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Fairness, Inclusion
and Respect
in construction

Workshop Trainer Guide Template

Inspiring and Coaching New Employees



ANY QUESTIONS?
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INTRODUCTION

CITB co-fund CECA to run the industry-wide Fairness, Inclusion and Respect (FIR) Programme that aims to create an improved culture within the industry to attract and retain a more diverse range of people. The Supply Chain Sustainability School is the FIR Programme Delivery Partner, working closely with CECA and other industry partners. The FIR Programme resources include a toolkit, e-learning modules, workshops and masterclasses to support and train employers of all sizes across the construction industry.

To extend the existing training offer from 2020 onwards, a new workshop **“Inspiring and Coaching New Employees”** has been developed. This guide provides an overview of the workshop for the Trainer, and should be read carefully before delivering the Workshop.

COURSE AIMS

Purpose: To give Team Leaders, Managers and Supervisors the tools to understand what new employees need to succeed and grow in the workplace. On completion, participants will have a greater understanding of:

- Employee engagement
- The culture of your company as viewed through the lens of a new employee
- What new employees need to be motivated and thrive in the workplace
- What a good induction looks like including a case study and first-hand experience
- Creating an inclusive environment
- How to have a coaching conversation and get the best performance from your employees

The participants need to come away feeling inspired to inspire others and have a clear idea of what needs to be in place to welcome a new employee onboard.

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COURSE LEARNING OUTCOMES

The course is split into six sections, each with their own learning outcomes.

1. Inspiring and Engaging New Employees

By the end of this module the participants should be able to:

- Reconnect with what inspires them;
- Understand what Employee Engagement is and what the four enablers are;

2. Culture

By the end of this module the participants will have:

- Reflected on the culture of their company as seen through the lens of a new employee.

3. What Employees need to thrive

By the end of this module the participants will:

- Understand Maslow's Hierarchy of Needs and how this links to employee engagement;
- Have knowledge of the Herzberg Theory of Motivation
- Know what 'Generation Z' want from their employee experience.

4. Inductions

By the end of this module the participants will:

- Know what a good induction looks like;
- Hear from a young person's experience joining a new company;
- See an example of an induction in action.

5. Introduction to Coaching

By the end of this module the participants will:

- Understand the principles and benefits of coaching;
- Know the framework for a coaching conversation;
- Be introduced to a model for coaching;
- Gain experience of a coaching conversation

6. Creating an inclusive environment

By the end of this module the participants will:

- Know how to access tools to create an inclusive environment;
- Hear from a young person's first experience in the workplace;
- Be signposted to external industry networks available to support your new employee.

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WHO SHOULD ATTEND?



This course is aimed at Team Leaders, Managers and Supervisors responsible for managing new Apprentices, Graduates and School Leavers into the workplace. This course would also be appropriate for someone managing an older new entrant or an industry returner.

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THE TRAINER'S ROLE

- The facilitator needs to enable a course environment for hands-on discussion and learning, so that their delegates leave knowing what is needed to inspire and coach their new employees.
- The facilitator needs to ensure that by the end of the course their delegates have a solid understanding of the key learning outcomes:
 1. Inspiring and Engaging new employees
 2. Reflecting on their company culture through the lens of a new employee
 3. What employees need to thrive
 4. The power of inductions
 5. Creating an inclusive environment
 6. An introduction to coaching

PREPARATION FOR A SUCCESSFUL WORKSHOP

Before the workshop, the **facilitator** should:

- Run through the slide deck and familiarise themselves with the trainer notes on each slide.
- Download the videos to enable a smooth transition through the slide deck.
- Edit the slide deck to include their own name and contact details
- Familiarise themselves with location of venue facilities and the emergency procedures in the event of a fire; these should be communicated to the participants near the start of the session.

Before the workshop, the **participant** should:

- Think of a real-life scenario in the workplace where they would be comfortable practicing a coaching conversation. This could be a current challenge, or a scenario they have had in the past with a new employee.

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MATERIALS NEEDED TO RUN THE COURSE

The facilitator should prepare the following should they wish to take notes and thoughts from delegates throughout the day:

- White board space or flip chart paper
- Post-it notes

The trainer will also need to make sure they either have a portable speaker for their computer to enable video to be heard or the conference facilities have audio.

The trainer will also need enough hard copies of the following documents for each participant:

- Attendance sheet
- Feedback form
- Hard copies of the slide deck to make notes



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COURSE PROGRAMME: 4 HOURS

The following programme describes the activities for which the facilitator should lead the group of delegates.

Encourage the delegates to provide their experience of managing new employees to get a feel for any challenges they may have experienced.

Number	Activity	Guidance notes for the trainer Note: Timings are suggestions only
1	Welcome, housekeeping and Introductions	<p>10 minutes</p> <p>Get the delegates to introduce themselves to each other, stating their role and experience they may have had with new employees</p> <p>Explain the aim and purpose of the day's course.</p> <p>Ensure each delegate signs the attendance sheet and is provided with a feedback sheet. Also give the participants a copy of the slide deck to make notes.</p>
2	What inspires you in the workplace	<p>15 minutes</p> <p>Group Exercise 1: What inspires you in the workplace? This short 15-minute exercise requires the group to split into smaller groups, discuss what inspires them and why it's important to inspire others.</p>
3	Employee Engagement	<p>25 minutes</p> <p>Discussion Point 1: What does engagement mean to you?</p> <p>Lead a flipchart discussion on what engagement means to the delegates.</p> <p>Play the first video to give the delegates an overview of Employee Engagement followed by an introduction to the 4 Enablers. Play the second video to give an overview of the 4 Enablers.</p> <p>Group Exercise 2: 15-minutes Based on your experiences, give examples of good / poor engagement, how do they link with the 4 Enablers?</p>

4	What type of culture will your new employees experience?	<p>20 minutes</p> <p>Group Exercise 3: What type of culture will your new employees experience?</p> <p>If you were teaching a new employee “the ropes”, what would you tell them about your team or organisational culture and practices?</p> <p>What are the ‘unwritten rules’?</p>
5	What employees need to feel motivated and thrive in the workplace	<p>25 minutes</p> <p>Discussion Point 2: What motivates / demotivates people in the workplace</p> <p>The next section looks at Maslow’s Hierarchy of Needs and Herzberg’s Two Factor theory to understand what drives motivation and what can get in the way.</p> <p>It also looks specifically at Generation Z and research that highlights what their specific needs are in the workplace</p> <p>Discussion Point 3: What, if anything do you need to do differently to engage Generation Z as opposed to other age groups?</p>
6	Break	15 minutes
7	The Power of Inductions	<p>30 minutes</p> <p>This section of the course explores why inductions are so important, what should be included and soundbites from a young, Apprentice Project Manager sharing their experiences. There is also a case study from WI with a video usually shown at a new employee’s induction week.</p> <p>Exercise 3: 15 Mins</p> <p>Why are inductions so important / what should be included in an induction?</p> <p>Participants should split into groups and discuss the importance of inductions and what should be included.</p>
8	An Introduction to Coaching	<p>60 mins</p> <p>This section introduces the participants to Coaching and gives them the opportunity to practice coaching in trios. It also explains the GROW coaching model and how to set SMART objectives with their new employees.</p>

		<p>Discussion Point 4: What is Coaching? Have you ever experienced it? When might you have a coaching conversation with a new employee?</p> <p>The trainer should be able to demonstrate a coaching conversation with a member of the group to give an example prior to the start of their coaching practice.</p> <p>Exercise 4: Coaching Practice Using a scenario you've brought with you, in groups of 3, take turns in being coach, coachee and observer.</p>
9	Creating an Inclusive Environment	<p>15 minutes</p> <p>This section shares a negative experience of a young, Asian Engineer who didn't feel comfortable in her first work experience.</p> <p>It also shares the FIR Toolkit to show where resources can be found to help employers create an inclusive environment and also signposts to external networks to support underrepresented groups in the industry.</p>
10	Action Plan Summary and close	<p>15 minutes</p> <p>Ask delegates to fill out an Action Plan</p> <p>Remember to point the participants in the direction of further learning. Ensure the participants fill in a feedback form and have signed the attendance sheet.</p>

RELATED LEARNING

The other courses that may be of interest include:

- The Business Case for FIR
- Becoming a FIR Ambassador
- Leading People Inclusively
- Setting up an Inclusive Site
- Understanding Invisible Disabilities
- Managing Challenging Conversations

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