assessments influenced by your background, personal experiences and cultural environment.
- **Intrinsic Vs External Motivation** – What motivates people? Clearly it is different for different people, and the easiest way to find out is to ask them! Understanding the difference between external (pay, reward, status, etc.) and internal (learning, performance, enjoyment, etc.) motivation will help you to lead your team more effectively. Treats, while external, can help with intrinsic motivation, by adding to feelings of belonging and enjoyment. Don't leave to chance and plan in what might be appropriate and when.

9. Empathetic Engagement

- **Developing Empathy** – What is empathy and how can it be developed. Linked closely with emotional intelligence, learn to adapt behaviours, put yourself in the shoes of others, and keep emotions in control. Most people do not go to work to do a bad job or to upset others, so look for their intent.
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10. Managing Conflict

- **Effective Mediation and Conflict Resolution** – Making sure that good relationships are a priority and separate problems from people. Learn how to apply the 'The Interest-Based Relational Approach'.
- **Managing Difficult Conversations** – Many leaders avoid or struggle with challenging or 'difficult' conversations. But they are just a conversation and the label is created in the leader's head. Learn how to deal with them effectively and follow a simple process.

11. Use of School and External Resources

- **What Support?** – What management and employee support is available from within the organisation and what else do I need to know? Review handbooks, specialist department information, induction information and ensure you are fully aware of how you can use this to support your team members.
- **Managing Mental Health** – What are the main symptoms, how do they show up, what can you do as a line manager, what support is available and what are the next steps. Access training to develop your knowledge in this important and growing area.

12. Taking Responsibility for Resolving Issues

- **Effective Follow Up** – When and how should you follow up? What systems do you have in place to support you? Learn simple diary and planning processes that will make follow up just part of what you do.
- **Identifying and Addressing Abuse and Bullying** – Understand what constitutes abuse and bullying and the different ways this can be present in the workplace. Learn how to address it effectively and quickly and in a way that it won't repeat.
- **Accountability Vs Responsibility and Delegation** – As leader you are accountable for team performance and when things go wrong you must accept it and take responsibility. Yet it's also important to delegate and pass responsibility to individual team members. Learn how to balance this effectively to achieve high performance.