

EVALUATING MANAGEMENT TEAMS PROGRAMME (Residential)		
DAY ONE		
9.00 - 10.00	Introduction. Lessons learned from the past and the importance of getting management appraisal right.	John Handley
10.00 - 12.30	Understanding motivation and the drivers of human performance.	Keith Hatter
12.30 -1.30pm	Lunch	
1.30 - 2.00	Management Appraisal - why is it so difficult and why are some people better than others? This session will create a “roadmap” of how we are going to deal with the issues arising.	John Handley
2.00 -2.30	Leadership. The session demonstrates the importance of leaders supported by research data, the key facets we look for and develops a model to test these in an appraisal situation.	Sheryl Haddow
3.45 - 4.30	Meeting Preparation - “the good, the bad and the ugly.” Techniques based on practical experience to maximise the output from any meeting with management and a few home truths about what VC’s get wrong!!	John Handley
4.30 - 5.15	Questioning & Rapport Building. This will look at structures and techniques (supported by research) of how best to derive the maximum information and improve the chance of you discovering the truth. It will also cover the area of “killer questions” and the benefit of developing these.	
5.15 - 5.45	“The Appliance of Science”. The session will cover some of the science involved in applying external assessment validation such as psychometrics. The pro’s and con’s as well as ways to “sell” them to management teams.	Sheryl Haddow
5.45 - 7.00	Networking Drinks reception	
7.00pm	Dinner	

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DAY TWO		
8.30 - 9.30	Body Language. Areas where VC's can improve their reading of body language and apply it to improve their overall evaluation success	Sheryl Haddow
9.30 - 2.30	Role play sessions. Involving an existing troubled investment, the MD to be interviewed will be particularly difficult to make the session very challenging!! This will be done on a two phase basis with two sets of interviews with both the MD and the FD. (To include lunch). This will be competitive and be marked both by your team and also the management team.	Sheryl Haddow Clive John John Handley
2.30 -3.00	Role Play Critique. Sharing the good, bad and learning points coming out of the session.	
3.00 - 4.00	Management under pressure. How to spot the signs of management teams demonstrating signs of stress and sub-optimal performance.	
4.00 - 4.30	Different deal types....different management. Understanding the dynamics of how management acts in differing deal situations.	John Handley
4.30 - 5.00	The Road Map Revisited. Ensuring that the issues raised at the start of Day 1 have been covered and techniques now exist to improve performance in appraisal.	
5.00 - 5.15	Course summary and close.	Sheryl Haddow