# DEVELOPMENT OPTIONS GUIDE

# SUMMARY OF OPTIONS

At Dods Training we deliver high-quality learning through a variety of formats. This guide will help you select the right method - or combination of methods - to meet the outcomes you want.
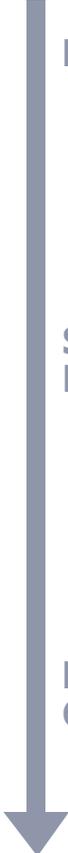
**KNOWLEDGE**

**SKILLS AND BEHAVIOUR**

**PERFORMANCE AND CULTURE CHANGE**

| Delegates | Option |
|-----------|--------|
| 25 - 100  |        |
| 10 - 25   |        |
| 6 - 10    |        |
| 6 - 8     |        |
| 1         |        |

| | Webinar | Workshop | Action Learning | Team Coaching | Individual Coaching |
|---|---|---|---|---|---|
| **Length** | 60 – 90 minutes | 2 – 3 hours | 90 minutes | 60 – 90 minutes | 60 minutes |
| **Key Features** | Can be live or pre-recorded<br><br>Led by the facilitator as an introduction to a topic and key themes<br><br>Opportunity for limited interaction via chat function / polls / word clouds | Live delivery<br><br>Pre-prepared content<br><br>Skills practice and discussion<br><br>Feedback and assessment opportunities | Live delivery<br><br>Led by delegates<br><br>Content initiated by delegates<br><br>Application of learning<br><br>Peer Learning | Live delivery<br><br>Can be informed by team psychometrics<br><br>Builds team consensus and approach to applying models and theories to team issues<br><br>Identifies team actions to drive cultural change and improve team performance | Live Delivery<br><br>Coach - expert in subject area<br><br>Content led by delegate – informed by psychometric<br><br>Unblocks application of skills<br><br>Supports resolving personal challenges |
| **Outcomes** | Increase knowledge<br><br>Benchmarking skills<br><br>Create engagement | Improved skills and knowledge<br><br>Create peer networks | Resolving work-based challenges<br><br>Advancing skills from workshops<br><br>Organisational culture change | Organisational culture change<br><br>Application of skills and performance improvement | Career development<br><br>Performance improvement<br><br>Improved confidence in applying skills |

**Webinar**

A webinar (a combination of the words "web" and "seminar") is a video workshop, lecture, or presentation hosted online using webinar software. At Dods our facilitators run webinars often to introduce topics, the current thinking and key models and theories associated with that theme.

There is some scope for Q&A to develop knowledge and engagement. Our webinars are usually introductions to a deeper learning and development programme that focuses more on skills and behaviours leading to performance change.

Webinars offer learners flexibility as they can be pre-recorded to view and reflect in participants' own time in preparation for follow up workshops and action learning sets.

**Workshop**

Workshops usually have an audience of about 10-15 people and are far more interactive than webinars. Although we will have agreed objectives and content with the client, this is not a lecture or presentation.

Delegates will be involved in Q&A, and group work comprising case studies and immersive scenarios to apply learning and actively build skills. Plenary sessions will then advance the discussion and help delegates navigate through any remaining barriers or challenges to applying the skills back in the workplace.

**Action Learning Sets**

Action learning in its purest form is driven by work-based learning challenges and requires people to be open and forthcoming about the nature of their concerns and challenges and to reflect on new ways to tackle them.

The facilitator will outline the aims of an action learning set and how the sessions will be structured. For each session, they will set out the learning area and encourage attendees to share their issues, steering others to challenge and ask open questions.

Following each session, the facilitator will set out next steps and set work based projects for all attendees between the sessions.
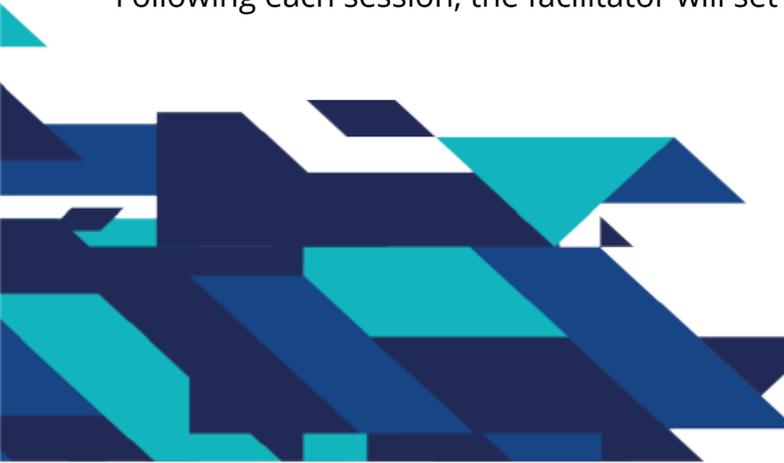
Working with small groups to embed learning. This methodology works well to provide a framework for mutual support and encouragement across a team and to embed any necessary cultural change.

Often seen as the most powerful step in a learning programme, action learning helps people to change behaviours through peer and facilitator feedback on attempts to apply learning and is rooted in the real challenges faced by an individual, team or directorate.

Action learning supports self-directed learning and peer networks, as often the sets become self-sustaining and used in the long term to further advance skills and provide support for members of the set.

## Team Coaching

Team coaching can support culture change and team performance, at Dods we can support team coaching interventions with a range of psychometric tools to build individual and team profiles.

Often this step in a learning programme will lead to better impact and sustained change in performance as the team will have agreed how to apply learning from the workshops which sometimes involves changes to team process, communications and culture.

Team coaching is particularly effective where there is a goal of creating a consistent way of approaching a skill to get the most impact e.g. policy development, strategic thinking or drafting skills.

## Individual Coaching

We often include individual coaching as an integral part of our learning programmes. In a group setting participants have the benefit of learning from peers and the facilitator - often the value of this is lost when people go back to their jobs and find barriers to applying skills.

Individual coaching unlocks those blockers through a combination of personal self-awareness - psychometrics are an option here - and highly skilled coaching interventions from our qualified associates. Coaching is proven to lead to embedding behavioural change in an organisation. We would recommend including coaching in any programme to significantly increase the impact.

# TRAINING

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