



Your Workforce Reimagined

Bagnalls – Building Highly Effective Supervisors

By the end of this module, you will have:

- Have reviewed Accountability and will truly understand the importance of this in Leadership
- Have reflected upon the actions from day 1 and 2, focusing on the positive change and how you have held yourself accountable
- Be able to prioritise team qualities and what makes an effective team
- Be able to use effective coaching techniques to manage and handle difficult conversations
- Be able to support and share good practice with your peers when it comes to dealing with difficult conversations
- Be able to provide constructive feedback to your peers regarding scenarios and situations they have had to deal with
- Have taken part in team-based activities to support how to manage and handle difficult conversations
- Have put yourself forward as a leader/manager and then reviewed your contribution, identifying areas of improvement.
- Have reviewed and discussed your next coaching session with your coach and how you would like this to take place

Day one, Morning session:

Day One					
Time	Activity	Learning Outcomes/Objectives	Assessment	Resource & Direction	Facilitator Notes
0830 (60m)	<p>Welcome / Check-in</p> <p>H&S</p> <p>Introduce objectives for the session overall, programme focus</p> <p>Introduce DAY 3 and 4 and its outcomes.</p> <p>Overview of the programme, the purpose and objectives</p> <ul style="list-style-type: none"> Whatever the role function leadership behaviours are required throughout. As such the modules would focus on three aspects. Objectives of the session and of the day Read through the objectives and outline anything the delegates feel they want to add to 	<ul style="list-style-type: none"> Personal commitment to being a leader within Bagnalls, and what that means. How to drive productivity, results, and customer excellence through others by building trust and delegating with clarity to achieve unity. Managing performance and the ability to hold effective and encouraging coaching conversations & robust feedback. 	<ul style="list-style-type: none"> Listening Communication Building trust Discussion and Q and A's Written detail and account 	<ul style="list-style-type: none"> Discussions around tables. Responses to flipcharts – delegates can present Encourage delegates to reflect on what they have done Discuss the programme and session outcomes on pages 4 and 5 Personal reflection to be completed on page 7 	<ul style="list-style-type: none"> Trainer to lead using post its and flip chart Introduce the workbook and the information throughout the day. NB – the importance of collating evidence and making notes Set and establish ground rules Confidence, safe environment and secure

0930 45 mins	<ul style="list-style-type: none"> Supervisors feedback to Bagnalls leadership 	<ul style="list-style-type: none"> What improvements have been made or discussed since the last meeting 	<ul style="list-style-type: none"> Bagnalls reps to discuss and highlight the key changes that have been discussed or implemented since the last session 		
1015	BREAK				
1030 90 mins	<p>The Accountability Ladder</p> <ul style="list-style-type: none"> A culture of 'accountability' is the most important element in 'making things happen'. Positive Change in YOU Positive change in your manager - What positive change has happened following the last session? The Ripple Effect 	<ul style="list-style-type: none"> Delegates mark on the ladder where they feel they have been mostly, over the last four months Discuss across the group Consider their peers experience, is this different, if so why? Discuss What has been the "ripple effect from the change in behaviour, if any? 	<ul style="list-style-type: none"> Allow delegates to understand and populate the levels of the ladder It doesn't matter how good the vision is, or the strategy to deliver that vision – if you don't have a culture of accountability, you're 'wheel spinning' – putting in tons of effort, making lots of noise but not actually going anywhere! 	<ul style="list-style-type: none"> Complete page 9 Use post its notes for the delegates to highlight where they have held themselves accountable Stick these the A1 poster 	<ul style="list-style-type: none"> Key introduction about Leadership and behavioural change Discuss and review accountability ladder Break out rooms – what does accountability mean to them? Group discussion for accountability 45 mins Ripple effect 45 mins
1200 45 mins	<ul style="list-style-type: none"> LUNCH 				
1245 60mins	<ul style="list-style-type: none"> Planks 	<ul style="list-style-type: none"> What are the expectations they have and what do they set? Are they leading by example – truly? 	<p>Discussion Q and A's</p> <p>Initial discussion around what is effective communications?</p>	<p>Led by lead facilitator.</p> <p>Pages 16 & 17</p> <p>Initial discussion</p>	<p>Questions on Flip chart</p> <ul style="list-style-type: none"> Lead the discussion 45 mins for this activity

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		<ul style="list-style-type: none"> Recognize the need for effective communications. How this can impact leadership 		Taught session to review with the 7 C's	<ul style="list-style-type: none"> Group of 2 Flip chart
1345	● BREAK	●			
1400 60 -90mins	<ul style="list-style-type: none"> Communication Behaviourial styles Assertive Communication What is assertiveness and review the behaviours of this Assertive statements 	<ul style="list-style-type: none"> Communications styles and then behaviors End with assertive, ending with assertive statements 	<ul style="list-style-type: none"> Discussion Q and A's In pairs, 1 minute exercise, how would you ask me to stay late? 	<ul style="list-style-type: none"> Flip chart and pens. Table discussions Delegates to use workbook and reflect on group discussions 	<ul style="list-style-type: none"> Discussion about what does the letter mean in each Group discussion Question and reflection to the be paired
1530	● Stretch of legs	●	●	●	
1540-1630	<ul style="list-style-type: none"> Check out Review of the day Reflection and the importance of 	<ul style="list-style-type: none"> Complete reflection of the day and key take away What resonated with you? 	<ul style="list-style-type: none"> Open discussion Listening Reflection, how did it go 	Day review	Review to be completed prior to the end of the session.

Day two Session plan

Time	Activity	Learning Outcomes/Objectives	Assessment	Resource & Direction	Facilitator Notes
8:30am 60-75 mins	<ul style="list-style-type: none"> ● Introduction to the day & delegates set their daily objectives. ● Check in from yesterday's session ● Take away from yesterday ● Key actions and what they are committing too ● How did they feel 	<ul style="list-style-type: none"> ● Review of Objectives. ● Reflect on previous activities ● What do you want to get out of today's session? 	<ul style="list-style-type: none"> ● Listening ● Communication ● Discussion and Q and A's 	<ul style="list-style-type: none"> ● Review page 7 of the workbook ● Update pages 19 	<ul style="list-style-type: none"> ● All delegates plus cohort leader and facilitator(s). ● Flip charts around the room and using post its, what did they take away, most enjoyed and least enjoyed ● Flip chart with key objectives for today and what do they want to get out of it? ● 5 mins to write down, 5 mins discuss and facilitator to record on flip chart
1030	<ul style="list-style-type: none"> ● Break 				
0930 mins	<ul style="list-style-type: none"> ● Assertive communication ● What is assertiveness and review the behaviours of this ● Assertive statements 	<ul style="list-style-type: none"> ● Communications styles and then behaviors ● End with assertive, ending with assertive statements 	<ul style="list-style-type: none"> ● Discussion ● Q and A's ● In pairs, 1 minute exercise, how would you ask me to stay late? ● Refusals to think on their feet 	<ul style="list-style-type: none"> ● Flip chart and pens. ● Table discussions ● Delegates to use workbook and reflect on group discussions 	<ul style="list-style-type: none"> ● Discussion about what does the letter mean in each ● Group discussion ● Question and reflection to the be paired
1100 60 mins	<ul style="list-style-type: none"> ● Giving and receiving feedback 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●

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1200-1245	● LUNCH	●	●	●	●
1245 - 1445	Effective Coaching Facilitated sessions consider how they would deal with the scenario	<ul style="list-style-type: none"> Delegates to use the GROW model in the scenario, a role play exercise that enables individuals of using the grow model or questions within to help deal with a situation through coaching 	<p>Experiential, stretch and challenge delegates to do things differently</p> <ul style="list-style-type: none"> Peers activity Coaching Communication Active listening Group discussion Communication Open and honest discussion Formalized teaching and delivery 	<ul style="list-style-type: none"> Workbook pages 41-46 delegates to use GROW for coaching Role play activity to actually conduct the conversation based on the scenario 	<ul style="list-style-type: none"> Facilitated sessions. 3 people to include an observer Facilitator to note this could be the first time they are dealing with this kind of training To include reflection ad discussion on how it all went Scenarios, role paly 1-2, 2-3 3-1 <ol style="list-style-type: none"> An operative is using a ladder and they are overreaching to paint a section of soffit and fascia. How do you approach this situation with the operative? Over the last few weeks one of the operatives in your team has had several one-day absences from work (the absences are all on either Mondays or Fridays). You have noticed that one of the operatives in your team is withdrawn and seems distracted. They also look tired and the quality of their work has reduced over recent weeks. An operative on the site you are supervising refuses to wear the FFP3 mask required for the work they are undertaking. One of the apprentices working in your team is consistently poor with their timekeeping.

1445 - 1530	<ul style="list-style-type: none"> Check out Review of the day 	<ul style="list-style-type: none"> Complete reflection of the day and key take away 	<ul style="list-style-type: none"> Reflection time on the 2 days and the feedback they have received Review to be completed prior to the end of the session. 	<ul style="list-style-type: none"> Complete pages 55 onwards, what feedback have they received, what do they need to stop, start and continue to do. 	<ul style="list-style-type: none"> Please ensure the group has the time to spend to complete their workbooks. Facilitate the session for discussion should this be more effective
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