

DEVELOPING YOUR TEAM

WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates will understand how to coach and how to set targets for their team.

This guide is designed for a manager or a facilitator to deliver a short workshop featuring videos from the Video Arts Management Essentials Series. Each video comes with a series of activities around the following structure:

LOOK - watch the video and reflect on the content and message.

THINK - activities and questions linking the video to their own experience and workplace.

REMEMBER - a summary of the key learning points.

Each section relating to the video will last around 15 minutes.

ACTION PLAN - At the end of the series of videos and activities delegates should be encouraged to share the most important actions they will take and record actions on their Personal Action Plan sheet.

FEATURED VIDEOS

- Preparing to coach
- Coaching goals
- Coaching tips
- Setting SMART targets

VIDEO 1 – PREPARING TO COACH

LOOK (play video, 3 minutes)

Coaching is the most important method managers can use to increase knowledge, skills and experience among their staff. Unfortunately many managers don't do enough of it and some avoid it all together because they just don't know how to go about it. Everyone can be a coach and it's something we can all learn.

THINK (10 minutes discussion)

How does coaching relate to training and targets?

From the responses try to include:

- Coaching is different from training
- Coaching takes place on the job, using real work as a starting point.
- Coaching goals should always be expressed in terms of actions, i.e. what will the employee will be able to do as a result of the coaching?
- Targets are where goals are broken down into activities laid out in logical, manageable stages. Each stage has its own target to step-by-step reach the overall goal.

REMEMBER (2 minutes recap)

- Agree the topic.
- Identify the goals.

VIDEO 2 – COACHING GOALS

LOOK (play video, 3 minutes)

Many managers think telling employees what needs to be done saves time. However, simply telling employees what to do defeats the purpose of coaching. You'll get far more out your people if you give them opportunities to discover for themselves how the job can be done best. Talk through the consequences of their plans by sharing your own experiences. They might even come up with a plan you've never thought of.

THINK (10 minutes discussion)

Ask the group to think and discuss how they can help employees 'discover' their jobs rather than simply telling them how to do it?

Promoting discovery is the key stage in the coaching process .Responses could include;

- Listening actively – your employees will respond better if they think you're interested in what they have to say.
- Drawing out the consequences – tell them what could go well and what could be a disaster waiting to happen when they discuss their ideas.
- Share your experiences – even the mistakes!

REMEMBER (2 minutes recap)

- Promote discovery.
- Listen actively.
- Set parameters.

VIDEO 3 – COACHING TIPS

LOOK (play video, 3 minutes)

Coaching is a good way to motivate staff. Personal and professional development makes people feel empowered and valued. Equally important is the authorisation to go away and do that job. But at this point many managers pat themselves on the back thinking they've ticked off the most important aspects of coaching. However, summing up and recapping is just as important in giving employees a clear vision ahead.

THINK (10 minutes discussion)

Ask the group to think about their experiences of good coaching. What traits should a good coach exhibit?

Responses could include:

Be genuine:

- Effective coaches make themselves available and are open and honest with others. Their genuineness is reflected in a sincere interest in helping others.

Authorise and empower:

- An effective coach helps people identify how to solve their work problems but does not provide all the answers.
- Authorising means: Smoothing the path for your people, ensuring they have the tools and authority to do the job.

Understand:

- Effective coaches understand the needs of their employees. They are attentive, open-minded and not guided by assumptions about what the other person does or does not need.
- Understanding is reflected in flexibility, adaptability and the capacity to explore ideas.

Make the coaching successful by:

- Recording the main points.
- Setting action points.
- Arranging subsequent meetings.

REMEMBER (2 minutes recap)

- Be Genuine.
- Authorise and empower.
- Understand
- Recap.

VIDEO 4 – SETTING S.M.A.R.T. TARGETS

LOOK (play video, 3 minutes)

Targets are crucial. Everybody wants to feel that they are successful in their work. But to know that you've achieved something you need to know what you were trying to do in the first place. Managers need to know how to set and apply SMART targets and to recognise the motivation employees get by meeting them.

THINK (10 minutes discussion)

Ask the group to discuss whether the targets they set for their own team are always SMART?

Emphasise the following points;

- **Specific** – do your targets express quantifiable results or are they simply lists of tasks and responsibilities? If you can't tell the difference between your targets and your job description you are not being specific enough.
- **Measurable** – how will you know when you've achieved your targets? When searching for measures, ask yourself "If we are successful in achieving this target, what will the results be? What will change? What will people now be able to do?"
- **Agreed** – remember the enthusiasm to achieve tough targets only comes from those who are committed; and commitment comes from agreement.
- **Realistic** – look at your own targets. Are any impossible? Are any too simple? Think about the need for balance and be prepared to tone down some targets or persuade others to take a tougher challenge.
- **Timed** - do all of your targets specify a completion date? Are they too soon or too distant? Watch out for vague timings.

REMEMBER (2 minutes recap)

- Specific.
- Measurable.
- Agreed.
- Realistic.
- Timed.

DEVELOPING YOUR TEAM – ACTION PLAN

- Ask the group to spend 5 minutes completing an action plan.
- Ask for some examples of how those who have taken part intend to improve their coaching and target setting.
- Ask for and answer any final questions.
- Thank the group for their participation and bring the course to a close.