**Appendix 1: List of tools/exercises used on the programme**

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| **Tool**  | **Originator**  | **Description**  | **Main value**  | **Further information**  |
| Six thinking hats  | Edward de Bono | A simple, effective parallel thinking process that helps people to be more productive, focused, and mindfully involved. Each colour of hat represents a different style of thinking.  | To identify the types of roles played and contributions made. To practise less familiar roles, and facilitate flexibility of style | <http://www.debonogroup.com/six_thinking_hats.php>  |
| Team roles/ dynamics  | Belbin  | Belbin Team Roles are used to identify people's behavioural strengths and weaknesses in the workplace. | •Build productive working relationships•Select and develop high-performing teams•Raise self-awareness and personal effectiveness•Build mutual trust and understanding•Aid recruitment processes | <http://www.belbin.com/>  |
| Learning styles  | Honey and Mumford - based on Kolb | Learning styles were developed by Peter Honey and Alan Mumford, based upon the work of Kolb, and they identified four distinct learning styles or preferences: Activist, Theorist, Pragmatist and Reflector.  | These are the learning approaches that individuals naturally prefer and they recommend that in order to maximise one's own personal learning each learner ought to:-Understand their learning style-seek out opportunities to learn using that style | <http://www2.le.ac.uk/departments/gradschool/training/eresources/teaching/theories/honey-mumford>  |
| VARK - visual, auditory, reading, kinaesthetic |  | Learning styles - questionnaire that provides users with a profile of their learning preferences. These preferences are about the ways that they want to take-in and present information. | To analyse your learning style so that you can maximise any learning opportunities. When teaching, to be aware of the range of other learning styles.  | <http://vark-learn.com/>  |
| Personal/ Leadership styles  | Merrill and Reid  | Categorises people by their preferred behavioural style – analytical, amiable, driver, expressive  | To help understand how you come across to others and how to adapt your style when working with others who are different from you | <http://changingminds.org/explanations/preferences/social_styles.htm>  |
| Example, point  | Pentacle virtual business school  | Technique to enhance power of communication – by giving a story or anecdote and then following up with the point being made, not vice versa. | Improves power and memorability of communication |  |
| Customer /stakeholder mapping  |  | Use of a grid to determine whether individuals are influential/ interested in a given project or piece of work  | Once you know where they sit in the grid, you can approach them in the appropriate way to get the best value from them – which might be to communicate frequently with them, or may be to minimise their impact on the project  | [http://www.pcrs-uk.org/ /sites/pcrs-uk.org/files/Stakeholder\_Mapping.pptx](http://www.pcrs-uk.org/%20/sites/pcrs-uk.org/files/Stakeholder_Mapping.pptx) |