Our Experience

The Tess Group is a learning and development entity; our passion and expertise is in building and facilitating learning interventions that make the difference between a normal year and a great year. We take great pleasure and pride in inspiring people who in turn go on to inspire success. True learning and development comes through collaboration and the sharing of experiences. All our workshops empower learners to get involved in an environment that is safe, fun and stimulating. We use a mixture of facilitation, activities, videos, images, soundbites, visuals, self-study and games to create a learning environment that challenges the learner and never gets stale.

As discussed we have listed the three distinct groups which we feel would work well with the programme. There are common themes and modules applicable to all, and then certain topics only relevant for managers and senior leaders.

Emerging Talent and Supervisors

This could be members of the team that are new to leadership, or identified as potential future managers and leaders.

Managers

This could be managers that have one department or team to look after with some management experience.

Senior Leaders

This could be leaders that have been in the role for a period of time with senior responsibilities; including strategic planning and decision making.

Business Sustainability, Well-being & Performance Course Suite

Title	Emerging Talent and Supervisors	Managers	Senior Leaders
1. Development of Wellbeing and Performance at Work	✓	✓	✓
2. Communication, Coaching & Feedback	✓	✓	✓
3. Emotional Intelligence (EQ) Leadership (Solving Conflicts Successfully)	✓	✓	✓
4. Assertiveness and Performance Management (Goal Orientated Appraisals)		✓	✓
5. Inspiring and Motivating your Team (Effective Team Meetings)		✓	✓
6. Change Management & Environmental Sustainability	✓	✓	✓
7. Strategic Decision Making, Planning & Commercial Awareness		✓	✓
8. Successful Time and Task Management	✓	✓	✓
9. Presentation Skills		✓	✓
10. Successful Project Management		✓	✓
11. Fairness, Inclusion & Respect and Team work: Individual Victory to Team Success	✓	✓	✓
12. Group end point presentation delivery		✓	✓

Developing Wellbeing and Performance at Work

Duration: 1 x Day 9am – 4:30pm

Course objectives:

1. To be able to identify signs and symptoms of stress in self and others
2. To be able to identify the benefits to the individual and the organisation of a resilient approach
3. To be able to use a range of practical techniques to manage wellbeing and performance

Core competencies addressed on the course:

- Builds relationships
- Leads by example
- Open
- Confident communicator

Agenda / course overview:

- Individual Initial Current Stress Scores (self-rated exercise)
- Spotting the signs and symptoms of stress in others
- Group Peripheral Vision and Relaxation State
- Understanding stress to do something about it – The Root
- Practical Experiences and Demonstrations
- The diagram of determining stress type and best subsequent treatment type
- Thoughts and Emotional Control Techniques
- Acceptance and practical techniques to manage wellbeing and performance
- Understand where resilience comes from
- Improvement of self-confidence and inner drive
- Think more laterally, creatively and flexibly
- Dealing with difficult situations & handling problems with resilience

Communication, Coaching & Feedback

Duration: 1 x Day 9am – 4:30pm

Course objectives:

1. To gain an understanding of coaching and feedback models that can be used on a day to day basis
2. Develop effective communication skills when speaking to peers and team members
3. Using effective feedback to develop an individual's performance

Core competencies addressed on the course:

- Builds relationships
- Leads by example
- Open
- Confident communicator

Agenda / course overview:

- What is coaching?
- What skills should a coach possess?
- Coaching others with GROW
- Other coaching methods - Wheel of Life and The Focused 5
- EDICT Model
- Transactional Analysis
- The why triangle: how, why, what
- Giving feedback: Action, Impact, Do
- Feedback - the breakfast of champions
- Assumptions vs Reality
- Learning Styles / Stages of learning
- Communication masterclass, the foundation of coaching, listening and questioning

Emotional Intelligence (EQ) Leadership - Solving Conflicts Successfully

Duration: 1 x Day 9am – 4:30pm

Course objectives:

1. Identify the benefits of having higher emotional intelligence
2. Learn the four core skills required to practice emotional intelligence
3. Define and practice self-management, self-awareness, self-regulation, self-motivation and empathy
4. To demonstrate an understanding of how to be flexible with leadership styles for maximum impact
5. Using EQ to solve conflicts and communicate effectively

Core competencies addressed on the course:

- Leads by example,
- Builds relationships,
- Confident Communicator,
- Open

Agenda / course overview:

- What are the barriers to communication and how to we limit these?
- Effective leadership through great questioning and listening
- Leadership style; identifying this and own development
- What's more important – the words we say, how we say them or our body language?
- 'It's not what you say, it's how you say it'. Facilitated and engaging session around best practice for words, tone and body language as a leader.
- 'We don't see things as they are, we see things as we are'. True leadership comes from appreciating that we all see the world differently.
- Handling difficult situations and conflict through communication and techniques
- How well can we describe and explain things to others and how can we do this better?
- Using NLP to build rapport.

Example of activity used in this workshop: The foundation of leadership – we would weave throughout. Put them into groups of 3's: E.g. an A, B and C. We are going to do things 3 x times with them so each person can do the different role. The first time is 1 x person in the group (A) is an observer, eyes and hears to note down what is done well and what could be improved. One person is then neutral that will be (B). All the C's are then taken outside to have a quick mini session with the trainer on how to match and mirror body language / words. They go back in the room and strike up a conversation with B taking into consideration the points from the trainer.

We then facilitate a discussion about how that went. The next time, a different person will be the observer and spoken to, and leave the room. The next group have a mini brief with the trainer about leading a conversation. This will be about building rapport so well that the person will end up copying you – so they can choose to lead in a certain way and they will copy subconsciously. This will help to validate the rapport built and show the impact of this. The Final time – the person that is "C" would put no effort into match and mirror to show what this would be like. Overall the debrief discussion will be on the importance of emotional intelligence, NLP and building rapport & effective leadership through questioning and rapport building.

Assertiveness and Performance Management (Goal Orientated Appraisals)

Duration: 2 x Days 9am – 4:30pm

Course objectives:

1. To improve confidence when managing absence in the workplace
2. To be able to identify three aspects of effective performance management
3. To demonstrate the ability to hold a difficult conversation with a direct report
4. To carry out Goal Orientated Appraisals

Core competencies addressed on the course:

- Builds relationships
- Efficient
- Open
- Confident communicator
- Leads by example

Agenda / course overview:

- What is holding me back from managing the performance of my team?
- Exploring how we can be a 1 minute manager.
- How praise, reprimanding and goal setting are critical skills in any managers/leader's toolbox.
- How feedback makes me feel? Exploring the value and impact of different styles of feedback.
- How to give effective feedback that helps develop, empower and encourage.
- The opportunity to practice giving feedback to others.
- The difference between aggression and assertiveness. What are the guidelines for being assertive and how to say no.
- Goal Orientated Appraisals: structure and process of the appraisal interview
- Legal Framework conditions for the annual meeting
- Agreeing goals correctly and efficient preparation

Example of activities used in this workshop: One activity we use will top and tail the session called 'Secret Spy'. We give each learner a card and they are to write their name on the card. We then collect the cards back together – we then redistribute to a card with someone else's name in secret. This is so each person doesn't know who has each name. They will then play the role of secret spy – making positive notes throughout the session about the name they have on the card. At the end of the session they reveal who they were secretly spying on and give them feedback from the day.

Another activity we would use is 'Hiding the frog'. We do this 3 x times throughout the session. The first time, a learner goes out of the room and the remaining learners hide the frog. Then then re-enter the room. Whilst the learner is looking for the frog and the remaining learners give negative feedback about what they are doing. The person then discussed how they felt. The second time another person leaves the room whilst the remaining learners hide the frog in a different place. When they re-enter the second time all of the delegates stay silent. The person will then discuss how they felt. The final time another person leaves the room and the frog is hidden for the last time. When they re-enter the remaining learners give positive praise and feedback to them whilst they search for the frog. The person then explains how they felt during that. The debrief will be to demonstrate the impact of effective performance management.

Inspiring and Motivating your Team (Effective Team Meetings)

Duration: 1 x Day 9am – 4:30pm

Course objectives:

1. To identify four methods of team motivation
2. To improve confidence in putting tools into practice
3. To demonstrate ability to use motivational language
4. Understand effective meetings and a good phase structure

Core competencies addressed on the course:

- Leads by example,
- Builds relationships,
- Confident Communicator,
- Open
- Individual and Group work

Agenda / course overview:

- What is the learning cycle and what development activities do we use at different stages?
- We all have a preference for how we learn. What is your learning style, how do we recognise this in others and change or approach depending on this?
- How can we use coaching to empower and motivate our staff to think for themselves?
- Coaching practice with each other.
- The power of inspirational storytelling.
- Use of motivational language
- Revisiting feedback and praise and how, if used properly, can motivate others.
- Hints and tips on how we can inspire and motivate on a daily basis.
- Effective meetings thanks to a good phase structure, from opening to binding agreement
- Managing different opinions: E3 Model
- Constructive steering of meetings: Intermediate Summaries, doubles, psychological techniques
- Levels of effectiveness and effective preparation for meetings

Example of activity used in this workshop: For this we will do a coaching session on GROW. Goal, Reality, Options, Will. In this activity, we would talk through model in the first instance. We would then ask for a volunteer and one goal they have in life. The trainer will do a mini coaching session in front of everyone and stopping and talking through the group at each stage. Groups of 2 or 3 and ask them to think of a problem, challenge or something to overcome at work. The participants will then coach each other using the model of GROW.

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Change Management & Environmental Sustainability

Duration: 1 x Day 9am – 4:30pm

Course objectives:

1. Understanding how to support people learn what they need to during change
2. Appreciate the various different approaches to change management and their implications for supporting individuals through change
3. Understand why people react as they do and how people can help individuals through the change process
4. Understanding environmental sustainability at WOLFFKRAN and the plans for the future

Core competencies addressed on the course:

- Confident communicator
- Passionate about quality
- Efficient
- Open

Agenda / course overview:

- Understand what factors contribute to team success
- Understand how teams change and develop and so help delegates to deliver improvements in team performance
- Identify key metaphors describing how businesses change and how these can help delegates plan appropriate action during change
- Understand what assumptions people may have about business change
- Formulate an integrated model of the change management process and how this can help delegates to introduce successful change within a business
- Know what key areas need to be considered are when planning change
- Understand the difference between management and leadership
- Identify different leadership styles and their effects on the change process
- Understand the important role leaders have to play in change management
- Begin to develop a healthy response to the demands of change management leadership
- Understanding environmental sustainability at WOLFFKRAN

Strategic Decision Making & Planning and Commercial Awareness

Duration: 2 x Days 9am – 4:30pm

Course objectives:

1. To be able to identify 3 methods of thinking strategically when making a decision
2. To be able to identify what can influence a good or bad decision to be made
3. To demonstrate the ability to make a strategic decision based on information provided
4. Understanding Commercial Awareness at WOLFFKRAN

Core competencies addressed on the course:

- Thinks strategically
- Driven
- Efficient
- Team player

Agenda / course overview:

- Why do we make bad decisions?
- How creative problem solving can help us to break through.
- Taking the mind map to the next level. How affinity diagrams can help us to see this bigger picture.
- How the Disney method can help us to generate and evaluate ideas whilst putting our reality aside and looking at the bigger picture.
- Most decisions we make in business involve a risk. How can we evaluate and manage risk?
- How SWOT and PESTLE can be fantastic tools when forward planning a department or a business.
- How the integration matrix helps us to plan against the company values.
- Using root cause analysis to understand the underlying issues that are causing operating complications.
- Evaluating our decisions with after action reviews.
- Commercial Awareness

Example of activity used in this workshop: We use an original model by ex CEO of Disney. The 'disney' method or 'Twister'. If you have something at work, a problem or challenge – something to generate and evaluate ideas then in order to make a well judged decision there needs to be perspectives. For this exercise the learners make notes on an example from 4 different perspectives: 1. Spectators (the outside / customers). 2. The dreamers, no barriers – what could we do? What would be the wow factor? 3. Realists view – is this do-able and can we make it happen against timescales? 4.Critics and risks – what could go wrong? What would happen as a result? These 4 different points of view to help shape decision view from bigger picture and as a result show effective and balanced, strategic decision making.

Successful Time and Task Management

Duration: 1 x Day 9am – 4:30pm

Course objectives:

1. Gain and maintain an overview of time management
2. Create and implement a monthly plan
3. Electronic time management
4. Identify and reduce time wasters

Core competencies addressed on the course:

- Thinks strategically
- Driven
- Efficient

Agenda / course overview:

- Day-to-day planning (action lists, prioritising, getting things done)
- Planning projects or complex tasks (and executing them)
- Medium/long-term planning (establishing goals and aims, steps to achieving)
- Managing the balance between work and private/personal/home time
- Being firm (saying no politely, resisting interruptions, managing workload)
- Coveys quadrants & methodologies
- Delegating (letting go, handing over, allocating tasks and following-up)
- Efficiency of certain processes (finding more efficient ways to do things)
- Decision-making and finishing tasks
- Prioritising tasks and actions (timings, urgent versus important)
- Communicating (especially dealing with written received communications)
- Working to a deadline (without finishing in a panic)
- Personal time keeping

Presentation Skills

Duration: 1 x Day 9am – 4:30pm

Course objectives:
To speak and present convincingly to colleagues
Learn important forms of argumentation for presentations
How to structure a good presentation and deliver clear message

Core competencies addressed on the course:

- Confident Communicator
- Driven
- Passionate about quality

Agenda / course overview:

- What already works about you as a presenter?
- Exploring how presentation works
- Creating introductions
- Presentation formats
- Organising information in a clear & concise manner
- Developing a unique individual style
- Understanding what happens in front of an audience
- Practising a whole range of techniques
- Hints and tips for effective presentation
- Stretching your capacity to present
- Presenting with style, flair and presence
- Using support materials
- Enlivening your presentation
- Maintaining confidence and handling nerves
- Coping better when feeling wrong-footed

Successful Project Management

Duration: 1 x Day 9am – 4:30pm

Course objectives:

1. Develop and update personal toolbox for modern project management
2. Manage a project environment
3. Enable and ensure motivation, moderation and communication as success factors for projects

Core competencies addressed on the course:

- Thinks strategically
- Driven
- Efficient
- Team player

Agenda / course overview:

- Methods of modern project management: planning, managing, controlling, concluding projects
- Project environment: stakeholders and the hidden agenda on the radar
- Smart goals
- Operationalisation of goals for practice
- Mastering complexity
- Right tool for the right project phase
- Toolbox: Project sketch, PSP, PAP, MSP, MSP, GANNT, RACI
- Effective design of project meetings
- Project communication

Fairness, Inclusion and Respect: Teamwork Individual Victory to Team Success

Duration: 1 x Day 9am – 4:30pm

Course objectives:

1. To positively and constructively influence team dynamics
2. Patterns of reaction, communication and behaviours
3. TEAMship

Core competencies addressed on the course:

- Confident Communicator
- Driven
- Efficient
- Team player

Agenda / course overview:

- Successful communication with each other and in tams
- Change of perspective: right reaction for tricky situations
- From escalation to collaboration
- Dealing with others, behavioural patterns, client and colleague personalities
- The role of inner motivators, why we do what we do
- Ping-pong dynamics
- How experiences shape perceptions
- 4 Sides of a message: Schulz von Thun
- SMART-model
- Communication exercises

Group Presentation Delivery

Duration: 1 x Day 9am – 4:30pm

Course objectives:
To deliver a group presentation based on an agreed task from the presentation training workshop.

Core competencies addressed on the course:

- Confident Communicator
- Driven
- Passionate about quality

Agenda / course overview:

- Creating introductions
- Presentation formats
- Organising information in a clear & concise manner
- Understanding what happens in front of an audience
- Practising a whole range of techniques
- Hints and tips for effective presentation
- Stretching your capacity to present
- Presenting with style, flair and presence
- Using support materials
- Enlivening your presentation
- Maintaining confidence and handling nerves
- Coping better when feeling wrong-footed