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Leading Virtually

Audio / video conferencing, virtual office, collaborative tools, XML, WML, DHTML, Virtual workspace, GPRS, 3G, Remote Desktop, VPN..... We could go on but we won't!

What's missing?....PEOPLE

There can be no doubt about the rise in importance of Virtual Teams and Virtual Working. More and more organisations are recognising this as a means of reducing their employee costs and at the same time potentially raising employee job satisfaction and motivation. With Virtual Teams spread not just across a single nation but the entire planet, the demands placed on the leader of such a Virtual Team are, not surprisingly, immense.

Paradoxically, a quick search on the World Wide Web for Virtual Teams, brings forth numerous articles and organisations promoting the latest in Virtual Team technologies. This gives the unfortunate impression that the key ingredient for successful Virtual Working is state of the art technology and tools. Whilst these are undoubtedly important in allowing co-workers to communicate and collaborate

with each other, we at PSA cannot help but feel that something is missing. People! A poorly led Virtual Team, even with the best tools at its disposal will, in our experience, never be able to achieve true high performance. The leader of the Virtual Team plays a vital part in delivering that teams success, perhaps even more so than with a 'traditional' face to face team.

What makes the Virtual Leaders job so important and simultaneously so difficult?

Defining the vision and fostering team members collaboration around it. This responsibility is one that the Virtual Leader shares with his or her 'traditional' counterpart. However, given the distributed nature of the team it is all too easy for individual team members to lose sight of the vision, get side tracked onto projects and tasks, which are in reality of low value.

Leading Virtually is one of the many new challenges demanded of today's managers and leaders. For further information, please call Mike or Nick on 01291 627120.

In 2002 the greatest demand for PSA programmes were:

Initiating, Managing and Leading Change

This programme helps delegates to understand the emotional journey that is change whilst appreciating how to lead and manage self and others through the change process. Emphasis is placed on understanding the role of leaders in the change process and knowing how to initiate and support change.

Coaching for Managers

Successful managers create and take every opportunity to develop their staff. Coaching is the most valuable technique for producing highly motivated, self reliant and capable team members. This programme show you how to constructively coach your team to even higher levels of performance whilst at the same time creating time and space for you to truly manage.

Influencing & Personal Power

Attendees develop a breadth of influencing styles to achieve appropriate and successful outcomes alongside learning

Top 4 Training

to negotiate for success with direct reports, colleagues and managers.

Effective Communication and Presenting Yourself

This enables delegates to communicate more effectively and assertively whilst building relationships of trust and learning to manage conflict to a successful conclusion. Time is spent appreciating the importance of first impressions and how to create an immediate positive impact. Delegates recognise the importance of how to build and maintain informal networks.

Further Training

Other programmes that clients rated extremely successful and believed had a direct impact on their business were as follows:

Managing, Leading and Empowering your Team

Getting the most from your team has never been more important. Using the appropriate style of management is critical to achieving this. This programme explores four key management styles and

shows you how to lead your team in an empowering and motivational way.

Understanding Your Place in the Business

Delegates learn how the economic climate and the implications of market changes effect organisations whilst identifying and understanding the key factors and levers that influence businesses. An understanding of the differences between customers, suppliers and consumers and appreciating the effect of critical success factors on businesses enable delegates to define what contribution they should make to the growth of their organisation.

Time Management

Time is a unique, precious and finite resource. This programme shows you how to organise and manage yourself to achieve all of your key tasks both personal and professional in the time available.

If you would like to know about other programmes that PSA offer please contact our office or visit our web site www.psa-training.co.uk.



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PSA, than the 10 years
on our own”* Project Director November '02

PSA

Training & Development Limited
www.psa-training.co.uk

inside

NEW - The Voyage

NEW - Project Management

NEW - Team Solutions

The Future of Teams & Leaders

Teams in the Future

Teams of One -
The Expert Team -

Leading Virtually

Top 4 Training

Initiating, Managing and Leading Change -
Coaching Skills -
Influencing and Personal Power -
Communication and Managing Conflict -

newsletter

Welcome...

Each year we try to offer our clients, current and prospective, something that is innovative and challenging, particularly as this is what the markets continually demand of all businesses!

With this in mind we decided to start this year differently by donating our budget for Christmas cards and postage to a selected charity; Multiple Sclerosis. We wish to thank all of you that sent in messages of appreciation and support.

As always we continue to develop, design and run new programmes that are in direct response to our client's needs, the changing markets and our own desire to challenge ourselves to offer development that is leading edge, relevant and practical. Many organisations realise their investment in PSA produces immediate and, more importantly, lasting results.

Because the electronic age continues to frame much of today's business culture we have included a programme for Virtual Teams and Virtual Leadership, whilst we continue to offer the increasingly popular and successful on-line 360 degree feedback tool.

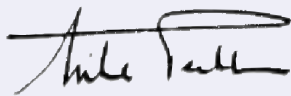
During the latter part of 2002 we carried out research to find out which programmes were found by our clients to be most appropriate, practicable and valuable. We have included the Top Four

plus a selection of others that were described by clients as being "essential", "brilliant" and "superb".

So what of 2003? If the press is to be believed we are on the brink of global recession, with possible wide spread acts of terrorism and a collapse of confidence in corporate life. It is a fact that PSA is being approached by many former HR practitioners, managers and directors who are now on the open market and keen to work with us. This oversupply of good people and tightening of corporate belts makes for a sorry state of affairs. PSA have been very fortunate that despite this we continue to bring in new clients and demonstrate steady growth. However, we know as do our clients that we cannot be complacent and as such continue to focus on delivering recognisable and enduring value for our clients.

We continue to support charitable organisations and we are delighted to have extended our provision within the third sector to include The National Asthma Campaign and Changemakers.

We look forward to working with you in the future.



Managing Director

NEW - The Voyage

This programme offers individuals new to management the opportunity to understand their role as a manager and appreciate the skills they will need. The Voyage blends facilitated workshops, practice within the managers own organisation and support via the Internet. It uses a longitudinal approach with two workshops over a period of three months and concentrated time to practise newly acquired skills in the workplace between workshops.

The Voyage ensures that the content and learning is right and appropriate for each individual by the completion of a 360 Degree Feedback instrument before the programme. This provides detailed, confidential information that can be specifically addressed during The Voyage.

The journey for an individual new to management can be long, bewildering and tiring. The Voyage helps managers to travel at the correct pace, with the right skills enabling them to look forward with confidence to the challenges they will undoubtedly encounter.

For a colour brochure please contact:
T: 01291 627120
or visit
www.psa-gha.co.uk



NEW - Project Management

A recent brief given to PSA was to assist in the transition from an operationally driven business to a project based organisation.

Through research we gained an insight into the team's working practices and an understanding of the Division's requirements. As a result we designed a two day programme which addressed the specific needs of both the Division and their business.

The programme established a vision of the business both now and in the future. It introduced the concept of brand and reputation, focusing on how each person needs to own, and develop, their brand alongside the brand of the business. The team focused on specific projects and shaped them into realistic, achievable pieces of work with full commitment from all team members.

The programme has now been successfully delivered to the Global Management Team of the Division, which is spread over three countries and the projects are directly benefiting the organisation.

"We've achieved more in 16 hours with PSA, than the 10 years on our own"
Project Director November '02

NEW - Team Solutions

With a difference that makes a difference

Get your team thinking and working differently. Teams are not just about skills and experience as team members have so much more to offer any organisation. Team Solutions uses people's strengths, personalities and uniqueness to create a balanced team that can raise their individual and team performance.

As we are frequently asked for powerful and successful team development programmes that utilise team member's abilities, we have designed a highly interactive one-day Team Development event, which will suit the needs of teams at all levels. Based in Cardiff Bay using a fast, manoeuvrable speed boat, we have combined a fantastic location with an exhilarating, fun experience that will enable your team to become even more effective whilst sharing a unique and memorable experience.

For further information please request a brochure or contact Wil and David at the PSA Office.





The Future for Leaders and Teams

The next two features recognise that organisations need to embrace major change in terms of their Leaders and their Teams. This pressure for change has been brought about partly through current global issues, mentioned earlier, as well as the constant desire by organisations to embrace technology, reduce costs and streamline work forces whilst maintaining their organisation's efficiency, effectiveness and position in the market.

We have identified three types of teams that we believe will play a key role in the life of organisations in the future:

- Teams of One
- The Expert Team
- Leading Virtually

If you have experience of working as a team of one, within an expert team or leading virtually PSA would be keen to hear from you and share that knowledge and your thoughts.

Please join our discussion group at www.psa-training.co.uk/forum/

Teams in the Future

'Teams of One'

'Teams of One' are inherently paradoxical; in the new business landscape of 'Branding Me' individual resourcefulness is valued over loyalty. 'Teams of One' are based on networks of individuals that pool resources to achieve a transient aim. Within many organisations contract labour and outsourcing has removed staff, some have disappeared, some gone to competitors and some have reappeared as sub-contractors or consultants. Today people are required to achieve more with less; the 'less' that they have may not even be a fellow employee. With the 'Team of One' the individual finds themselves responsible for delivering results that were formally undertaken by a whole internal team.

The development of the single member of the 'Team of One' is based on building relationships, understanding that all of life is meeting and all of meeting is negotiating. The role of the member of the 'Team of One' is to be both team leader and team member; personal organisation is paramount and the skills of successful network building and maintaining are critical.

At the point of interface between the 'Team of One' and the network,

relationships are traded and authority is based on influence rather than formality. With the 'Team of One', traditional management development is nonsense as it presumes that the attendee has 'direct reports'. Getting things done is a subtle art of encouragement and gentle persuasion. Managing the network to better performance or increased demands is more likely to be about coaching rather than managing; an informal rather than bureaucratic style of doing things.

'Teams of One' presume a high degree of both self management and motivation; to the point that each 'Team of One' will believe that they do not need managing. On the contrary, the need is for active management, subtly delivered; light brush strokes with strong colours is a better analogy. 'Teams of One' will demand leaders who can who can match their all round capability and agility; they will resent the clumsy leader who relies on position. In many respects managing 'Teams of One' is tantamount to managing teams of experts.

'The Expert Team'

The 'Expert Team' is one in which each of the members of the team have different domains and are

regarded as 'experts' in their chosen field. Critically, their skills cannot be found in any other part of the organisation. These are the people who have the potential to be the 'Prima-donnas' of the organisation; who, if not handled properly, will work against an unwitting leader. If handled well they can be the creative geniuses that distinguish and hold the intellectual capital and competitive edge of an organisation.

To be blunt, members of the 'Expert Team' are unmanageable. They will invoke their skills when and if they choose to do so. Each of the experts believes that their part is most important. They will often not conform to the organisational norms and instead create their own new sets of standards. With the 'Expert Team' freedom, creativity and innovation are valued most highly. Status is held through expertise, rather than actions. Within the 'Expert Team' quality of relationships are the key factor in ensuring success and whilst this is ever present in all teams, it is more so in the 'Expert Team'.

Team development for 'Expert Teams' must attend to maintaining technical skills as well as building 'relationships' based on trust, rather than 'deterrent' based trust.

Relationships based on trust emphasises 'obligations' rather than rules or prescribed lists of values. Communication within the team requires frequent opportunities for informal, nodal, rather than, linear methods of communication. Meeting regularly and informally for tea, cakes and a chance to chat are a major way of ensuring that, in the relatively non-hierarchical 'Expert Team', all are given equal voice and can find out what is happening. Team briefings will not work!

The leader of an 'Expert Team' must learn very quickly that they absolutely do not know the answers and, as such, their role is to create an environment where talent and expertise can flourish. The metaphor of the conductor of the orchestra is doubly appropriate. The role of the leader is to ensure that the 'Expert Team' is absolutely playing the 'right' tune at the 'right' time, when they themselves cannot play any of the instruments! An understanding of people and what makes 'them tick' is more important to the leader than more conventional aspects of team leader development. The role of the team leader is to nurture the team, to keep them focused on the final outcome and not to allow expertise to hijack purpose.