

Delivering all your
care training needs

Leadership, Management and HR

Course and Price List 2023/24

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Welcome to our Leadership, Management and HR Course Brochure

Care Business Associate Training or CBAT as it's known, is a national provider of educational face to face training. As an organisation, CBAT is fast becoming one of the UK's leading providers to the health and social care market.

Established by a group of leading industry experts, CBAT delivers high quality training in the fields of Elderly, Hospitals, L&D, Children and Younger Adults, Mental Health and Justice. From health and safety to mandatory care courses, clinical and management training, CBAT delivers to some of the biggest businesses within the UK.

As a leading provider of training services, CBAT deliver across the UK daily and with a team of over two-hundred established trainers varying from health and safety experts, leading clinicians and

doctorates, our clients are always left feeling valued and extremely pleased with the service we provide.

Please take the time to view our brochures, my team are here to help so should you have any questions please give them a call on **01772 816922** or email **admin@cba-training.co.uk**

Paul Blane
Managing Director



All of our Leadership and Management Programmes and Workshops are available either as virtual interventions via Zoom or as face-to-face delivery.

At CBAT we are able to manage the virtual delivery process for you, from setting up the Zoom sessions, inviting the relevant participants and collecting feedback virtually.

Key

Through out the brochure you will see the below set of icons for each course. Here is what they mean.

3 DAYS **2 YRS** **12** **£1800**

Pricing

VAT: All costs are shown excluding VAT.



Course Duration



Course Validity



Maximum Attendees



Cost Per Course

Price shown excludes VAT

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BUILDING A HIGH PERFORMING TEAM PART 1

 1 DAY

 N/A

 12

 £815

(This workshop can either be run for an intact team i.e. a leader and their direct reports or for a group of leaders to apply the learning to their own teams when they return to their business.)

AIM

Developing a high-performing team takes time and effort it does not happen by chance. High performing teams provide engaging and stimulating working environments, where team members can thrive and business objectives can be delivered. The aim of this workshop is to either enable intact teams to work more effectively together or enable leaders to learn how to build teams that work well together.

LEARNING OUTCOMES

- + To understand how teams form
- + To understand the main components of a high performing teams
- + To analyse the key characteristics of high performing teams

- + Explore the role of leadership in high performing teams
- + To understand how to build a high performing culture
- + To explore trust and empowerment

OVERVIEW

During this workshop the participants will complete a team building exercise which is used as a vehicle for exploring how they approach working as a team. Using simple models, the main components of high performing teams are explored and in an interactive exercise the participants then determine the characteristics of high performing teams. The role of the team leader and collective leadership responsibility are explored followed by what is needed to build a high performing culture both in a team or in an organisation. Trust and empowerment are also explored. The exercises used in the workshop are designed so they can be replicated back in the business by leaders working with their teams.

BUILDING A HIGH PERFORMING TEAM PART 2

 1 DAY

 N/A

 12

 £815

(This workshop is designed to be run 3-6 months after the teams have completed Building a High Performing Team Part 1. It can either be run for an intact team i.e. a leader and their direct reports or for a group of leaders to apply the learning to their own teams when they return to their business.)

AIM

This workshop builds on Building High Performing Teams Part 1 and the aim is to reflect on progress made in team effectiveness since the first workshop and introduce new tools and techniques to further build the capability of the team. In particular it explores potential team breakdowns, problem solving and decision making.

LEARNING OUTCOMES

- + To reflect on progress made since the first workshop and to create continuous improvement plans for areas that require further development
- + To understand what causes breakdowns in team performance and to explore ways to address these

- + To explore how high performing teams problem solve and make decisions and to introduce tools and techniques to build these capabilities within the team

OVERVIEW

During this workshop the participants are asked to rank their team performance against the characteristics of high performing teams they identified in the first workshop, based on their observations and experience of working in the teams. Successes are celebrated and continuous improvement plans will be established to address areas for improvement. Reasons for breakdowns in team performance and relationships are explored and turning these breakdowns in breakthroughs are addressed using tools from Transactional Analysis (E. Berne) and the Drama Triangle (S. Karpman). How high performing teams make sense of situations and how they problem solve and make collective decision is explored and techniques to improve these capabilities are introduced using the Ladder of Inference (Argyris & Senge)

COURAGEOUS CONVERSATIONS

 1 DAY

 N/A

 12

 £815

AIM

To understand why communication underpins great leadership and to build the skills necessary for engaging in good communication including difficult conversations.

LEARNING OUTCOMES

- + To explore why communication underpins good leadership
- + To identify the participants preferred style
- + To understand what makes some conversations difficult in the work environment
- + To build strategies to have courageous conversation, for example when there is a lack of follow through on commitments or uncomfortable situations aren't being addressed

OVERVIEW

During the workshop the delegates will uncover their preferred communication style based on their behavioural styles and understand the impact of their assumptions. They will explore the characteristics of difficult conversations including how conflict emerges in the workplace and consider tactics for handling these. The impact on communication of the amygdala hijack, personal resilience and the role of conscious choice will be discussed with reference to the "Inner Chimp" (Peters 2012). Active listening is explored using the three levels of listening model (Whiworth, Kimsey-House & Sandahl). The workshop concludes with the participants applying their new learning to a current and real workplace conversation. The workshop is highly interactive and can be tailored to ensure it meets specific business needs.

COACHING FUNDAMENTALS

 2 DAYS

 N/A

 12

 £TBC

AIM

The ability to coach and develop others is now a fundamental capability required in most leadership roles. Creating a climate where people want to work to their full potential, feel valued and recognised, where they have a clear purpose and receive the developmental support they require to excel in their role is fundamental to the success of most businesses. The aim of this workshop is to introduce the fundamentals of workplace coaching and provide opportunity for the participants to build and practice this capability in a safe environment.

LEARNING OUTCOMES

- + Understand what is coaching and how it differs from management, leadership and training
- + Understand how coaching can impact on employee engagement and retention
- + Differentiate between formal and informal coaching
- + Adopt a simple coaching model to gain confidence in their ability to coach

- + Receive techniques and tips to increase the efficacy of their coaching
- + Have an experimental playground to try and test new coaching skills and techniques

OVERVIEW

During this workshop the participants will explore why coaching differs from other conversations and the barriers to coaching and how these can be overcome to have productive coaching conversations in the workplace. Using a simple framework for coaching the participants will build their capability in contracting and structuring a coaching session. Tools and techniques for making the most of a coaching session will be explored including the use of appropriate interventions (Heron). This is an interactive workshop and sessions for the participants to practice their coaching skills are built into the design either using the participants themselves in the role play or actors depending of the needs of the client.

FROM HOME MANAGER TO BUSINESS MANAGER

 1 DAY

 N/A

 12

 £1050

AIM

The Care Sector is changing and in order to succeed in this new commercial environment it is no longer good enough just to be providers of great care what is also required is an understanding in “what” it takes to be a good business leader. A shift in mindset from reactively providing a service to meet the needs of CCG placements to proactively seeking the meet the needs of those who are looking to pay for a superior service.

LEARNING OUTCOMES


- + To explore the key challenges facing the Social Care Sector
- + To explore the key challenges/Opportunities facing the specific business
- + To understand the three main social care business strategies
- + To understand an overview of challenges and opportunities in each home
- + To apply robust diagnosis of current state of each participant’s home (using a number of tools)
- + To understand key business development strategies

- + Identification of key stakeholders and stakeholder management
- + To understand characteristics of effective business managers
- + Improving selling skills – The sales process including, leads, transition and closure
- + Writing a relevant plan to convert from local authority to private paying clients
- + Priority management

OVERVIEW

The design of the programme will encourage strong participation from the attendees. Content is planned to be used as a stimulus for interaction/ exercises to unpick the learning which is then applied to building the capabilities required to be a successful business manager and constructing a business plan for their home which they will be able to implement after the programme. The workshop can be tailored to meet specific business need.

GENERAL MANAGER – PERSONAL DEVELOPMENT PLANNING

 ½ DAY

 N/A

 1

 £435

AIM

To produce a robust personal development plan tailored to the specific needs of the participant to enable them to improve their performance and fulfil their potential in their current role and develop capabilities for future career progression.

LEARNING OUTCOMES

- + To clearly understand the current situation using feedback from participants manager and tools such as psychometric MBTI or the Judgement Index
- + Identify the desired future, purpose and direction, for the participant
- + Identify development needs and learning opportunities. The development needs will depend largely upon career goals. Remaining in similar employment may need development to re-motivate or re-orient to improve current performance and effectiveness. Alternatively, development may be required in preparation for promotion or the next job.

- + To construct a robust development plan with clear actions and milestones
- + Explore how to self review and reflect and measure progress

OVERVIEW

Employers are increasingly aware of the importance of investing in their staff and often have structures and processes in place to provide opportunities for the training and development of their employees. However whilst the processes are there often the support needed to create meaningful personal development plans is not, particularly for General Managers, and the process becomes a tick box exercise with little or no benefit to either the individual or the organisation. A facilitated process can add value to the process and result in robust personal development plans that shape and improve skills, knowledge and behaviours to improve individual and business performance.

HOW TO DO GOOD 1:1S (SUPERVISIONS) APPRAISALS AND DEVELOPMENT PLANNING



AIM

A company lives or dies by, recruiting the best people, keeping them engaged and productive and making great decisions about what these people should be working on. Leaders have only a few tools in their arsenal to make these things happen, and 1:1s are perhaps the most powerful. This aim of this workshop is to enable managers to have more meaningful and productive conversations during 1:1s and appraisals with their people.

Research shows that employees whose managers hold regular meetings with them are almost three times as likely to be engaged as employees whose managers do not hold regular meetings with them.

1:1s are one of the most powerful tools a Leader has, yet so many just think of them as a chore and many employees dread them. Done well a good 1:1 can inspire and motivate individuals to do great work and fulfil their potential. Imagine a scenario where you can't wait to hold 1:1s and your employees are looking forward to the great conversations they will have with you. Attend this programme and we will show you how this can become a reality.

LEARNING OUTCOMES

- + To understand the purpose of 1:1s and why they are important.
- + How to prepare for a 1:1
- + Holding the 1:1
 - Opening
 - Productive Conversations
 - Questioning
 - Listening Skills
- + Recording the 1:1
- + How to hold an appraisal
- + How to hold a development planning conversation and write a good development plan

OVERVIEW

The design of the programme will encourage strong participation from the attendees. Participants will explore what makes a good 1:1. A blend of theory and exercises will be used to develop the participants' core skills of questioning and listening. Recording of 1:1s to meet CQC requirements will be discussed. Participants will be taken through a process to write a meaningful and robust development plan both for themselves and to support the development planning of their teams.

INDIVIDUAL LEADERSHIP COACHING



AIM

The aim of this coaching is to provide a safe and creative environment in which the coachee can explore aspects of their performance with a coach. The coaching will deepen self-awareness, generate insight as to what is going on, create new possibilities that lead to new actions, which in turn lead to better results. At its heart, the rut of the habitual thinking that we all have is revealed and challenged; something that is very difficult to do alone.

PROCESS

A chemistry meeting, where possible face to face between the coach and the perspective coachee is recommended. There is no charge for this meeting. We do this, as we believe that the success of any coaching intervention is determined in large part by the quality of the relationship between the coach and the client. There must be sufficient trust, respect and chemistry to provide an environment that is safe, reflective and challenging.

If the coachee decides to proceed with the coaching the typical approach is highlighted below. This approach is just a starting point and can be tailored to meet the specific needs of the coachee.

- + 6 x face to face meetings, typically 2 to 3 hours duration during a period of 6 to 9 months. Sessions are normally scheduled to take place every 4 – 6 weeks to ensure momentum is maintained over a contracted period of time.
- + 360 Feedback. The coach will gather feedback directly from six to eight nominated peers or direct reports. These conversations often take place on the phone as people are based at various locations. However, if the majority are co-located, our preference is always to meet face to face.
- + Unlimited contact via email and telephone between sessions for the duration of the contract.
- + 3 way meeting between coach, coachee and manager on completion of the contract to review progress and close.



INTRODUCTION

CBAT has created a Management Programme that will inspire Care Businesses to go to the next level. The objective of this training is to give members of the Care Management Team higher skills in necessary areas that are deemed critical to the overall business plan of the organisation.

LEADERSHIP & MANAGEMENT

- + Understanding and Implementing differentiation of Leader & Manager principles
- + Developing a Strategy Plan for the organisation
- + Developing Leadership skills that allow for growth of the staffing team

ASSERTIVENESS

- + Make requests assertively
- + Say 'no' to unreasonable requests or assertively agree a solution
- + Identify your own strengths and areas for development in terms of assertive behaviour at work
- + Use your body language more effectively to support assertive communication
- + Use self-confidence building techniques to reduce negativity and increase self-esteem

COACHING & MENTORING

- + Essential mentor qualities
- + Essential skills in mentoring
- + Self-awareness: including defining the relationship
- + Issues of integrity: including, "what if things go wrong?"
- + Mentoring as a way of life

SALES & MARKETING

- + How to make a winning market appraisal
- + Effective methods for dealing with pricing
- + Overcoming your competition
- + Achieving better fees
- + Confidence and motivation
- + How to use your time effectively

RETENTION & RECRUITMENT OF THE WORKFORCE

- + The importance of recruiting the right people rather than the best of the bunch
- + The importance and role of the job description and person specification
- + Review staff turnover stats and figures etc.
- + Benchmarking from the Sector
- + The organisation statistics if available
- + The business implications
- + How to use your time effectively

THE NEVER-ENDING CIRCLE

"Poor Recruitment – High Staff Turnover – Poor Recruitment ..."

Importance of breaking free

FUTURE, ENGAGE, DELIVER!

- + What does the Future Look Like
- + Effective ways in which to engage the team on the vision of the Future
- + Methods of monitoring delivery

SUPERVISION & PERFORMANCE REVIEW

- + The purpose of staff supervision & performance review
- + The role and responsibilities of the supervisor
- + The frequency and duration of supervision
- + The need for performance review and how this is different from supervision
- + Timetable / venue
- + Preparation and agenda
- + Recording monitoring and evaluation
- + Understand the need for confidentiality
- + Understand the need for personal development and motivation

MANAGING CONFLICT

- + Recognise the different types and common causes of conflict.
- + Know who is at risk of conflict and what negative impact conflicts have on a workplace.
- + Understand how the law relates to conflict management.
- + Can carry out a conflict risk assessment and identifying conflict risks.
- + Be familiar with the various strategies and methods used to prevent conflicts from occurring or escalating in the workplace.
- + Have a thorough understanding of the various ways to deal with confrontations and ongoing conflicts, including forms of alternative dispute resolution such as mediation

CQC INSPECTIONS

- + Preparing for a CQC inspection, pre-inspection activity
- + Top Tips
- + Role of Registered Managers, directors, deputies, and all other staff
- + The new regulations and the fundamental standards, maintaining and improvement
- + What is assurance and what does outstanding evidence look like?

The Training will be delivered over three consecutive days with each day beginning at 9.30am and ending at 4.30pm. At the end of the course, attendees will be asked to write an action plan which will include how they plan to deliver improvement within their own department, care home or business using the areas as defined within the course content.

LEADERSHIP AND MANAGEMENT



2 DAYS



N/A



12



£ £2000

DAY ONE

- + Introduction and Welcome
- + The challenges in your role
- + Leadership and Management
- + The business vision and your part in that journey.
- + What does a good leader look like?
- + Communication - getting to know your people – different styles and preferences
- + Conflict and Assertiveness – The correct way

DAY TWO

- + Developing people effectively through employee lifecycle
- + Retention of workforce through Progression, Autonomy & Recognition
- + Journey to Outstanding (Understanding CQC KLOE's & Inspection)
- + Review and Close

LEADERSHIP AND MANAGEMENT

“First time in a role leading others”

 1 DAY

 N/A

 12

 £1000

- + From Leading Self to Leading Others
- + Role of the Team Leader
- + Team Task and Individual
- + Situational Leadership (Hershey & Blanchard)
- + Empowerment

- + Communication - getting to know your people – different styles and preferences
- + Conflict and Assertiveness – The correct way
- + Giving and Receiving Feedback
- + Planning to succeed

PRESENTATION SKILLS

 1 DAY

 N/A

 6

 £815

AIM

To help the participants feel more comfortable and confident in front of an audience. To enable participants to deliver interesting, engaging, persuasive and concise presentations.

LEARNING OUTCOMES

- + To establish credibility and communicate information clearly with the audience
- + Consider ways of grabbing the listener's attention, holding their interest, and concluding strongly
- + Use body language and tone of voice to enhance presentations
- + Use slides and visual aids effectively

- + Deal with nerves and think more positively about presenting
- + Deliver an enthusiastic and well-practised presentation!

OVERVIEW

During this workshop the participants will learn a series of techniques through practical activities to develop presentation skills. They will learn how to engage with an audience and learn how to adopt a presenting style that best suits them. Participants will be asked to bring a real live presentation to work during the day so that the learnings can be put in practice once they return to the workplace. This is an interactive workshop and sessions for the participants to practice their presentation skills are built into the design.

PRESENTATION SKILLS INTENSIVE

 1 DAY

 N/A

 1

 £435

OVERVIEW

This workshop follows the same aim and learning outcomes as the group Presentation Skills workshop but the coaching and training is provided 1:1. This workshop is personal and highly tailored to the individual, ideal for leaders who want to build their authenticity and natural authority and enhance their ability to persuade and influence across their business.

Have you ever read a CQC report of a home that has got outstanding and thought, we do all of that but we only got good then this is the workshop for you? During the workshop we will show you how you can prepare for CQC inspection, understand the KLOE's in detail and how to evidence all the great care you are providing. This workshop will help you on your journey from Good to Outstanding.

LEARNING OUTCOMES

- + Understanding what underpins a good relationships
- + The inspection process
- + What CQC are looking for
- + Key Lines of Enquiry
- + Case Study
- + Action Planning

CBAT works in Partnership with the UK's Leading awarding bodies.



eLEARNING
FOR YOU



eCOMPETENCY

Chartered Institute of
Environmental Health



CARE ENGLAND
Representing independent care providers



We are able to deliver bespoke courses to suit the needs of your organisation. Please contact us to discuss.

Care Business Associate Training

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