

## **LEADING CHANGE an interactive online workshop**

**Duration: 2 x half days**

**9:30hrs (CET) / 14:30hrs (GMT) - via Zoom**

**Course Leader: Mia Costello**

### **Overview**

How does the way you lead your team affect how well they perform?

The global pandemic has tested the skills of leaders everywhere, especially in regional television. This online workshop focuses on the tools and techniques leaders need to get the best from their teams in these changing times.

Taking place via Zoom, across 2 days, 0930 – 1430hrs, the workshop is **designed for anyone leading an editorial team whether in radio, tv, online or social media**. They can be new to the role or have several years of experience.

The training covers 3 main areas;

- **Clarity** – How to be clear with your team about what’s expected of them. Do they understand why what they do is important, and do they know how you measure success?
- **Managing performance through effective conversations** – how to become confident at managing your team’s performance through feedback and honest conversations. This training offers practical tools and techniques.
- **How to empower teams** - As the leader/manager, you don’t have to have all the answers. Lead people in a way that encourages those around you to come up with solutions and to take responsibly.

### **Learning Outcomes**

**Having attended this training, participants will be able;**

- To understand what is required of an effective leader and to feel more confident in managing change.
- To understand their own style and how it affects those around them.
- To be able to offer clarity to teams about what’s expected and how to deliver it.
- To understand how to empower their teams to think for themselves.
- To know how to hold honest conversations and manage performance
- To have a clear goal to improve their leadership over the next 90 days

## CIRCOM Regional - 'Leading Change' online workshop

(Max 6 delegates)

<b>DAY 1</b> <b>9:30hrs (CET) / 14:30hrs (GMT)</b>		
<b>0930hrs</b>	<b>Welcome</b>	How we work on Zoom Everything is confidential
<b>0935hrs</b>	<b>What's expected of you as a Leader?</b> (Duration 1.15hrs)	What's your biggest challenge at work? Are you more of a leader or a manager? Role of a leader; challenge v support Common pitfalls holding back leaders The Parent Leader The 'Sphere of Influence' What culture are we aiming for? What's the current culture?
<b>Break</b> <b>(1045 – 1100hrs)</b>		
<b>1100hrs</b>	<b>What's your leadership style and how does it affect your team?</b> (Duration 1.15hrs)	Job description for leaders Daniel Goleman's six styles of leadership What impact do they have? Which style are you using most? Which style would it help to utilise more? Which styles are the most effective? David Marquet story and feedback Six levels of delegation
<b>Lunch</b> <b>(1215– 1300hrs)</b>		
<b>1300hrs</b>	<b>How clear are you with your team?</b> (Duration 1.15hrs)	Reflections on this morning What do we mean by giving clarity? Simon Sinek's Golden Circle Know 'why' what you do matters What's your 'Why?' – what does it mean for your team? What's your team's 'Why?' Your 'How' – show a 6-point framework Write your own framework
<b>1430hrs</b>	<b>End</b>	

<b>DAY 2</b> <b>9:30hrs (CET) / 14:30hrs (GMT)</b>		
<b>0930hrs</b>	<b>Managing your team's performance using honest conversations</b> (Duration 1.15hrs)	<p>Reflections on yesterday</p> <p>What stops you having difficult conversations?</p> <p>You get the behaviour you tolerate</p> <p>What are you tolerating and why?</p> <p>What are the benefits of having those conversations?</p> <p>Keeping it Adult to Adult</p> <p>3 Themes; preparing for the conversations, controlling emotions, and technique.</p> <p>The difference between feedback and criticism</p> <p>You don't need to know all the answers</p>
<b>Break</b> <b>(1045-1100hrs)</b>		
<b>1100hrs</b>	<b>How to have an effective conversation</b> (Duration 1.15hrs)	<p>Keeping your emotions under control – Chimp</p> <p>The work of Dr Steve Peters</p> <p>Explain tools; No 'shit' sandwich, Structuring the conversation; the COIN technique</p> <p>Over to you to prepare (15 min break)</p>
<b>1200-1300hrs</b>	<b>Practice conversations Group 1</b> (Group 2 lunch)	<p>Group 1 has 3 people in it.</p> <p>A - gives feedback</p> <p>B - receives feedback</p> <p>C - observes.</p>
<b>1300-1400hrs</b>	<b>Practice conversations Group 2</b> (Group 1 lunch)	<p>Group 2 has 3 people in it.</p> <p>A - gives feedback</p> <p>B - receives feedback</p> <p>C - observes.</p>
<b>1400hrs</b>	<b>Summary &amp; goals</b>	<p>Main learning points from conversations</p> <p>Summary of workshop</p> <p>Silent Coaching to set goals</p> <p>Share goals</p>
<b>1430hrs</b>	<b>End</b>	
<b>Participants sent summary of main learning points by email after workshop</b>		