

ONE-TO-ONE TRAINING

WORKSHOP GUIDE



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LEARNING OBJECTIVES

Almost all managers will face the issue of dealing with staff whose personal problems are affecting their work and they need the know-how and sensitivity to address such situations. This course introduces counselling techniques and active listening for managers.

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

- Training with context
- Training bit by bit
- Learning through practise

VIDEO 1 – TRAINING WITH CONTEXT

LOOK (play video, 3 minutes)

Informed employees do their jobs better. Show them the context of their job and how it fits into the bigger picture.

THINK (10 minutes discussion)

Perhaps the group have done jobs in the past where they knew how to do it, but not really why they were doing it? Why is it important to provide your team with the context for their jobs?

Draw out the following points at the end of the session:

- Just knowing how to do a job isn't enough. You need to know why you're doing it.

Give employees context to their roles:

- Explain and show them what to do – don't simply tell them.
- Tell them why they're doing it, and how it fits into the big picture.
- Once your employees understand the context of what they're doing you'll find they'll be more efficient and come up with creative solutions. And they'll be motivated through an appreciation of their role and contribution to the organisation.

REMEMBER (2 minutes recap)

- Show them how their job fits into the bigger picture.

VIDEO 2 – TRAINING BIT BY BIT

LOOK (play video, 3 minutes)

Managers often overlook the importance of training because they want things done fast and don't want to spend time repeating themselves. But the reality is that human beings can only remember small amounts of information at a time. Overloading people with information won't get you anywhere – less is more when it comes to learning and training.

THINK (10 minutes discussion)

Ask the group to think of a time when perhaps they've felt overwhelmed by the amount of information they were given to do their job. How it is possible to deliver training bit by bit to avoid overwhelming your team?

Overwhelming people with information can often lead to a breakdown in confidence - responses could include;

- First be clear about what you need them to learn: write down the learning points and go through them one by one.
- Break down the information into digestible chunks.
- Repeat the information often.
- Give them time to practise.

REMEMBER (2 minutes recap)

- Make a list of the learning points.
- Go through them one at a time.

VIDEO 3 – LEARNING THROUGH PRACTISE

LOOK (play video, 3 minutes)

Putting the job into context and breaking up the information into small digestible chunks is great, but these are just the first few steps. You've got to give them the time they need to practise so that they can put their learning into action themselves.

THINK (10 minutes discussion)

Ask the group if they have ever been thrown into the deep end or overestimated someone's ability to do the job? What's the best way to ease your team into their roles?

Responses could include;

- Throwing your employees into the deep end can have serious consequences for them and the business. They'll lose confidence, the business may end up looking unprofessional and you could lose clients as a result.
- Give them the time they need and a safe space to practise. This way they'll slowly but surely gain the confidence they need to do the job well.

REMEMBER (2 minutes recap)

- Create a 'safe' place for your team to practise.
- Allow them to practise as often as they need to.

ONE-TO-ONE TRAINING – ACTION PLAN

Divide the group into pairs or threes.

- Ask them to spend 10 minutes sharing the most important action they will take to improve their approach to one-to-one training.
- Make sure that each individual has identified at least one specific action to take as a result of the programme.
- Ask for and answer any final questions.
- Bring the session to an end.