Results helper

Licence to Lead (L2L)

|  |  |
| --- | --- |
| My name |  |
| My manager |  |

V1.0

# Welcome

This Results helper is for you to think about and chart your progress on your programme. It’ll help you focus on what you want from the programme. And what specifically you’ll use to assess your success. Participants tell us it motivates them to fully commit to their programme and practical actions at work.

It means that regardless of your experience, you’ll improve as a supervisor.

## Accessing your programme materials

Your programme materials are in your programme’s Resource hub here. You must complete workshop one’s advance activities set out in your participant pack before your the workshop or you will be at a disadvantage. I know you won’t want to hold others back.

## Your initial Results helper plan

1. Complete a first Results helper draft
2. Meet your manager to discuss, clarify, polish and sign off
3. Send to [JennaHutchison@crl.com](mailto:JennaHutchison@crl.com)

## Context

Your Results helper is like a flight plan. You’ll get a head wind and even some turbulence. That’ll cause you to update it. Think of it as a working document not a finished manuscript.

### During the programme

Periodically return to your Results helper. Use it to assess your progress and notice how you’re meeting your personal objectives. Using it with your manager will help both of you understand and celebrate your progress.

### Assessing the programme’s value

Around four months after your third session you’ll present your programme experience and results to your local management team. Central to this is the measurable results you and your team achieved from your actions.

# License to Lead programme

## Programme design

We used a practical approach developed from:

1. A focus group with people in Supervisor and SD roles
2. Consulting site leadership
3. Consulting with HR and training

The results, that became the programme’s priorities were:

* That supervisors are the engine room of the business.
* Supervisors who are confident (assertive, influential and diplomatic) communicators is a competitive advantage in the market. In particular:
  + Running a kick-off meeting
  + Presenting solutions
  + Keeping everyone updated
* The programme should help participants do their challenging job better while helping them look after their mental well-being.

## Programme ingredients

* Programme support materials such as this Results helper.
* Everything DiSC® Agile EQ (emotional intelligence) profiling to help you action plan improvements to get more from yourself and the people around you.
* Interactive participant packs with the key programme content.
* Activity workshops to activate knowledge, discuss, problem solve develop skills and action plan.
* A resources hub with follow up resources and activities you can access anytime.
* Linking with your manager to squeeze the most from your programme experiences.

## Content summary

### Pre-programme activities

* Complete this Results helper with meeting and sign off.
* Action workshop one’s advance activities from the Participant pack.
* Complete Everything DiSC® Agile EQ profile questionnaire online.

Using the globally respected Everything DiSC® profiling, you’ll learn to read the emotional and interpersonal needs of a situation and respond accordingly. You’ll discover an agile approach to workplace interactions and learn to navigate outside you comfort zone. This empowers you to meet the demands of any situation. In the training, you’ll discover your EQ strengths, recognise your EQ potential, and commit to your plans for building agility.

### Workshop 1: EQ, relationships and QnAs

**Main focus**

Understand yourself and others with Agile EQ

Success comes from building relationships and networks

Communicating:

1 Briefing with confidence

2 Selling ideas

3 Fielding questions

Action plan

**Measurable objectives**

By the end of the programme and by applying your actions you’ll be able to:

1. Describe your EQ strengths and mindsets based on DiSC style
2. Appreciate the EQ mindsets outside your comfort zone
3. State at least three benefits of stretching to these mindsets
4. Explain how to and the effort involved in stretching to EQ mindsets outside your comfort zone
5. Recognise the traits of a successful relationship builder
6. Describe the ingredients of ‘SMART relationships’
7. Use three techniques to respond to questions

### Workshop 2 Problem-solving, challenging conversations, time, delegation

**Main focus**

Actions since last time

The briefing

Giving and receiving feedback

Challenging conversations

Time management practical steps

Effective delegation

Action plan

**Measurable objectives**

By the end of the programme and by applying your actions you’ll be able to:

1. Conduct an effective project briefing with minimal support
2. Problem-solve using the power of the team
3. Describe and use the WIN feedback approach
4. Describe how to have an effective challenging conversation
5. Apply the urgency and importance grid to day-to-day activities
6. Use a checklist to delegate effectively

### Workshop 3: ½ day Celebration and resilience

**Main focus**

Actions since last time

Explore resilience

Celebrate success

Action plan

**Measurable objectives**

By the end of the programme and by applying your actions you’ll be able to:

1. State at least five resilience qualities they recognise in themselves
2. Action plan to overcome at least two personal resilience challenges.

## Presentations

Around four months after your third session present to your local management team using this rough agenda:

1. Your learning
2. Measurable results to date
3. Next development as supervisor

# Working with your manager

To get the best results, talk with your manager to review the programme content (see above). Consider these three questions:

1. What are your personal areas of focus for the programme?
2. What you want to personally have at the end of it?
3. What specific results will you see?

What follows helps you answer these questions.

# Thinking about measurable results

As you’d expect from the L2L, you’ll want to see the difference in you and your team’s results. Here are some examples:

**Team results**

|  |  |  |
| --- | --- | --- |
| Area for results | Current performance | 4-months after the L2L ends |
| Average turnaround | 4 days | 3 days |
| Meeting agreed timescales | 76% | 90% |
| Wastage | 15% | 13% |
| Avoidable mistakes | 120 a month | 90 a month |
| Personal time side tracked on needless stuff | 5 hours weekly | 2 hours weekly |
| Customer satisfaction | 82/100 | 90/100 |
| Team engagement | 53 | 65 |

## Making it measurable

What you want are ways to assess your success that are:

1. Relevant
2. Easy to get the data. Data that’s already being collected is best.
3. Use minimum resources if you do need to create a system.

|  |  |
| --- | --- |
| 12222018-example-rubber-stamp.jpg | **Team engagement**  Before the programme, John asked his team to score their engagement out of 100 (where 100 was best). The anonymous result was a team average of 53. He decided to set a target of 65 for after his programme. |

What are the measurable results that you want to aim for once you apply your learning? These are often things happening better, faster, cheaper.

## Team results

Make your notes here

|  |  |  |
| --- | --- | --- |
| Area for results | Current performance | 4 months after the L2L ends |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

|  |  |
| --- | --- |
| Tip.png | It’s ok if your ideas don’t fit snuggly into the table. You should though, have specific things that clearly show off your before and after results from all your hard work. |

## Your personal results

These are usually feelings you want after the programme. Score out of ten where ten is high.

|  |  |  |  |
| --- | --- | --- | --- |
| Feeling | Now | End of programme: Aim | End of programme: Actual |
| Confident in role |  |  |  |
| Job satisfied |  |  |  |
| Challenged in good ways |  |  |  |
| Engaged |  |  |  |
| An advocate for the company |  |  |  |
| Sound mental wellbeing |  |  |  |

# Personal objectives

Now that you’ve thought about the end results and seen each workshop’s outline, what are your personal objectives from the programme? What do you want to personally have at the end of it?

|  |  |
| --- | --- |
| Tip.png | Please be specific with your responses. “Communication skills” for example is vague. “Confidently deal with challenging questions at team meetings” is much better. |

| My focus for the programme is to: |
| --- |
| Build my knowledge of: |
|  |
|  |
|  |
|  |
|  |
| Develop my skills in: |
|  |
|  |
|  |
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| I expect to be challenged by my manager in these ways: |
| --- |
|  |
|  |
|  |
|  |

| The support I would like from my manager to apply my learning is: |
| --- |
|  |
|  |
|  |
|  |

# I’m in

It’ll help everyone when you set out:

* What leads you to want to improve your supervision capability
* What are you committing to do to get results from this programme
* How much time are you reasonably going to invest in your learning, applying actions, and assessing your results.

| Personal statement |
| --- |
|  |

# Confirmations

We confirm that we have met and discussed the programme’s content, intended results, personal objectives, support and feedback arrangements.

We’ve added an objective to the participants performance management documents

We are happy that we know what success looks like and have a mix of ways to assess the results.

|  |  |
| --- | --- |
| Participant name: |  |
| Date |  |

|  |  |
| --- | --- |
| Participant manager: |  |
| Date |  |

Now save this document and then email it to [Jenna.Hutchison@crl.com](mailto:Jenna.Hutchison@crl.com) and copy in [elaine@robertsontraining.co.uk](mailto:elaine@robertsontraining.co.ukw) within the timescale emailed to you.

During the programme

# After workshop 1

## Meeting with manager

|  |  |
| --- | --- |
| Date planned |  |
| Date happened |  |

## Key points from the discussion

Think, progressing actions, opportunities to apply, challenges to overcome, results showing through.

|  |
| --- |
|  |

## Actions

| What | Who | By when |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

## Next meeting

Agreed date and time for meeting after workshop 2

|  |  |
| --- | --- |
| Date planned |  |
| Time planned |  |

# After workshop 2

## Meeting with manager

|  |  |
| --- | --- |
| Date planned |  |
| Date happened |  |

## Key points from the discussion

Think, progressing actions, opportunities to apply, challenges to overcome, results showing through.

|  |
| --- |
|  |

## Actions

|  |  |  |
| --- | --- | --- |
| What | Who | By when |
|  |  |  |
|  |  |  |
|  |  |  |

## Next meeting

Agreed date and time for meeting after workshop 3

|  |  |
| --- | --- |
| Date planned |  |
| Time planned |  |

# After workshop 3

## Meeting with manager

|  |  |
| --- | --- |
| Date planned |  |
| Date happened |  |

## Key points from the discussion

Think, progressing actions, opportunities to apply, challenges to overcome, results showing through.

|  |
| --- |
|  |

## Actions

|  |  |  |
| --- | --- | --- |
| What | Who | By when |
|  |  |  |
|  |  |  |
|  |  |  |

## Next meeting

Agreed date and time for evaluating results meeting in four months

|  |  |
| --- | --- |
| Date planned |  |
| Time planned |  |

Evaluation of results

# 4-months after workshop 3

## Meeting with manager

|  |  |
| --- | --- |
| Date planned |  |
| Date happened |  |

## Discussion of results achieved

Planned results, unplanned results, particular successes and challenges overcome.

|  |
| --- |
|  |

## Actions

|  |  |  |
| --- | --- | --- |
| What | Who | By when |
|  |  |  |
|  |  |  |
|  |  |  |

## Presentation to local management team

Agreed date and time

|  |  |
| --- | --- |
| Date planned |  |
| Time planned |  |

End of programme feedback

# Context

As you’d expect from an important programme like this, we’ll ask you for feedback. This is so that we can help:

1. Assess the return on investment and expectations
2. Help celebrate what’s worked and make improvements

Your responses will help Charles River, Robertson Training and future participants.

# Questions

Give each statement a score out of ten where ten is high

## Results

| Statement | Score |
| --- | --- |
| This programme and my actions helped me improve |  |
| I can show my success in team results |  |

## The experience

| Statement | Score |
| --- | --- |
| The programme materials are valuable to me |  |
| The facilitator’s approach helped me learn |  |
| The support from my manager was just right |  |

## The future

| Statement | Score |
| --- | --- |
| I’m committed to keeping up my momentum for action |  |
| I’ve recommended this programme to others |  |
| It’s increased my commitment to the company |  |

# Comments

| Materials | |
| --- | --- |
| 1 | What was really great? |
|  | |
| 2 | What could be even better? |

| Facilitation | |
| --- | --- |
| 1 | What things did your facilitator do really well? |
|  | |
| 2 | What could they have done differently to make your experience even better? |
|  | |

| Support o help you get results | |
| --- | --- |
| 1 | What things did your programme provide that really helped? |
|  | |
| 2 | What could have helped support you even better to get results? |
|  | |

Thank you

# Return on expectation

It’s now time to help you and the organisation assess the return on expectation. This means creating a 400-word statement setting out the results you achieved from all your programme endeavours.

## What makes a good statement?

* Fact based
* Uses illustrations, graphs and diagrams to get points across
* Uses the results ideas you set out before your programme
* Uses the data from your updates with your manager
* Uses results that weren’t planned but came from your programme

## Evaluating results statement (400 words)

Insert yours here

## Once complete

Email this whole “End of programme feedback” chapter it to [Jenna.Hutchison@crl.com](mailto:Jenna.Hutchison@crl.com) and copy in [elaine@robertsontraining.co.uk](mailto:elaine@robertsontraining.co.uk).

End