



# Personal and team development workshops

November 2020

The following training is available to subscribers and credits contract holders. Sessions are currently provided online via Zoom and are split over a number of sessions.

## Team reflection – a facilitated look back over the COVID experience

The last few months have been fast-paced and demanding. Working lives have become more exciting and more stressful and the home/work balance has been often fraught. Teams have witnessed a growth in trust levels and there's been great learning from the flexibility and pace of change.

This facilitated group coaching session provides the opportunity to reflect on the experience as a team and consider the learning with a view to action planning for the immediate and post COVID future.

The two hour session is delivered via Zoom, by a qualified executive coach and is suitable for NHS England, CCG, PCN and practice teams of up to 12 people. We can be flexible in approach.

This is proving to be a popular session – client feedback includes:

“A very useful session, which was well facilitated - I enjoyed the informal nature as it encouraged some meaningful discussion. A great opportunity to reflect and identify better ways of working”.

## Avoiding conflict with clarity, openness and trust

No one wants to reach a point where conflict resolution between commissioner, contract manager and provider is necessary. Constructive relationships are vital for the successful provision of high quality services that meet the needs of patients. Investment in building relationships can save a lot of time and stress later on should performance or contract compliance issues arise.

This event promises to equip delegates to prevent conflict in commissioning and contract management relationships. It also aims to increase their confidence in managing situations where conflict may arise.

The online training session focuses first on preventing conflict, providing tips to build collaborative relationships and processes to make them work. It looks at mechanisms to pre-empt conflict and practical solutions to prevent escalation to a formal conflict resolution

process. The focus of the course is on relationship management, not dealing with contractual disputes. Delegates have the opportunity to put this knowledge to the test in an afternoon session where they can practice conflict management strategies using a combination of realistic scenarios and role play.

## **Managing change**

The NHS Long Term Plan put an ambitious deadline on the development of integrated care systems, changing the way services are commissioned and delivered in future. Those organisations that prepare for change will be in a position not only to survive it but to get the best possible outcomes for their populations. COVID-19 has put a spanner in the works by disrupting plans and services and this training supports the idea of maximising the benefit and capitalising on the experience of leading and coping with change at pace.

The course is designed to equip you to become a capable agent of change, increase your resilience and show you how to improve your chances of getting the best possible outcomes. The course will help you understand how you and other members of your team respond to change. It will also illustrate how the process of change can be a positive and empowering experience. Our trainers use a variety of learning methods including open discussion, practical application of established tools and techniques and group exercises. Participants are encouraged to bring their examples of recent or imminent change to review on the day.

## **Introduction to project management**

Good project management is of the art of getting a successful outcome using the resources available. This is more important than ever in health and social care where managers are under increasing pressure to deliver better outcomes and greater efficiency in every aspect of their work. Project management requires a specific set of skills, some of which we possess naturally and can learn to use more effectively. But it also requires knowledge and a well-defined approach. Our training session is for everyone who has responsibility for projects or is part of a project team.

The session covers the rationale for projects, the stages of project management, the role of the project manager and useful hints and tips for effective and efficient project management. Scenario based exercises are included to illustrate the concepts involved.

## **Dealing with difficult people and situations - courageous conversations**

This training looks at workplace challenges and fears, what causes stress in these difficult situations, and how to cope with them. We discuss how to build personal resilience and develop assertiveness skills, followed by a session on courageous conversations – things to consider and top tips. We also spend time testing out some difficult conversations, to help you to understand what to do when you face resistance or hostility.

The training is interactive and outcomes-focused and includes practical advice on managing situations and avoiding conflict. It encourages self-reflection as well as learning from the experience of the group.

Outcomes:

- Increased awareness of stress triggers, responses and coping mechanisms
- Knowledge of personal resilience
- Improved ability to hold courageous conversations
- Increased confidence in ability to manage difficult people, situations and conversations and avoid or manage conflict.

## Practice team development

Reception staff are the first contact patients have with any practice and potentially have a big impact on every patient's experience of the care they receive. PCC has developed a series of online courses which reflect the contribution reception staff can make in delivering several of the ten high impact actions set out in the GP Forward View (GPFV).

Our focussed sessions for reception staff include:

- Better communication generates better outcomes
- Care navigation, active signposting and social prescribing

The sessions can be shaped to the local circumstances and priorities of a clinical commissioning group (CCG) or Primary Care Network (PCN) or group of practices.

Reception and admin teams have an integral and important role to play in the patient experience that can shape clinical outcomes. The development sessions are informal and discussion-based with participants learning from each other as well as the trainers. We give hints and tips in steering them through the workshops and the sessions can also help reception staff to reappraise the value of their role.

One of the team of trainers says: "By illustrating just how reception and admin staff can help improve the patient experience – and relieve work pressures on clinicians – the sessions often become a celebration of their role, which has a positive effect on confidence and morale".

## The stress-resistant manager: building your resilience

Most of us will suffer work-related stress – and the problem is most acute for public sector staff, particularly those in the NHS.

This training will show you how to understand the things that cause you stress ("stressors") and how to become more stress-resistant. Most people are faced with increasing complexity and rising workload, and report a poor work/life balance as they struggle to reconcile work priorities with home or family commitments. You may not be able to avoid all the causes of stress, but you

can become better at recognising them and at building up your reserves of resilience to mitigate the effects of stress.

The training focuses on how to develop awareness of your stressors and practical methods for maintaining a deep “resilience well” and provides an opportunity to put what you’ve learnt about your personal resilience into practice and apply it to your own work/life situation.

## **Effective team-working**

Teams have changed. Organisations are working in new ways, with teams that no longer sit next to each other, teams that work from home and teams that cross organisational boundaries. This has been further compounded by the recent experiences of COVID-19 when many people have worked from home, new teams have formed and new behaviours are required. Some of this is liberating, some of it challenging. Collaborative working sounds and is attractive but may be harder than it looks. Many are already members of dispersed teams, project teams, virtual teams or multi-disciplinary teams. With the huge increase in and reliance on the use of Microsoft Teams and Zoom for meetings and team interaction, there is also a requirement to consider the impact on how the team works.

This training provides a pragmatic, intuitive and innovative approach to helping individuals and teams to work effectively, productively and with high engagement towards a shared goal. Learning is action-orientated and participants are encouraged to apply learning to their own work situation supported by peer coaching.

## **Effective communication: How to deliver your message with clarity and impact**

Great leaders understand how to communicate. Well communicated messages build trust, promote understanding and create confidence – the essential conditions for leading change and meeting challenges. This online course will make you better at planning what you want to say and at putting it across clearly and unambiguously, even under pressure. The session will enable you to develop your skills facilitated by an experienced and qualified coach. You will take part in a number of exercises supported by expert feedback, allowing you to embed new skills rapidly and see evidence of improvement.

## **Managing high performing virtual teams**

### **Changing team dynamics**

The role of the manager has changed dramatically across the NHS, with over 55% of workers now working from home and moving away from the notion of all members of a team seated together in an office to creating “virtual teams” that are scattered across multiple locations and homes. This rapid change in teamworking dynamics is presenting managers with new challenges. These challenges are switching the emphasis from processes to focusing on how managers combine high engagement with high standards of performance to achieve productivity. Managers

need to adapt quickly to provide the conditions for virtual teams to feel safe to perform at their natural best.

### **New management approach**

This new management workshop utilises the benefits offered from recent neuroscience research into individual's psychological safety needs (highlighted by Google's Project Aristotle) and Harvard Business School's extensive examination of 21st century leadership and teamworking trends to create an innovative and practical approach for managing virtual teams effectively and efficiently.

The Managing high performing virtual teams workshop is designed for those who aspire to adapt to the new ways of teamworking and improve their leadership role. The workshop brings delegates together in a safe and stimulating environment to learn and share experiences, supported by an experienced leadership coach who provides context and expert input.

## **Myers Briggs and Belbin**

Improve your chances of a great team. Good teams don't happen by accident. PCC's Myers Briggs or Belbin workshops help you and your staff to understand what makes a good team and how to influence its development. With the changes in the NHS almost everybody is working in merged organisations, or in new teams, creating the need to form relationships and understand each other's preferences in ways of working, and identify their best role in the team. With new ways of working both due to COVID-19 and integrated systems working, individuals and teams need to explore ways to improve relationships and efficacy.

(Additional charges apply to cover the cost of course materials for both workshops if maximum numbers are exceeded.)

### **Myers Briggs type indicator workshops (up to 8 delegates)**

Many leading public and private sector organisations use Myers Briggs because it helps individuals to understand each other and it helps the organisation to build more effective teams. The Myers Briggs Type Indicator (MBTI) is used for understanding personality differences that can be the source of much misunderstanding and miscommunication.

Myers Briggs personality preference testing allows individuals to consider their working styles and behaviours and the impact these have on others. More than 2 million MBTI personality questionnaires are completed each year.

The training is led by an expert facilitator and qualified Myers Briggs practitioner and is delivered through a combination of presentation, self-reflection and group discussion.

The team session is interactive and suits all levels and groups. It focuses on the impact we have on one another, the impact of different preferences on team dynamics and the changes we can make to improve performance and satisfaction. MBTI can be used in managing conflict, decision-

making, change management, leadership and team development. The session can be tailored to suit the needs of your organisation.

## **Belbin team roles (up to 10 delegates)**

Belbin describes a team role as "a tendency to behave, contribute and interrelate with others in a particular way". The value of the team role theory lies in enabling an individual or team to benefit from self-knowledge and adjust according to the demands being made. Self and observer assessments show how an individual feels and behaves in a group and this understanding enables mutual expectations to be met, disappointments in team colleagues to be less frequent and increased team efficacy. Delegates receive an online questionnaire in advance. Feedback from others the team member works with is also requested.

The session will explain the theory and the nine team roles, identify and explore the individuals (from the pre-completed questionnaires) team roles and that of the whole team and includes a facilitated session to help the team consider how they might need to adapt in light of this new knowledge to work better together.

PCC trainers are qualified Belbin practitioners and ensure that the session focusses on what difference the Belbin team knowledge and understanding makes to day-to-day delivery and activity planning.

## **Introduction to virtual facilitation**

Confident and capable facilitators are an asset to any organisation. Facilitation skills have a positive impact on meetings, negotiations and relationships and are even more crucial when managing online meetings. This session explores how to make online meetings more effective and ensure that participants are engaged and able to contribute to discussions. It considers the differences between the roles of trainer, chair and facilitator and the levels of influence the individual has in each of these.

## **Influencing skills**

Influencing is a vital part of communication in the workplace. Influencing is a combination of persuasion and negotiation - being able to persuade and negotiate with others to reach a win-win solution. Learning influencing techniques leads to smarter and more effective working. This session covers key principles of influence; how we are influenced and how to influence others, attitude change, the importance of active listening, and how showing empathy and building our emotional intelligence can increase our levels of persuasion.

## **The leader as a coach**

Using coaching techniques in the workplace can support effective team management by increasing the motivation and confidence of individuals thus maximising the potential of staff in a way that is more effective than training alone. The session is delivered by qualified ILM Level 7 executive coaches.

## Creating and maintaining change

Successful change agents are able to adapt to changing circumstances and to bring their teams with them. This requires sound judgement, decision-making skills in an uncertain environment, personal resilience and an ability to understand and support others at different stages of change. This session will equip you with tools to manage change such as Kotter's steps and the transition curve as well as looking at how culture underpins our behaviour in the NHS and breaking down some of the associated trends and behaviours that we come across regularly in a culture rich organisation.

## Coaching and mentoring

“Coaching is a process that enables learning and development to occur and thus performance to improve. To be a successful coach requires knowledge and understanding of the process as well as the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place” – Eric Parsloe, 1999.

Everyone can benefit from coaching, an approach to personal development in which individuals with the help of a qualified coach are able to reflect on their attributes, discover their strengths and identify the areas they need to work on. Effective coaching sets the individual on the path to self-improvement, equipping them with the insight and tools to make the most of their potential.

Our coaches enable this process, including the changes to behaviours or attitudes that are sometimes necessary to allow individuals to move forward. We are delivering coaching via the telephone, Zoom and Microsoft Teams.

## Critical friends when you need them

Everyone needs support and advice to make the best of their roles, but this is not always readily available at work. Those living through periods of change or taking on new or expanded roles are in particular need of support they can call on when they most need it.

PCC advisers and associate network include individuals with a mixture of subject expertise and real-world experience who can provide support by phone or in person. Sometimes called mentors, these individuals can be on hand for situations where a supportive, but knowledgeable friend to talk through the options and test your thinking would be helpful.

We can provide experienced practice managers to mentor or support practice managers considering difficult decisions or working through wicked issues. For commissioners who may be considering difficult primary care contractual issues such as primary care premises or dispensing practice matters, our adviser team can provide one-to-one support. We are delivering critical friend conversations via the telephone, Zoom and Microsoft Teams.

## Becoming a team

This session is aimed at any newly forming team who need to quickly establish trust and good relationships because they have urgent work to do. This offer is particularly relevant in newly forming PCN teams or for virtual teams, particularly those who have been or must continue to respond to COVID-19 changes, coming together across organisations to contribute to system development. This interactive session will help participants to get a basic understanding of what makes teams effective, why it is important and how they can better understand each other and work with their collective strengths. We will explore how we quickly build trust, mutual accountability and a shared vision. We use self-assessment tools and case studies to enable participants to leave with clear action plans for what they need to do next.

## From good to outstanding

This programme is aimed at established teams to support them to deliver significant change programmes. We discuss your individual requirements and tailor the approach accordingly. The session is not about teaching but takes a team coaching approach, enabling the team to create a new way of working and being. It includes individual profiling and feedback, exploring styles and building on strengths, self-assessment and action planning against high performing team criteria and coaching to gain insight into what the team needs to do to deliver their objectives.

## Leadership development programmes

PCC offer a number of virtual development programmes which include:

- Leadership development programme
- The Confident Leader
- The Confident PCN Manager
- The Confident Practice Manager

For further information about these programmes please click [here](#).

If you are interested in finding out whether or not these programmes can be delivered within your annual contract please get in touch with your PCC account manager or contact [enquiries@pcc-cic.org.uk](mailto:enquiries@pcc-cic.org.uk)