

Key Project Summaries

Fine Chemicals Company - Change Leadership Training

Problem:

Following redundancies, the managers were faced with the challenge of fewer people needing to do more and different activities in a high risk environment.

Approach:

A two part facilitated process of workshops was developed using the tutors experience of facilitating and coaching managers and working with dysfunctional teams.

Strategy:

A position audit was carried out to help inform an action plan and to provide managers with a clear understanding and plan for managing into the future

Success:

The events cemented the team ethos and the action plans were developed and agreed on completion of the position audit.

Construction Services Company – Influencing Skills Training

Problem:

Technical and professional staff talked to clients at project meetings about technical matters, presenting the service as a commodity instead of adding value and influencing the client to see the company as a business partner.

Approach:

Participative workshops targeted at employees on influencing skills at a variety of sites nationally

Strategy:

A programme of participative workshops was developed and delivered using their real world problems and developed with group direction.

Success:

The workshops were well received by all participants. A better understanding of client's perspective, concerns and mental process was achieved. Confidence at strengthening the relationship was increased.

Local County Council – Presentation Skills

Problem:

The Council had identified the need for a wide variety of staff to receive training in presentation skills and presenting to diverse audiences.

Approach:

The council chose a 2 day training workshop format with a series of learning outcomes which were further developed after an initial meeting with the client.

Strategy:

A two day workshop was developed to provide staff who present information to the public/community/multi-agency or internal groups with the personal skills required to engage with them through effective, professional and confident presentations. This included presenting information clearly and effectively, making optimum use of personal and interpersonal skills, preparing effectively in order to maintain and communicate confidence, understanding group dynamics and build into any presentation plan, preparing vocally in order to speak clearly and effectively and responding to direct and indirect aggression (and other difficult audience behaviour) in a constructive and professional manner. The participants were given the opportunity to use real life examples to develop discussions and deliver pre-developed presentations which were videoed with the participants receiving a personal copy of their presentation for individual evaluation. Three separate courses were developed to be delivered at 3 different locations within the local authority.

Key Project Summaries

The workshops were developed using the tutors experience in delivering presentation skills and community engagement programmes to volunteers, staff and managers for clients including the Hartlepool Borough Council, Darlington Tenants Board, Sunderland City Council, Nexor Ltd (Military Communications Specialists), and John Brash Ltd (Timber Importers). He has also led workshops for councillors on effective public speaking.

Success:

The first session went well though there was some confusion regarding the title the council had chosen with some people expecting more on public engagement techniques. This was addressed for the second two sessions by writing in a specific section on this area and greater clarification within the pre-course information from the council. Subsequent sessions were well received with participants saying they had more confidence in presenting to a variety of different audiences.

Local PCT – GP Tender Evaluation

Problem:

There were a large number of tenders to evaluate for the provision of GP surgeries across 4 PCT areas and limited expertise in-house so further expertise requested from Pet&r

Approach:

Necessity to undertake role of tender evaluation panel member in respect of PQQ vetting and tender evaluation.

Strategy:

Evaluated PQQ's and tender documents to PCT pre-defined procedure and scoring system.

Success:

30 submissions reviewed and feedback given to PCT co-ordinator.

Local Authority – Equality and Diversity Training

Problem:

The authority needed to ensure all staff knew their rights and responsibilities, what the council was doing and what they could contribute in equality and diversity.

Approach:

Mixed workshops targeted at employees and managers separately were deemed most appropriate.

Strategy:

A programme combining questionnaires, case studies, scenarios, presentations and group discussions was developed.

Success:

Successful inspection by external auditors, reported changes in culture and behaviour. Lots of people said it was of value at the time with very positive feedback sheets.

Tenants Board – Board Development

Problem:

They had identified their training needs but their supplier had let them down.

Approach:

A very clear basic format with participative workshops showing respect for the individuals and their contribution was needed.

Strategy:

A series of participative workshops tailored to tackle specific development needs as previously identified with a built in review mechanism was developed.

Success:

Increased confidence in individual members, better run board meetings and more participation from all members. Increased knowledge and skills relating to their responsibilities as board members. Management were impressed by their enjoyment and the increased confidence etc.

Local Authority Revenues and Benefits Division – Management workshops based on the Learning Organisation Concept.**Problem:**

The division showed poor performance against national performance indices with a backlog of work leading to poor morale and silo mentality.

Approach:

An introductory workshop to introduce the concept of the Learning Organisation was developed followed by participative workshops on specific areas selected by the participants themselves.

Strategy:

The workshops were highly interactive, facilitated rather than tutor led which were flexible to respond to the participants needs and interests with each workshop linked in to the others. Each had specific actions to be carried out which were reviewed. There was also a built in review mechanism.

Success:

The division were finalists in the national awards for their professional body for the programme. Increased performance against national benchmarks. Morale and team spirit went up, not just with management but also within teams.

Very positive feedback and good PR for Pet&r.

Primary Care Trust – Conflict Resolution**Problem:**

They needed to take action in response to a national strategy and develop their own local strategy.

Approach:

A series of standardised workshops completed with detailed workbooks was developed.

Strategy:

The workshops were participative drawing on their own experiences rather than consultants, engaging in dialogue, reflection and analysis of scenarios rather than role play.

Success:

Reported increased confidence when dealing with incidences and reduced results of violence. Feedback positive reflecting the fact it was practical and increased awareness.

High Technology Company – Presentation skills for non technological audiences

Problem:

The technical people within the organisation needed to present technical information to non-technical people and did not have the skills to do so.

Approach:

An intensive workshop for a small group which was participative and included coaching sessions were developed.

Strategy:

The initial run of this workshop did not go particularly well as it did not fully meet the clients needs so further support was given. The course had covered the clients requests but did not fully meet the delegates needs. A follow up to address that was delivered.

Success:

The delegates became more confident in their own abilities and became more aware of their own habits. They gained more understanding of the techniques and principles of presenting and received a CD of their presentations to take away and use as a refresher when needed.

Small Private Petrochemical Company – Management Training Programme

Problem:

Managers didn't know how to manage leading to poor performance.

Approach:

A series of workshops were developed based on the ILM programme for Front-Line Managers, delivered in such a way as to attract funding.

Strategy:

The workshops were participative, accompanied by a detailed workbook, pre-course activity and post course work based assignment with a built in review mechanism.

Success:

All participants passed and gained a certificate. Participants found it easier to deal with people problems. Good feedback and repeat business.

Independent NVQ Training Provider – Director Development

Problem:

The managing director knew they needed to change to cope with forthcoming issues for the organisation but did not know where or how.

Approach:

One to one coaching was deemed the most appropriate method of achieving positive outcomes.

Strategy:

There was a broad plan of what to cover which was flexible to follow the clients thought processes. A review process was built in.

Success:

The client identified where he wanted to and needed to go in the future and had a much clearer picture of the present and future situation. He was also able to express himself more clearly about it.

Chemical Industry Support Organisation – Appraisal, Managing Change, Coaching, Managing Fairly and Safely, Recruitment and Team building

Problem:

The organisation had identified the need for the above topics for small to medium employers and needed a single provider to deliver them.

Approach:

Developed a series one and half day workshops of the topics chosen.

Strategy:

The workshops were practical and tailored to the needs of the delegates. They were up to date and reflected best practice.

Success:

Delegates said they had helped with specific problems and they had gained confidence and understanding of the issues tackled. Good feedback.

Business Support Agency – Psychometric testing for advisors

Problem:

The organisation didn't know what the testing process was or what the results meant. It was later discovered that they also didn't know the nature or character of the providers.

Approach:

A series of structured and participative workshops which were tutor led were developed.

Strategy:

Once it was discovered that they didn't know what the supplier group was like the emphasis shifted more to understanding the organisations they were dealing with rather than on the tests themselves.

Success:

A better understanding of psychometric testing and the organisations doing them.

Small Residential Care Home – Manager Development

Problem:

The client had been made responsible for all aspects of the running of the care home but had no training in HR, Finance or basic systems.

Approach:

One to one coaching sessions with structured learning examples were deemed the most effective for the time constraints of the client.

Strategy:

An introductory session was held to clarify what was needed and in what form. The interventions were broken down into small bits for ease of digestion and to fit in with the clients time constraints, they were also held at the care home and at times to suit. For each topic examples from the clients own situation were used to illustrate points and clarify issues with work to do between sessions. A review mechanism was built in.

Success:

The client was able to set up their own financial system from scratch to suit their particular needs and the appraisal scheme is working much better. The client has much more confidence in their own abilities and is keen to develop their skills and knowledge further.

Community Farm – Team building

Problem:

There were personality clashes between team members which were impacting on performance and individual members.

Approach:

A team day was developed in negotiation with the team manager to meet their requirements.

Strategy:

A facilitated one day workshop was delivered which progressed at a pace all members were comfortable with.

Success:

Team Charter developed and some issues were clarified. A range of future strategies were also identified.

Local Government Highways Department – Disability Discrimination Act (DDA)

Problem:

Highways staff are now covered by the DDA but they had very little awareness of the act or its implications for them.

Approach:

A series of participative workshops for mixed groups of contractor and client staff.

Strategy:

Working in partnership with local specialists and community representatives we introduced the legislation and gave the participants experience of disability and gave them access to someone with personal experience of disability. They had a chance to audit the local environment they had built and plan actions for improvement in future both in working methods and in the environment itself.

Success:

A deeper understanding of their responsibilities and needs was reached and clear actions to improve working methods between them were developed.

Local Government Teenage Pregnancy Project – Skills audit, team building and review of the strategy

Problem:

The future of the team was in jeopardy which had led to poor morale and uncertainty and the team was not working that well. For funding purposes the project needed reviewing.

Approach:

A skills audit was needed to identify future options and a team building session was needed to draw the team back together and work more effectively. A comprehensive review of the programme was developed and the board was supported in receiving the review and plan responses.

Strategy:

The skills audit was carried out using self assessment questionnaires and guided interviews. The team building workshop was interactive and facilitated rather than led with group activities, questionnaires, group discussions and action planning. The review included a number of social research methods including one to one interviews, questionnaires and focus groups to attain the views of all stakeholders.

Success:

The skills audit created greater self-awareness and identified future options and potential development roots with evidence to support their plans for the future. The team day developed a picture of the ideal team member and raised awareness of individual contributions. A detailed review document was created and presented to the board in line with government requirements.

Local Government Anti-social Behaviour Project – Cross cutting monitoring and support

Problem:

The 6 individual projects within the main project needed monitoring and the projects were working independently and did not have outcome synergy.

Approach:

A supportive, long-term relationship was developed with the main project manager which provided a range of different support measures where and when needed.

Strategy:

Individual project leader discussions and strategy development sessions were held at times and places to suit their needs. Part way through the project it became clear they had no way of measuring all the projects against key things so the focus shifted to helping them work together more through knowledge sharing events and discussions.

Success:

Big report on all the projects was created in multi-media format

A showcase day was held mid point through the project to show everyone what they were all doing and gain recognition from higher sources.

Limited outcome synergy was developed but a far better understanding of what each project did was achieved and they learnt lessons on how to do things better.

A more coherent bidding strategy for future funding was developed.

Debt Recovery Agency – ILM L3 Award in First Line Management

Problem:

Managers found it difficult to motivate and manage staff in a high stress environment leading to poor performance.

Approach:

A series of workshops were developed based on the new unitised ILM programme for First-Line Managers, delivered in such a way as to attract funding. The workshops were developed to suit the particular focus required by the client from a list of available topics which the tutor was qualified to deliver.

Strategy:

A psychometric test, the ILM 72 was used at the start of the programme to assess the participants management capabilities and style. The workshops were participative, accompanied by a detailed workbook, pre-course activity and post course work based assignment with a built in review mechanism. All learning outcomes were assessed using reflective reviews, short answer questions and work based assignments.

Success:

All participants passed and gained a certificate. Participants found it easier to deal with people problems.

Good feedback and repeat business resulted in the tutor being asked to do further open courses for the client. An issue was raised at the level of capability of the candidates being quite low. This resulted in looking at the need to develop some sort of pre-course assessment to judge if participants are up to the required standard for the qualification.

Process Industry – Personal Coaching

Problem:

During a personal development review, the Warehouse Manager had raised certain communication issues between himself and colleagues and the Operations Director approached Pet&r to develop a suitable intervention.

Approach:

Consultation with the Operations Director to identify coaching and related support to the Warehouse Manager to identify the causes of the communication difficulties, develop strategies to resolve them and review progress over a two month period.

Strategy:

A series of 3 one to one coaching sessions were developed. The first identified specific difficulties, factors that he and others contribute to them, and probable root causes and strategies to address them. The second meeting reviewed progress, clarified causes and assessed the effectiveness of the strategies and adapted them as required. The third meeting again reviewed progress, identified the learning gained and identified the next steps.

Success:

The Warehouse Manager felt that he was taking on less and was therefore less stressed. The Operations Director reported the manager was more positive in his contribution and people were working with him better. The manager realised he wasn't responsible for others performance which had been an issue previously. This coaching came as a direct result of successful personal career coaching of the Sales Manager. We were also engaged to deliver First Line Management training for the organisation.

Local University – Masters Dissertation co-ordination and supervision coaching**Problem:**

The existing system of dissertation co-ordination was not working very well and needed to be re-done to enable the smooth running of the dissertation co-ordination for the benefit of the 250+ students and approximately 40+ academic supervisors.

Approach:

A new system was needed to clarify who needed support, who had the expertise to provide the support and identify who was available to give the support.

Strategy:

This involved developing a new database to keep the information in an appropriate manner, provide training for supervisors on the system and what coaching the supervisors needed to provide, develop guidance for supervisors and students on how to go about dissertations and supervision and advise on relationship and other problems during the whole dissertation process. The lead consultant used his expertise as a supervisor, lecturer and psychologist to develop the system and supervise the students.

Success:

Significant improvements were made to the system and everything was brought up to speed for a successful handover to the new dissertation co-ordinator. Further students for supervision were allocated to the lead consultant as well as further lecturing opportunities on a number of undergraduate and postgraduate degree courses.