



Boulden Management Consultants training by design

Course: **Developing excellent employees**

Overview

Excellent managers hire and develop excellent employees so that they can delegate work in the confidence that it will be done to the highest possible standard. This programme has therefore been designed for people who are experienced managers and who want to improve their ability to develop and grow their people's knowledge, skills and attitudes so that they can performance to their full potential. We start by considering the mindset of an expert Manager and examining the 'inner game' of beliefs and values as they apply to developing employees. The course then goes on to look at the communication skills that can be used to draw the most out of employees before applying those influencing skills to the recruiting, appraising, counselling and coaching processes.

Feedback

Feedback is based upon peer review using BMC assessment checklists. Completing the BMC assessment checklists is not only valuable to the people involved in a given case study, it also helps those completing them to gain an in-depth understanding of the building blocks that make up an excellent people manager.

Who should attend?

Experienced managers who want to have a thorough refresher course on how to develop their staff and those managers who have had little formal skills training and who wish to acquire a methodical and professional approach to expanding their employees competency levels.





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Day one: **Developing excellent employees**

The inner game of people management

The phrase the 'inner game' is a term borrowed from sports psychology. It is a reference to the fact that what is going on inside a person's head (their state of mind) is crucial to good performance. Here we consider the role perception and beliefs of expert people managers.

- Examining your current beliefs
- Reviewing expert beliefs
- Making changes that you feel are appropriate for you

Exercise: *applying the 'Future Pacing' technique*

Outcome based communication

Putting your point of view across in a firm, clear and polite manner:

- Behaviour labelling
- Be specific
- Use positive language
- 3 step assertive technique
- Own your messages

Exercise: *series of pair's exercises to drill in the tools for outcome based communication*

Gaining acceptance

Making it easy for the other person to listen to you and accept your point of view.

- Matching and leading
- Constructive feedback
- Broken record
- Fogging
- Workable compromise

Exercise: *series of pair's exercises to drill in the tools for gaining acceptance*





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Testing for understanding

Checking that you have fully understood the other person's point of view and that they have understood you

- The listening funnel
- Softeners
- Remaining silent
- Observing non-verbal behaviour

Exercise: *role-play on using the listening funnel and observing non-verbal behaviour*

Recruiting high calibre employees

A good team is made of good individuals, so if we hire a high potential candidate in the first instance it makes hitting targets that much easier and more enjoyable for all concerned. The use of competency profiles to profile and hire employees makes the recruitment process efficient, fair, and consistent.

- Understand what a competency is
- Example Competency profiles
- Job descriptions and Person Specifications
- The role of testing
- Interview techniques – the Behavioural Event Interview

Exercise: *conducting Behavioural Event Interviews*





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Day two: Developing excellent employees

Appraisal interviews

Appraisals are about taking the time to sit down with employees in order to discuss (a) how they are getting on (b) to identify what help they need to improve their performance and (c) organise for them to get any help they might need. It is an integral part of the process of managing people. By evaluating performance in a participative manner, managers are able to communicate with their people on how they are doing and what is expected of them in the future. They can give praise and encouragement for things done well and they can work on developing skills in areas where the employee needs support.

- Company strategy & appraisals
- SMART objectives
- The three types of appraisal and their uses
- Structuring regular reviews
- Conducting the annual appraisal meeting (planning, the 3 form method and the rationale behind rating schemes)
- Appraisals and Behavioural Event Interviewing

Exercise: *setting SMART objectives*
role-playing the Annual Appraisal Interview

Counselling interviews

Counselling interviews need to take place when (i) performance is below standard (ii) there is a sudden change in behaviour or (iii) tensions between team members become evident. The initial aim of counselling interviews is to identify the reason why a 'problem' is occurring and then to offer help and support so the individual concerned can address it.

- Professional Counselling Vs the manager using counselling skills
- Six stage counselling process
- Developing SMART action plans

Exercise: *role-playing the counselling interviews*





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Day three: Developing excellent employees

S³i Coaching System

Coaching, like any other management activity, is most effective when applied systematically, step by step. The process that BMC suggests that managers and experts adopt is based on the concept of modelling. The idea is that when a person approaches a given task they tackle it using a set of rules or procedures known as a 'model'. These 'models' are developed over time and often operate at a sub-conscious level. They can become such an integral part of the way the individual lives his/her life that it can take a considerable effort of will to bring them 'out into the open' and make them explicit. 'Experts', in a given area, use highly effective models, less proficient people, in a given area, apply less appropriate procedures or models. The BMC system for capturing models is called the S³i coaching system and this system is at the heart of our six step coaching process.

- Identify the need
- S³i coaching system - the 'expert' model
- Create the Assessment Checklist
- Understand your colleagues' model (using the S³i coaching system.)
- Reshape your colleagues model
- Try out the 'expert' model in action

Exercise: *case study on 'Identifying the need'*
 role-playing the six steps of the coaching process

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Further information is available by contacting
email: bmc@Boulden.net
website: www.Boulden.net

