

Activity	Date(s)	Duration	Provider	Location	Total Attendance, including senior managers	Approximate Total Cost	Description	Outcomes
Leadership and its role in developing operations excellence	November 2008		PA Consulting	London	1	None	Breakfast Seminar	http://www.paconsulting.com/our-thinking/leadership-and-operations-excellence/?locale=en
Personal qualities (Leadership Development Programme)	07-09/10/08 13-15/10/08 21-23/10/08 04-06/11/08	3 days	Ethos Consulting	Aston Business School, Birmingham	11 12 14 13	Sourced as part of a wider requirement – separate cost not available	Workshop	<ul style="list-style-type: none"> Clearly understanding self by understanding own motivation, leadership style, impact upon others, living values and behaviours Having self belief by demonstrating vision, giving direction and empowering others Cohesive team by understanding others' motivation and leadership style, being honest together, supporting each other
Change and Improvement Management	23/09/08 26/09/08 02/10/08 10/10/08	½ day	Arama Limited	Gambling Commission Offices	10 11 9 11	£1900	Workshop	<p>Ensure managers are able to guide and support themselves and employees through changes by:</p> <ul style="list-style-type: none"> understanding and gauging the impact of change on individuals and their personal circumstances encouraging and demonstrating flexibility and adaptability managing resistance, conflict and negativity managing expectations whilst encouraging innovations managing the workload simultaneously to managing the change reviewing the change and taking action
Managing and Developing Your Team	11/11/08 20/11/08 25/11/08 14/12/08	1 day	In-house	Gambling Commission Offices	11 10 11 9	None	Workshop	<p>Making team management more effective by:</p> <ul style="list-style-type: none"> understanding preferences for ways of working and learning allocating work to the 'right' people managing personalities inspiring to work smarter not longer managing negativity and developing 'can do' approach dealing with capability and conduct empowering the team to 'just do it'
Internal communication	08/12/08 16/12/08 08/01/09 12/01/09 02/03/09	5 hours	In-house	Gambling Commission Offices	12 6 16 4 8	None	Workshop	<p>Making our communication more effective by:</p> <ul style="list-style-type: none"> ensuring inclusive team communication with feedback on suggestions and ideas using face to face feedback to deliver praise and constructive criticism really listening and using appropriate questions responding appropriately to comments and suggestions knowing our policy and house style and understanding and sharing why it's important
Managing Performance and Induction	20/01/09 29/01/09 03/02/09 09/02/09 17/02/09 20/02/09	1 day	In-house	Gambling Commission Offices	6 6 9 9 7 10	None	Workshop	<p>Ensure our employees are effective by:</p> <ul style="list-style-type: none"> agreeing clear and SMART objectives which support the Commission building confidence to hold meaningful performance discussions consistently and fairly assessing performance against objectives focusing on the behaviour as well as the task monitoring how learning activities make a difference <p>Ensuring our new employee becomes effective quickly by:</p> <ul style="list-style-type: none"> helping them to identify with the Commission as an employer ensuring they understand our policies and procedures setting the standard for the 'way things are done around here' giving them clear and SMART objectives helping them to understand team roles and how they fit in helping them understand how you manage

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Programme Management and Planning*	24/02/09 26/02/09 03/03/09 10/03/09 11/03/09	½ day	In-house	Gambling Commission Offices	3 5 9 9 8	None	Workshop	<p>Ensure that we understand and share the vision for the Commission by:</p> <ul style="list-style-type: none"> • developing our understanding of the planning cycle • contributing our views • understanding how and why resources are allocated • understanding the reasons for decisions and for changes to decisions <p>Ensure we understand project management by:</p> <ul style="list-style-type: none"> • developing our awareness of the roles and functions and that of the Corporate Plan project Manager • learn the differences between programme and project • develop our knowledge of the impact of changes to a plan on a team and others • understand the many ways used to track progress
External communications	26/03/09 02/04/09 09/04/09	2 hours	In-house with Graylings	Gambling Commission Offices	14 10 8	None	Workshop	<p>Making our external communications more effective by:</p> <ul style="list-style-type: none"> • understanding who delivers the messages externally and why • understanding what those messages should be to the different audiences • developing knowledge of the FOIA and applying it appropriately
Risk Management	22/04/09 27/04/09 30/04/09	½ day	In-house	Gambling Commission Offices	6 12 7	None	Workshop	<p>Ensure we manage corporate and departmental risks by:</p> <ul style="list-style-type: none"> • developing our knowledge of the Commission risk policy • understand the difference between a risk and an issue • ensuring we are able to identify/mitigate or escalate risks • understanding the importance of being aware of risks • developing our ability to read, enter and edit information on the risk log and knowing who does that
Equality and Diversity	08/05/09 29/06/09 02/07/09	½ day	In-house	Gambling Commission Offices	8 10 13	None	Workshop	<p>Ensure we respect and value each other by:</p> <ul style="list-style-type: none"> • understanding life from another perspective • living our values and behaviours • recognising when something's not right • having the confidence to tackle inappropriate attitudes and behaviour at all levels • being prepared to make a difference
Managing Sickness Absence	10/06/09 16/06/09 21/07/09	½ day	In-house	Gambling Commission Offices	8 13 9	None	Workshop	<p>Ensure we manage sickness absence by:</p> <ul style="list-style-type: none"> • understanding and fulfilling our roles • knowing what interventions are available to support our employees • making return to work interviews effective • knowing when to take action