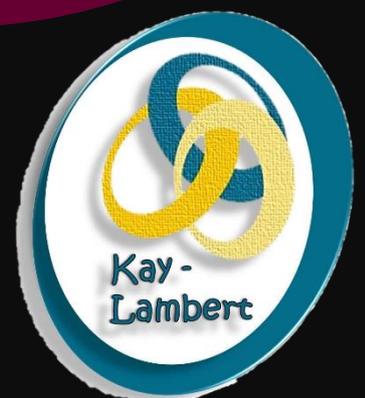


Light-bite Learning

*Bite-size learning modules to
enrich your team and feed your
potential*



Contents

Listed below is a selection of short facilitated courses that can be incorporated into your team meeting or event.

Just because you don't see it listed here, doesn't mean we don't provide it. We are happy to develop a programme around your specific requirements, so talk to us about any topic you are interested in exploring.

Sessions are typically between 2 hours and 3.5 hours and we can combine various topics to create the right mix for you. All of our workshops provide a mixture of activities, discussion, tutor-presentation and practice. Participants always leave with material to take away which will help them remember the key learning points and models referred to.

If you would like to talk to us about providing a facilitator for your whole team event, and would like help in designing the content and activities, please get in touch with us via our website. www.kay-lambertassociates.co.uk or call Tim on 07931 512908

Our short and longer courses help you work on the areas that matter to you most.

Fulfilling Your Potential  Personal Development	Strengthening Your Team  Team Development	Creating Strong Leaders  Leadership Development
Preparing for the Future  Strategy Development	Building the Culture you Need  Organisation Development	

2 - hour Sessions

Determining Your Motivational Drivers

In order to feel OK about ourselves most of us place conditions upon our behaviour. This is the concept of Drivers. A driver describes a type of behaviour we value so highly that we feel driven to keep repeating it, and we experience some discomfort doing the opposite.

Through the use of a simple questionnaire, we help you identify your Drivers from a list of five, and what they might mean for you. Some people have no drivers, some have all five, but most of us are somewhere in between. Our Drivers affect the way we work and how we relate to people. They deeply affect how we feel at any given time.

Drivers can be our friends, especially under normal, manageable conditions. But drivers can also induce stress if we continue to listen to them during periods of increased pressure and heavy workloads.

This session helps you understand your own drivers, recognise what other people's drivers might be, and develop strategies to ensure they achieve what they were designed for: a state of well-being and contentment. Through a series of fun activities, you will learn how your Drivers influence your actions and how you feel about yourself in a variety of situations.

If your drivers are driving you towards a cliff, we show you how you can put the brakes on them, because Drivers are only safe if you are in the driving seat.



Essential Conditions for Creating a Successful Team

Great teams do not form organically without any controlled intervention. Just as in farming, where crops will only thrive if the soil is well-prepared and the atmospheric conditions are right, teams need critical conditions to become established and successful.

This session introduces participants to the work of Richard Hackman, a Harvard professor who has developed a simple yet powerful model for team development. The model is composed of Five Conditions, without which teams will falter.

The work of any team leader is to ensure that these five conditions are deliberately created, and nurtured. This is best done collaboratively with the team members, who subsequently ensure that the team they create is designed to meet their needs and makes full use of their various talents.

For intact teams, we also offer an on-line Team Survey which team members complete in advance. The results of the survey are subsequently explored during the session. (There is a small additional charge of £200 for the survey processing and reporting, if required).

The Hackman model has been used extensively throughout the world, largely because it is a pragmatic and proven tool for strengthening teams and their performance.



Belbin Team Roles (optional Belbin Team Survey charged per person, to compliment this session)

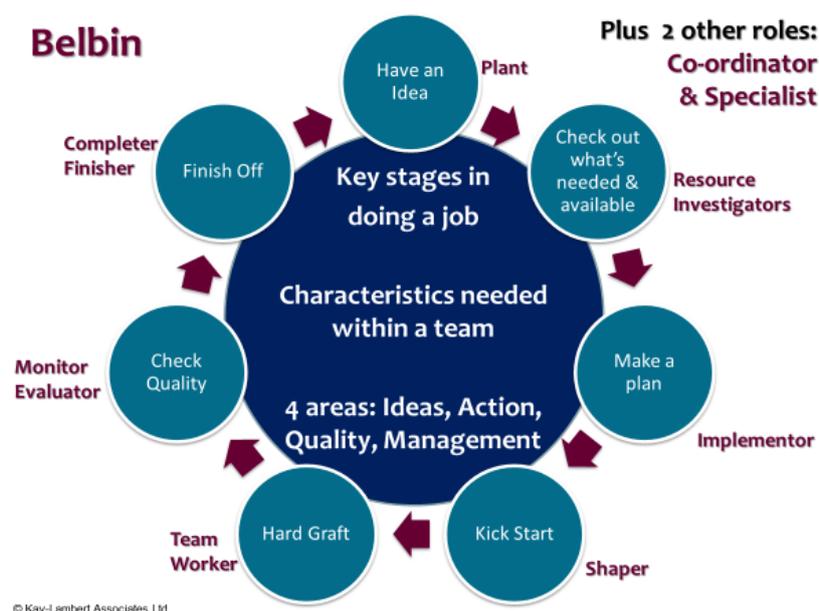
The process of handling work or handling problems will, in most instances, require that a series of actions or events need to take place - normally in a given sequence. Whilst some of these pieces of work have to be completed by a single person, from beginning to end, it is unlikely that the individual will be equally good at every element. They will have preferences for some more than others and will find some tasks more manageable than others.

Meredith Belbin's established model of team roles takes account of the multi-faceted components of a complex task, and identifies preferences relating to each facet. The beauty of a team is that there is more chance a team will have all facets covered, as each team member fulfils a different role.

Understanding the roles and how they play out in day-to-day work has many uses:

- You can assign tasks to the people who have a preference for them and who may be good at them
- You can develop your team to ensure that all bases are covered in terms of preferences and capabilities
- You can increase your chances of successfully completing key programmes of work
- People will be allowed to play to their strengths which has an impact on their psychological well-being

This workshop helps you identify your own preferences and situations where you can make the best contribution. If this session is being run with an intact team who have completed the Belbin Questionnaire, we can share a Team Profile which will identify the spread of preferences and any possible gaps across the team.



Influencing Skills

This workshop helps you expand your capacity to influence events, other people and even your own thinking.

We all have influence and we all make an impact. Some people are more influential than others and the impact some people make is more obvious. But we all play a part in influencing cultures, outcomes, moods and ideas.

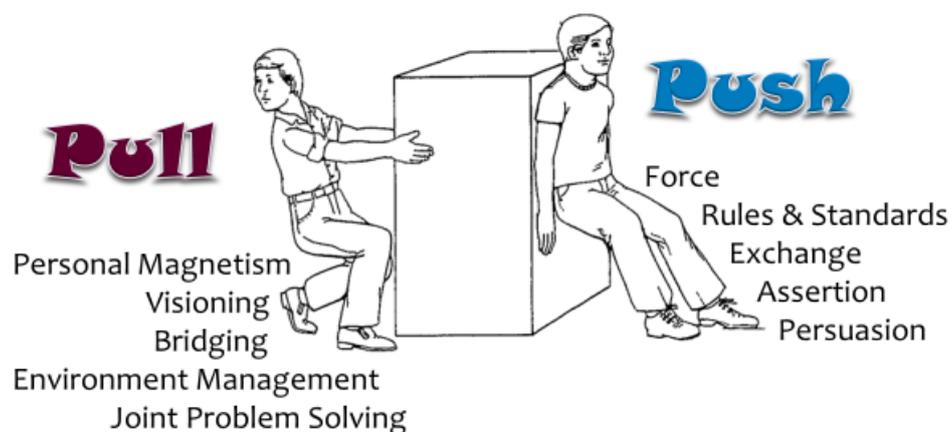
Influence can be acted up or acted down, since it is reliant on a set of observable behaviours that can be copied by anyone, irrespective of their hierarchical position within the team or company. We show you how.

There are many ways to influence people and you will become more influential if you develop the capacity to draw upon multiple approaches. We introduce you to Push-Pull influencing styles and help you work out which ones you prefer and which ones you tend to shy away from.

Your capacity to influence is hugely affected by how you control the voices in your own head. When these voices are telling you you're not OK, you will be less influential. When your voices assert that you are OK, you have entered a resourceful state where you can influence.

Part of the process of listening to the positive voice is recognising the influential and powerful hands we have to play. By virtue of our role and expertise, or even our personality, we have the power to influence. We do not need the added management title: influence is not their sole preserve.

This is a practical workshop that will help you play a more instrumental role in your life and work.



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Conflict Management

This session explores why and how you should deal with conflict, and why it isn't something you should be afraid of.

The absence of conflict is not a sign that all is well within a team. But some conflicts, if they are badly managed, can seriously harm the way the team works.

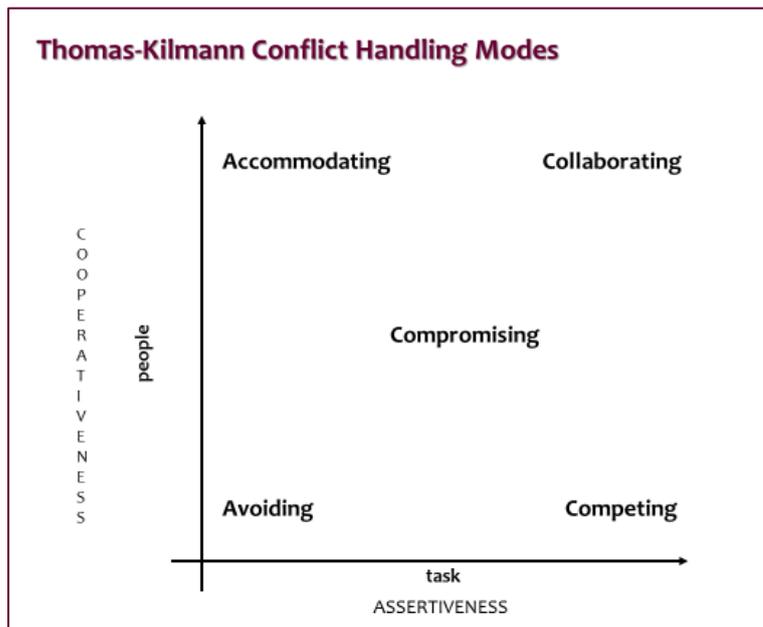
We look at Conflict Management styles, with reference to Thomas-Kilmann Conflict Modes, and explore why it is that you might have a preference for some and not others.

The needs and circumstances of every conflict situation will be different and will, therefore, require a unique response.

That's why it is necessary to understand what responses are available, appropriate and likely to work. And we need to be flexible enough to change our approach when we see that one is not working.

Our attitudes and ways of dealing with conflict are heavily affected by our personality and the things we attach most importance to at any one time, be it getting the job done or maintaining good relationships. This session helps participants to question what might be driving their decision to respond to or ignore conflict; and how they can be better-placed to choose the best option.

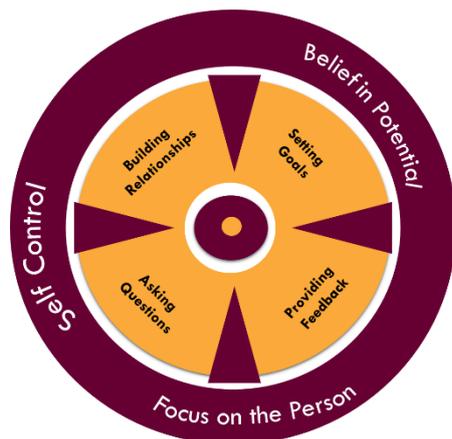
Come prepared to discuss situations that bring you into conflict, and we'll create a few more for you to test your skills.



Coaching Your Direct Reports

Adopting a Coaching style of management is a powerful and rewarding way of stimulating greatness in your teams. Traditional ways of managing people aren't always suited to the needs of 21st century employees, and can diminish their overall performance.

Coaching is different because it assumes that people are resourceful and ultimately capable. Instead of relying on their manager to tell them what to do, people can work out what is needed themselves if they are supported in the right way.



This session helps managers unlock the power of coaching as a force for driving increased levels of performance within their teams.

In this session, we take a close look at coaching and how you can incorporate its essential principles and practices into your management toolkit.

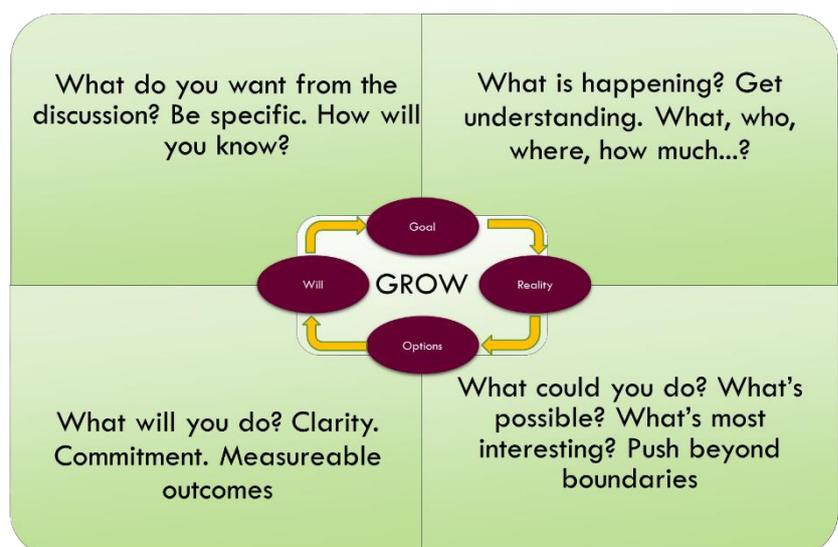
Underpinning Coaching Skills

We will...

1. Help you understand how a Coaching approach is different and how it can benefit you and your staff
2. Share coaching methods and techniques
3. Practice coaching skills

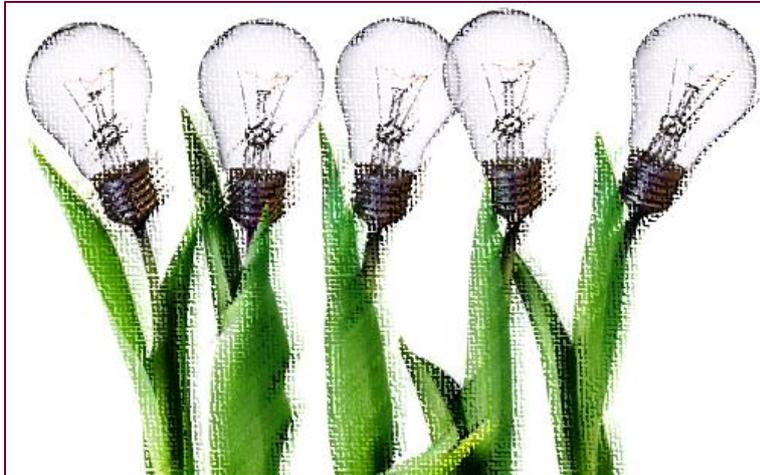
We'll help you work with the GROW coaching model developed by the coaching guru, Sir John Whitmore, who recently passed away.

Coaching is a truly liberating experience for the Coach and an insightful one for the client. Once a manager learns to let go of having to be the person with all the answers, so much more becomes possible.



Introducing Action Learning to your business

Action Learning is a powerful method of team coaching which empowers people to work through complex problems and challenges in a supportive and illuminating way.



It is a method of collaborative learning where a small group of learners (an 'action learning set') meet regularly to reflect on real work issues.

Its basic philosophy is that the most effective learning takes place when we are faced with a real problem to solve.

The problem owner presents their problem to a closed

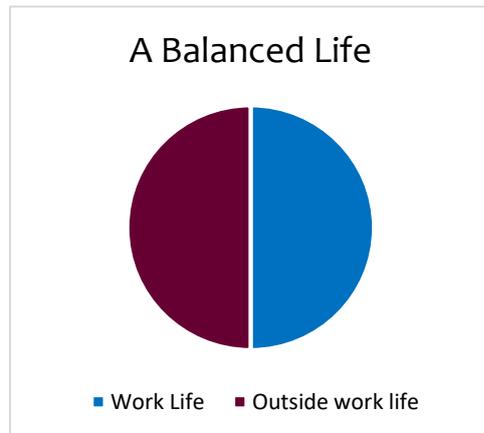
group who assist in finding a solution that the problem owner feels they can take forward. Ideas can be put forward, but the process is more geared towards questioning and helping the problem owner work out what they need to do, rather than giving advice.

There are many ways of managing the process, but all have the same principles in common:

- The problem owner is best placed to manage the solution
- Observers enquire and challenge the presenter without giving them advice, unless it is specifically requested.
- All suggestions and ideas offered are done so without any expectation that they will be acted upon, and no obligation on the part of the problem owner to accept them
- All perspectives are welcome
- Time for reflecting on the discussion needs to be allowed.
- Any action taken is the sole responsibility of the problem owner.

Action Learning is, as the name implies, action-oriented. By bringing thinking and action together, it can unlock people and transform situations.

Getting the Balance right between all aspects of your life



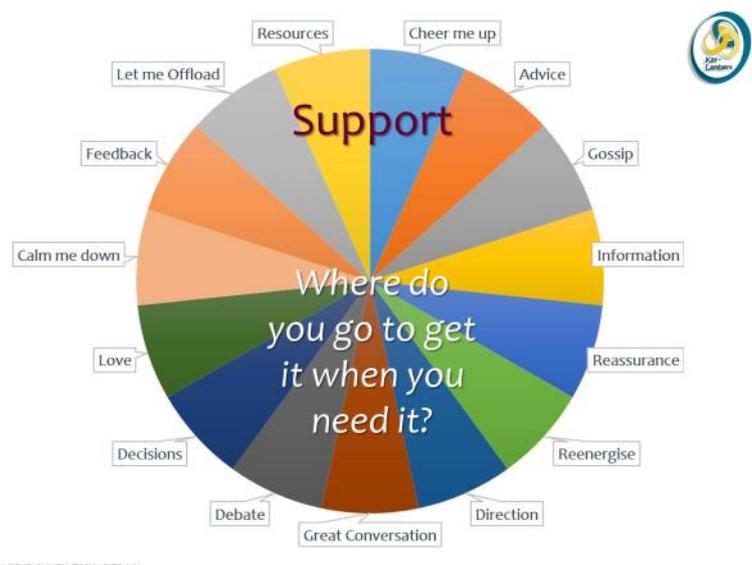
This practical workshop introduces participants to some simple and effective tools that help them take better control of all aspects of their lives.

It's misleading to talk of a 'work/life balance' since it implies that work is a dead thing and life is only experienced outside of work. Therefore, the challenge is not to get a balance between work and life, but to bring life to work, work to life, and fulfilment in all areas of life both within and outside of our professional work.

As our work life starts to creep further into other areas of our lives, we need strategies that can help us re-focus and re-prioritise the stuff that's really important. In this way, we can enrich all areas of our lives. So, the focus of the session will be on developing greater personal control and making effective decisions about what's required, desired and healthy within a work context.

We explore what you need to do to build stability in your life; where you can go to access the different types of support you need; how you can begin to prioritise what can be an overwhelming list of tasks; and how you can develop your sphere of choice.

Participants will leave with a worksheet capturing some practical approaches to taking more effective control of their working lives.



Trust

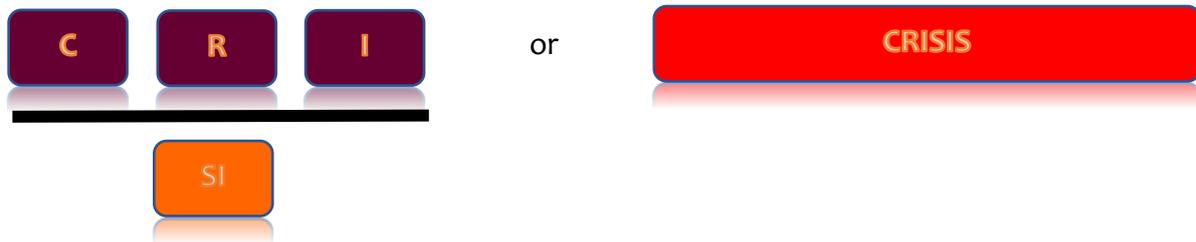
Trustworthiness is one of the most important qualities for us to develop. For leaders, the ability to inspire trust and show trust repeatedly tops the most desired leadership traits identified through staff surveys. But what is trust based on and how do we develop it?

Trust is hard to gain and easily lost. It cannot be assumed or taken for granted. It is a delicate balance between a range of behaviours that we need to be mindful of if we are to win and retain the trust of another person.

Trust is also an essential component of any successful relationship and team. Where trust does not exist, the environment turns toxic.

Our capacity to trust is also based on having certain expectations met, so this session looks at why some people might not trust you as much as others do, despite treating them the same way. When it comes to trust, it's more about treating people the way they want to be treated and not the way you expect to be treated.

The Trust Equation



In this workshop, you'll find out what you need to do to demonstrate your trustworthiness, and the behaviours you need to promote or curtail if you are to maintain healthy trust between colleagues.

Drawing on some useful models of Trust, the session gives participants the opportunity to define what they personally need from each other for trust to be the result, and why they should strive for it.

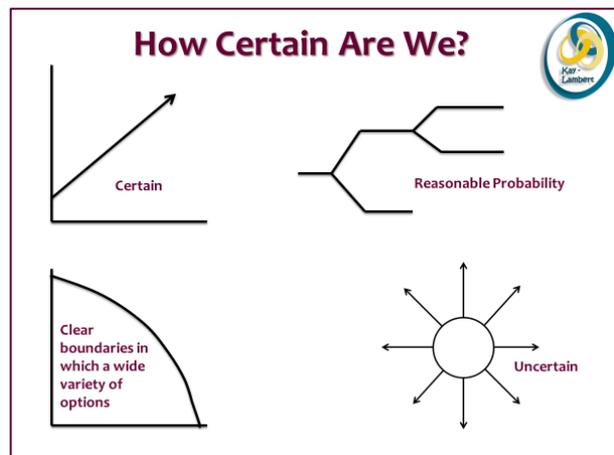
Half-day Programmes

Scenario Planning

The premise of scenario planning is this: that the ideal strategy is the one that leads to success under all possible future conditions.

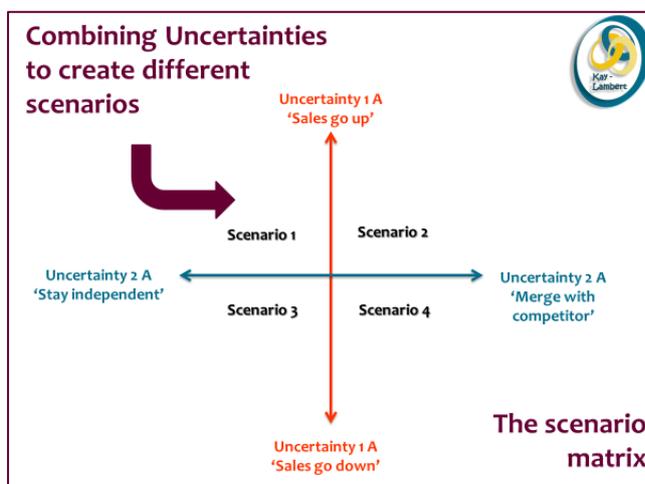
Scenario planning is a foresight methodology which helps us make sense of an uncertain future. No-one really knows what the future holds, but most of us have a reasonable idea. Whilst this foresight is not the same as prediction, it does give us a clue as to what a plausible future or futures might look like.

Since we can't be totally certain about the future, we need to be prepared for a variety of possible future states (or scenarios).



When it comes to developing a business strategy, it is crucial that we take into account everything we can that might support or interfere with our capacity to achieve our goals. Gaining foresight, understanding and anticipation of future events helps us to ensure that our strategy is robust and will survive most twists and turns.

This workshop shows you how to take a close look at how future events might impact your business. It gives you the chance to test out your strategy against a variety of scenarios that have a reasonable chance of arising in the near or distant future.



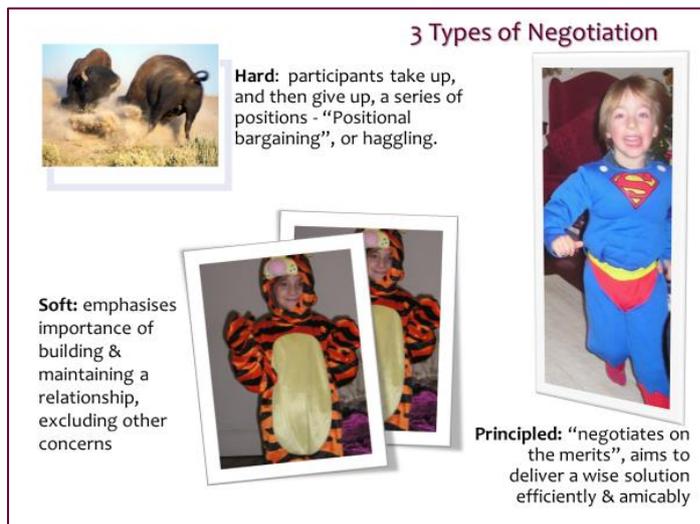
By following a structured approach and using practical tools such as STEEPLES analysis and Risk Assessment methodologies, we help you create a reasonable picture of worlds that you might encounter, and ways of either protecting yourself against them or preparing yourself to capitalise on them.

These scenarios provide a context in which managers can make decisions based on expectations, possibilities and

even the wildly-fanciful.

Negotiation Skills

By definition, you have to negotiate with someone else who has something that you want. It may be a product for which you are prepared to exchange something of value, or it may be that you have a product and the other side is trying to set a value for it.



Since each of you has something that the other wants, there is a power balance being played out. Decisions are being made about that balance, and exchange of resources will take place only if the setting of the balance is mutually acceptable.

Wherever there is equal power, wherever there is exchange of resources, wherever there are decisions to be made, there is

negotiation. It is about giving something to get something.

This workshop addresses the practicalities of Negotiation, helping participants to:

- Identify when the situation calls for a negotiating response
- Understand the principle rules of negotiation
- Recognise different types of negotiation and gain insight into current best practice
- Improve planning for negotiations and how to focus on their critical outcomes
- Uncover hidden interests that lie behind stated positions
- Recognise traps and tricks that are designed to weaken positions, and know how to avoid them
- Develop effective negotiating strategies
- Practice and grow in confidence

To support the workshop, we use a mixture of simulated case studies and real-life examples shared by the group.

Feedback – Giving, Receiving and Asking for It!

Feedback is like undergoing a personal ‘MOT’. Clearly, we want to pass our MOT and gain reassurance that we are doing okay. But we also need to know where we may be failing or heading in the wrong direction. We don’t want to be told that we have passed if we haven’t, because the consequences of that would be bad!

Sadly, many people struggle with receiving feedback and particularly with giving it. This means we don’t always get the help and support we need to correct, modify and improve our behaviour and performance.



Many see Feedback as a bruising experience which, far from feeding them only succeeds in making them feel fed up.

They have a point, because a lot of the feedback we get is poorly conceived and delivered.

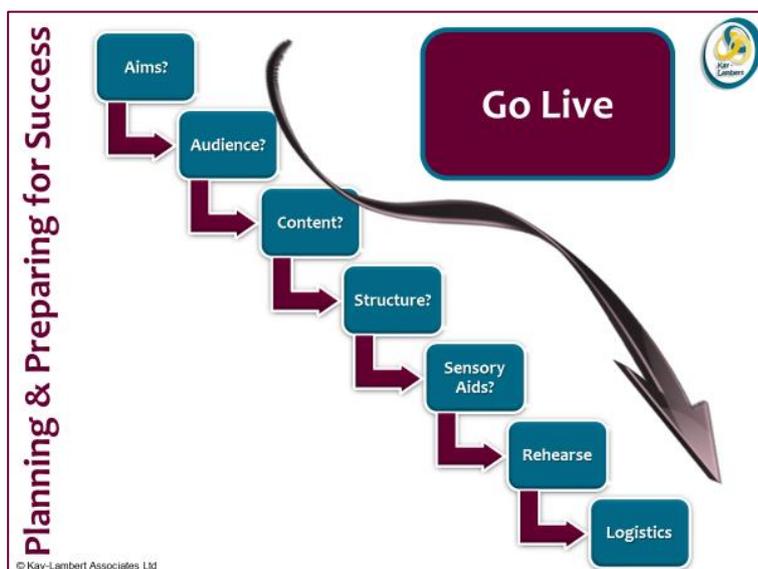
This workshop explores why feedback is so vital and how we can learn to love it.

It introduces you to some practical ways of giving feedback, where

the recipient will feel nourished and inspired to act.

Developing a culture where feedback is skilfully delivered and freely available has the capacity to transform individuals and organisations. Come and find out how.

Presentation Skills



This is a practical session for small groups who want to practice their presentations.

All our Presentation Skills Programmes focus on how to prepare, structure, and deliver a presentation in such a way that the audience find it credible, rational and well-thought-through, concise, value-adding, and relevant to them.

But more importantly, having undergone one of our

programmes, presenters should be able to leave an audience inspired, and emotionally compelled to act upon what they have heard.

The content of the session is tuned to your specific needs, and the session is run more as a laboratory and coaching session than a taught module.

We highlight the importance of:

- incorporating seductive story-telling shapes
- finding and promoting your core message
- managing your physiology

We help you

- develop techniques to hook your audience and keep their attention throughout
- structure your message
- read and respond to your audience
- understand why some presentations don't engage

Participants are usually asked to bring a presentation with them which we work on during the session. However, we also play with impromptu presentations where participants are given topics to present on at short notice.

This session, more than any other, is highly adaptable to the needs of the people on the day.