

Improving People Performance for Organisational Success

YFA Learning and Development Programmes
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Yvonne Field Associates Ltd
Consultancy & Training



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Learning & Development



Yvonne Field Associates (YFA) has built an enviable reputation by providing high quality learning and development services for managers and staff. A central part of our philosophy, in all areas of our work, is to promote social inclusion, value diversity and create dynamic partnerships across and within organisations.

Our new learning and development programme has grown from the success of delivering tailor-made training to a wide range of services and organisations.

The success of these programmes, in particular, our partnership learning events has demonstrated the benefits of bringing together staff who are committed to working across organisational boundaries to achieve common goals.

Our current programme has been designed to meet organisational and individual staff development needs across a range of organisations.

YFA is an Institute of Leadership and Management (ILM) accredited centre which is your guarantee of the quality of our programmes.

Our trainers are highly qualified professionals from the public and private sector who can share cutting edge experience of the area in which they train. They are skilled at facilitating learning rather than delivering lectures.

Our trainers use creative approaches to learning and development which enable everyone to participate and learn. Understanding and valuing diversity, both within the participant group and in organisations, is central to our facilitation of programme content and individual learning.

Our programmes enable reflection on experience, the understanding and application of existing theory and the acquisition of practical strategies to enable personal, professional and organisational development.



Yvonne Field, Managing Director,
YFA Consultancy & Training Ltd

Aiming Higher

Unlock the potential of your staff



Our six-day management development programmes enable organisations to proactively meet the developmental needs of their staff. Three programmes are available for staff at different stages in their management careers: *Stepping Up Your Career*, is an entry level programme; *Essentials of Management*, is for new managers or those who need a re-refresh, and *Enhancing Your Skills* is designed to build upon existing practice with advanced management techniques.

The Programme

The programme draws its content from the Institute of Leadership and Management (ILM) accredited framework.

- Critically explore management theories in the context of a diverse workforce
- Explore issues around equality and diversity
- Leading and managing change
- Legal frameworks, policies and procedures
- Organisational culture and systems
- Examine basic principles of managing through management approaches and leadership styles
- Managing the performance of self and staff, identifying tools to do this effectively
- Improving productivity
- Identify and develop basic tools and strategies in readiness for future management roles

Participants will also undertake a self-assessment to explore their own strengths and weaknesses, formulate personal management objectives, management approaches and leadership styles, and explore and establish priorities, strategies and targets to build action plans that meet future needs. Options for ILM certification are available at Level 2 and Level 3.



The Outcomes

Participants will gain from the course:

- Understanding of the purpose and core functions of management
- Knowledge and understanding of complex working environments
- Understanding of current management issues facing organisations
- Understanding of management approaches and leadership styles
- Understanding of personal and professional management approaches
- Level 2 or 3 Institute of Leadership and Management award.

Developing Effective Staff Performance

Two-day training programme



For many managers, balancing the achievement of organisational and team objectives with individual support and development needs of their staff can be a constant struggle.

This programme will address these issues by using a course structure which provides opportunities for both theoretical and practical learning, focussing particularly on the importance of staff development to the management process.

The Programme (two-day)

Day One

- What is staff development
- Whose needs? - Staff development within the (specific) organisation context
- Team management roles and responsibilities
- Conducting needs analysis.

Day Two

- Meeting the needs - examining methods - devising team and individual strategies
- Performance assessment, appraisal and evaluation
- Personal action plans.

The Outcomes

Participants will be able to:

- Understand the importance of staff development and the roles and responsibilities of team managers
- Identify opportunities and action appropriate methods for developing staff
- Understand, and be proactive about equality and diversity issues in staff development
- Recognise opportunities for motivating and evaluating the progress of the staff member - including the use of competence approaches, supervision and appraisal systems.



Managing a Diverse Workforce

A practical understanding of how to promote equal opportunities and diversity at work



A one-day training course designed for managers responsible for an increasingly diverse workforce and the promotion of equal opportunities and diversity good practice.

This programme is for staff who are concerned with the effective management of people, including those who are new to management . Maybe you would like to refresh your understanding of current legislation, or have the opportunity to discuss and resolve performance issues you come across in your work.

The Programme

Working from the premise that diversity is about us all - and not just about race, sex, disability, age, sexual orientation and religion - the course covers:

- The case for diversity (drivers and benefits)
- The difference between equal opportunities and diversity
- Current legislation
- Language and behaviour
- Managing diversity in the workplace; roles, responsibilities and rights
- Practical performance management
- Promoting best practice
- Problems and solutions



The Outcomes

Participants will gain from the programme:

- An overall understanding of diversity and how to translate this into action
- Up-to-date information about diversity legislation and its workplace implications for staff and managers
- Guidance on using appropriate terminology and behaviour
- Using best practice examples to work with diversity issues
- Skills in successfully managing challenges and difficulties as they arise.

Supervision Skills for Managers - *A Fine Balance*

Two-day training programme

Supervision has two purposes:

- **The direct management of individual staff in the performance of their work**
- **The provision of structured opportunities for staff to discuss their work and factors affecting it**

For new, or experienced managers, achieving a balance between the two can seem like walking a tight rope. Concentrate on work tasks at the expense of personal issues and be seen possibly as distant, overbearing and inflexible. Yet get the balance wrong the other way by showing too much support or flexibility and risk a reputation as a walkover.

Whether to learn about supervision or to refresh and build on existing skills, this practical course will help managers achieve the balance, ... and make sure that supervision is consistent and effective, ... and still have time to do other things!

The Programme (two-day):

- Supervision as a essential management process
- Overcoming resistance and gaining commitment
- Preparing for a supervision session
- Effective use of sessions
- Dealing with typical - and untypical - problems.

The Outcomes

Participants will gain from the programme:

- Clarification of supervision priorities
- Identification of work and performance issues appropriate to supervision
- Understand how to provide appropriate opportunities for the discussion of work, performance, feelings, problems and outside factors affecting work and change
- Understand how to evaluate the effectiveness of their own supervision.



Zero Tolerance

Behaviour management for managers and supervisors



This lively and intensive programme covers relevant policies and procedures and provides practical guidelines for managers and supervisors who want to promote a positive working atmosphere and deal with issues appropriately and sensitively.

The programme:

- The Zero Tolerance context (social, cultural and organisational)
- Defining and recognising inappropriate behaviour, bullying and harassment (from colleagues, clients, customers/service users)
- The legal framework
- National & local policies and procedures
- Roles and responsibilities
- Promoting the 'appropriate' atmosphere
- Risk assessment
- Providing practical support
- Dealing with difficult situations
- Taking practical action
- Taking formal action.



The Outcomes

Participants will gain from the programme:

- Awareness of behaviour management
- Understand how to recognise inappropriate behaviour
- How to promote appropriate behaviour
- Understanding of how to deal with difficult situations
- Understanding of practical action and formal action.

Leadership Skills

Guidance for those who need to develop their leadership capacity



While leadership may be easy to explain, leadership is not so easy to practise. Leadership is about behaviour first, skills second. Good leaders are followed chiefly because people trust and respect them, rather than the skills they possess. This programme is designed to enable participants to gain knowledge and understanding of differing leadership styles, the roles and responsibilities of a leader and how this can be applied in an organisation.

This two-day programme explores leadership styles, qualities and theories, and allows participants to assess the relationship between effective leadership and the ability to develop potential partnerships. The programme examines the role, skills, qualities and competencies needed of a leader and how obligations to the protocols of organisational structure, policies and procedures, scrutiny and governance affect the leadership role.

The Programme

Participants will have the opportunity to explore and gain appreciation of:

- Leadership styles, approaches, roles and responsibilities
- Current leadership challenges facing managers in the public and private sector
- Personal and organisational strategies to engage with and influence the wider public and private sector
- Influencing and negotiating skills
- Skills and knowledge to understand and maximise your leadership capacity
- Identify strategies for putting your leadership learning into practice
- Giving skills and options for self management.

The Outcomes

By taking part, participants will be able to:

- Articulate and develop a value base and practical framework for the effective leadership of the organisation they are involved with
- Identify and develop basic skills and strategies in readiness for future leadership roles
- Identify the tensions and challenges of being a leader
- Formulate personal leadership objectives, approaches and styles.



Diversity for Trainers

Promoting good practice and managing challenges successfully



Two-day programme

This intensive and highly practical two-day programme is aimed at trainers who deliver 'people-centred' courses and programmes.

The Programme

The programme will enable trainers to promote and role-model diversity good practice throughout all their work, and will help them deal appropriately with the challenges that the topic may bring. Working from the premise that diversity is about us all - and not just about race, sex, disability, age, sexual orientation and religion - the programme will explore:

- The difference between equal opportunities and diversity
- The business case and other drivers for diversity, including legislation
- Appropriate terminology and behaviour
- Adult learning and group dynamics refresher
- Creating an atmosphere of respect and learning
- Promoting and role-modelling diversity good practice within chalk and talk sessions, facilitated discussions, action-learning sets and coaching and mentoring discussions
- Identifying and managing challenging issues and behaviours
- Case scenarios and examples around presenting diversity issues effectively.

The Outcomes

Participants will gain from the programme:

- Information, hints, tips, practice and feedback to enhance their training and facilitation skills generally and their managing-diversity-skills specifically
- Up-to-date information and knowledge on diversity legislation and its workplace implications
- Guidance on appropriate terminology and behaviour
- Individual skills analysis and practise to increase confidence about managing challenges and difficulties.



Harassment in the Workplace

Guidance for managers and supervisors on serious workplace conflict

Two-day training programme

Managers and supervisors play an important role in implementing an organisation's anti-harassment and bullying strategy, they need to take a proactive approach to resolving conflict. Many managers may avoid a direct approach because they lack confidence in their own skills, or fear they may only make the situation worse.

This programme will enable participants to recognise, prevent and challenge harassment in the workplace and also enable them to confidently provide support and guidance to those staff who have concerns around workplace bullying.

The Programme (two-day):

- Overview of the theories and definitions of harassment and bullying
- The effects of bullying and harassment
- What is reasonable and unreasonable behaviour
- The legal framework
- Roles, responsibilities and expectations
- Organisational and social attitudes towards different forms of behaviour
- Self-awareness of own reactions/behaviours/management style
- Identification of hot-buttons and blind-spots.



The Outcomes

Participants will gain from the programme:

- Skills to identify bullying and harassment (from colleagues, clients, patients etc...)
- Skills to defuse potential conflict
- Skills in providing support (listening, questioning, making suggestions).

Conflict Resolution Skills and Managing Challenging Behaviour



Understanding the motivation behind behaviours that often cause concern, and how to respond effectively, are vital to the successful resolution of conflict and the management of challenging behaviour.

This one-day course is aimed at professionals working in environments where behaviour management may become an issue (this course was designed for people working with children and young adults in educational, voluntary or community based settings - but can equally be applied to other age groups or settings).

The Programme:

- What is conflict? What is challenging behaviour?
- Dealing with conflict and challenging behaviour
- Your assumptions, language use, your body language and relationship to the behaviour
- Active listening
- Avoiding conflicts and challenging behaviour
- Giving skills and options for self management.

The Outcomes

Participants will gain from the programme:

- Understanding of what conflict and challenging behaviour is
- Knowledge of how to deal effectively with conflict
- How to respond to behaviour that causes concern
- How to manage behaviour so that conflict can be avoided
- How to empower young people to become more effective self-managers.



The Service Advantage

Interacting, selling and communicating with customers



No matter what service or product a company may offer, the basis of every business is interacting with, selling to, and communicating with customers. It is the treatment of these customers - no matter how demanding they may be - that separates the excellent companies from the mediocre ones.

The Service Advantage is YFA's highly-regarded one-day customer service training programme that provides your frontline staff with an interactive, experiential training in effective customer service including use of the necessary techniques to sustain and enhance these customer service skills on a continuing basis.

Module 1: The Customer Service Distinction

Most employees, when asked what their job is, will describe the things they do during the day: answer the telephone, handle problems, take orders, etc. These items that they believe to be their job are, in fact, the functions of their job. The essence of their job is customer service. This first module is designed to have the participant distinguish between the functions of their job and the essence of their job. This distinction is the basis of excellent customer relations.

Module 2: Knowing and Using Your Tools

The focus of this module is having the participants discover the tools and techniques available to help them translate their commitment to customer service into action. Specific areas addressed include:

- Voice Quality and Tone
- Body Language
- Pacing and Rapport
- General Telephone Etiquette

Module 3: Managing the Difficult Customer

This part of the program focuses on helping members of staff respond appropriately to a wide variety of customer emotions and attitudes. Upon completion, participants will be able to implement customer service principles and tools to deal more effectively with customers who are angry, frustrated or confused; and to reduce the stress and dissatisfaction often associated with managing the difficult customer.

Module 4: Complaint Management and Problem Solving

Customer complaints, while often viewed as undesirable by staff, can, in reality, serve as indicators of customer satisfaction, sources of product and procedural innovation and increased profitability. Once understanding the inherent value in being receptive to, and capitalising on, customer complaints, there are several customer service problem solving and complaint resolving techniques which staff can use to turn the complaint into a win-win situation for both the customer and the company.

"Fundamentally, it is the treatment of the customer that makes or breaks the business"

Project Management

Two-day training programme



Project management is increasingly an essential part of all jobs. Successful projects are completed on time, are within budget and deliver on expected outcomes. Simple in practice but many projects over run, cost more than expected and fail to deliver on outcomes. This two-day programme explores the key aspects of successful project management.

The course is appropriate for anyone involved in the application of project management techniques and processes. Whether you are an established project manager who needs to refresh their skills or just starting in this exciting field, this course is for you.

The Programme (two-day):

- Definition of a project - what a project does - and what it doesn't do
- Understanding the project lifecycle and milestones
- Creating a schedule
- Budgeting and control
- Managing risk
- Managing the project team
- Stakeholder management
- Monitoring and evaluation
- Action planning - personal and team action plans.



The Outcomes

Participants will gain from the programme:

- An understanding of the project management process
- An understanding of how to control budgets
- How to balance the needs of the team with the needs of the project
- Creating personal and team action plans
- How to evaluate your project.

Promoting Diversity in Service Delivery

A practical understanding of how to promote diversity and inclusion in service delivery



A one-day training course designed for staff responsible for delivering inclusive services to diverse clients. It will help participants develop their confidence and understanding of diversity legislation and good practice around inclusion.

This course is particularly relevant to staff who have frequent contact with clients, from front-line staff to those with managerial responsibilities.

The Programme

Working from the premise that diversity is about us all, participants will have the opportunity to explore their own diversity and to analyse what 'inclusion' means in delivering services to clients. The training will explore:

- The background context and framework for diversity and inclusion
- Current legislation and its implications for everyone
- Individual experience, diversity and values
- Barriers to providing inclusive services
- Good practice in providing services that value diversity and promote inclusion
- Practical steps that individuals and organisations can take to develop inclusive services in their organisation.



The Outcomes

Participants will gain from the course:

- An overall understanding of diversity and how to translate this into action
- Self awareness and understanding of their own and others' diversity
- Awareness of barriers to inclusion and how to remove them
- Up-to-date information about diversity legislation and its workplace implications for staff at all levels
- Guidance on using appropriate terminology and behaviour at work
- Skills in successfully managing diversity challenges and difficulties as they may arise.

Emotional Literacy

Communicating better through emotional literacy



This one-day course is for staff at all levels within an organisation. It will help participants to identify and manage their feelings so that they can communicate more effectively and satisfactorily in their working life.

This course is particularly relevant to staff who have frequent contact with colleagues and clients, from front-line staff to those with managerial responsibilities.

The Programme

Participants will be introduced to theory and practical tools to develop their emotional literacy and working relationships. The training will cover:

- The theories of 'Multiple Intelligence' and Emotional Literacy
- How emotional literacy can help to identify and manage our feelings
- How emotional literacy can help to develop excellent communication skills
- How we can recognise and understand our own and other people's emotions to promote a healthy environment and good relationships at work
- How to handle challenging situations and difficult conversations effectively.

The Outcomes

Participants will gain from the programme:

- An understanding of the theories of emotional literacy and their personal and professional relevance
- An awareness of how to improve the way they manage their feelings in the workplace
- Understanding strengths and weaknesses in communicating with others and how this relates to emotional literacy
- Tools to develop more collaborative and satisfactory working relationships.



Mentoring and Coaching

Developing your skills to help others grow



This one-day session is designed for staff and managers who would like to develop their mentoring and coaching skills to support team members, colleagues and/or clients.

The Programme:

The workshop will introduce the core processes and skills of good mentoring and coaching, presenting a framework for each of these activities. There will be the opportunity to practise and evaluate the frameworks. Participants will identify appropriate work-based contexts where they can use and continue to develop their training skills. The training will explore:

- Defining mentoring and coaching - identifying similarities, differences and contexts in which each is appropriate
- Sound frameworks for mentoring and coaching activities
- Key functions and skills developing others, including listening, questioning and feedback skills
- The coaching or mentoring relationship - responsibilities and boundaries
- Participant experience, skills and development needs.



The Outcomes

Participants will gain from the programme:

- Understanding of the core activities involved in good coaching and mentoring
- Identify work contexts where mentoring or coaching relationships could be developed
- Knowledge of tested frameworks for mentoring and coaching and how these might be applied
- Awareness of their skills as a mentor/coach
- Individual action plan to further develop their skills.

One to One Coaching Sessions

Improving your performance and the results



A typical YFA coaching session, one to one, lasts 60 minutes during which time we use creative questioning, active listening and a focus on outcomes to help you gain a new perspective on things. We will encourage and support you to make clear commitments and take actions for change.

Some of the issues you might work on include:

- Improving working relationships
- Developing new skills
- Career transition
- Conflict resolution
- Professional development.

The Outcomes

Participants will gain from the programme:

- Becoming more aware of behaviour or ways of thinking that hold you back
- Having support to make changes and to take action
- Making and keeping commitments to your professional development
- Time and space to think about what is important and to make key decisions
- Improved performance and relationships



Children's Champions

Seven-day programme for voluntary and community based-settings



Children's Champions is an entry-level programme designed for people who want to work with children in voluntary or community-based settings or for those who want to develop new services for their own communities where current provision is unavailable.

The idea behind the programme is 'build capacity' in voluntary and community organisations to enable them to provide support services for children aged 8 to 13 years.

The Programme

During the seven sessions participants will:

- Explore their own skills and identify future training needs
- Learn how to research the needs of children locally
- Examine ways to develop services with diverse communities
- Develop an understanding of the practical issues of running a programme
- Explore issues around how children's services are planned strategically (locally and nationally)
- Identify and develop basic skills and strategies in readiness for future development of local services
- Identify tensions and challenges of providing children's services
- Understand how to involve children in the planning and evaluation of services
- How to develop networks of support and collaboration.



The Outcomes

Participants will gain from the programme:

- Understanding of how to develop and plan projects
- Basic project management skills
- Guidance on how to keep children safe
- An overview of current child legislation
- How to include children in project design
- How to develop culturally sensitive services
- An understanding of the key benefits of evaluation.

Key Work Training

Four-day programme



Our key worker programme is designed for experienced staff who would like to develop their skills and extend their experience to offer one-to-one support to young people in a key worker role. The programme explores the key issues, processes and skills involved in key working with young people. It considers existing frameworks for the key worker role within your service context and provides opportunities to practice and develop your skills.

The Programme

- Key work and the youth service
- One-to-one support and facilitating change
- Coaching and mentoring: frameworks, functions and skills
- Referral, assessment and action planning
- Practicing safely: professional practice, confidentiality & consent, assessing risk
- Data collection, recording & information sharing
- Working with other agencies: networking, negotiation & advocacy.

Each of the 5 sessions considers particular topics relating to key working. Programme activities involve individual, small and large group work that enables participants to explore and reflect on good practice and how this learning can be used in developing your own practice.

This programme is typically run over 3 full-day sessions with 2 additional half-day sessions. Participants will be expected to undertake work-based activities outside of the sessions to support their learning during the course.

The Outcomes

Participants will gain from the course:

- An understanding of the Key Work role
- An understanding of mentoring and coaching activities
- Knowledge of assessment and planning frameworks
- An understanding of boundaries and safe practice
- Knowledge of networking with other agencies and how to develop your own networks.



Dealing with Challenging Parents and Carers



Parents and carers are increasingly aware of their rights and have high expectations of their children and the schools they attend - this can be a potential flash point when interacting with parents.

The aim of this one-day programme is to enable schools to build more effective partnerships with parents by providing schools (or similar institutions) with practical guidance and strategies for dealing with situations of potential conflict between schools and parents or carers.

The Programme

Establishing the framework for managing potential conflict effectively:

- Reviewing Health and Safety in relation to parent accessible spaces
- What the DfES, DoH, H&S provide in terms of national guidance?
- Exploring examples of good practice, examining the roles of Governors and Police
- Producing and implementing a parent school interaction policy
- Early warning signs of potential friction people and points

What to do if conflict arises:

- What to say, how to say it (i.e. assertiveness with self protection)
- De-escalation
- What to say, and do with children who are present

What happens after?

- Follow up with staff and parents
- Making parents aware of their affects on staff - and staff aware of their affects on parents
- Review of policy in the light of incidents.



The Outcomes

Participants will gain from the course:

- Understanding of current good practice
- How to develop an interaction policy and incident log
- Learn how to spot early warning signs
- Understanding of how to de-escalate conflict
- Understanding of how to respond to incidents of conflict
- How to follow up incidents with staff and parents.

Contact us for more information



Our skilled staff and consultants are also able to help you plan and facilitate your meetings and events if you should need these services.

Please contact us for pricing details and further information about our training and development activities.

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INVESTOR IN PEOPLE



Promoting Social Inclusion

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