

Managing the team through Organisational Change

Practical techniques to support your team through change and uncertainty

Course Duration: 2 days

Maximum 12 delegates

Course Overview

Organisations constantly evolve, presenting challenges for leaders and teams who may not always be fully informed about ongoing changes. Line managers face the task of supporting both themselves and their teams amidst shifting dynamics, especially when uncertainty leads to unproductive behaviours.

In response, managers may feel compelled to justify changes or promote their benefits, often encountering resistance. A collaborative, adult communication approach offers a solution, providing teams the opportunity to voice concerns and explore mutual benefits.

This two-day training aims to empower line managers with coaching and mentoring skills to navigate change and uncertainty effectively. Participants will gain the confidence to manage day-to-day challenges while learning practical techniques to engage team members positively amid both negative and positive transformations.

Who should attend?

- Anyone who is managing or leading a team during times of change and uncertainty
- New and experienced managers looking to update and or refresh their skills
- Non managers who are looking for a collaborative style of communication with their teams and stakeholders.

Course Objectives:

By the end of this training managers will:

- Have explored the impact of organisational change on teams
- Discussed current change which is impacting on the team and related behaviours
- Know the difference between coaching and mentoring and when to use
- Know how to manage and lead their teams using a coaching and mentoring style and approach
- Learn the art of listening to gather information and to ask incisive questions
- Know how to ask incisive questions to help people think from different perspectives
- Know how to structure coaching conversations to focus on goals and outcomes
- Learn how to work with team members sensitively when change is impacting negatively on them

Course Content

This course is in two parts:

- Day 1: Understanding the role of team leader as Coach – Mentor
- Day 2: Tools and techniques to manage and support the team through change

Each day will be delivered 3 to 4 weeks apart, giving team leaders the chance to practice using coaching techniques with their teams.

Day 1 Content: Manager as Coach-Mentor

- Understanding what formal coaching and mentoring is
- Exploring the role of team leader using the principles of coaching and mentoring
- The role, purpose and responsibilities of a manager and leader using coach-mentor and as a change agent
- The skills and competence to be an effective leader using coaching and mentoring
- Practising essentials communication skills including building rapport, high level listening, open and incisive questions, asking not telling, being curious
- Structuring coaching conversations (Includes contracting and agreeing the session)
- Purposeful practice to embed learning and understanding and start using before day two.

Managers will take these skills back to the workplace to practice with their teams, colleagues and stakeholders, returning on day 2 with their challenges and successes.

Day 2 Content: Change, Transformation and Coaching

- Review of coaching practice, exploring success and challenges
- Reminder of the benefits and principles of using coaching as a team leader
- Organisational change and how this is impacting on you and your teams
- You as ambassador for change – mindsets, roles, responsibilities, stakeholder engagement
- Coaching the team
- Team dynamics and personality types
- Tools and techniques for change – managing and leading people through change including those who are resistant
- Sustaining these skills after the training has finished.

Techniques and interventions used

- Practical and fun exercises to demonstrate the difference between training, coaching and mentoring styles
- Essential skills including – Rapport, listening, silence, question styles, empathy, curiosity
- Demonstrating Goal-focused structured models (GROW & EMERGE) to use when conducting and guiding 1-2-1 conversations
- Team dynamics versus team maturity
- Social styles to understand the team and how they tick
- Change and Transition techniques
- Plenty of practice to build confidence using coaching in different situations.

Course Timing

9.30 – 4.30 on each day of training