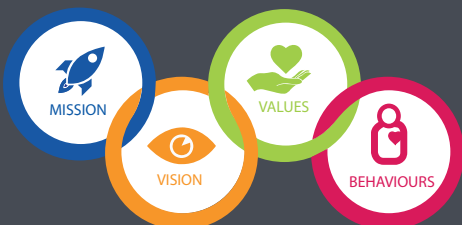




# HSG Leadership Academy

## Prospectus



 **Human Support Group**

Providing the very best care with the very best people



**The Leadership Academy programme is designed to provide you with the knowledge and tools to maximise your role as a Manager and Leader and will give you the opportunity as part of your Continued Professional Development (CPD) to develop yourself and your team to provide a quality, safe, effective and efficient service to our customers.**

Leadership is the ability to influence behaviour towards the achievement of results. The organising function of leadership is key for the structure of the organisation. This involves being able to designate tasks and responsibilities to colleagues who have the specific skills to complete the task.

As Managers you and your team play a fundamental role in the specialised areas of the organisation, to meet the overall goals that are set by the Board of Directors.

An effective leader will have a good understanding of their goals and objectives and will develop a mission or value statement which is part of their vision for the organisation.

The value statement for HSG is :-

- We aim to deliver the fundamental elements of good care, compassion, dignity, respect and safety- first time, every time and to everyone.
- We aim to ensure that the care that we provide meets the assessed needs of each of our Customers via a consultative and personalised approach to care planning to promote choice, control and independence.
- We aim to provide personal care and tailored support in such ways that have positive and measurable outcomes for our Customers and promote their active participation.
- We will actively seek feedback from our Customers, their friends, relatives and advocates.
- We will regularly review our service delivery so that the care and support provided have the flexibility to respond to the changing needs of each Customer.
- We will maintain a high quality workforce by ensuring that standards for our managers and colleagues are based on the National Occupational Standards for the Care industry as set by Skills for Care and the Care Quality Commission.
- We will operate a quality framework that is adaptable to meet the needs of a fast changing business environment, the needs of our colleagues and to ensure that our services provide value for money.

# Disciplinary Investigations - Course Overview

## Course Aim

- For colleagues to complete disciplinary investigations confidently and in line with organisational and ACAS guidelines.

## Course Objectives - by the end of the training session, colleagues will be able to: -

- Explain when disciplinary meetings need to be carried out and what constitutes as misconduct and gross conduct.
- State the role and behaviours of the investigator.
- Understand how to compile and implement an investigation plan.
- State legislation relating to the investigation process.
- Be aware of how personal bias and subjectivity can occur.
- State why working in partnership is so important when carrying out investigations.
- List the different types of evidence, which can be used within an investigation.
- Confidently hold an investigation meeting within the ACAS guidelines.
- Be able to manage and minimise confrontation and resistance.
- Be able to state the requirements of notetaking and the compilation of the investigation report.

## Content

- Housekeeping and introductions
- What do colleagues want to achieve out of the session?
- When investigations are necessary within the workplace
- Understanding misconduct versus gross misconduct
- Legal considerations
- When suspension is necessary
- The role and the behaviours of the investigator
- Creating an investigation plan
- The importance of time management
- Subjectivity and unconscious bias
- Working in partnership
- Collecting different types of evidence
- The investigation meeting
- Managing and minimising confrontation and resistance
- Compiling and writing the investigation report
- Reflection and action plan



# Leadership and Management

## Aim

- For colleagues to have a good understanding of different leadership and management styles, so that they can adapt their style to achieve optimum results.

## Objectives – by the end of the session, colleagues will be able to: -

- State examples of different leadership and management styles and demonstrate an understanding of them.
- Reflect on their own style and identify own strengths and areas for improvement.
- Understand when each style should or should not be used.

## Content

- Self-reflection on own leadership/management style, by completing an assessment.
  - The behaviours and actions of each style and when each should be used.
  - The impact of each style on individuals, the team and individuals being supported.
  - The difference between a manager and a leader.
  - Self-reflecting on areas for development and setting a personal action plan.
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# Coaching

## Aim

- For colleagues to understand the benefits of coaching and how to apply coaching within the workplace.

## Objectives – by the end of the session, colleagues will be able to: -

- Understand the difference between coaching and mentoring.
- Identify and apply all the skills of an effective coach.
- Be aware of how to develop, a coaching relationship.
- Understand the legal aspects of coaching.
- Apply coaching practices, using a proven coaching model.

## Content

- The difference between coaching and mentoring and the benefits to both parties and the organisation.
- The skills and behaviours of a coach.
- Effective communication.
- How to develop a coaching relationship.
- Identifying and overcoming barriers.
- The importance of having a contract of agreement between both parties.
- Managing negativity and providing constructive feedback.
- Considering legal aspects and ethical issues.
- The importance of SMART targets.
- The 'GROW' model.
- The 6 levels of evaluation.
- Self-reflection and action plan

# Supervisions and Appraisals

## Aim

- For colleagues to be confident and competent at delivering supervisions and appraisals within the workplace.

## Objectives – by the end of the session, colleagues will be able to: -

- List the benefits, using an effective supervision and appraisal process.
- Understand how supervisions and appraisals form part of the performance management process.
- Understanding professional boundaries and the essentials of maintaining a positive partnership.
- Give examples of how to deliver an effective supervision and appraisal.
- Apply strategies, on how to overcome common challenges.

## Content

- The benefits of supervisions and appraisals and why they need to take place.
  - The process of establishing and maintaining the supervision relationship.
  - Professional boundaries.
  - Achieving outcomes through applying PDP's and SMART targets.
  - What makes a good supervision/appraisal and what makes a poor one (common mistakes and poor practice).
  - Practice sessions on how to complete SMART targets.
  - The importance of planning.
  - Common challenges and how to overcome them.
  - Self-reflection and action plan
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# Performance Management

## Aim

- To maximise the performance of our colleagues, so that individual, team and business objectives are achieved.

## Objectives – by the end of the session, colleagues will be able to: -

- Explain the process of performance management and how this is applied.
- State the key elements of the performance cycle.
- Assess performance and provide effective praise and feedback.
- Manage poor performance and understand the possible underlying factors.

## Content

- Why performance manage?
- Applying competencies, aims, objectives and targets.
- How individual targets relate to the rest of the organisation
- Performance measurement tools
- The key elements of the performance cycle
- Assessing performance and providing effective praise and feedback
- Managing poor performance
- Self-reflection and action plan

# Conflict management

## Aim

- To understand how conflict occurs and to learn strategies to prevent and reduce conflict to its lowest practical level.

**Objectives** – by the end of the session, colleagues will be able to: -

- State the impact of conflict within the workplace.
- Provide examples of how conflict occurs within the workplace.
- State what the legal considerations are, in relation to managing conflict.
- Apply different strategies to prevent, reduce and resolve conflict.

## Content

- Be aware of the impact of conflict on individuals, teams and organisations.
  - Understand the causes of conflict.
  - Analysing the different management styles in relation to conflict (self-reflection is key).
  - Effective management strategies to reduce team conflict.
  - Tools to support holding difficult conversations to achieve a positive outcome.
  - Practice sessions to support learning.
  - Self-reflection and action plan
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# Time Management

## Aim

- To develop strategies to manage time effectively, resulting in better job satisfaction and improved performance.

**Objectives** – by the end of the session, colleagues will be able to: -

- State the impact of both effective and ineffective time management.
- Reflect on time management skills and identify how these can be developed and managed.
- Apply 'Covey's Time Management Grid' to manage time effectively.
- Apply key time management strategies.

## Content

- The impact of ineffective time management on colleagues and the organisation.
- Reflection on how colleagues currently manage their time.
- Identifying 'time bandits'.
- Stephen Covey's Time Management Grid.
- How to stop working less in quadrant 3 and 4 of the Time Management Grid?
- Sharing practical strategies for both day to day and long/medium term projects.
- Self-reflection and action plan.

# Delegation

## Aim

- For the management team to delegate fairly and effectively so that business outcomes are achieved

## Objectives – by the end of the session, colleagues will be able to: -

- Identify why managers find delegation difficult, so that barriers can be overcome.
- Explain the importance and necessity to delegate.
- Adapt delegation styles where appropriate and to be able to deal with resistance and non-compliance.

## Content

- Analysing how much you delegate (self-reflection) and what stops you from delegating.
  - The benefits of delegation to managers, the company and the individuals being supported.
  - How to delegate to people who are showing resistance, by an exchange of expectation exercise with practice sessions.
  - The four stages of delegation
  - The 5 levels of impact delegation
  - Self-reflection and action plan.
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# Stress Management

## Aim

- To understand how to manage stress in the work place so that the legal requirements are met and staff receive the necessary support.

## Objectives – by the end of the session, colleagues will be able to: -

- Define stress and the importance of recognising it.
- Identify the causes, signs and symptoms and the impact of stress.
- Be aware of the legislation relating to stress in the work place.
- Develop strategies to protect and promote well-being.
- Apply prevention strategies for the management of stress.

## Content

- Definition of stress.
- The physical, emotional and psychological signs of stress.
- Stress indicators and the effects of stress in the work place.
- HSE management standards.
- Risk assessment.
- Company responsibilities.
- Employee responsibilities.
- Strategies to reduce stress.
- Develop strategies for mental health wellbeing.
- Self-reflection and action plan.

# Presentation Skills

## Aim

- For colleagues to be both competent and confident at delivering highly effective presentations.

## Objectives – by the end of the session, colleagues will be able to: -

- Effectively plan before delivering a presentation.
- Present information effectively.
- Be aware of the communication skills required whilst presenting.
- Develop presentation skills and techniques.
- Manage any challenges that may occur.

## Content

- When do we present?
  - The importance of knowing your audience.
  - How to implement a presentation plan.
  - Preparation before the event.
  - Design an effective presentation.
  - Using scripts and notes.
  - Common mistakes and how to avoid them.
  - Positive body language and verbal communication.
  - Controlling nerves.
  - Handling difficult questions and negative behaviours.
  - Practice sessions with feedback and self-reflection.
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# Equality, Diversity and Inclusion

## Aim

- To embed equality, diversity and inclusion into the work place and understand the legal requirements under the Equality Act 2010.

## Objectives – by the end of the session, colleagues will be able to: -

- State the importance of equality, diversity and inclusion and list ways of promoting this in the work place.
- Understand the requirements of the Equality Act 2010.
- Understand how to identify and manage discrimination, harassment and bullying.
- State individual, team and organisation's responsibilities.
- Explain what unconscious bias is and understand how this can occur.
- State how to access information, advice and support.

## Content

- The Equality Act 2010 and associated legislation and governance.
- Definitions.
- Why are people prejudiced?
- Unconscious bias.
- Different types of discrimination.
- Organisational culture.
- Harassment and bullying.
- HSE guidelines.
- Case studies
- Recruitment.
- Organisation, management and colleague responsibilities.
- Accessing information, advice and support.
- Self-reflection and action plan.



# Health and Safety for Managers

## Aim

- For colleagues to understand the legal requirements of the Health and Safety Executive to ensure that accidents, injuries, incidents and occupational diseases are kept to the lowest possible level.

## Objectives – by the end of the session, colleagues will be able to: -

- Demonstrate knowledge of the main concepts of Health and Safety.
- State examples of legislation affecting work and the requirements of each.
- State employer and employee responsibilities.
- List ways to develop a positive health and safety culture.
- Understand how to identify and control the risks from common workplace hazards.
- Know the procedures for responding to accidents and incidents in the workplace
- List the affects of poor health and safety

## Content

- HSE Legislation
- HSE statistics
- Managers and colleagues responsibilities
- Maintaining a positive health and safety culture
- HSE Plan, Do, Check and Act model
- Responding to accidents and incidents.
- Risk assessment
- Manual handling
- Fire safety
- Reporting and recording (Inc. RIDDOR)
- First aid
- COSHH and PPE
- The costs of poor health and safety on HSG and colleagues.
- Self-reflection and action plan.



