



#upleashed

Unleashing Team Potential

A comprehensive guide to talent development and performance enhancement with upleashed.

Module Summary, What We'll Cover, Learning Outcomes, Qualification Requirements

2023/24 BIEU1. BIEU2

Upskill to *Unleash* true team performance with *upleashed*™

Team capability development is crucial for business success. The ability to develop the talents and capabilities of individual team members can increase their performance and add to the organisation's bottom line. This training course consists of eight modules that dive into the problems that people managers encounter when establishing team capabilities.

In the initial module, you will learn about the importance of continual skill improvement in order to keep a competitive edge and improve overall performance. You will learn how to perform a SWOT analysis of your training programme using SMART criteria and develop a plan to handle the identified strengths, weaknesses, opportunities, and threats.

The second module introduces the skills matrix as a tool for assessing and managing individual and team skills and capabilities. You will learn how to download and use the *upleashed* skills matrix, as well as how to use the matrix to define team and individual upskill goals.

Module three distinguishes between soft and hard skills and explains how to assign each team member's corresponding skills to the matrix.

The fourth module will introduce you to the 'Capability Policy,' an internal policy that gives clear, objective definitions of each skill level indicated on your skills matrix.

Module five addresses the application of individual capacity ratings to each defined skill for each team member in the skills matrix. This procedure is used to determine individual and team proficiency baseline scores.

Module six discusses how to set a minimum number of competent team members per required skill or competency, as well as how to develop bespoke upskill roadmaps for each team member.

The seventh module emphasises the need of employing numerous Key Performance Indicators (KPIs) to gain a thorough knowledge of individual and team performance.

Finally, module eight discusses using the skills matrix to identify strong performers and team members, creating incentives and recognition programmes, and providing focused training for development requirements.

By the end of this training course, you will be equipped with the knowledge and tools necessary to develop individual and team capabilities effectively. You will have the skills to identify skill gaps, create personalised upskill roadmaps, and recognise high performers and those needing development.



Module 1: The challenge of team capability development for people managers

Overview: In this module, you will gain a thorough understanding of the issues surrounding individual and team development within a business context. You will explore the importance of ongoing skills development to maintain a competitive advantage and enhance overall performance. By the end of this module, you will have a comprehensive understanding of how individual and team development plays a critical role in the success of a business and how it can have a positive impact on the bottom line.

Business tools or concepts introduced in this module: *SWOT Analysis, SMART Objectives*

What we'll cover:

- Challenges in skill development for people managers.
- Significance of skill development, supported by evidence.
- Introduce SWOT analysis.
- Conduct SWOT analysis of training program using SMART criteria to form a plan.

Learning Outcomes:

- Recognise the challenges that people managers confront while developing individual and team competencies in a corporate setting.
- Understand the importance of continual skill development in sustaining a competitive advantage and enhancing overall performance.
- Learn about business tools like SWOT Analysis and SMART Objectives to help with capability development.
- Use SWOT Analysis to determine a training program's strengths, weaknesses, opportunities, and threats.
- Create a strategy for dealing with the identified SWOT elements, using SMART criteria to ensure the objectives are Specific, Measurable, Achievable, Relevant, and Time-bound.
- Understand the importance of individual and team development in company performance and its impact on the bottom line.



Module 2: Skills Matrix, Capability Policy & Target Setting Intro

Overview: This module introduces the skills matrix, its key components, and how it can be implemented to identify and track skills and capabilities of individuals and teams.

Business tools or concepts introduced in this module: *Skills Matrix Overview*

What we'll cover:

- Introduction to the Skills Matrix
- How to download your Skills Matrix
- High-level introduction to the Capability Policy
- How the results are calculated
- Target setting at Team level
- Target setting at Individual level

Learning Outcomes:

- Learn about the Skills Matrix as a tool for measuring and managing individual and team skills and capabilities.
- Learn how to download and utilise the unleashed Skills Matrix.
- Get a high-level overview of the Capability Policy and its role in controlling skill development.
- Understand how to calculate results in the Skills Matrix.
- Develop the capacity to use the Skills Matrix to define team-level targets for skill and capability growth.
- Learn how to define individual-level goals for skill and capability development while ensuring alignment with team and organisational objectives.



Module 3: Distinguishing Soft & Hard Skills

Overview: In this module we distinguish between soft and hard skills and subsequently assigning team members and their corresponding skills to the Skills Matrix.

Business tools or concepts introduced in this module: *Identify personnel from your HRIS, ERP or Org Charts. Identify Skills from Job Analysis, Checklists. Understanding hard vs. soft skills.*

What we'll cover:

- What is meant by 'Soft' and 'Hard' skills
- Methods for identifying skills
- Methods for identifying individuals

Learning Outcomes:

- Recognise the distinction between 'Soft' and 'Hard' abilities and their application in the workplace.
- Learn how to effectively analyse required abilities using several approaches for identifying skills, such as Job Analysis and Checklists.
- Investigate ways for identifying persons within the organisation that make use of HRIS, ERP, or Org Charts.
- Learn to classify team members' talents as soft or hard, boosting your understanding of team strengths and opportunities for progress.
- Fill out and update the Skills Matrix with knowledge of soft and hard skills for more effective skill management and development planning.



Module 4: Developing and Distributing a Capability Policy

Overview: This module introduces the 'Capability Policy', an internal policy which provides clear, objective definitions of each skill level defined on your skills matrix.

Business tools or concepts introduced in this module: *Capability Policy*

What we'll cover:

- Introduction to the Capability Framework and how it:
- Provides objective skills development targets
- Promotes Fairness and Equality
- Additional benefits from an implemented Capability Framework/Policy.

Learning Outcomes:

- Understanding Capability Policy: Learn what a Capability Policy is, what it does, and what role it plays in skills development.
- Understanding of the Capability Framework and its components, especially how it provides clear, objective definitions of skill levels for the skills matrix, is essential.
- Learn how the Capability Framework creates objective targets for skill development, assisting staff in identifying areas for improvement and progress.
- Understanding how the Capability Framework may be utilised to enhance justice and equity within the organisation by offering transparent and standardised skill assessments.
- Implementing a Capability Framework/Policy Has Additional Benefits: Recognise the additional benefits of implementing a Capability Framework/Policy, such as enhanced employee engagement, effective resource allocation, and better talent management.
- Acquire the information and tools required to effectively establish, distribute, and implement a Capability Policy within your organisation.
- Continuous Improvement: Recognise the necessity of evaluating and updating the Capability Policy on a regular basis to ensure it remains relevant and connected with the needs and goals of the organisation.



Module 5: Applying Capability Ratings for Proficiency Baselines in Skills Matrix

Overview: In this module, we apply individual capability ratings to each defined skill for every team member in the skills matrix. The purpose of this process is to obtain individual and team proficiency baselines scores.

Business tools or concepts introduced in this module: Skills Matrix 'current and 'target' skills rating.

What we'll cover:

- Using the skills matrix, we'll score individuals based on the identified skills using the capability framework to eliminate any ambiguity.
- Allocate 'Current' capability scores
- Allocate 'Target' capability scores
- Understanding the importance of baselining

Learning Outcomes:

- Skills Matrix Proficiency: Learn how to use the skills matrix to assign individual capability ratings to each defined skill for each team member.
- Capability Framework Application: Learn how to apply the capability framework to score individuals based on their indicated skills, reducing ambiguity and maintaining consistency.
- Allocating 'Current' Capability Scores: Develop the ability to assign 'current' capability scores to team members, reflecting their current skill levels inside the skills matrix.
- Allocating 'Target' Capability Scores: Learn how to distribute 'target' capability scores, which represent the desirable skill levels that team members should strive for.
- Understanding Baselining: Gain an understanding of the significance of creating proficiency baselines, which serve as a starting point for monitoring individual and team skill progress over time.
- Analysing Skill Gaps: Develop the ability to detect and analyse skill gaps within the team, allowing for the formulation of focused training and development strategies.
- Continuous Improvement and Monitoring: Recognise the importance of frequently monitoring and updating the skills matrix to ensure it remains relevant and effective for tracking team members' skill development and advancement.



Module 6: Establishing Competency Minimums & Creating Upskill Roadmaps

Overview: In this module, we provide guidance on establishing a minimum number of competent team members per each required skill or competency. We also cover how to create customised upskill roadmaps for each team member. Finally, we'll discuss the importance of understanding when a process was last reviewed and its priority (in terms of developing skill).

Business tools or concepts introduced in this module: *Skills Matrix Target Setting, Key Man Dependencies, Pareto's Principle*

What we'll cover:

- Understanding the analytics produced – Team/project view
- Understanding the analytics produced – Individual view
- Rapid, prioritise upskilling using Pareto's 80/20
- Identify and weigh risk of 'Key Person Dependencies'
- Use of visual markers for 'last process review' and 'skill priority'

Learning Outcomes:

- **Competency Minimums:** Learn how to determine the minimum number of competent team members required for each skill or competency in the skills matrix.
- **Upskill Roadmaps:** Discover how to design personalised upskill roadmaps for each team member based on their particular skill gaps, career goals, and organisational needs.
- Understand how to use the skills matrix target setting function to identify and prioritise skill development needs at the team and individual levels.
- **Key Man Dependencies:** Learn how to identify and mitigate key man dependencies so that important abilities are not unduly reliant on a single team member.
- **Pareto's Principle:** Understand and utilise Pareto's Principle (the 80/20 rule) to efficiently prioritise skill development initiatives and allocate resources.
- **Analytics and Visual Markers:** Improve your ability to comprehend and apply the analytics generated by the skills matrix, including team/project and individual perspectives. Learn how to use visual markers to determine when a procedure was last reviewed and its importance in terms of skill development.
- Recognise the need of assessing and updating competency minimums, upskill roadmaps, and the skills matrix on a regular basis to ensure they remain current and aligned with organisational goals.



Module 7: Skills Matrix & KPIs: Holistic Talent Management Approach

Overview: A Skills Matrix is a useful tool for managing and developing talent, but should not be used alone. Prudent managers should use multiple Key Performance Indicators (KPIs) for a comprehensive understanding of individual and team performance. Additional KPIs offer a broader perspective to assess the skills matrix's effectiveness. This module introduces four high-level KPIs.

Business tools or concepts introduced in this module: *Customer satisfaction (NPS), Employee Satisfaction, Quality of Work, Capacity Planners*

What we'll cover:

- Acknowledge the importance of other KPIs and the potential effect a well-implemented skills matrix can have on them.
 - Customer Satisfaction (Net Promoter Score, NPS)
 - Employee Satisfaction and Engagement (Gallup Q12)
 - Quality of Work (Balanced Scorecard, BSC)
 - Capacity Planners

Learning Outcomes:

- Holistic Talent Management: Gain an understanding of the notion of holistic talent management and how it involves using numerous KPIs to measure individual and team performance completely.
- Knowledge of Additional KPIs: Learn about four high-level KPIs: customer satisfaction (Net Promoter Score, NPS), employee satisfaction and engagement (Gallup Q12), quality of work (Balanced Scorecard, BSC), and capacity planners.
- Effective KPI Use: Discover how to use KPIs in conjunction with the skills matrix to analyse talent management effectiveness and discover areas for development.
- Continuous Improvement: Recognise the need of continuously reviewing and updating KPIs and the skills matrix to ensure they remain relevant and connected with organisational goals.



Module 8: High Performers & Underperformers: Leadership, Rewards & Improvement Strategies

Overview: This module covers identifying high performers and supporting team members using the skills matrix, tailoring rewards and recognition programs, and providing targeted training for development needs. Gain a clear understanding of recognising and supporting high performers and those needing development.

Business tools or concepts introduced in this module: Situational Leadership, Employee rewards system linked directly to capability improvement targets, Employee of the Month. Performance improvement plans (PIPs).

What we'll cover:

- Recognise high performers meeting/exceeding targets.
- Situational Leadership theories (Hersey-Blanchard, Skill-Will, Path-Goal).
- Competency-based pay (CBP) for skill-based rewards.
- Performance Improvement Plan (PIP) for underperformers.
- Employing methods to reward and encourage high performance.

Learning Outcomes:

- **Recognising High Performers:** Practise recognising high-performing team members who meet or surpass the targets outlined in the skills matrix.
- **Situational Leadership Theories:** Learn about situational leadership theories including Hersey-Blanchard, Skill-Will, and Path-Goal, as well as how to use them to encourage and motivate team members.
- **Competency-Based Pay:** Learn about competency-based pay (CBP) for skill-based awards, which can help retain top workers while also encouraging skill improvement.
- **Performance Improvement Plans (PIPs):** Learn how to use PIPs for underperformers, which can give targeted training and development to enhance skill levels.
- **Employee Reward and Encouragement:** Learn how to use ways to reward and promote exceptional performance, such as employee of the month awards and skill-based recognition programmes.
- **Tailored Training and Development:** Discover how to deliver focused training and development opportunities to meet the skill development goals of team members.
- **Continuous Improvement:** Recognise the significance of monitoring and adjusting leadership, rewards, and improvement initiatives on a regular basis to ensure they remain relevant and aligned with organisational goals.



Accreditation Process:

- Complete each of the eight modules' multiple-choice exams. These exams consist of three rotating questions based on the module's content.
- There is no time limit for answering these questions and you can retake individual modules as many times as needed. However, note that the questions change each time.
- After completing the eight modules, a final exam will be presented, consisting of 30 questions, some of which may have been previously presented at the end of the sub-modules.
- A minimum of 65% pass rate is required. If needed, you can reattempt the final exam.

Achieving BIEU1 Certification:

- Upon passing the final exam, you will be awarded the BIEU1 certification from the Chartered Management Academy.

Gaining Practitioner Status:

- For this, you need to provide an evidence-based submission.
- Ideally, this should be a completed skills matrix showing current and target capability scores.
- You are allowed to anonymise or pseudonymise Personally Identifiable Information (PII).
- Your matrix will be assessed, including any individual-level information collated or noted, to assure the Chartered Management Academy of your understanding of the learning outcomes.

Achieving BIEU2 Certification:

- Upon satisfactory assessment of your evidence-based submission, you will be awarded the BIEU2 certification from the Chartered Management Academy.
- With this, you gain the status 'Practitioner'.

Maintaining Accredited and Practitioner Status:

- To maintain your accredited and practitioner status, you must renew your upleashed license yearly. As course content evolves you may be required to complete the BIEU examination, or re-submit evidence-based material to support your ongoing BIEU2 practitioner status

