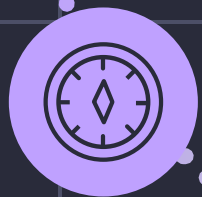


360°



first time

Manager's Toolkit



experienced

Give your team what they need at each stage of the people management journey

top tier





Alison Dawkins
Director of 360 Training

“Give your managers the right support at every stage of their journey”

We wanted to build a route map that would act as a guide, helping you to identify what support you should be giving your managers at different stages in their management career.

360 believes the management journey consists of three distinct phases. The early day experiences of First Time Managers, the more in depth challenges of the Experienced Manager, and the broader, more strategic aims of the Top Tier Manager.

This magazine will guide you through each stage, sharing insights and articles along with recommended workshops to give you a flavour of how we can help.

All of our content can be tailored to your exact needs, so if you don't quite see what you're looking for, let's have a conversation to start the ball rolling.

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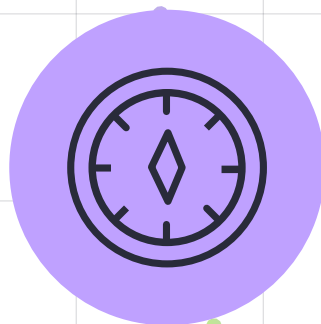
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The people management journey

Every manager will follow a similar journey throughout their career. Understanding their needs at each stage will enable you to offer the most impactful support at the right time.



First Time Manager

Making the move into the role of manager for the first time can be exciting and rewarding. It can also be arduous and bewildering. Our First Time Manager workshops help your new managers hit the ground running, guiding them through the transition and giving them those critical early days skills.

Get the lowdown on page 4



Experienced Manager

Experienced managers will already have a core grasp of what it takes to get the best out of others, but now they are looking to step up. Our Experienced Manager workshops offer your team the opportunity to do a deeper dive into the essential skills that will help them stretch and develop themselves, as well as others.

Step up on page 9



Top Tier Manager

What development can you offer those managers who are now at the top of their game? They've built teams and brought results, so where next? Our tailored Top Tier programmes give senior managers the strategic skills they need to roll out initiatives, drive organisational change and continue to impact organisational direction and culture in a positive way.

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Introducing...

first time manager

Making the move into the role of manager for the first time can be exciting and rewarding. It can also be arduous and bewildering. Our First Time Manager workshops help new managers hit the ground running, guiding them through the transition and equipping them with those critical early days skills.



Mindset

First Time Managers have to switch their mindset from just managing themselves to now also managing the output of those around them. They may worry about getting critical things right from day one. How can they hit the ground running and ensure the first impressions they make are good ones?



Skills

Time management, briefing out work and delivering feedback. These are just some of the tasks a first time manager may struggle with. How should they address difficult subjects? How do they coach without taking over and becoming prescriptive? How do they decide how, and what, to delegate?



Milestones

First Time Managers will have a range of first time experiences. What are they, and what can they learn from them? Milestones include running the first team meeting, dealing with the first underperforming team member, first failure, first difficult conversation, first hire and first fire.



Challenges

What should new managers spend their time doing? How much of their time should they spend doing it? How involved should they be in their team's output? How do they strike the balance between micro-managing and abdication?

Essential Tools

From *buddy* to boss

One of the toughest transitions as a first time manager is moving from being your co-workers' buddy to their boss. That can make for an uneasy time as both managers and team members redraw those relationships: Will they respect me? Can I still be their friend? So, in these testing times, how do you stake out new boundaries, reconfigure your work relationships and motivate your colleagues without turning old friends into foes?

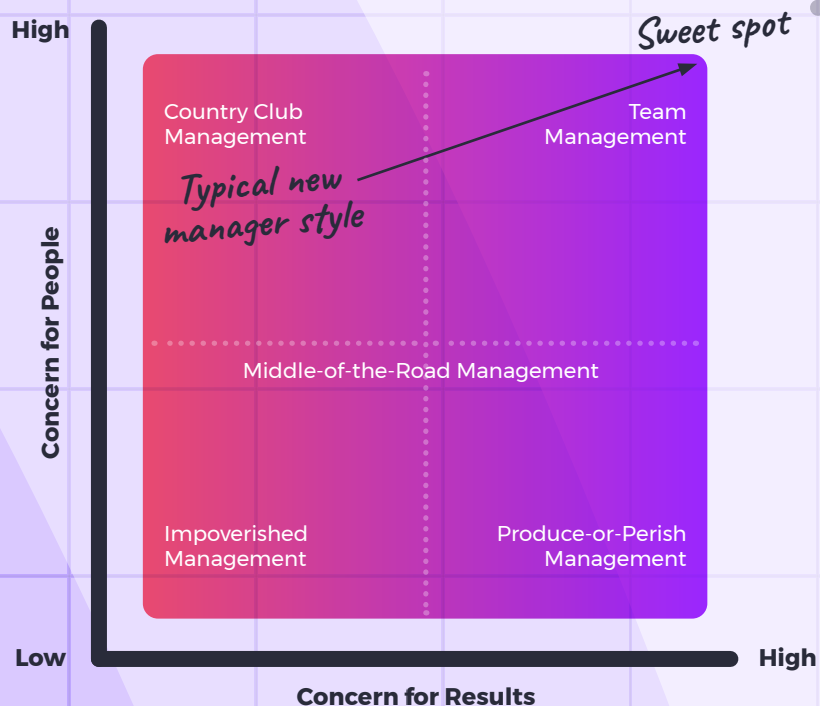


Wear the right management hat

You are a manager now, and you have to reset how you relate to and communicate with your colleagues. Nervousness about your new role can lead to you insisting 'nothing will change' or keeping an informal, even humour-driven, style of management. This is a mistake.

New managers can often fall into the trap of what the Blake-Mouton management grid labels the 'country club' style of management.

First time managers often prioritise people, harmony and likeability, creating a relaxed and fun atmosphere, but this over-accommodating management type can lead to a drop in standards and a fall in productivity.



The Blake-Mouton grid of management style

Reinforce new relationships

Relationships are built on ongoing conversations. Keep in touch with your team regularly and offer coaching and mentoring support to keep their performance on track. Avoid oversharing with the team members you're friendly with and treat everyone the same – be respectful, credible and impartial.

Stronger together

You're not alone. Harvard Business Review research (Laker et al, 2020) showed that 90% of first time managers found navigating the boundaries between being a boss and a friend tough, and more than 70% had seen friendships wither since becoming a manager.

Once your new direction is clear in your mind, assemble your team and agree those goals together. Iron out any problems early. Be inclusive but be prepared to set challenging goals. Next, find out what team members will need to achieve those goals and give them your full support.



Pack this in your kitbag

Making the move from buddy to boss doesn't mean turning into a stony-faced and distant authoritarian. But it does mean a redrawing of boundaries, a re-emphasis on business goals and using your new-found responsibility to empower your team to lead satisfying and productive working lives.

Get the workshop

First Time Manager



Essential Tools

Finding your *feedback* mojo

First time managers may feel uncomfortable about delivering feedback. But mastering these skills is crucial to their new role. And although they can sometimes bridle at perceived criticism, most employees crave managerial opinion and recognise its value.

Criticise with kindness

So your team is underperforming and you're nervous about delivering the message, so much so you delay feedback meetings. Resist that temptation: as soon as you deliver feedback, the sooner you can resolve any issues and improve future efforts. Be clear, concise but kind – being specific means your feedback will be more easily understood (Chappelow and McAuley, Harvard Business Review, 2019). Remember feeding back should be a two way process, so always be open to receiving – and actioning – comment from your team. Well-timed, well thought through feedback will enlighten, motivate and inspire.

69%

of employees would work harder if managers recognised their efforts

98%

of employees actively disengage from work if they don't know how they're doing

The power of positivity

Reacting positively to a job well done seems like the easy part. But often, managers just tell people 'Good job.' Your feedback should be specific, targeted and encouraging. Take some extra time to think through, and then articulate, what was done well in particular and how it contributed to business goals. This will add weight to the impact of your words.

Build better habits

- 1 Don't deliver feedback reactively, in anger or frustration.
- 2 Ask yourself why you are talking to the employee – have a clear sense of your purpose and tailor your comments to each team member and the business goals you want to achieve.
- 3 Being specific and detailed trumps delivering vague and airy statements that may have employees scratching their heads.
- 4 Most importantly, stay in touch regularly – the closer your feedback is to the finished task the truer it will hit home with team members.



Pack this in your kitbag

Feedback can be a motivational experience if you think through what you want to say. Think little and often. Don't save it up for your once-a-year performance review.

Get the workshop

Feedback Essentials



Essential Tools

Setting up psychological contracts

What do you remember about the best boss you ever had? What was it that they contributed to you having a great working relationship? They probably had the knack of motivating you, of making you feel part of a team, of inspiring in you a desire to be the best you could be. You may not have known the term at the time, but a lot of what you felt was down to the unwritten 'psychological contract' that existed between the two of you.

Do we sign the contract?

So, what are we referring to when we talk about the psychological contract? Simply put, it's the balance of expectations and promises that exist between manager and team member: "Here is what we expect from each other, and here is what we promise to give in return." Unlike a legal contract, the psychological contract is informal, un-enforceable and often implied, not explicitly stated. It covers things like flexibility, development and recognition, and is far more influential on your day-to-day working life than you might imagine. It's not fixed and the "conditions" change throughout an employee's life cycle. For this reason it's something that needs to be explored regularly to make sure things are on track.

Everyone is different

A psychological contract is a balancing act between a manager and a team member. Take the time and effort to really explore the unique working preferences and needs of each team member. Some days the contract will be fully functioning, other days it will come under pressure. The secret is to keep talking. When you start working together, sit down, have a conversation and explore what you both need from each other. Many managers assume their employees work in the same way as they do, but don't assume – ask. Everyone is different. Invest the time in building your understanding. Be explicit about your own expectations as well. What matters to you? What you would like to see from your team member?



A fine balance

The psychological contract is fragile – so be careful not to chip away at its foundations. It is easier to damage than build: not acknowledging someone in the morning, not replying to an email in a timely fashion, or giving difficult feedback in front of others can leave your psychological contract bruised and even broken.



Pack this in your kitbag

The world of work is changing faster than at any time since the Industrial Revolution. The rise of flexible and more fluid forms of working and rapid technological change means that psychological contracts, which were always easy to breach, require greater scrutiny and upkeep.

Employee priorities may be ever-changing, but remember that broken promises always lead to recruitment and retention problems.

Get the workshop

[Conversations That Count](#)

first time manager Workshops

First Time Manager

If you're making the transition into your first management role, what do you need to hit the ground running?

This workshop is designed to support new and aspiring managers in building the foundation skills of people management. We will give you a full overview of your key responsibilities and explore some of the early challenges you can expect. We show you how to engage your team behind meaningful objectives, making sure they feel focused and empowered. You will learn the value of the 'coaching check-in' to support and direct team output.

Feedback Essentials

Well-considered and well-delivered feedback can have a significant impact on motivation levels and performance.

In this highly practical workshop we'll show you how to prepare for and lead feedback conversations - including challenging feedback - in a way that motivates your team. Are you recognising and reinforcing the things that are being done well? Are you tackling the issues that are affecting an individual's performance? In a rapidly changing business environment, it's more important than ever that feedback is happening in a way that builds performance and protects relationships.

Everyday Coaching

We'll show you how to recognise opportunities for daily coaching conversations, bringing a significant impact on your team's performance.

In this highly interactive workshop we'll show you how easy it can be to spend just a few minutes each day coaching your team, bringing a significant impact on their performance. We'll introduce you to a variety of easy-to-implement coaching tools. You'll learn how to recognise a coaching opportunity, how to structure the conversation and what to do when it becomes more challenging than you had anticipated. You'll also have the opportunity to try out these techniques in a supportive environment.

Conversations That Count

High quality conversations will improve engagement, motivation and performance right across your organisation.

Are the valuable, meaningful and sometimes difficult conversations happening? Are they bringing the results you want? Too often, the conversations that will really have an impact on performance and wellbeing are delayed, possibly because of the anticipated difficulties. In this practical and highly interactive workshop we will show you the conversational skills, tools and techniques you'll need to help establish effective psychological contracts and build strong working relationships with those around you.

See more First Time Manager workshops at 360training.co.uk/workshops



Introducing...

experienced manager

Experienced managers will already have a core grasp of what it takes to get the best out of others, but now they are looking to step up. Our Experienced Manager workshops offer your team the opportunity to do a deeper dive into the skills that will help them stretch and develop themselves, as well as others.



Mindset

Experienced managers are often keen to develop further, stretching themselves and making bigger, better impacts. But how can they make the move from being a good to great manager? Some skills might be rusty and need some attention, but good managers should be open to learning new ways of doing things.



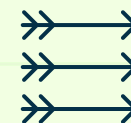
Skills

Refreshing the core skills of delegation, coaching and feedback is the clear path to mastering them. Managers should re-imagine how they lead performance conversations with teams and continue to drive results and support wellbeing. They often want to learn how to influence, lead change and manage a larger team.



Milestones

Milestones for experience managers are often complex. They could include rebuilding a team after staff turnover. A change of focus that shifts objectives and triggers the need to upskill the team. Being asked for strategic input. And motivating and stretching others when they've been in their role for some time.



Challenges

Managers can challenge themselves by asking how they are adding value to the way their team is performing. How self-aware are they? How conscious are they of their behavioural wake and the impact on those around them? How do they continue to adapt their management style to those around them?

Essential Tools

Your behavioural wake

The wake that a manager creates as they fulfil their roles and responsibilities is similar to that of a boat as it makes its way across a stretch of water. Will that impact be positive or negative? What ripples do you create when you interact with team members? Every email you send, every meeting you lead, every piece of feedback you deliver creates your behavioural wake.

Grace under pressure

When work is plain sailing, you'll be respectful, inclusive and approachable. You answer emails quickly, you run inspiring meetings and you deliver regular and constructive feedback. But it's when things start to go wrong and stress levels start to rise that you need to consider your behavioural wake. The ripple effect from your behavioural wake is stronger than you might think. If your resilience reserves are running low, stop to think about how you might be passing on second-hand stress to your team members.

BODY LANGUAGE

SILENCE

FACIAL EXPRESSIONS

SHUTTING OFF

STRESS

ANXIETY

Watch your appearance

That stress might manifest itself in your tone of voice, your body language or your facial expressions. And you may not even realise how you appear and how damaging your behavioural wake is becoming. You may cancel feedback or wellbeing conversations, or become unresponsive, disengaged and critical. Your team becomes uncomfortable, anxious and wary about approaching you. Neuroscientists have shown that when employees feel threatened or stressed their ability to problem-solve or be creative is impaired. So by not checking your behaviour you may be having more of a negative impact on business performance than you are aware

Ask for feedback

So how do you stop your behavioural wake creating a negative experience for others? Asking other people and gathering feedback will help. Speak to other people in the business: what are the signs you are becoming stressed? Ask yourself how you can change your unhelpful behaviours into helpful behaviours.



Pack this in your kitbag

Creating a positive wake is a requirement, not a 'nice to have'. So pay consistent attention to the impact you are having on others. Have the courage to ask for constructive feedback. Identify and address your shortcomings, especially when you are stressed.

Get the workshop

Management Essentials



Essential Tools

Everyday coaching conversations

Upskill and motivate your team members with a coaching conversation. The conversation doesn't need to be time-consuming and exhaustive, but should be ongoing and integrated frequently into the working day. For a team member overwhelmed by work and unable to prioritise, a couple of targeted questions can make all the difference.

Show don't tell

If a team member comes to you with a specific problem, you are disempowering them if you step in and solve it for them. Think about driving the team member's insight into their situation rather than trying to fix it yourself. Your input lies in guiding your employee towards finding the right solution – a far more satisfying conclusion. This transformational way of managing gives employees the confidence to flex their creative muscles.

Touchline coaching

Touchline coaching normally happens after you have delegated a task, and provides a supportive platform to help team members tackle their own problems. A coaching conversation offers your team members the opportunity to decompress and to explore those things that need addressing. Questions to ask include: How are you getting along? What challenges are you facing? The coaching conversation is designed to empower them to fix things themselves within a supportive framework.

Stand back

When we see that employees are struggling, many managers will be tempted to step in and save their team members. But this disempowers the team. And you are storing up more trouble if you don't allow your team members to really consider the actions they need to take to get their work back on track. Would it be easier to step in and 'save the day'? Perhaps, but it would be more valuable to guide your team members to find their own solutions.



Pack this in your kitbag

The move to hybrid working makes these conversations more important than ever. What perhaps happened by default because you sat near your colleagues now has to happen by design. Consider how you can turn everyday interactions into coaching conversations.

Get the workshop

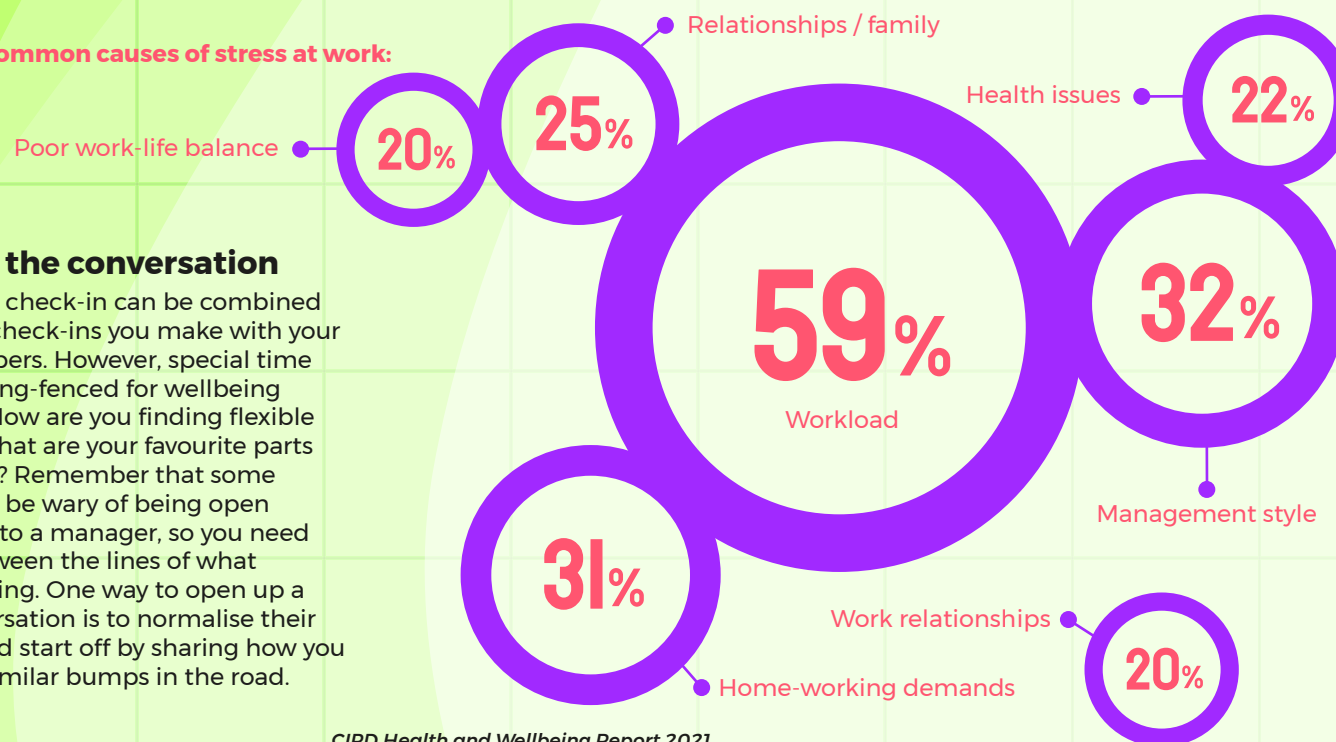
[Effective Coaching Skills](#)

Essential Tools

The wellbeing check in

We're living through the greatest experiment in the history of employment: a new way of working that sees employees given the flexibility and trust to manage their own working lives. But the move towards treating workers as adults and judging them by evaluating performance instead of how often they turn up in the office has seen new challenges. Workers have lost an important safety net, the opportunity to decompress and vent with colleagues, and to ask for advice. Hybrid team managers must take extra steps and invest in regular wellbeing check-ins.

The most common causes of stress at work:



Open up the conversation

A wellbeing check-in can be combined with other check-ins you make with your team members. However, special time should be ring-fenced for wellbeing questions. How are you finding flexible working? What are your favourite parts of the week? Remember that some people may be wary of being open and honest to a manager, so you need to read between the lines of what they are saying. One way to open up a frank conversation is to normalise their struggle, and start off by sharing how you managed similar bumps in the road.

Stay on top of burnout

At first glance, flexible working seemed like a godsend: managing other parts of our lives – doctor's appointments, school runs, package deliveries – didn't require endless negotiation with managers for taking time out from the office. But have you ever been so engrossed in your work that you forget to take a break, and ended up toiling into the evening? Or are you now far more sedentary now that even the walk to the train station is no longer necessary? There are downsides to hybrid working that can lead to burnout, exacerbated by the lack of daily human interaction. Managers' antennae should be constantly attuned to this risk among their team members.

Walk and talk

Try to meet up with each team member at least once a month. A face to face meeting is better than touching base over Zoom – why not try a walk and talk, where you can get some energy-boosting exercise and a mindfulness hit.



Pack this in your kitbag

While you can't be expected to fix all your team members' problems, being aware of each individual situation and making time to explore how they are feeling will help mitigate against potential bigger problems at a later date.

Get the workshop

Building Resilient Teams



Essential Tools

Make *hybrid working* work

In the days before the pandemic the office was a hive of activity: we generated ideas, thrashed out consensus and strived together for solutions. Central to this were clear, in-person communication channels. Since the great exodus to our home offices, these networks have been fragmented, with video conferencing and Zoom meetings replacing ad hoc chats and impromptu meetings. This shift hasn't been without its problems, so how do we keep everyone in the company aligned with company goals and communicating as effectively as before?

Clear, crisp communication

We've all sat in meetings when we've asked ourselves, what are we doing here? Don't let your messages fall between the cracks. The social and physical cues that are so apparent when we talk to someone in person are absent on a screen. How do we know people are engaged, and absorbing our message? To ensure this, be direct and explicit about your expectations in terms of interaction and engagement. And keep it short – it might be better to have multiple mini meetings over the course of the week than a single big meeting which overruns and alienates people waiting for their turn to speak.

Rewriting the psychological contract

Use the distance imposed by a more scattered team by rewriting the psychological contract you have with your team members. What do we all need from each other to make this shift to new ways of working work? Team members will benefit from increased flexibility, but they'll still need feedback and continued investment in career and personal progression. Managers should see a proactive approach to managing priorities and a commitment to keeping stakeholders updated. Expect the psychological contract to evolve even more as hybrid work evolves.

78%

of employees working from home in some capacity enjoyed an improved work-life balance*

88%

of employees think that flexible working has increased their job satisfaction**

Talk meaningfully, or not at all

Poor communication isn't unique to hybrid working, but it can be magnified by the domination of work at the cost of those more casual social interactions that made the office really buzz. Actively promote developmental conversations, not just task-based feedback, and chat to employees about their future path within the company. Make time for informal relationship building to check on employees' wellbeing – without the safety net of the office, how are your people decompressing after a tough day? What used to happen by default in a co-located workspace now has to happen by design.



Pack this in your kitbag

It can be easy for employees to feel isolated and detached from the wider organisation when working in a hybrid way. Without the support network of co-workers and managers, team members can easily start to feel disconnected. Your role as a manager is to help your team members stay involved by showing them the value they add, their place in the wider team and offering support and direction when they need it.

Get the workshop

[Making Hybrid Working Work](#)

experienced manager Workshops



Management Essentials

An essential toolkit for all managers, giving you a variety of tools and techniques to help build and drive the performance of those around you.

In this practical and interactive workshop we will explore the benefits of building an empowered team. We will show you how to develop your delegation, feedback and coaching skills to support and stretch team performance. You will come away with a clear understanding of how you can make a significant impact on both the performance and engagement levels of those around you.

High Impact Performance Conversations

Regular check-ins give you the opportunity to agree goals, give feedback and ensure you stay on track.

There has been a move away from the mindset of the once-a-year appraisal or review to more regular and meaningful performance conversations. A regular forum for feedback leads to more clarity in our roles and responsibilities, as well as more meaningful and inspiring objectives and goals. This workshop will provide managers with the foundations and frameworks to have regular, transparent and actionable performance conversations. We will show you how to prepare for and structure the conversation, explore performance issues and set tangible objectives.

Building Resilient Teams

Building a resilient team is your management superpower. Develop this invaluable skill to drive performance during demanding times.

Employees with high levels of resilience will help drive optimum performance across your organisation, increasing productivity and encouraging accountability. In this highly interactive workshop we'll show you four different strategies that will help shape the behaviours and skills associated with resilient teams. The workshop has been designed for managers who could benefit from a set of tools and techniques to build their resilience skills, and those of their team, even in the most challenging of circumstances.

Effective Coaching Skills

The performance and motivation levels of your team will be influenced by your ability to lead effective coaching conversations.

In this highly experiential workshop we'll show you how to anticipate and plan for these all-important conversations. From touchline coaching to wellbeing check-ins we'll provide frameworks, tools and techniques to raise your coaching skills. We'll highlight the unique challenges of leading remote coaching conversations, giving you multiple opportunities to try out the techniques in a stretching yet supportive environment.

experienced manager Workshops

< Continued from previous page

Effective Mentoring Skills

Mentoring brings benefits to both mentor and mentee. A mentor's experience, knowledge and skills are invaluable to an aspiring mentee.

This workshop will give you, the mentor, the skills you need to create and grow effective and lasting mentoring partnerships. In this practical workshop, we'll show you how to set the all-important objectives and boundaries for a successful relationship. We'll explore how to best use your experience and insights, giving you tools, techniques, and frameworks to ensure both you and the mentee get the most out of the partnership.

Managing Difficult Conversations

Develop both your confidence and competence in preparing for your more challenging conversations, while protecting working relationships.

In this workshop we show you how to deal with difficult issues while at the same protecting and maintaining healthy working relationships. We explore the skills and frameworks necessary to help you prepare for and manage conversations when they become challenging. Most importantly, we will show you how to respond effectively when the conversation looks like it might derail. You will learn how to transform difficult conversations into opportunities to help you get the best out of the people you work with.

Leading Others Through Change

Change has become an increasingly common part of everyday life. Develop the skills to lead and manage your team through the process.

How you lead and communicate change will have a significant impact on the motivation and buy-in levels of those around you. How you then support your team throughout will have an impact on how well it is embedded. This highly bespoke workshop will empower you with tools and techniques to support you and your team through the change management process, whether it be a quick win, short-term change or a more structured and wider-reaching, longer-term programme.

High Performing Hybrid Teams

Having made the successful transition to hybrid working, you now want to raise team performance to the next level.

Now is the time to explore what is and what isn't working and identify the next steps in your hybrid working journey. Using the 5 Cs model we will explore how to stay connected, creative and collaborative while co-ordinating team output and retaining your organisational culture. We will explore the role for supportive autonomy in empowering your team to make the most of the hybrid working experience.

Continued >

experienced manager Workshops

< Continued from previous page

Building Psychological Safety in the Workplace

High performing teams have one thing in common. High levels of psychological safety where teammates feel safe to be creative, innovative and collaborative.

When psychological safety is present it helps to create an inclusive and positive work climate. By building it into the workplace you will help shape a way of working that encourages your team to be adaptive and agile, especially during times of disruption, challenge and change. We will explore what we mean by psychological safety and identify the different tools and techniques managers can use to establish a positive team climate, coaching others to model the behaviours and mindsets that drive team performance.

Managing Challenging Relationships

The impact of a challenging workplace relationship can be far-reaching. It can lead to a loss of team morale, disengagement and reduced productivity.

In this interactive and highly practical workshop we want to help you explore and address any challenging relationships you may be faced with, and help you get things back on track. Whether it's a communication challenge, a competing objective or simply a difference in working style, we'll give you the time and tools you need to start a relationship reboot.

Giving and Receiving Feedback

Explore the role for psychological safety in giving and receiving meaningful feedback.

A high performance culture is shaped by your employees' ability to both provide and receive appropriate, timely and meaningful feedback. This can sometimes be a challenging experience as we anticipate the discomfort that can arise as a result of a feedback conversation. The workshop looks at feedback from both perspectives. We will explore how to prepare and deliver feedback in a way that motivates and develops others. We will also explore how to remain engaged and open minded when on the receiving end of feedback.

Working With Emotional Intelligence

Emotional Intelligence (EQ) is recognised as a key factor influencing high performance at work. But what is it, and how can it be developed?

If you are emotionally intelligent you pay attention to the impact you make on those around you. You consider how your emotions and feelings contribute to your behaviours and regulate those that are perceived as disruptive or inhibiting. You are also able to read the emotions of others, helping them to regulate and manage their unhelpful behaviours. This workshop will explore how it's done, building your understanding of how to manage yourself, manage organisational and relationship pressure points and inspire those around you.

See more Experienced Manager workshops at 360training.co.uk/workshops



Introducing...

top tier manager

What development can you offer those managers who are now at the top of their game? They've built teams and brought results, so where next? Our tailored Top Tier programmes give senior managers the strategic skills they need to roll out initiatives, drive organisational change and continue to impact organisational direction and culture in a positive way.

The following case studies demonstrate how we've helped senior leadership teams with these challenges.



**Values and
behaviours**

[See page 18 >](#)



**Inclusive
leadership**

[See page 19 >](#)



**People-centric
change**

[See page 20 >](#)

Case Study

“How can we bring our new values and behaviours to life?”

A government organisation had created and rolled out a new set of values and behaviours. However they felt more work needed to be done to absorb them into their cultural DNA. 360 was tasked with laying out an action plan to bring them to life and to embed them in the everyday experiences of their employees.



Our brief was to answer the following:

- > What can we do to create an organisation-wide understanding of our values and behaviours?
- > How can we build cohesive and aligned ways of working with the values and behaviours across the organisation?
- > How can we ensure that each employee understands how to align their own behaviours with organisational values

The solution

We proposed a series of workshops, aimed at all employees, that brought to life the values and behaviours with delegates asked to share examples and case studies. These workshops were designed to be interactive and inclusive, giving team members the opportunity to explore and understand how they could be applied.

We discussed examples that demonstrated each of the values in action, and encouraged individuals to consider how certain behaviours could be dialled up within their everyday roles.

The workshops also provided an opportunity to look at what might happen in challenging situations and how the values could drive helpful behaviour in these situations.

Results

Employees valued the opportunity to learn from each other and explore their experiences. The workshops brought the values and behaviours to life and showed team members how effectively they could be applied within the normal working day.

Need help with values and behaviours?

[Start the conversation with 360 Training](#)



Case Study

“Are our leaders and managers inclusive enough?”



A marketing and communications agency wanted to explore how their leaders could demonstrate a commitment to authentic inclusivity, by becoming role models and advocates for inclusivity across the business.

Our brief was to answer the following:

- > How can we ensure that our leaders make employees feel valued and that they belong?
- > How do we encourage our team members to speak up, challenge our thinking, make recommendations and be proactive problem solvers?
- > What can we do to help leaders stay curious, pay attention to diversity of thinking and seek to understand those around them?

The solution

A 360 facilitator ran a series of 90-minute workshops for senior leaders on the five behaviours associated with inclusive leadership. We defined how we believed inclusive leaders behaved: with commitment, humility, curiosity, collaboration and emotional intelligence. Through the use of reflective exercises and organisational specific case studies we built an understanding of the strengths and shortfalls in these areas.

The benefits of inclusivity to the organisation as a whole were also discussed: if employees felt recognised and listened to, they were more likely to air their views, contribute to company objectives and go the extra mile.

Results

Leaders came away with a clear understanding of where both collective and individual action needed to be taken.

There was a significant uplift in commitment to demonstrating behaviour on a daily basis that would help to build an inclusive culture.

The use of coaching as an inclusive practice was highlighted and learners focused on coaching as a tool to help drive innovation, engagement and problem solving.

Need help with inclusive leadership?

[Start the conversation with 360 Training](#)

Case Study

“How do we head off resistance and achieve workforce buy-in to our plans for systemic change?”

We were asked by an international healthcare organisation to help them lead internal and external stakeholders through what was anticipated to be unpopular change.



Our brief was to answer the following:

- > How do we put our people at the heart of the change process, demonstrating compassion and commitment at every step of a difficult journey?
- > What do we need to do to plan a positive and motivational path through challenging change?
- > How do we communicate the right messages to the right people in the right way at the right time?
- > What steps can we take to recognise and overcome resistance to change, keeping the plan on track?

The solution

Working with a 360 Change Coach, leaders were shown how a successful – but sometimes rocky – outcome is dependent on keeping employees at all levels invested in the change process, from inception to conclusion. We identified five key areas where people could be put at the heart of the change process and explored the steps leaders needed to take to make it happen.

We showed how spending time articulating concrete benefits, and preparing a change narrative – a road map of where the company is heading and why – can drive engagement and commitment. Our Change Coach encouraged listening to employees about their feelings of lack of control and talking to them in a spirit of openness, surfacing concerns and pain points.

Results

Leaders felt better equipped to navigate the challenges, sharing experiences and agreeing actions on a regular basis. As a result of the team coming together to explore progress the change itself was better aligned, with more consistent messaging and focused action.

Need help with people-centric change?

[Start the conversation with 360 Training](#)





Let's get the conversation started

Ready?



Speak to us, drop us a line or request a callback:



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