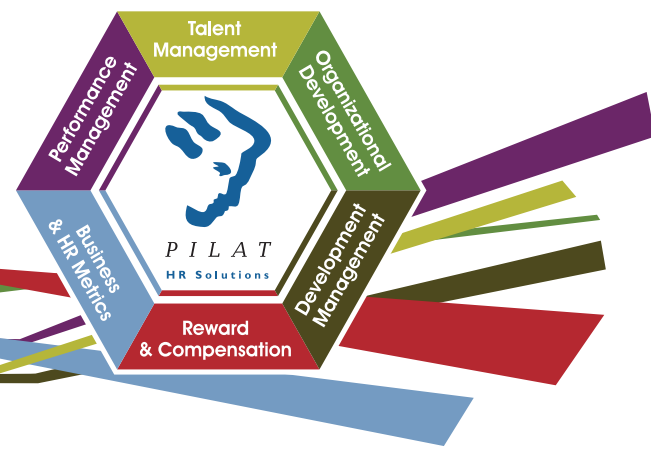


# DEVELOPMENT MANAGEMENT



## UNLOCKING POTENTIAL

### TEAM DEVELOPMENT WORKSHOP

A 3-day workshop designed to convert 360° results into sustainable behavioural change.

### Overview

A high-impact behavioural change workshop, where participants immediately take action to address development needs highlighted by 360° feedback. The workshop is particularly suitable for middle-to-senior managers and works best in organisations where managers are willing to be open about their strengths and development needs.

### Key Elements

The programme has the following key elements:

- Completion of 360° feedback questionnaires by all participants.
- A 3-day workshop for 12-15 participants where each participant crystallises then works on their personal development priorities.
- Multiple opportunities throughout the workshop for intense practice and learning in personal development areas.
- Input sessions during the workshop tailored to each individual's priority needs.
- Production of a compelling personal development action plan with practical steps to ensure real development happens.
- A follow-up event 3-4 months after the workshop to review progress against planned actions and to refresh personal development plans.
- Repetition of the 360° feedback exercise, in order to measure behavioural change.

### Development Process

360° feedback is most helpful for the accurate assessment of leadership and interpersonal skills. Therefore this programme is of most help for those middle to senior managers who need to improve in these areas. Pilat will ensure that the skills assessed reflect leadership and interpersonal skills appropriate to the organisational context.

The starting point for the programme is a 360° feedback questionnaire. As well as 360° feedback, some of our clients like to use a personality instrument, which provides added depth to the insights from the feedback. For this purpose, we particularly recommend OPQ or Myers Briggs Type Indicator (although our consultants can also work with other valid psychometric instruments).

We recommend a 3-day workshop, in order to give the best chance of real behaviour change.

- **Day 1** focuses on gaining insight into one's behavioural strengths and weaknesses
- **Day 2** provides opportunities for practicing new, more effective behaviours
- **Day 3** is for consolidation and preparing to transfer the learning to work.



The outline below provides an example of a 360° development workshop:

	DAY 1	DAY 2	DAY 3
AM	<ul style="list-style-type: none"> <li>■ Introduction</li> <li>■ Understanding 360°</li> <li>■ 1-to-1 360° feedback facilitation</li> <li>■ Personal development goal-setting</li> </ul>	<ul style="list-style-type: none"> <li>■ Practical Activity 1</li> <li>■ Feedback and reflection</li> <li>■ Facilitator input (e.g. influencing model)</li> </ul>	<ul style="list-style-type: none"> <li>■ Practical Activity 4</li> <li>■ Feedback and reflection</li> <li>■ Flexible learning time (optional modules aligned to participants' specific needs)</li> </ul>
PM	<ul style="list-style-type: none"> <li>■ Sharing development goals</li> <li>■ Giving and receiving constructive feedback</li> <li>■ Briefing of evening work</li> </ul>	<ul style="list-style-type: none"> <li>■ Practical Activity 2</li> <li>■ Feedback and reflection</li> <li>■ Flexible learning time (optional modules aligned to participants' specific needs)</li> <li>■ Practical Activity 3</li> <li>■ Personal Coaching</li> <li>■ Briefing of the evening activity</li> </ul>	<ul style="list-style-type: none"> <li>■ Practical Activity 5</li> <li>■ Feedback and reflection</li> <li>■ Coaching - personal development and action planning</li> <li>■ Forming learning support groups</li> <li>■ Programme review and evaluation</li> </ul>

The Practical Activities are bespoke and directly relate to current business issues facing the participants. Typically they include topics such as:

- Process improvement
- Tackling a performance problem
- Organisational Communication
- Succession Planning
- Project prioritisation

On the final day of the workshop, we dedicate considerable time to firming up personal development action plans, and ensuring that each participant is committed to carrying out their plan. As part of this process, the participants self-organise into support groups, and agree how they will help each other going forward.

In addition, we strongly recommend a follow-up event for each cohort to revisit their action plans, report on successes and identify new actions to keep up the momentum on their plans.

## Benefits

Unlocking Potential offers the following benefits:

- Participants take responsibility for their own development
- Each participant gets the development that they most need
- The process contributes to a culture of open and direct feedback
- The practical activities help participants to keep up-to-date with a broad range of business issues
- Participants build up collaborative and respectful relationships with their colleagues
- Intense practice results in breakthroughs in personal behavioural change

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