

# LEADERS IN BUSINESS WEBINAR SERIES

Tina Radford from Radford HR presents a series of high impact professional development webinars over the 2021 year. Participants can select any number of the webinars and engage in high-quality interactive sessions perfect for all levels of your organisation. Tina has a wealth of knowledge and experience in people management strategies.

## *Developing leaders in the education and business communities*

Register via [qeli.qld.edu.au/leaders-in-business](http://qeli.qld.edu.au/leaders-in-business)

Based on her work with thousands of Businesses, Government and Not for Profit Organisations over 25 years, Tina has put together a selection of her most popular and topical people management strategies webinars packed with cutting edge tools, tips and coaching.

1. SISI – ‘See it & Say it’ - Performance Management Technique
2. The Art of the Performance Review Conversation
3. Performance Management – ‘To Remove or Improve’ Underperformers
4. Giving & Receiving Feedback – Tips, Techniques & Tools
5. Managing ‘Difficult’ Personalities at Work
6. How to Improve Team Communication & Performance
7. Career Conversations & Retention Strategies
8. Workplace Bullying – Signs, Symptoms & Solutions
9. Hire Hard & Manage Easy – Best Practice Recruitment

Whether you'd like to select to attend all webinars, some webinars or even one, you can engage in high-quality interactive sessions perfect for all levels of your organisation.

### WEBINAR FEATURES

- ▶ 1.5 hour Introductory Webinar
- ▶ Topic tools and templates
- ▶ Q&A

### ABOUT QELI

QELi is an innovative not-for-profit institute committed to delivering excellence in leadership by supporting education leaders from government and non-government sectors, across Australia and internationally, to establish a strong vision, improve student outcomes and lead change in their school context and wider school communities. We support educators at every level – from teachers to principals and system leaders – and corporate services and school support staff to develop leadership capabilities, maximise their potential and reach their leadership goals.

### WHO SHOULD PARTICIPATE?

- ▶ Business Leaders and Managers
- ▶ Business Owners
- ▶ HR Managers
- ▶ Line Managers
- ▶ Education Leaders and Managers

### VIRTUAL WORKSHOP COSTS

- 1 Webinar - \$130 + GST per person
- 2 Webinars - \$260 + GST per person
- 3 Webinars - \$390 + GST per person
- 4 Webinars - \$520 + GST per person
- 5 Webinars - \$575 + GST per person
- 6 Webinars - \$690 + GST per person
- 7 Webinars - \$805 + GST per person
- 8 Webinars - \$920 + GST per person
- 9 Webinars - \$900 + GST per person

## WEBINAR TOPIC SUMMARIES

### 1. **SISI – ‘See it & Say it’ - Performance Management Technique | Wed 26 May 2021, 11.00am to 12.30pm QLD time** Registrations close Sun 16 May 2021

This is by far my most popular performance management technique. I have trained literally thousands of clients in See it & Say it (SISI). This proactive performance management technique is great to use when giving feedback or managing minor performance concerns early. *Take the fear out of Performance Management by learning how to See It and Say It...*

We will cover:

- ▶ How to be a SiSi
- ▶ What stops you from seeing it and saying it?
- ▶ Managing unacceptable behaviour the SiSi way
- ▶ Proactive Performance Management
- ▶ The ‘Check In’ Chat
- ▶ How to Manage Derailing Tactics
- ▶ Positive SiSi’s

### 2. **The Art of the Performance Review Conversation | Wed 23 Jun 2021, 11.00am to 12.30pm QLD time | Registrations close Sun 13 Jun 2021**

Many people are not comfortable giving or receiving feedback as they find the process confrontational. It is for this reason it is so important that Manager’s are equipped with the skills and words to conduct a meaningful and motivating performance review conversation with direct reports. If the process is flawed or does not provide for two way feedback and transparent rating scales, then this can diminish the trust in the employment relationship.

We will cover:

- ▶ The reasons for separating pay from performance
- ▶ Pro’s and con’s of conducting performance reviews
- ▶ Things not to say in a performance review
- ▶ Feedback goes to the head and heart
- ▶ Surprises, Promises & Expectations
- ▶ Checking for Understanding
- ▶ The Art of questioning

### 3. **Performance Management – ‘To Remove or Improve’ Underperformers | Thurs 15 Jul 2021, 11.00am to 12.30pm QLD time** Registrations close Sun 04 Jul 2021

When an employee’s performance or behaviour becomes a problem, the manager needs to feel confident in what they can and can’t say at each stage of the process. Assessing whether to whether to ‘improve or remove’ an employee can be made easier if you understand the causal factors for underperformance and what steps you can legally take at each stage of the performance management process including termination of employment. There are risks associated with a Manager being too lenient and a Manager being too harsh. In this webinar you will learn how to achieve a balance.

We will cover:

- ▶ Overview of the Performance Management Process
- ▶ The 3-Warning System myth
- ▶ The law and procedural fairness
- ▶ Valid and invalid reasons for dismissal
- ▶ Employee Conduct vs Performance Issues
- ▶ 3 reasons why employee’s don’t perform
- ▶ Employee mental health and performance
- ▶ How to make the decision to ‘Improve or Remove’
  - Employee mental health and performance
- ▶ What you can and can’t say
- ▶ Your Questions Answered

### 4. **Giving & Receiving Feedback – Tips, Techniques & Tools | Thurs 5 Aug 2021, 11.00am to 12.30pm QLD time | Registrations close Sun 25 Jul 2021**

When you give feedback to someone it either goes to their ‘head’ or their ‘heart’ first. How people receive feedback will be evident in their immediate response and subsequent behaviour. Common responses are defensiveness, justifying, blaming, disengaging or distress. To avoid the risk of conflict or misunderstandings with your team, this webinar will introduce some proven strategies and easy takeaway tools to master the fine art of giving and receiving feedback well. This webinar will provide you with practical strategies to help you deliver feedback with more impact and confidence.

We will cover:

- ▶ The Head & Heart Reaction
- ▶ The best time to deliver feedback
- ▶ Adjusting your feedback style for different people
- ▶ What not to say when giving feedback
- ▶ The Stop, Start, Continue Technique
- ▶ Framing the message positively
- ▶ The check in chat

### 5. **Managing ‘Difficult’ Personalities at Work | Wed 25 Aug 2021, 11.00am to 12.30pm QLD time | Registrations close Sun 15 Aug 2021**

In this workshop I will share with you my experience, insights and strategies to work with and manage challenging personalities at work. At the heart of many workplace conflicts and bullying issues there is a personality clash between parties, this can be at a peer level, subordinate or even with your boss or business partner. Understanding that people’s personalities are unlikely to change, it will be necessary to develop coping and communication strategies that work for you.

We will cover:

- ▶ Different Personality Types
- ▶ Managing Introverts and Extroverts
- ▶ Characteristics of toxic people at work
- ▶ How stress impacts communication
- ▶ Setting boundaries
- ▶ Speaking up or Shutting up?
- ▶ How different working styles cause conflict
- ▶ How Psychometric testing and self-awareness can help

## 6. How to Improve Team Communication & Performance | Thurs 16 Sep 2021, 11.00am to 12.30pm QLD time | Registrations close Sun 5 Sep 2021

Recognising the different personality types within a team will empower a leader to manage and motivate teams more effectively. You will learn how to delegate communicate and deliver feedback to the different personality types within a team. Learning what motivates and demotivates your team can help a leader adjust their leadership style to get the best out of their team.

We will cover:

- ▶ Personalities 101
- ▶ Respecting Personality Differences
- ▶ Understanding communication preferences
- ▶ Valuing Diversity within the Team
- ▶ Giving feedback to different personalities
- ▶ It's not 'what' you say but 'how' you say it
- ▶ Tina's Tips for resolving interpersonal conflict

## 7. Career Conversations & Retention Strategies | Wed 27 Oct 2021, 11.00am to 12.30pm QLD time | Registrations close Sun 17 Oct 2021

What can a leader do to retain people who are motivated by career advancement? Learning how to have career conversations with your team will enable you to identify those people who are ambitious and may be a flight risk in the future. In this webinar learn the questions to ask to find out what your direct reports career drivers. There are a range of retention, learning and development activities that a leader can set in place to keep ambitious employees growing with your organisation.

We will cover:

- ▶ The career interview
- ▶ Not everyone wants to be a leader
- ▶ The side-ways career plan
- ▶ Employee expectations v's reality
- ▶ Test for motivation & resilience
- ▶ Retaining high performing employees
- ▶ Ownership for career development
- ▶ Under-promise and over-deliver

## 8. Workplace Bullying – The Signs, Symptoms & Solutions | Wed 3 Nov 2021, 11.00am to 12.30pm QLD time | Registrations close Mon 18 Oct 2021

This webinar addresses the growing problem for leaders of workplace bullying in Australia. Managers are held vicariously responsible for the behaviour and actions of all employees. To prevent a culture of workplace bullying, you need to recognize the warning signs, causal factors and how to fix it. When it comes to workplace bullying, the 'fish rots from the head and the tail'.

We will cover:

- ▶ Understand your legal responsibilities as a Manager
- ▶ Identify a high risk situations
- ▶ Pre and post company merger bullying issues
- ▶ The 'untouchables' and upward bullying
- ▶ Characteristics of a Bully
- ▶ Psychological welfare of the Complainant
- ▶ Broken Internal Complaints Processes

## 9. Hire Hard & Manage Easy – Best Practice Recruitment | Wed 24 Nov 2021, 11.00am to 12.30pm QLD time | Registrations close Mon 8 Nov 2021

The more robust your recruitment and selection process is built on evidence, the easier your job of managing the right people becomes. Matching the right person to the right job, team, leader, customer stakeholder is hard! Recruiting Managers still rely too much on 'gut feel' and other subjective factors when making hiring decisions. This can result in a regrettable hire slipping through the cracks. The solution to managing easy, is to hire very well. In this webinar I will share with you some of my proven and sometimes unorthodox recruitment methods which ensures there is equal measure, or head, heart and gut in every hiring decision.

We will cover:

- ▶ Creating your ideal candidate 'Wishlist'
- ▶ Uncovering a person's true motivation for the job
- ▶ Why probing into people's reason leaving jobs is critical
- ▶ It is what candidates don't say that speaks volumes
- ▶ Introverts and Interviews
- ▶ The sneaky email test
- ▶ How to assess job-fit, team-fit and culture fit using psychometric testing

[Register via qeli.qld.edu.au/leaders-in-business](https://qeli.qld.edu.au/leaders-in-business)

# RADFORDHR

# QELi

