



Team 2011 Training Manual

Team Leader Training Facilitator Guide

Team 2011 Leadership Overview

Purpose

The purpose of the programme is to provide Team 2011 Leaders with the confidence and tools to lead a team to deliver an operationally excellent Tournament and memorable visitor experience.

[It will also provide development to RNZ 2011 staff wanting to learn new skills in the area of management and leadership.]

Objectives

By the end of training, participants will:

- Define, understand and accept their role as a leader within Team 2011
- Understand the unique characteristics required to effectively manage and lead volunteers
- Demonstrate the skills required to provide effective feedback to team members, including how to manage 'off-brand' behaviour
- Know how to brief and debrief each shift with their team
- Understand the role-specific training process, and how they can be an engaging 'table host' during other workshops
- Gain skills that will be useful in their professional careers after the Tournament

Workshop Overview

Facilitation Team:

- RNZ 2011 Training Team (Jamie Fitzgerald and Tane Landon-Lane)

People: Who will attend workshops?

- All Team Leaders within Team 2011 (across all Functional Areas)
- RNZ 2011 staff via In The Zone (shortened session and content relating only to 'leadership' and 'managing people')

Programme Audience:

- Leaders put forward by FA Manager: Circa 950
- RNZ 2011 staff via In The Zone: Circa 100

Resources required:

- High-level design concept
- Detailed agenda of Leadership session (incl. in this document)
- Facilitator guide (incl. in this document)
- Team Leader booklet (should allow to be inserted into the back of their training manuals)
- PowerPoint incl. content
- 'Locked' PowerPoint (.PPS) that can be shared via email or available at role-specific training sessions (as part of a 'wash-up')
- Pocket guide material – Reference Cards
- 'Speed-Training' structure
- Tools to help Leaders during role-specific workshops (being a 'table host')

Resources to be made available for show:

- Structure and relationship between FAs
- High level agenda of role specific workshops
- Training manuals for Team 2011 roles
- Pocket guide examples
- RNZ 2011 background material

Streams of workshops:

- In The Zone
- Team 2011 Leadership Development

Duration:

In the Zone = 90 minutes
All other = 3.5 – 4 hrs

Method of Delivery:

Face-to-face workshops:

- Wellington (RNZ 2011: In The Zone)
- All regions

Process: How will we go about it?

- Face-to-face workshop
- High energy, practically focused
- Leverage existing experience and knowledge of leaders
- Experiential – emphasis on preparing for their role during Tournament

High-level Agenda



Purpose, Process and Payoff

Purpose:

- Define, understand and accept their role as a leader within Team 2011
- Learn and share skills and tips to complete their role, and support their team
- Understand the role-specific training process, and how they can be an engaging 'table host' during other training and workshops

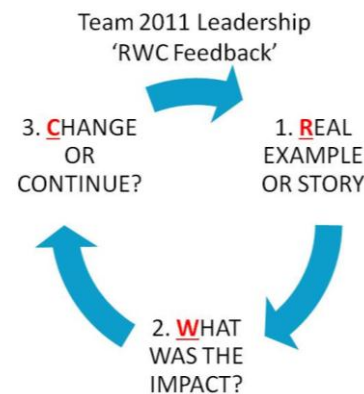
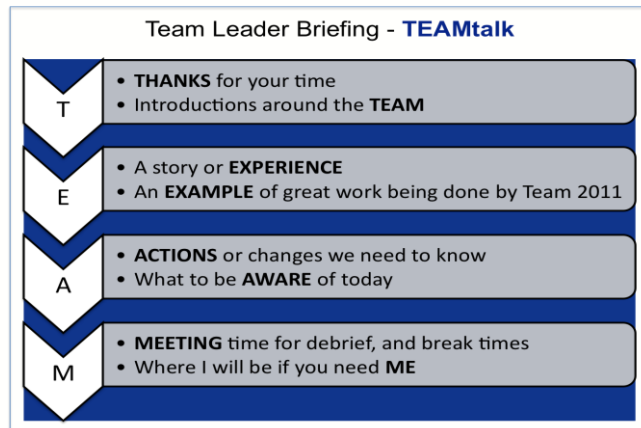
Process:

- Agree what effective leadership looks like
- Understand the dynamics of leading volunteers
- Understand policies in place to protect volunteers during RWC 2011
- Learn and practice skills and activities leaders will be required to know and do
- Create a game-plan for what happens next

Payoff:

- Gained confidence about the role of Leaders during the training and the Tournament
- Prepared for using the tools during Tournament
- Gained skills from provided training, and time spent with other leaders, that will help us long after the Tournament is over!

Key Models



Color key:

Black – General content and structure of session. May include suggested phrases

Red – Notes for facilitator. Important points to be made

Green – Activity or Discussion

“Group discussion” – A conversation for the facilitator to lead, and involves the entire group. No output required by participants (facilitator leading discussion and capturing outputs on whiteboard or flipchart at front of room)

“Activity” – May include energisers, flipcharts or an emphasis on an output being created

“Paired discussion” – People turn to the person sitting next to them for a brief chat. Likely contribution to the wider group afterwards, but unlikely to involve flip charts

“Table discussion” – Tables or small groups asked to talk about a specific theme, and may involve capturing the conversation on flipcharts

15 mins	<p>their role</p> <ul style="list-style-type: none"> Team Leaders within Team 2011 are a critical part of delivering a great Tournament, and helping Team 2011 have a fantastic experience Team Leaders here include both paid and non-paid Team 2011 members <ul style="list-style-type: none"> Table activity: 'Functional Area Fish' – card matching <p>Key insight – As leaders, it is important we know what is required of our own role, but to also understand how the team we lead will help deliver uniquely New Zealand experiences around the country. We are all critical to creating long lasting memories, so to know where people have come from before reaching our FA, and where they're going, is also important.</p>	FA card matching sheets
<p>Volunteers and Leaders</p> <p>10 mins</p> <p>5 mins</p>	<p>Why people volunteer...</p> <p>Before we look into the mechanics of our role, let's step back and understand why we're here, and why our team members signed up for RWC 2011!</p> <p>Table discussion: Why did we sign up, and say "yes" to being involved in RWC 2011?</p> <ul style="list-style-type: none"> Capture points on flip chart Tables to each present a couple points back to the group <ul style="list-style-type: none"> Points will likely be things like: To be involved in a great event, to give something back, learn something new, community support, get to see some games!, etc... <p>During group feedback, mention some of the following reasons if they haven't already come up – these are based on research by Volunteer NZ.</p> <ul style="list-style-type: none"> To 'give something back' Passion Community To feel 'useful' Economic impact Free time To be involved in a speacial event Meet people <p>Group discussion – OK, so what are the reasons people go to work each day? – Facilitator to write these things on the white board or flipchart (things like 'mortgage, money, personal development, etc).</p>	<p>Flipcharts and pens</p> <p>Flip chart up front, or whiteboard</p>

10-15 mins	<p>Group Discussion:</p> <p>"How similar are the lists?"</p> <p>Lead a group discussion. Ask if anyone has had experience in leading teams of volunteers.</p> <p>Ask for their experiences and insights.</p> <p>In larger groups, this may be better to do as a paired discussion first.</p> <ol style="list-style-type: none"> 1. "Given the points on these lists of motives, how does this make volunteers similar and different from staff in traditional organisations?" 2. "What do we need to consider as leaders, when managing volunteers?" <p>Insights: There may be some similarities (helping people understand their role, reach agreement across the team, motivate people, etc), but ENSURE that the group realises volunteers DON'T HAVE TO COME BACK TO WORK IF THEY DON'T WANT TO!</p> <p>"Our role as leaders within Team 2011 may have some similarities to our day-to-day role as leaders, but there will certainly be some differences. Our opportunity today is to appreciate the strengths and knowledge we bring to Team 2011, but to also accept the uniqueness that leading a team of volunteers requires".</p>	
<p>Volunteers in NZ</p> <p>5 mins</p>	<p>Volunteering in New Zealand</p> <p>Ask the group if they've heard of Volunteer NZ</p> <ul style="list-style-type: none"> • Who they are • What they do (research, education, training, etc) • How Team 2011 can continue volunteering after the Tournament • Keep this in mind if any of your team ask 	PPT
<p>What we need you to know</p> <p>25 minutes</p>	<p>Government policy in place to protect volunteers</p> <p>There are some things as Leaders that we need to be aware of.</p> <p>Re-create the session by Deb/Craig at Workforce workshop</p> <p>Briefly introduce the five key pieces of legislation that we as Leaders need to be aware of:</p> <ol style="list-style-type: none"> 1. Human Rights – agree the 13 areas of discrimination 2. Privacy Act (1993) – answer the three scenarios 3. RNZ 2011 Code of Conduct - review key sections 4. Health and Safety Act (1992) – create examples of three stages (isolate, minimise, eliminate) <p>Table activity: At your tables, read through the tasks and information</p>	Handouts

that you've been given and prepare a 90 second presentation that will:

1. Answers the questions in your scenarios
2. Help the rest of the group understand the policies you've been given
3. [Note – **all** table members must be included. Be as creative as you can!]

After each presentation, offer any further information as required.

Key insight at the end: There are a lot of mechanisms in place for us to stay safe and be protected, and allow us to help our teams provide great visitor experiences.

Remember, shouting the exact wording or definitions of an Act to somebody isn't always the best way to settle confusion, so more often than not, common sense is the best option.

Like most things, it's better to 'focus on the people, not the policy'.

Refer to your pocket guide if you need to, or simply ask one of the supervisors in your Functional Area if you need any support or further information.

Later in the session, we will talk about a way to provide effective feedback and what to do if any incidents occur.

**Team 2011
Leadership**

What we say we do, then do, has a big impact!

Group discussion: What is the impact of a Spectator Services person responding to a question about transport or directions in the city with a comment like, "Dunno. That's not my area!"?

Insight: The challenge is not necessarily in the systems and competencies we train our people in, but **HOW** they complete their roles and interact with visitors!

5 mins

Review Jeff Bezos quote – "Our brand is our reputation. It's what others say about us when we're out of the room"
"Do we agree?"

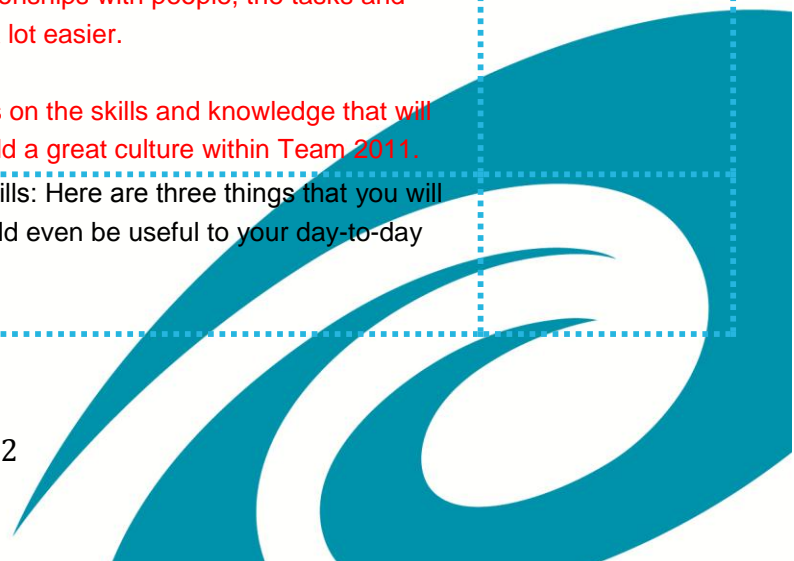
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Group discussion: "**What do we want** the reputation of **Team 2011** to be?"

So how will we get there? Let's briefly review the CARE model you were introduced to during orientation. What did each letter stand for?

"It's great to know these words, but often, how we interpret them can

<p>15 mins</p>	<p>be different. It's important that we understand how they relate to our role as leaders, and to know what 'CARE Leadership' looks like in action!"</p> <p>Paired Activity: Graffiti Wall</p> <p>In pairs, walk around the room to each of the posters with one of the four 'C.A.R.E.' words on them. Talk about each word, and add words, pictures, song lyrics or phrases that describe what it looks like in action – FROM A LEADERSHIP POINT OF VIEW.</p> <p>Move around the room till you've added to each poster.</p> <p>Things should include things like: Provide support, motivate, understand how to escalate problems, briefings, providing feedback, reward and recognition, where to go for help etc.</p> <p>Debrief the activity by getting the group to stand around the sheets, and discuss the specific phrases: "What did you mean by that? So what does that actually look like in action?" etc.</p> <p>Insight: The rest of this session is aimed at providing us the knowledge and skills to deliver all these things!</p>	<p>Flipchart paper on wall</p> <p>Felt pens for each pair</p>
<p>A day in the life of a leader</p> <p>5 min</p>	<p>Day in the life...</p> <p>Provide an outline of a typical day in the life of a Team Leader. Each function will have its own specific steps, depending on roles and venues, but these steps are fairly typical for every Team Leader.</p> <p>Each of you will be provided details about the specifics of your Functional Area role.</p> <p>Listed below are some nonspecific responsibilities all Team Leaders and Managers will perform in their roles:</p> <ol style="list-style-type: none"> 1. Arrive at either your work venue, or your Workforce Centre for check-in (as per rostering), and check for any recent updates or information (Note: You will be given more information about the check in process at your role-specific training). 2. At the Workforce Centre, receive a list of your allocated team. 3. Lead your team briefing before start of the shift ("TEAMtalk" framework). 4. Complete your shift, and ensure your team are watered, fed, complete their role, and are motivated. 5. Lead your team debrief ("THANKS" framework). 6. Escalate incidents and great visitor service stories. <p>We will go through each of these things in more detail, but first, let's quickly take a look at how we are informed of our shifts – the rostering system.</p>	<p>PPT</p>



lot easier.

on the skills and knowledge that will
d a great culture within Team 2011.

ills: Here are three things that you will
ld even be useful to your day-to-day

2

PPT slide with instructions

Scenario hand outs for each group

3 spare space in the room
how it may be similar to management
previous roles
rio/environment during the Tournament

20 mins	<ul style="list-style-type: none"> • Where you are (e.g. in a stadium or at a fleet center) • Be creative. Have some fun with it! • Decide in your group who will play each role (Leader, team members, observer) and practice the tool • Rotate roles a couple of times • Before time is up, discuss tricks to delivering the tool well • Come back ready to present your findings to the group – show off your skills! <p>Group debrief: Depending on time, have groups from each skill present an example, and share their tips to deliver it well.</p> <p>Link the tools to the hand-outs and reference cards in their pocket guides. Review Top Team Player forms and how to nominate Team 2011 members for providing great customer service.</p>	
<p>Difficult situations</p> <p>15 mins</p>	<p>Incident Management</p> <p>Brainstorm types of incidents that Team Leaders may face.</p> <p>Agree steps to manage incidents – what they're responsible for and what they're not. Review incident form from HR. There will be copies of this at each Workforce Centre. You will also have a copy of valuable information your pocket guide.</p> <p>Managing complaints</p> <p>Ask the group how they would respond to being given a gift (likely answer – "Thanks!").</p> <p>Ask how you respond to a complaint (or even better, role play it!). Likely answer will be "Sorry").</p> <p>Go through steps for service recovery:</p> <ol style="list-style-type: none"> 1. Thanks for your feedback 2. Why you're thanking them – "We need your feedback to ensure we're doing the best we can" 3. What you're going to do to fix the issue – including the process/system if applicable 4. Where applicable, tell them when you've fixed it 	<p>PPT</p> <p>Handouts</p>
Our first role as Leaders	<p>Role Specific Training</p> <p>The rest of our training between now and the Tournament will vary, as our training schedules will be different</p> <ul style="list-style-type: none"> • Role specific • Venue specific • Combined (Captain's Run) 	

