



2012 Training Solutions

Training

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The Business Leaders Programme

Course Duration: 8-days (plus 8-executive mentoring sessions)

OVERVIEW

The Business Leaders Programme is an executive leadership process encompassing eight workshops across seven months with 1-1 mentoring support in-between each workshop. It is designed for executive leaders, head's of functions and high potential employees who are already successful and who wish to take the next step in personal and professional mastery. The success of the process has been evaluated and researched a blue chip organisation and the original version was written up in the Gower Handbook of Team working (Brawley, Gower, 1997). The programme is an organisational transformation tool and is integrated into the Strategy, business plans and performance departmental or team plan. The programme is flexible and follows the needs of each individual group, adapting and changing to meet these needs as the business or circumstances dictate. All processes / techniques are applied directly to the work or issues in hand so ensuring the time spent in workshops is of double value – learning personal skills whilst moving the organisation forward. The programme incorporates practical techniques drawn from psychology, philosophy, the study of excellence, metaphysics and from organisational research on the excellent results of maximising talent and skill.

WHO SHOULD ATTEND?

This development programme is designed for Executive Leaders, Department Heads and Programme Leaders. In addition, High-potential employees may also value from undertaking this programme.

BUSINESS BENEFITS

- Enable organisation to develop deeper and more trusting customer relationships.
- Enhance the executive leadership capability of the organisation.
- Create a diverse, performance-orientated culture.
- Increased profit margins.

OUTCOMES

By the end of this course you will be able to:

- Finely hone your leadership style.
- Grow your confidence, presence and impact.
- Discover and activate your unique matrix of inherent talents.
- Resolve any enduring issues you may have.

- Discover strategies that are natural to you to resolve your development areas.
- Accelerate solving organisation problems and making decisions.
- Significantly reduce the time you spend in meetings you facilitate.
- Use advanced communication skills – beyond words.
- Manage and positively influence difficult relationships.
- Be able to lead change whilst pre-empting conflict, resistance or confusion.
- Influence situations whether you are in control of them or not.
- Anticipate organisational risks and creatively minimise or eliminate them.
- Nurture talent and create a high performing organisation.
- Better align your personal and professional goals
- Fast forward the organisation towards the vision and strategy ensuring the consistent annual achievement of the business plan.
- Be able to save or make the organisation more money than the cost of the programme.

COURSE CONTENT

1. Advanced Linguistic Capability

This workshop is concerned with learning a process that will key into several of the techniques coming later in the programme – this is the cornerstone workshop. The process explored consists of several differing capabilities learned separately at first. On achieving competence, these can be applied in parallel to generate significant organisation results valued by key stakeholders.

- How to move someone from focusing on what they do not want to what they do.
 - Exploring the importance of this in coaching, mentoring, planning, negotiating and goal setting.
- How the brain / mind works and getting it to work for you rather than against you.
- Honing your perception & listening skills.
- Language skills including an introduction to ‘sleight of mouth’.
- How beliefs and values drive behaviour.
- Fast-track problem solving.
- The three things to unlearn to be a really effective coach.

At the end of this workshop you will be provided with three questionnaires to complete and return. You will also meet with one of our Executive Mentors for a 1-hour mentoring session after this workshop.

2. Values, Drivers & Motivations.

This workshop builds on the first workshop and focuses on values, drivers and motivations. This involves tying in your values, drivers and motivations to the organisational vision and strategy in order to nurture the attainment of harmonious common and diverse goals.

- Your highest values and drivers at this moment in time.
- How to elicit the values and drivers of others.
- How to establish and recognise individual criteria.
- How to build a vision based on the process from workshop one.
- How to bring out a creative strategy, not necessarily previously considered, to meet organisational goals.
- How to align conflicting values and needs.
- How to work from the future back to the 'Pre-Sent' moment.

We will also discuss the first phase of the results from attracting & retaining talent questionnaire. You will also meet with one of our Executive Mentors for a 1-hour mentoring session after this workshop.

3. Executive Mentoring

This workshop is an opportunity to reflect on the specific processes of mentoring. During this workshop you will also discuss and work on institutionalising talent management, conceptualising learning contracts, and measuring people investment progress against the business plan.

- Exploration on the mixture of experience and expertise within the team.
- Research how the team is organised.
- The formal and informal processes used by the team such as decision-making and the management of risk and innovation.
- Investigation into the temporal orientation (i.e. past, present or future) of the team.
- Studying the quality of dialogue at and between team meetings.
- How to review team effectiveness and plan to improve performance both individually and collectively.
- How to monitor and manage the Team's reputation with both internal and external stakeholders.

After this workshop the output from this session and the talent questionnaire results will be combined and then socialised within the 1-hour mentoring sessions with one of our Executive Mentors. The feedback will then be incorporated and circulated.

4. Advanced Communication Capability

Communication is the backbone of leadership, the foundation on which all other leadership skills rely in order to be effective and successful. A leader must project a sense of confidence and control in the way they convey information, communicate initiatives, speak about change, delegate responsibility or give feedback. No matter how brilliant and creative your ideas may be, you cannot lead others into helping manifest those ideas if you can't communicate well.

- Achieving results through persuasive communication.
- Develop 'Executive Presence'.

- Logical levels of communication – another way to pace and gain rapport.
- How to speak the differing languages we speak (and there are several).
- How to work with the positive intention behind behaviour for remarkable results when handling challenging situations.
- How to find your personal success strategy for communicating.
- How to establish and then get out of the games we play.

After this workshop you will meet with one of our Executive Mentors for a 1-hour mentoring session.

5. Advanced Stress Management

For today's executive the pressures of the modern world can be overwhelming. Stress may be part of our everyday life and may be commonplace but this does make it healthy or does it mean it is inevitable. During this workshop we will be working with stress and the role the management of it in ourselves and others play in change, well being and success. We will explore the effects of stress on the body and mind and learn how to shift from a stress response to a more resourced response. You will also learn how to spot stress in yourself and others and some unusual techniques for dealing with difficult people.

- Appreciate what makes people who, what and how they are.
- Identify specific situations where your stress responses need to be cooled down
- Change stress behaviour patterns
- Have the choice and capability to always be in the optimum emotional state, instantly.
- Discover your stress habits.
- Reprogramme yourself to eradicate your habitual stress patterns.

After this workshop you will meet with one of our Executive Mentors for a 1-hour mentoring session. Before the next workshop you will be asked to complete a mini questionnaire with some of the less experienced members of your organisation.

6. Environment, Culture & Knowledge

This workshop will deal with the mini questionnaire results and also with the issues and developments that are emanating from the talent questionnaire. Our prime focus is working with success and the strategies for success, as well as considering critical success factors. This workshop will also explore control, growth, letting go and the law of requisite variety. This workshop transitions us to the ideal of 'manager of the task' and the 'mentor of the people'.

After this workshop you will meet with one of our Executive Mentors for a 1-hour mentoring session.

7. Innovation, Intrapreneurship & the Intelligent Team.

This workshop explores the structure of innovation, managing intrapreneurs and learning the process of creating an intelligent team.

- Discussing the need for creative and innovative thinking required in today's organisations
- Innovation through intrapreneurship.
- How to develop intrapreneurship culture within the organisation.
- Exploring a framework for assessing team intelligence.
- How to create participation, collaboration and co-operation in teams to achieve better results.

During the entire programme there will be a various mini-projects undertaken, several of these are planned to be closed off today. Each of them will be evaluated by the entire group and the lessons learned will be shared and embedded into the organisation. In addition this workshop explores the future for the team. This discussion is focused on identifying where they are now, what next and how can this investment be maximised. A series of 'flagship' projects are then developed and the team commits to action. After this workshop you will meet with one of our Executive Mentors for a 1-hour mentoring session.

Leadership Development Programme

Course Duration: 5-days + Follow-up

OVERVIEW

Leadership is one of the most critical factors in the success of any team or organisation. This five day programme develops real concrete behavioural approaches that advance goals into action, strengthen leadership effectiveness and maximise organisational results. It draws on some of the most recent research about effective leadership practices and focuses on the practical application of leadership capability, behaviours and values. This is a highly interactive, practice-driven workshop incorporating role-plays and small group interactions to help you develop your leadership capability. To reinforce your behavioural and capability improvements, you will have access to an additional 360° feedback exercise three months after the completion of the programme to reassess your leadership development progress. In addition you are also entitled to a two hour coaching session with one of our Leadership Coaches to assist your ongoing development.

WHO SHOULD ATTEND?

This development programme is designed for department heads, experienced team leaders and senior managers who work cross functionally.

BUSINESS BENEFITS

- Increased profitability and reduction in business costs.
- Employees perform better and are more productive.
- Reduction in business costs.
- Reduce Employee turnover.
- Provide better vision, boost morale and foster new ideas.

OUTCOMES

By the end of this course you will be able to:

- Identify your leadership profile and explore how you further develop your capability.
- Assess your leadership capability and plan to develop your strengths.
- Develop leadership techniques, tools and tips that can make you a better leader
- Develop your ability to influence and communicate with others
- Become a better problem-solver and decision-maker
- Discover how you can prepare for and embrace the forces of change
- More effectively communicate and improve your group's productivity.
- Better deal with difficult employees and situations.

- Create a plan to actively use your enhance leadership capability back in the workplace.

COURSE CONTENT

Day 1

1. Idols

- To encourage participants to share information about themselves.
- To explore values and beliefs.
- To build rapport among participants.

2. Personality Profiling (MBTI) & 360° Feedback

- To gain a better understanding of self.
- To gain an insight into individual differences.
- To modify how you work to a manner that best suits your style and how you collaborate with others.
- To identify personal development.

3. Leadership Identikit

- To explore perceived differences and similarities between leadership and management.
- To explore the relationship between leadership and management.

4. Basic Leadership Skills

- To encourage participants to consider planning and preparation as part of leadership.
- To facilitate discussion around playing to the team's strength.
- To consider factors that motivate staff to perform well
- To encourage staff to self assess, review and reflect on performance.
- To encourage leaders to consider their communication skills.
- To encourage leaders to consider the question of keeping people motivated.
- To demonstrate leadership skills in a practical task.

5. Introduction to Leadership Styles

- To explore different styles of leadership and their practical application.

6. Qualities of Effective Leaders

- To challenge participants to rank the qualities of a leader.
- To allow participants to develop an understanding of the more important qualities that a leader can have, and what makes a great leader.

- To discuss the differences in perception between what leaders think and what their teams think.

Day 2

1. Achieving A Shared Vision

- To identify specific actions that will enable groups to achieve a shared vision.
- To help individuals see how they will contribute to the achievement of a shared vision.

2. Creating A Shared Vision

- To agree what success looks like for everyone.
- To establish effective working relationships within groups or teams.
- To create a vision statement for the team.

3. Using Vision and Values

- To encourage participants to think about the extent to which staff feel engaged with the organisation they work for.
- To consider who staff feel is responsible for business performance.
- To think about how vision and values are used within the organisation.
- To demonstrate how values can be ingrained in the organisation.
- To consider the benefits of an organisation where staff feel engaged and responsible for the business outcomes.

4. Introduction to Transactional Analysis

- To provide participants with a way of understanding behaviour and improving communication.
- To provide a very basic introduction to transactional analysis.

5. Building Rapport with Subordinates

- To encourage participants to think about rapport and its purpose, particularly when managing others.
- To consider the importance of respect when establishing rapport.

6. Motivators

- To explore what motivates us.
- To identify ways of maintaining motivation.

7. Understanding Credibility

- To consider the importance of credibility when seeking to influence others.

- To understand the link between perceived expertise, relationships and credibility.
- To provide an opportunity for participants to consider how much credibility they have with those they are seeking to influence.

8. Presenter Integrity

- To encourage participants to think about the importance of integrity when delivering a presentation.

9. Re-Scripting Feedback

- To encourage participants to consider the art of feedback and to ensure their feedback is appropriate and objective.
- To enable participants to identify useful, helpful, constructive feedback.
- To clarify what makes useful, constructive feedback.
- To develop participants ability to give constructive feedback.
- To consider how it feels to be on the receiving end of destructive or unhelpful feedback.

Day 3

1. An exercise in communication and continuous improvement

- To test participants' planning and communication skills.
- To demonstrate the importance of listening and using summary and clarification to check understanding.
- To consider what makes communication effective and the dangers of getting it wrong.
- To energise a group of participants.

2. Stepping Stones

- To encourage team development.
- To focus discussion on the team's approach to problem solving, communication, success and failure and team leadership.

3. Find Your Team

- To explore the differences between a team and work group.
- To help participants identify when a team or group is required.

4. Making Meetings Effective

- To encourage participants to think about what causes meetings to be ineffective.
- To identify what can be done to make meetings effective.

- To introduce the acronym APPLE and explain how focusing on five simple themes will help participants ensure meetings are effective.

5. The Pet Meeting

- To identify key learning points for running effective meetings.
- To identify strategies for managing difficult behaviours in meetings.

6. Selling Change

- To consider what needs to be communicated when change is initiated.
- To explore the need to convince those affected by change of the need for change and its urgency.
- To consider methods that can be used to achieve buy-in to change programmes.

7. Barriers to Internal Customer Care

- To identify the main barriers to internal customer care and ways of reducing or eliminating them.

8. Maintaining Momentum

- To consider the importance of momentum when innovating.
- To look at what builds momentum behind a project or idea, and what saps energy from a project or idea.

9. Decision Making Approaches

- To help participants understand how, and the extent to which, they involve others in the decision making process.
- To help participants identify whether the decision making approaches currently used are the most effective.
- To consider the pros and cons of using different approaches in different situations.

Day 4

1. On Target for Goal - Goal Setting

- To define aims, goals and objectives.
- To identify the purpose of goal setting.
- To introduce a six-step model for goal setting.
- To enable participants to practise goal setting.
- To identify and discuss some tools and techniques that support setting and achieving goals.

2. SMART Objectives

- To welcome participants to the course.
- To introduce the facilitator and participants to each other.
- To discover the participants needs.
- To encourage interaction and discussion.
- To practise writing SMART objectives.

3. Delegation - Sink or Swim

- To introduce participants to the subject of delegation.
- To explore what constitutes effective and ineffective delegation.
- To consider best practice when delegating.
- To identify some pitfalls to avoid when delegating.

4. Effective Delegation

- To agree the important principles of effective delegation.
- To review and learn from the experience of being delegated to.
- To recognise potential barriers to delegation.
- To prepare a checklist for effective delegation.
- To identify tasks that can't be delegated.
- To plan for delegation.

Day 5

1. An Introduction to Coaching

- To enable participants to be able to define coaching and its purpose.
- To explain the key differences between coaching and mentoring.
- To enable participants to describe a basic coaching model.
- To identify the core skills required by effective coaches.

2. Managing Poor Performance

- To encourage participants to consider different approaches to improving poor performance, and the relative merits of those different approaches.
- To encourage participants to think about appropriate timescales over which they might expect to improve performance and standards.
- To consider the implications of not taking action to improve poor performance.

3. Learning - Push or Pull

- To explore the benefits of different approaches to developing others.
- To help participants choose the most appropriate approach for developing others in a given situation.

4. Strategic Development - Feelings Cards

- To enable participants to consider how their organisation is viewed by customers and staff.
- To identify cultural/image strengths and weaknesses within the organisation.
- To generate discussion about how cultural/image strengths can be maintained, and how weaknesses might be overcome.

5. Power and Politics 1 - The Games People Play

- To enable participants to consider the value and difficulty caused by organisational politics and political games.
- To create an understanding that managers cannot avoid politics and so need to know the games in which they may – deliberately or inadvertently – be playing.

6. Power and Politics 2 - Sources of Power

- To enable participants to understand what power is and where it comes from.

7. Power and Politics 3 - Profile of Power

- To allow participants the opportunity to identify their own sources of power, to know which they need to develop and to have an action plan for doing this.

Coaching Session

- Two, 60-minute follow-up 1:1 coaching session for each participant with one of our experienced Leadership Coaches to discuss their progress, share ideas and resolve any issues.

Elements of this syllabus are subject to change.

First Line / New Manager Management Development Programme

Course Duration: 4-days

OVERVIEW

At no time in history has the demand for effective management been greater. Effective managers will increase the organisations productivity. This practical management development programme provides the newly appointed manager or the manager with limited management training with a variety of results-oriented strategies and techniques and the knowledge of why, when and how to use them. In this highly interactive program you will develop your skills and knowledge to successfully get work done through others, to increase productivity and to reduce turnover in your group. You will participate in a variety of workshops, self-assessments, group discussions, and case studies designed to help you succeed in a wide variety of supervisory situations. The program is packed with useful techniques and strategies to build your managerial toolkit. By the end of the program you will have developed a new set of skills that will help you effectively carry out your responsibilities and improve your own and your group's productivity.

WHO SHOULD ATTEND?

This development programme is designed for new managers or managers with little or no formal management training who manage professional and / or support staff.

BUSINESS BENEFITS

- People perform better and are more productive.
- Increased profitability.
- Reduction in business costs.

OUTCOMES

By the end of this course you will be able to:

- Better handle your transition into management.
- More effectively communicate and improve your group's productivity.
- Set goals and delegate tasks.
- Manage your time more effectively.
- Better deal with difficult employees and situations.

COURSE CONTENT

Day 1

1. Basic Leadership Skills

- To encourage participants to consider planning and preparation as part of leadership.
- To facilitate discussion around playing to the team's strength.
- To consider factors that motivate staff to perform well.
- To encourage staff to self assess, review and reflect on performance.
- To encourage leaders to consider their communication skills.
- To encourage leaders to consider the question of keeping people motivated.
- To demonstrate leadership skills in a practical task.

2. Qualities of Effective Managers

- To challenge participants to rank the qualities of a manager.
- To allow participants to develop an understanding of the more important qualities that a manager can have, and what makes a great manager.
- To discuss the differences in perception between what managers think and what their teams think.

3. Triangle of Responsibility - Three Key Roles of Management

- To allow first time managers to become familiar with the important aspects of being a manager.
- To help participants understand the three key roles of a manager.

4. Delegation - Sink or Swim

- To introduce participants to the subject of delegation.
- To explore what constitutes effective and ineffective delegation.
- To consider best practice when delegating.
- To identify some pitfalls to avoid when delegating.

5. Effective Delegation

- To agree the important principles of effective delegation.
- To review and learn from the experience of being delegated to.
- To recognise potential barriers to delegation.
- To prepare a checklist for effective delegation.
- To identify tasks that can't be delegated.
- To plan for delegation.

6. The Two Farmers

- To help first time managers to recognise and discuss some of the things that they need to do to build awareness of the team and monitor its performance.

- To help first time managers understand the importance of spotting potential problems quickly and taking appropriate action to help the team overcome these.

Day 2

1. Disciplinary Procedures - Behaviours and Skills

- To consider how a disciplinary policy/procedure should be used in practice.
- To help participants identify the skills and behaviours they should adopt as managers when involved in a disciplinary procedure.

2. Disciplinary Procedures - What and Why?

- To help participants understand the benefits of having a disciplinary procedure.
- To help participants learn about the organisation's procedure and their responsibility within it.

3. Firm Management ... or Bullying?

- To explore the differences between bullying behaviour and that of firm management.
- To understand the impact of organisational culture and norms on managers' behaviour.

4. Leadership Identikit

- To explore perceived differences and similarities between leadership and management.
- To explore the relationship between leadership and management.

5. Introduction to Leadership Styles

- To explore different styles of leadership and their practical application.

6. Introduction to Transactional Analysis

- To provide participants with a way of understanding behaviour and improving communication.
- To provide a very basic introduction to transactional analysis.

Day 3

1. Motivators

- To explore what motivates us.
- To identify ways of maintaining motivation.

2. Introduction to Giving Feedback

- To build an understanding of the characteristics and differences between constructive feedback, praise and criticism.
- To explain the importance of constructive feedback.
- To build awareness of "good practice" guidelines for providing constructive feedback.

3. Re-Scripting Feedback

- To encourage participants to consider the art of feedback and to ensure their feedback is appropriate and objective.
- To enable participants to identify useful, helpful, constructive feedback.
- To clarify what makes useful, constructive feedback.
- To develop participants ability to give constructive feedback.
- To consider how it feels to be on the receiving end of destructive or unhelpful feedback.

4. Preparing for a Performance Review

- To encourage participants to think about the things they need to do before conducting a performance review.
- To consider the importance of effective planning before a performance review.
- To identify questions that should be asked in a review, and to recognise the importance of thinking in advance about open, constructive questions that can be used in the review.

5. Managing Poor Performance

- To encourage participants to consider different approaches to improving poor performance, and the relative merits of those different approaches.
- To encourage participants to think about appropriate timescales over which they might expect to improve performance and standards.
- To consider the implications of not taking action to improve poor performance.

Day 4

1. Workplace Coaching 1 - The What

- To enable participants to understand what workplace coaching is.
- To agree a shared definition of workplace coaching.
- To explain the key differences between coaching and mentoring.

2. Workplace Coaching 2 - The How

- To identify the core skills required by effective coaches.

- To enable participants to describe the GROW coaching model.
3. Workplace Coaching 3 - The Practice
 - To provide an opportunity for participants to practise their coaching skills.
 - To provide an opportunity for participants to practise using the GROW model.
 - To provide an opportunity for participants to practise questioning, listening and summarising.
 4. Workplace Coaching 4 - The Plan
 - To provide an opportunity for participants to think about how they'll use the GROW model back in the workplace.
 - To encourage participants to think about the questions they'll use to facilitate use of the GROW model.
 - To review the GROW model.
 - To review key learning points about workplace coaching.
 5. Workplace Coaching 5 - The Record
 - To explain the importance of keeping a record of coaching sessions that is both helpful to the coach and the person being coached.
 - To introduce a simple plan that participants might like to use in their coaching sessions.
 6. Workplace Coaching 6 - The Review Quiz
 - To remind participants of some of the key learning points about workplace coaching.
 - To provide a fun but thorough review of learning.
 7. Power and Politics 1 - The Games People Play
 - To enable participants to consider the value and difficulty caused by organisational politics and political games.
 - To create an understanding that managers cannot avoid politics and so need to know the games in which they may – deliberately or inadvertently – be playing.
 8. Power and Politics 2 - Sources of Power
 - To enable participants to understand what power is and where it comes from.
 9. Power and Politics 3 - Profile of Power
 - To allow participants the opportunity to identify their own sources of power, to know which they need to develop and to have an action plan for doing this.
- Coaching Session**
- One, 60-minute follow-up 1:1 virtual coaching session for each participant with one of our experienced Leadership Coaches to discuss their progress, share ideas and resolve any issues.

Counselling Skills for Managers

Course Duration: 1-day

OVERVIEW

In our Counselling Skills for Managers seminar, we will help you build the counselling skills you need to operate effectively in your job. This is a highly interactive, practice-driven training class; you will not only learn about rapport building, develop counselling skills and communicate more effectively but you will participate in role-plays and small group interactions to help you get comfortable with your new skills before you take them back to your workplace.

WHO SHOULD ATTEND?

New managers or experienced managers wishing to increase their counselling capability including people wishing to develop into a managerial career.

BUSINESS BENEFITS

- Higher employee engagement.
- Lower employee turnover.
- Reduced absenteeism.

OUTCOMES

By the end of this course you will be able to:

- Understand coaching and how it is different to mentoring.
- Understand counselling process and outline a typical counselling process.
- Undertake counselling sessions in your workplace.
- Question an employee more effectively.
- Remain neutral in work counselling sessions.

COURSE CONTENT

1. An Introduction to Coaching

- To enable participants to be able to define coaching and its purpose.
- To explain the key differences between coaching and mentoring.
- To enable participants to describe a basic coaching model.
- To identify the core skills required by effective coaches.

2. Body Language and Mirroring

- To show participants how we tend to mirror the body language of others when rapport is established.
- To discuss what happens to body language when rapport is absent.

3. Counselling - What skills do I need?

- To identify the key skills that, collectively, constitute effective counselling skills for managers.

4. In Support

- To define counselling skills.
- To build an understanding of the difference between counselling skills, the counsellor and a disciplinary interview.
- To identify situations where the use of counselling skills might be appropriate.

5. Questions to Probe, Explore and Challenge

- To demonstrate the importance of open questions when exploring problems.
- To encourage participants to identify effective open questions for challenging blocks and assumptions.

6. Remaining Neutral

- To consider the pitfalls and dangers of giving advice when helping staff solve their own problems.
- To consider the dangers of making judgements or assumptions about the nature of someone else's problem.

7. Summary and Clarification

- To demonstrate the importance of summary and clarification in effective communication.

Elements of this syllabus are subject to change.

Coaching

Course Duration: 2½-days

OVERVIEW

Coaching is the most effective technique a manager can employ to enhance individual and team performance. In the current economic environment, managers are challenged to get the best from each and every individual. This course is specifically designed to train business directors and front-line managers on how to coach their direct reports and teams to high levels of performance to achieve critical business objectives. During our practical hands-on workshops, every participant will be guided through a proven process to develop a customised coaching plan for each individual on their team. Learn how to a kick it up a notch and accelerate the pace of performance development through coaching.

WHO SHOULD ATTEND?

Directors and managers who want to improve the performance of their direct reports to achieve business objectives. Also high potential employees would benefit from participating on this course.

BUSINESS BENEFITS

- Identify the specific skills and behaviours needed to help your staff reach and exceed their goals.
- Build trusting partnerships and maximise the growth potential of your team.
- Implement plans immediately for each of your direct reports that will turnaround your poor performers, strengthen your team and better leverage your high performers.

OUTCOMES

By the end of this course you will be able to:

- Define coaching and its purpose.
- Use the GROW model.
- Use your coaching skills.
- Effectively coach individuals.
- Understand Transactional Analysis.
- Effectively give feedback to members of your team.
- More effectively recognise individual's performance.

COURSE CONTENT

Day 1

1. An Introduction to Coaching

- To enable participants to be able to define coaching and its purpose.
- To explain the key differences between coaching and mentoring.
- To enable participants to describe a basic coaching model.
- To identify the core skills required by effective coaches.

2. Workplace Coaching 1 - The What

- To enable participants to understand what workplace coaching is.
- To agree a shared definition of workplace coaching.
- To explain the key differences between coaching and mentoring.

3. Workplace Coaching 2 - The How

- To identify the core skills required by effective coaches.
- To enable participants to describe the GROW coaching model.

4. Workplace Coaching 3 - The Practice

- To provide an opportunity for participants to practise their coaching skills.
- To provide an opportunity for participants to practise using the GROW model.
- To provide an opportunity for participants to practise questioning, listening and summarising.

5. Workplace Coaching 4 - The Plan

- To provide an opportunity for participants to think about how they'll use the GROW model back in the workplace.
- To encourage participants to think about the questions they'll use to facilitate use of the GROW model.
- To review the GROW model.
- To review key learning points about workplace coaching.

6. Workplace Coaching 5 - The Record

- To explain the importance of keeping a record of coaching sessions that is both helpful to the coach and the person being coached.
- To introduce a simple plan that participants might like to use in their coaching sessions.

7. Workplace Coaching 6 - The Review

- To remind participants of some of the key learning points about workplace coaching.
- To provide a fun but thorough review of learning.

Day 2

1. Coaching Skills Review

- To encourage participants to think about their own coaching skills development needs.
- To remind participants of the GROW model.

2. Introduction to Giving Feedback

- To build an understanding of the characteristics and differences between constructive feedback, praise and criticism.
- To explain the importance of constructive feedback.
- To build awareness of "good practice" guidelines for providing constructive feedback.

3. Re-Scripting Feedback

- To encourage participants to consider the art of feedback and to ensure their feedback is appropriate and objective.
- To enable participants to identify useful, helpful, constructive feedback.
- To clarify what makes useful, constructive feedback.
- To develop participants ability to give constructive feedback.
- To consider how it feels to be on the receiving end of destructive or unhelpful feedback.

4. Remaining Neutral

- To consider the pitfalls and dangers of giving advice when helping staff solve their own problems.
- To consider the dangers of making judgements or assumptions about the nature of someone else's problem.

5. Learning - Push or Pull

- To explore the benefits of different approaches to developing others.
- To help participants choose the most appropriate approach for developing others in a given situation.

6. Introduction to Transactional Analysis

- To provide participants with a way of understanding behaviour and improving communication.
- To provide a very basic introduction to transactional analysis.

7. Acts of Recognition

- To help participants recognise how their behaviour/communication is experienced by others.
- To encourage participants to increase the positive acts of recognition they give to others, and to create a working atmosphere in which people feel accepted and recognised.

Virtual Sessions (fortnightly)

- Two, 90-minute follow-up calls for all participants chaired by the Coach to discuss their progress, share ideas and resolve any issues.

Day 3 (at least 4-weeks later)

Coach Certification

- Undergo a coaching audit. Each participant presents their coaching logbook to our coach and then answers a series of questions to determine if they are competent and/or if they require any additional training and development.

Elements of this syllabus are subject to change.

Recruitment

Course Duration: 1-day

OVERVIEW

In our Recruitment Training seminars, we will help you build the skills you need to recruit effectively in your organisation. This is a highly interactive, practice-driven training class; you will not only learn about recruitment but you will participate in role-plays and small group interactions to help you get comfortable with recruitment processes before you take them back to your workplace.

WHO SHOULD ATTEND?

Anyone wishing to increase their competence in recruitment including people new to recruitment or those without any formal training.

BUSINESS BENEFITS

- Reduction in employee turnover.
- Minimise the cost of recruitment.
- Decrease liability in discrimination lawsuits.

OUTCOMES

By the end of this course you will be able to:

- Understand the key stages of the recruitment process and current best practice in relation to each stage.
- Operate compliant recruitment and selection.
- Prepare a Person Specification
- Increase your effectiveness at interviewing.
- Effectively short list candidates.
- Undertake behaviour-based interviews.
- Understand the recruitment cycle.

COURSE CONTENT

1. Fair Play

- To identify the key stages of the recruitment and selection process and current best practice in relation to each stage.
- To identify and describe the purposes and potential uses of recruitment and selection documentation and the consequences of inappropriate/incomplete records.

- To identify ways of ensuring fair, equitable and legal decision-making with the recruitment and selection process.
 - To identify inappropriate actions and behaviours on the part of those involved in recruitment and selection and explore strategies for dealing with these.
2. Perfect Fit - Preparing a Person Specification
- To identify the purpose of the person specification when recruiting and selecting.
 - To identify key principles for drawing up legal and effective person specifications.
3. Questions to Probe, Explore & Challenge
- To demonstrate the importance of open questions when exploring problems.
 - To encourage participants to identify effective open questions for challenging blocks and assumptions.
4. Short-listing Candidates
- To identify the purpose of effective short-listing in recruitment and selection.
 - To identify key principles for short-listing.
 - To identify potential difficulties with short-listing and ways of overcoming these.
 - To provide an opportunity for participants to practise completing short-listing documentation, ensuring a fair and accurate assessment of evidence.
5. Behaviour-based Interviews - What and Why
- To explain the difference between traditional methods of selection interviewing and behaviour based selection interviews.
 - To highlight the disadvantages of 'traditional' interview techniques.
 - To highlight the advantages of structured behaviour based interviews.
6. Recruitment Cycle
- To consider the importance of planning recruitment.
 - To prepare a list of actions that may need to be completed as part of the recruitment process, prior to recruiting a new member of staff.

Elements of this syllabus are subject to change.

Strategic Development

Course Duration: 1 day

OVERVIEW

Today, Organisations are faced with an increasingly competitive environment. Leaders face escalating pressure to do more with less: to optimise resources, lower costs, and meet the needs of diverse stakeholders. In this environment, sound strategic development is essential to an organisation's survival and prosperity. This course is designed to include the latest strategic development techniques and you will participate in role-plays and small group interactions and learn how to develop strategy confidently and be successful in achieving your business plans.

WHO SHOULD ATTEND?

Suitable for managers, interested in becoming more proficient in strategic development.

BUSINESS BENEFITS

- Clearly define organisation purpose with established realistic goals and objectives consistent with mission in a defined time frame within capacity.
- More effective use of resources by focusing on the key priorities.
- Increase productivity from increased efficiency and effectiveness.
- Solve major problems in organisation.

OUTCOMES

By the end of this course you will be able to:

- Build an understanding of the key steps in strategic planning.
- Analyse financial and other data using a SWOT analysis.
- Determine where your organisation is now.
- Explore various future options and appraise them.
- Develop a Strategic Plan.
- Sell your strategic plan.

COURSE CONTENT

1. Strategic Development (Feelings Cards)

- To enable participants to consider how their organisation is viewed by customers and staff.
- To identify cultural/image strengths and weaknesses within the organisation.
- To generate discussion about how cultural/image strengths can be maintained, and how weaknesses might be overcome.

2. Strategic Planning I (Where are we now?)

- To build an understanding of the key steps in strategic planning.
- To encourage participants to analyse financial and other data using a SWOT analysis.
- To encourage participants to think about where they are now, before moving on in the next module to consider where they want to be.

3. Strategic Planning II (Where do we want to be?)

- To give participants the opportunity to identify and explore options and appraise these.
- For participants to create a 3-5 year outline strategic plan based on the fictional case study they've been given.

4. Strategic Planning III (How will we get there?)

- To encourage participants to develop a strategy from the options generated in previous sessions.
- To encourage participants to prepare and give a persuasive presentation outlining their strategy and the work they have done.

Elements of this syllabus are subject to change.

Business Planning & Forecasting

Course Duration: 2 days

OVERVIEW

In today's increasingly competitive business environment business decisions must be based on clear targets and sound planning. The ability to develop and implement business plans is nowadays a core competence. This extremely practical course enables you to contribute to your organisation's business planning during the workshop and so "learn while doing". You will participate in role-plays and small group interactions and learn how to successfully apply your new planning and forecasting skills.

WHO SHOULD ATTEND?

Suitable for managers or staff with responsibility for business planning and forecasting. New employees or those without formal training will benefit most.

BUSINESS BENEFITS

- Business planning more accurate and of superior quality.
- Executable, high impact strategies are developed.
- Improved customer excellence.

OUTCOMES

By the end of this course you will be able to:

- Conduct an environmental (internal and external) analysis of a business.
- Articulate the aims, objectives and key aspects of a strategic business plan, which takes into account the organisational vision and mission.
- Develop a strategic plan and a business plan based on the strategic plan.
- Implement the strategic and business plans.
- Monitor the success of the strategic and business plans and respond to performance.

COURSE CONTENT

Day 1

1. Business Planning - An Introduction

- To explore business planning as a process.
- To identify the typical structure and contents of a business plan.
- To identify the potential readership of a business plan.
- To reflect on the contents of a business plan from a reader's perspective

2. Boom or Bust - An introduction to profit and loss statements and cash flow forecasting
 - To understand how a forecast profit and loss account is created.
 - To give participants the opportunity to practise drafting a simple profit and loss account, to explain the importance of a projected cash flow statement and to recognise that forecasts are only as good as the assumptions on which they are based.

3. An introduction to budgeting
 - To enable participants to identify key principles of budgetary management.
 - To identify key questions that should be asked when agreeing budgets.
 - To identify the issues that can arise when budget setting and managing budgets.

4. Strategic Planning I (Where are we now?)
 - To build an understanding of the key steps in strategic planning.
 - To encourage participants to analyse financial and other data using a SWOT analysis.
 - To encourage participants to think about where they are now, before moving on in the next module to consider where they want to be. 120-mins
 - To identify the questions that need to be asked in advance of implementing any change.

Day 2

1. Strategic Planning II (Where do we want to be?)
 - To give participants the opportunity to identify and explore options and appraise these.
 - For participants to create a 3-5 year outline strategic plan based on the fictional case study they've been given.
2. Strategic Planning III (How will we get there?)
 - To encourage participants to develop a strategy from the options generated in previous sessions.
 - To encourage participants to prepare and give a persuasive presentation outlining their strategy and the work they have done.
3. Introducing CRM
 - To define and briefly explore the concept of Customer Relationship Management.
 - To consider the types of data that helps organisations manage their customer relationships and where this can be found.

Elements of this syllabus are subject to change.

Planning & Preparation

Course Duration: 1 to 2 days

OVERVIEW

Successful business people are strong in planning and preparation skills. They are capable in setting achievable goals for themselves, individuals and their team. This course is designed to include the latest techniques involved with good planning and preparation skills and the ability to utilise and plan resources effectively. It also optimises on the skills required for Goal setting for effective planning levels and anticipating the required contingencies involved. You will participate in role-plays and small group interactions and learn how to plan confidently and be successful in achieving your goals.

WHO SHOULD ATTEND?

Suitable for managers, planners and any staff interested in becoming more proficient in planning day-to-day tasks.

BUSINESS BENEFITS

- People perform better and are more productive.
- Operations are more profitable.
- Planning more focused on needs and of superior quality.
- Improved customer excellence.

OUTCOMES

By the end of this course you will be able to:

- Planning and prepare more successfully activities and events of your team's operations
- Utilise Techniques and Methods for careful planning at all stages of the process.
- Set goals as realistic and achievable tasks and objectives for you, other individuals and team units.
- Consider the Pit Falls and Contingencies should situations and events change
- Develop Techniques to ensure personal planning skills development and actions for future successful objectives.

COURSE CONTENT

Day 1

1. Breaking Goals Down

- To show the value of breaking goals down into smaller chunks.
- To provide participants the opportunity to practise breaking long-term goals down into a series of short term objectives.

2. Planning for a Change

- To identify the questions that need to be asked in advance of implementing any change.
- To create a 'bench' of pre-defined questions to use when planning.
- This module is ideally suited to team leaders and junior managers.
- To consider these questions in relation to a forthcoming change.

3. An introduction to budgeting

- To enable participants to identify key principles of budgetary management.
- To identify key questions that should be asked when agreeing budgets.
- To identify the issues that can arise when budget setting and managing budgets.

4. The Wedding Planner

- To highlight the importance of time management.
- To introduce some of the key aspects of effective time management.

5. The Art of Prioritising

- To provide an opportunity for participants to practise using the urgent/important matrix.
- To introduce the ABC and matrix systems, as alternative methods for prioritising work.

6. SMART Objectives

- To practise writing SMART objectives.

7. Planning a Presentation

- To explain one technique for planning a presentation.
- To provide participants with an opportunity to practise planning what to include in a presentation and how to structure it.

Day 2 (Optional Strategic Planning Day)

1. Strategic Planning I (Where are we now?)

- To build an understanding of the key steps in strategic planning.
- To encourage participants to analyse financial and other data using a SWOT analysis.

- To encourage participants to think about where they are now, before moving on in the next module to consider where they want to be.
2. Strategic Planning II (Where do we want to be?)
- To give participants the opportunity to identify and explore options and appraise these.
 - For participants to create a 3-5 year outline strategic plan based on the fictional case study they've been given.
3. Strategic Planning III (How will we get there?)
- To encourage participants to develop a strategy from the options generated in previous sessions.
 - To encourage participants to prepare and give a persuasive presentation outlining their strategy and the work they have done.

Elements of this syllabus are subject to change.

Decision Making

Course Duration: 1-day

OVERVIEW

Decision making is the process of selecting an option from among a set of alternatives. It is an integral part of our everyday lives as well as the professional world. Our Decision Making Seminars provides a comprehensive overview of decision making. This is a highly interactive, practice-driven training class; you will not only learn how to make effective decisions but you will participate in role-plays and small group interactions to help you learn tools and techniques to use back in your workplace or your world.

WHO SHOULD ATTEND?

Anyone who desires to improve the quality of the decisions they make, particularly those new to management or project management. This course will benefit those wishing to build their capability in decision making.

BUSINESS BENEFITS

- Increases the occurrences of 'right first time' within organisation.
- Deliver more projects within budget and on time.
- More productive teams.

OUTCOMES

By the end of this course you will be able to:

- Work effectively with others to make decisions.
- Use a range of decision-making tools & techniques.
- Effectively leverage feelings, logic, intuition and sensations in the decision making process.
- Understand basic risk management strategies.
- Use a structured approach for evaluating ideas and solutions.

COURSE CONTENT

1. Understanding Decisions

- To help participants understand the nature of decisions in relation to problem solving.

2. Decision Making Approaches

- To help participants understand how, and the extent to which, they involve others in the decision making process.
 - To help participants identify whether the decision making approaches currently used are the most effective.
 - To consider the pros and cons of using different approaches in different situations.
3. Decision Matrix
- To demonstrate how a decision matrix can be used, when trying to decide between various options.
 - To demonstrate the importance of weighting different criteria when making decisions.
4. How We Make Decisions
- To help participants understand the role of feelings, logic, intuition and sensations in the decision making process.
 - To briefly consider participant's use of each of these elements in their own decision making.
5. Stepping Stones
- To encourage team development.
 - To focus discussion on the team's approach to problem solving, communication, success and failure and team leadership.
6. Bridge Challenge - Maintaining Momentum
- To consider the importance of momentum when innovating.
 - To look at what builds momentum behind a project or idea, and what saps energy from a project or idea.
7. An Introduction to Risk
- To encourage participants to think about the nature of risk.
 - To encourage participants to think about risk in relation to project management.
 - To provide participants with an understanding of basic risk management strategies.
8. Evaluating Ideas
- To show the importance of properly evaluating ideas and solutions.
 - To explain the need for a structured approach to evaluation.
 - To introduce one method for evaluating ideas and solutions.
 - To provide an opportunity for participants to practice evaluating ideas.
 - To encourage participants to recognise the need to tweak/adapt ideas and then re-evaluate them.

Elements of this syllabus are subject to change.

Information Gathering

Course Duration: 1-day

OVERVIEW

In our Information Gathering Training seminars, we will help you build the skills you need to gather information yourself constructively and effectively in any situation. This is a highly interactive, practice-driven training class; you will not only learn the principles of information gathering but you will participate in role-plays and small group interactions to help you get comfortable with the information gathering process before you take it back to your workplace or your world.

WHO SHOULD ATTEND?

Anyone who desires to improve how they gather information.

BUSINESS BENEFITS

- Improved organisational information gathering capability.
- Improved quality of organisational decisions.
- Organisational problems solved quicker and more effectively.

OUTCOMES

By the end of this course you will be able to:

- Develop information gathering skills.
- Gather better information faster by listening more effectively.
- Effectively use questioning to explore problems.
- Summarise and clarify gathered information.
- Be able to find common ground with others in order to gather information.
- Manage meetings more effectively.

COURSE CONTENT

1. Introductions

- To encourage participants to share information about themselves.
- To build rapport among participants.
- To start to identify core communication skills.
- To explore the use of the communication loop.

2. A Listening Exercise

- To test listening skills.
- To illustrate the dangers of making assumptions.

- To encourage participants to think about how they can check their understanding of information they receive.
3. Questions to Probe, Explore and Challenge
- To demonstrate the importance of open questions when exploring problems.
 - To encourage participants to identify effective open questions for challenging blocks and assumptions.
4. Special Offer
- To demonstrate the importance of summary and clarification in effective communication.
 - To test participants' ability to listen effectively, check understanding and summarise key points back to the person delivering information to them.
 - To briefly consider some of the barriers to effective listening and techniques for minimising these.
5. Summary and Clarification
- To demonstrate the importance of summary and clarification in effective communication.
6. Dinner Party Mayhem
- To create a situation where participants have to manage change driven by one department, affecting the work of another.
 - To identify some key learning points about managing change.
 - To test information gathering and sharing skills.
 - To demonstrate the importance of effective questioning, summary and clarification and active listening.
 - To consider the pros and cons of different leadership styles.
7. Something in Common
- To encourage participants to find things they have in common.
 - To consider the impact on relationships of finding common ground.
8. Happy Holidays
- To demonstrate the importance of exploring customers' needs through questioning, listening and checking understanding.
9. Sales Call Analysis
- To analyse a typical sales call and identify areas for improvement.
 - To assess who does most of the talking in a typical sales call.
 - To consider the importance of open questions in sales calls.

10. Making Meetings Effective

- To encourage participants to think about what causes meetings to be ineffective.
- To identify what can be done to make meetings effective.
- To introduce the acronym APPLE and explain how focusing on five simple themes will help participants ensure meetings are effective.

11. An Exercise in Communication

- To encourage participants to communicate effectively in order to gather all the information available.
- To encourage participants to think about how they communicate.
- To encourage participants to work co-operatively to solve a shared problem.

Elements of this syllabus are subject to change.

Human Resources

Course Duration: 1-day

OVERVIEW

In our Human Resources (HR) Training seminars, we will help you build the HR skills you need to operate effectively in your organisation. This is a highly interactive, practice-driven training class; you will not only learn about HR legislation but you will participate in role-plays and small group interactions to help you get comfortable with HR processes before you take them back to your workplace.

WHO SHOULD ATTEND?

Anyone wishing to increase their awareness of Human Resources including people new to Human Resources or those without any formal HR training, managers and supervisors.

BUSINESS BENEFITS

- Minimise inappropriate and non aligned employee behaviour.
- Decrease liability in lawsuits.
- Reduction in the cost of recruitment.

OUTCOMES

By the end of this course you will be able to:

- Understand differences, work together and benefit from these differences.
- Recognise what is appropriate and inappropriate behaviours.
- Identify ways that equal opportunities and diversity can be used to improve effectiveness at work.
- Breaking down the barriers to effective communication.
- Operate compliant recruitment and selection.
- More effectively manage poor conduct and capability.
- Increase your effectiveness at recruitment.
- Understand the UK Age Discrimination Regulations.

COURSE CONTENT

1. Age Discrimination Briefing

- To provide an outline of the main issues raised by the new UK Age Regulations.

- To provide a framework for discussion about the impact of the Regulations and changes that line managers need to be aware of.
2. Age Discrimination Quick Quiz
 - To test participants understanding of the new Age Regulations introduced in 2006 in the UK.
 3. Experiences of Minority Groups
 - To help participants to consider how it feels to be different from the majority.
 - To encourage understanding of the sources of prejudicial feelings and ways of behaving that can make others feel uncomfortable.
 4. Disciplinary Procedures - Behaviours and Skills
 - To consider how a disciplinary policy/procedure should be used in practice.
 - To help participants identify the skills and behaviours they should adopt as managers when involved in a disciplinary procedure.
 5. Disciplinary Procedures - What and Why?
 - To help participants understand the benefits of having a disciplinary procedure.
 - To help participants learn about the organisation's procedure and their responsibility within it.
 6. Signs of Distress
 - Under the Management of Health and Safety at Work Regulations 1999, to assess the risk of distress-related ill health arising from work activity.
 - Under the Health and Safety at Work etc Act 1974, to take measures to control that risk.
 7. Attitude or Skills? What to Look for When Recruiting
 - To explain the link between skills, attitudes and behaviours.
 - To show the importance of considering attitude as well as skills when recruiting staff.
 - To consider how attitudes and skills can be examined in behaviour based interviews.
 8. Perfect Fit - Preparing a Person Specification

- To identify the purpose of the person specification when recruiting and selecting.
- To identify key principles for drawing up legal and effective person specifications.

9. Short-listing Candidates

- To identify the purpose of effective short-listing in recruitment and selection.
- To identify key principles for short-listing.
- To identify potential difficulties with short-listing and ways of overcoming these.
- To provide an opportunity for participants to practise completing short-listing documentation, ensuring a fair and accurate assessment of evidence.

Elements of this syllabus are subject to change.

Introduction to Project Management

Course Duration: 1-day

OVERVIEW

Project Management is at the core of much that we do. Whether managing a project at work or managing a DIY project at home the core essentials of Project Management remain the same: Plan, Implement and Review.

This introduction to Project Management is designed to be useful across a broad audience, from the Project Management team itself all the way through to the end users. It also encourages the creation and application of a structured approach to project management that will simplify, add transparency and is intended to shorten the project management lifecycle.

WHO SHOULD ATTEND?

This course is relevant to everyone that is involved in, or will hope to benefit from a project.

BUSINESS BENEFITS

- Increase the rate that projects are swiftly initiated and delivered
- Allow project budgets and scope to be better kept under control
- Better motivate project teams
- Ensure the quality of the project deliverables

OUTCOMES

By the end of this course you will be able to:

- Avoid the major pitfalls of project management
- Initiate and plan a project
- Implement and monitor a projects lifecycle
- Review and close a project
- Develop a project management structure
- £800 for groups of up to 12 people.

COURSE CONTENT

1. Develop and manage a Case Study - Participants are encouraged to question the project at its outset and to define and then discuss a group case study.
2. Identify and avoid negative project experiences - Participants are told to focus upon their own negative experiences in order to avoid them occurring within their own projects.

3. How to apply (and why you need) Project Structure - Understanding how Project structure can avoid a multitude of issues as well as protect the project and it's sponsors.
4. Establish project deliverables - Definition and prioritisation of Project Deliverables. Agreeing the definition of project success and avoiding project failure.
5. Set up communication lines within the Project - Both formal and informal communication requirements. Highlighting issues and blockages whilst keeping the project on track.
6. Set up and manage a real project - manage timelines, budgets and multiple work-streams.
7. Close a project - close, review and report on a completed project. Identify the positives and negatives. Incorporate the lessons learned into a broader project management ethos.

Elements of this syllabus are subject to change.

Project Management

Course Duration: 2-days

OVERVIEW

Many organisations are realising that the traditional project management principles are no longer applicable in today's extremely dynamic and demanding environment. A fixed approach of planning is no longer a good method since it is very difficult to anticipate everything in advance and respond to it in the plan. Instead, more agile planning methods are required to accommodate for changing markets, technology and resources over the course of a typical project. As a result, new project managers must be systematically thought on best practices and established management techniques. In this course, you will understand the role of project manager as a broker of information. You will learn how to manage time, resources, cost, risk and quality using a variety of practical hands-on exercises.

WHO SHOULD ATTEND?

The Project Management will prepare supervisors, team leaders, managers and specialists in all sectors, for involvement in operational and strategic projects.

BUSINESS BENEFITS

- Increase the rate that projects are swiftly initiated and delivered
- Allow project budgets and scope to be better kept under control
- Better motivate project teams
- Ensure the quality of the project deliverables

OUTCOMES

By the end of this course you will be able to:

- **Manage** resources of your project
- **Monitor** the progress of your project against targets
- Use **Work Break Down Structures (WBS)** to plan a project efficiently
- Handle team members and **motivate** your team
- Boost **creativity** systematically
- Manage efficient **meetings** to increase efficiency
- Maintain **rapport**
- Manage **change** to project requirements

COURSE CONTENT

1. Mission

- Differences between a project and your daily tasks?
- Project Management versus Team Leading
- Setting up project objectives and constraints
- Identifying scope and ultimate goals
- Stakeholders and clients roles in project objectives

2. Project Planning

- Project life cycles & planning models
- Introduction to planning tools
- Work breakdown structures
- Deliverables
- Estimating time and cost
- Resource allocation and management
- Setting up Gantt charts
- Precedence networks
- Risk management
- Creating contingency plans
- Effective documentation system

3. Project Progress Monitoring

- How to monitor performance and measure progress against objectives
- How to keep track of new issues as they are discovered and eliminating them
- Effective decision making
- Quality control procedures

4. Handling Clients and Stakeholders

- Effective communications
- Influencing key people
- Keep your clients updated
- Manage requests for change

5. Handling Team Members

- How to give effective feedback
- How to have a productive meeting
- How to maintain rapport with team members
- How to motivate the team and keep them committed to the project's mission
- How to boost creativity

6. Meaningful Meetings

- How to manage a meeting to get everyone's input
- How to capture what is discussed
- Effective brainstorming

- Meeting frequency

7. Project Close

- Stakeholder Acceptance
- Final documentation before closing down
- Marketing

Elements of this syllabus are subject to change.

Advanced Project Management

Course Duration: 1-day

OVERVIEW

It's easy to forget the "manager" part of the "project manager" title amongst all the activity during a project. However, it is crucial that participants hone their management skills as they are an important part of their success as a project manager. There are also some advanced project management techniques that they can master to help bring their projects to the next level. These are the two areas that we will focus on in this one-day workshop. This workshop presumes that you have a thorough understanding of project management, including topics such as preparing a statement of work, setting project goals, scheduling, budgeting, managing project risks, and executing a project.

WHO SHOULD ATTEND?

This course is ideal for experienced managers who have already managed projects, know a thing or two about Gantt charts, budgets, work packages and so on but may not be familiar with more elaborate topics such as critical path analysis and risk management. Managers who have learned on the job and have not had any formal project management training will also benefit.

BUSINESS BENEFITS

- Increase the rate that projects are swiftly initiated and delivered
- Allow project budgets and scope to be better kept under control
- Better motivate project teams
- Ensure the quality of the project deliverables

OUTCOMES

By the end of this course you will be able to:

- Think critically when choosing a project team
- Make the best of an assigned project team
- Help teams move through various stages to become a high-functioning machine
- Maximise productivity at team meetings
- Reward and motivate your team
- Develop and execute a communication plan
- Communicate with sponsors and executives more effectively
- Identify problem team members and strategies for working with

COURSE CONTENT

1. Introduction and Course Overview

- You will spend the first part of the day discussing what will take place during the workshop and also identify your personal learning objectives.

2. Choosing the Project Team

- This session covers some things to consider when choosing a project team and how to make the best of an assigned team.
- Other topics covered include the pre-assignment review, assigning the project work, negotiating for the people you want, and preparing for team problems.

3. Building a Winning Team

- In this session, you will explore why teamwork is so important.
- You will also study Tuckman and Jensen's four stage team development model: Forming, Storming, Norming, and Performing.

4. Team Meetings

- Most projects should have a defined timeline for team meetings. First, project managers meet with the individual members of the team. Then, the project manager meets with the team as a whole. Next, the first status meeting occurs.
- This session will discuss all of these meetings in detail, plus some general meeting management tips.

5. Nine Easy Ways to Reward Your Team

- One challenge many project managers face is how to keep the team motivated during the project.
- You critically evaluate nine ways project managers can keep the team moving and performing at their best.

6. Developing a Communication Plan

- To ensure your project's success, you must include a communications plan as part of your initial project planning.
- This plan will cover the who, when, why, what, and how of your communications with various project members throughout the whole project.

7. Communicating with Sponsors and Executives

- Your project sponsor and executives are key members of your team.
- Typically, they provide the authority and the resources to execute your project.

- During this session, we will discuss some ways to effectively communicate with your sponsor and executives.

8. Dealing with Problem Team Members

- You'll look at a number of problem team members and identify how to turn their problem characteristics into team strengths. Have you ever had a team member that kept running to the sponsor with every little problem? Or a member who never had anything positive to say?

9. Workshop Wrap-Up

- At the end of the day, students will have an opportunity to ask questions and fill out an action plan.

Elements of this syllabus are subject to change.

Project Leader Programme

Course Duration: 3-days + Follow-up

OVERVIEW

Many organisations have the ability to design exceptional project plans, however, leadership-oriented project issues often prevent project managers from executing their plans successfully. Barriers such as poor team interaction or a lack of stakeholder communication frequently decrease the likelihood of project success. This development programme enables project managers to understand the interpersonal, team and organisational dynamics of project management. This four-day programme introduces a behavioural focus into the five phases of project management. It is highly interactive, practice-driven workshops incorporating role-plays and small group interactions, it employs a unique problem solving approach to support you learn and adopt the behaviours that will enable you to lead projects more successfully.

WHO SHOULD ATTEND?

This development programme is designed for Programme Directors, Programme Managers and Project Managers. In addition, individuals, who find themselves, leading strategic initiatives, change projects and other temporary interventions will also value from undertaking this programme.

BUSINESS BENEFITS

- Increased profitability and reduction in business costs.
- Employees perform better and are more productive.
- Reduction in business costs.
- Reduce Employee turnover.
- Provide better vision, boost morale and foster new ideas.

OUTCOMES

By the end of this course you will be able to:

- Understand your project leadership profile, assess it and plan to enhance your strengths while developing your weaknesses.
- Lead a project team and optimise the team's potential for productivity and effectiveness.
- Promote project success by nurturing organisational support and influencing stakeholders.
- Facilitate an effective team working environment.
- Apply principles of change management.
- Influence the project team to work on and support the project.

- Understand how to get the right people involved in the right way on projects.
- Better understand the mechanics of building rules around a team charter.
- Build a process enabling team members to work through difficult challenges on projects.
- Nurture high performance from project teams.
- Create a plan to actively use your enhance project leadership capability back in the workplace.

COURSE CONTENT

Day 1

1. Personality Type (MBTI) Workshop

- Undertake an exploration of the Group dynamics– this is a logical level approach to communication and the behaviour creation processes.
- Exploration of the output from the Myers Briggs Type Indicator questionnaires – The MBTI questionnaire outputs are discussed to provide understanding of the group current and projected dynamics.
- Team discussion to disclose, explore and provide insight into the different personality types.
- Understanding the effects of type in a group situation and provide insight into how the team can achieve high performance.

2. The Group Lens – Team Profile & Dominance

- Type and change exercise.
- Understanding how different quadrant groupings on the team lens prefer to respond to change.

3. Group Reflection

- MBTI standard team exercise, reflecting upon which areas the individuals / group does well and which areas they may not do so well.

4. Individual Exercise

- An exercise in which participants look at their own individual areas of strengths and share these with the group.

5. Values Exercise

- Values elicitation process and exercises.

Day 2

1. Advanced Project Solutions Creation

- Training and development in the following techniques followed by case studies and discussions on how they can be applied in the workplace
 - The Tapes we Play.
 - The Should Process.
 - Positive / Negative Thinking.
 - Fundamental Choice.
 - Solving the Solution 1/2/3.
 - Problem Focus.
 - Solution Focus.
 - Process Solution Frame.
- Personal Development Actions.

Day 3

8. Representational Systems - Coding our Reality

- Representational systems are our internal senses. We re-present what we experience on the outside on our internal mental screen.

9. NLP Rapport - creating trust and understanding

- NLP Rapport is about being on the same wavelength. It is a vital element in any kind of communication.

10. The Meta Model Problem Solving Strategies

- The Meta model is a model for changing our maps of the world and provides a number of problem solving strategies.

11. Guiding behaviour with Meta programmes

- Meta programmes determine how we motivate ourselves, make decisions, buy things, what we are interested in, how we manage time, how long we stay in a job or relationship, our effectiveness with tasks and how we solve problems.

12. The MBTI Meta Programmes

- The MBTI (Myers Briggs Type Indicator) explains differences in behaviour resulting from different ways people use their minds.

13. NLP Reframing, Finding the Right Spin

- NLP Reframing is one of the most useful and simple techniques. Our meanings depend on our frames.

14. Project Leadership Skills

- To consider how to effectively influence groups and individuals.
- To explore the factors on how to gain commitment to achieving a vision rather than just compliance.
- To explore how to motivate people to do tasks and take initiative even when you are not there.
- To facilitate a discussion on how to develop people to become even more capable.
- To discuss the behaviours will get desired results on a day-to-day basis and over the long term.
- To study how to make the most of team members energy and abilities?
- To practise techniques on keeping the team energy and commitment high, but avoid stress and burnout.

Coaching Session

- Two, 60-minute follow-up 1:1 virtual coaching session for each participant or 2, ½-day Team Sessions with one of our experienced Project Coaches to discuss their progress, share ideas and resolve any issues.

Elements of this syllabus are subject to change.

Neuro-Linguistic Programming

Course Duration: 7-days

OVERVIEW

Neuro Linguistic Programming (NLP) is one of the most advanced technologies today for creating human change both in individuals and groups for Business, Education, Coaching, and Therapy. NLP is the most practical, results oriented technology of detecting, understanding and getting in control of our conscious and unconscious thinking. NLP is a model from cognitive and behavioural psychology which was created in 1975 by Richard Bandler and John Grinder, who began modelling and duplicating the "magical results" of a few top communicators and therapists. Among the first successful communicators to be studied included hypnotherapist Milton Erickson, gestalt therapist Fritz Perls, family therapist Virginia Satir, and anthropologist Gregory Bateson. Our NLP Training explores the relationship between how we think (neuro), how we communicate both verbally and non-verbally (linguistic) and our patterns of behaviour and emotion (programmes). NLP Training is widely used in business to improve management, sales and achievement/performance, inter-personal skills; in education to better understand learning styles, develop rapport with students and parents and to aid in motivation; and of course, NLP is a profound set of tools for personal development. In our NLP Training we will show you how to use this technology with yourself and others.

WHO SHOULD ATTEND?

Suitable for anyone who wishes to learn about NLP and has a desire to produce even better results in work and life than they achieve at present. This course is particularly beneficial to leaders, managers, project managers and change agents who wish to improve their success through others.

BUSINESS BENEFITS

- Improved employee effectiveness, productivity and thereby profitability.
- Improved new customer relationship-building and sales performance.
- Gain greater employee satisfaction and contribution through coaching.
- Reduced stress and conflict within organisation.
- Set clearer goals and define realistic profound strategies.
- Enhanced customer care capability and reduce customer loss.

OUTCOMES

By the end of this course you will be able to:

- Build rapport quickly and effectively.

- Develop incredible sensory acuity.
- Use presuppositions of NLP and the communication model.
- Structure your thinking - using modalities and sub modalities.
- Use the 'Swish' pattern - for quickly changing unwanted habits.
- Changing beliefs.
- Use powerful language patterns - the 'meta model' and the 'Milton model'.
- Use anchoring - how to transform negative emotions and have resourceful states whenever you want them.
- Use Time Line Techniques - dealing with negative emotions quickly and easily.
- Use Parts Integration - dealing with internal conflict.
- Deal with phobias in minutes.
- Elicit and utilise strategies - making decisions, spelling strategies etc.

DELIVERY MODE

- Workshop delivery either in-company or external. Before starting the training you will receive a pre-study pack with CD's approximately 50 hours of study before the training. When you leave the training you will have a deep understanding of NLP.

COURSE CONTENT

1. The Basis of NLP

- Study of the fundamental beliefs that allows you to begin to choose the empowering "Cause" model and leave behind the disempowering "Effect" model
- Identify and take control of the intricate connections between your mind, your emotions and your behaviour.
- The clearest and easiest model of how people learn, communicate, change, and evolve themselves.
- The 11 principles of achieving your goals used by all successful goal setters.
- The difference between goals you achieve and goals you don't achieve.
- Learn to set goals and always achieve them.
- Discover how to ask questions so that your (and somebody else's) goals become free from confusion or ambiguity.

2. Rapport – how to create instant liking and agreement.

- Instantly be able to switch onto mutual understanding with anyone you choose.
- Increase your sensitivity to body-language and its true meaning.
- How to use unconscious body postures so that people unconsciously associate positively with you.
- Identify how to use your voice tonality to build rapport (even on the phone).
- How to create instant liking when communicating with friends, relatives, even people you don't know.

3. Representational Systems – we use our 5 senses to represent internally the information from the world.
 - Become aware of how our 5 senses are represented internally in the nervous system.
 - Discover how what we see, hear, feel, smell and taste have an influence on our physical response (whether we are conscious of the process or not).
 - People have different preferences in how they use the 5 senses to process information internally. Learn how to match this to create instant rapport and mutual agreement.
 - Identify and learn how eye movement reflects a person's real thoughts.
 - Find out how to increase creativity, flexibility and learning by using the eye patterns.

4. Submodalities – the secret programming software of your mind.
 - Find out the inner encoding mechanism of your brain and take control of it.
 - Get rid of unwanted behaviours (like eating the wrong foods) using Submodalities.
 - Learn to create a sequence of instructions to modify your disempowering beliefs.
 - Un-useful emotional responses? Discover how to change them with the Swish Pattern.

5. Language Patterns – The words you use show off your intellectual attributes and your personal characteristics.
 - The words we use are chosen unconsciously but they have a special meaning for each individual.
 - Learn how to recognize what type of personality is hiding behind different types of words.
 - Find out how to customize your speech for each individual to achieve instant acceptance and wavelength communication.
 - Learn how to use abstract language to achieve instant agreement and induce trance easily.
 - Discover how 3 questions can help you to reveal specific information about any concealed subject (like a presenting problem).
 - Challenge and overcome objections elegantly.
 - How to assist someone in changing their mind.

6. Anchoring – how to control your feelings and your state of mind.
 - How to be in charge of your internal emotional state rather than being controlled by it.
 - Learn how to set up a personal trigger or stimulus which can move you in a specific direction.
 - Discover how to free yourself from an unwanted internal response to some (past or present) external trigger, like someone's voice.

- Find out how to link your strong personal resources with your ability to access them whenever you want.
 - Get rid of procrastination forever.
7. Strategies - how to control your mental sequence of internal processes to create specific results.
- Discover the technique of sequencing of various internal processes to create a certain result and how to make the result successful each time.
 - Achieve concrete and long lasting results with the help of specific strategies.
 - Discover and learn how to use how people buy things (the decision making strategy) from just watching their eye movements.
 - Learn how to sell based on your client's strategy (rather than yours) for a more fulfilling outcome.
 - Find out how to discover deep love and attraction strategies.
8. Parts – stop inner conflicts.
- How to move beyond “I want this BUT I’m not sure”, “I can’t decide between these two things.”
 - Have all your inner “parts” agree with each other.

Elements of this syllabus are subject to change.

Lean Sigma – White Belt Programme

Course Duration: 4-hours

OVERVIEW

Lean Sigma is the innovatory fusion of today's most effective organisational improvement tools. Using Lean Sigma, you can leverage the power of 'Lean' and '6 Sigma' in a single, synchronised intervention and deliver rapid, high-impact organisational improvement. The 'White Belt' Programme is a highly interactive, practice-driven training class; you will not only learn the Lean Sigma theory and methodologies but you will participate in discussions and small group exercises to help you get comfortable with the Lean Sigma tools and techniques before you take it back to your workplace. The course is included in the first day of the 'Yellow Belt' and provides an evolutionary Lean Sigma capability progression through Yellow to Green to Black Belt. To achieve 'White Belt' Certification candidates must undertake a quiz and suggest one area of improvement in their workplace.

WHO SHOULD ATTEND?

This course is designed for any individuals or organisations interested in obtaining an overview of Lean Sigma improvement methodology. It is ideal for individuals wishing to participate in 'Yellow Belt' deployment projects.

BUSINESS BENEFITS

- Increased profitability.
- Create a diverse, continuous improvement-orientated culture.
- Enhanced customer relationships.
- Reduction in product/service lead-times.
- Reduced operational expenses.
- Reduction in Inventory levels.
- Improved product / service quality.

OUTCOMES

By the end of this course you will be able to:

- Understand what is meant by Lean Sigma.
- Articulate Lean Sigma, in a meaningful way, to your peers, direct reports and customers.
- Inform management about key improvement opportunities that could benefit your organisation, beyond your role or team.
- Work with others to understand customer requirements and improve your work processes.
- Support projects and work towards Yellow Belt certification.

COURSE CONTENT

1. Introduction to Lean Sigma
 - Lean & Six Sigma and how they have evolved.
 - Why organisation use Lean Sigma.
2. The Lean Sigma Process
 - To build an understanding of process.
 - To provide insight into the impact of value within organisations present.
3. General Discussion on quality and continuous improvement within organisations.
 - Exploration of the impact of not meeting customer requirements.
 - Understanding the Importance of reducing variation.
 - Linking Customer, Process, and Strategy.
 - What does Lean Sigma strategy drive?
4. What's Different?
 - Investigate the focus on the Customer.
 - General discussion on the current use of metrics within organisations present.
 - Focus on Process Variation.
5. Changing to the Lean Sigma Process
 - Dealing with change as a process.
 - Relating Change to Lean Sigma Strategy.
 - What we mean by culture.
6. Evolution of Lean Sigma
 - How the Change Is Implemented: Lean Sigma Projects.
 - Lean Sigma Project Teams.
 - How Does Lean Sigma Fit?
7. Lean Sigma Tools
 - Identifying major tools used to support Lean Sigma projects.
 - General Explanation of the major tools.
8. Improvement Approaches
 - Overview of an improvement approach.
 - Discussion on how an Improvement Approach could be used to solve business problems within the organisations present.

9. Lean Sigma Improvement Approach

- Exploration of a seven step Improvement Approach and their sequence in the methodology.
- Look at each of the seven steps with their outputs.
- Recognise tools and concepts that are useful in each step.
- Discussion about the advantages of the Lean Sigma Improvement Approach versus other methodologies.

10. Certification

- Undertake a short quiz to check understanding of training material.
- Complete a short paper suggesting possible opportunities within your organisation for specific improvements.

Elements of this syllabus are subject to change.

Lean Sigma – Yellow Belt Programme

Course Duration: 3-days

OVERVIEW

Lean Sigma is the innovatory fusion of today's most effective organisational improvement tools. Using Lean Sigma, you can leverage the power of 'Lean' and '6 Sigma' in a single, synchronised intervention and deliver rapid, high-impact organisational improvement. The 'Yellow Belt' Programme is a highly interactive, practice-driven training class; you will not only learn the Lean Sigma theory and methodologies but you will participate in discussions and small group exercises to help you develop broad familiarity with the overall lean sigma processes and basic tools and techniques before you take them back to your workplace. The course builds upon the 'White Belt' course and provides an evolutionary Lean Sigma capability progression through Green to Black Belt. To achieve 'Yellow Belt' Certification candidates must undertake a quiz suggest at least three areas of improvement and deploy a project in their workplace.

WHO SHOULD ATTEND?

This course is designed for any individuals or organisations interested in obtaining a deeper of Lean Sigma improvement methodology. It is ideal for individuals wishing to participate in 'Green Belt' Lean Sigma projects and deploying their own improvement project.

BUSINESS BENEFITS

- Increased profitability.
- Create a diverse, continuous improvement-orientated culture.
- Enhanced customer relationships.
- Reduction in product/service lead-times.
- Reduced operational expenses.
- Reduction in Inventory levels.
- Improved product / service quality.

OUTCOMES

By the end of this course you will be able to:

- Understand and articulate what is meant by Lean Sigma.
- Inform management about, and deploy, improvement opportunities that benefit your organisation, beyond your role or team.
- Support Green Belts who are working on Lean Sigma projects.
- Be able to resolve issues and solve problems affecting day-to-day processes.
- Create understanding of the elementary tools of Lean Sigma

- Be able to function as a knowledgeable team member on Green and Black Belt projects.
- Gain practical knowledge of problem definition and solution, and understanding of the project management process.
- Achieve Yellow Belt certification.
- Save or make more money than the programme cost.
- Work towards Green Belt certification.

COURSE CONTENT

Day 1

1. White Belt Programme

- See white belt programme course description.

2. Recognise Opportunities

- How to use a SIPOC form.
- How to distinguish between value added and non-value added activities.
- How to use the 7 Wastes tool to identify improvement opportunities.
- How to create a process flowchart.

3. Define the Problem

- Write a problem statement that meets the criteria.
- Identify an improperly formulated problem statement and re-write a statement so that it is properly formulated.

Day 2

4. Measure: Baseline the problem and list potential causes

- Identify causes related to a problem.
- Plan and execute data collection.
- Analyse data with a histogram.
- Compute the mean and the range of a data set.
- Define and quantify defects.

Day 3

5. Analyse: Identify root causes

- Generate a run chart.
- Generate a scatter plot and identify the relationship between variables.
- Generate a Pareto chart and identify the key contributing factors.

6. Improve: Select solution and quantify impact

- Prioritise improvement opportunities.
- Develop a Poka Yoke.
- Identify the basic principles of 5S.

7. Control: Share and sustain solution

- Identify potential problems related to resistance to change.
- Identify the critical characteristics of a process.
- Create a control plan for at least one selected characteristic.

Yellow Belt Certification

- Undertake a series of short quizzes and exercises to check understanding of training material.
- Complete a short paper suggesting possible opportunities within your organisation for specific improvements.
- Undertake the successful deployment of an improvement project.

Elements of this syllabus are subject to change.

Lean Sigma – Green Belt Programme

Course Duration: 5-days

OVERVIEW

Lean Sigma is the innovatory fusion of today's most effective organisational improvement tools. Using Lean Sigma, you can leverage the power of 'Lean' and '6 Sigma' in a single, synchronised intervention and deliver rapid, high-impact organisational improvement. The 'Green Belt' Programme is a highly interactive, practice-driven training class; you will not only learn the Lean Sigma theory and methodologies but you will participate in discussions and small group exercises to help you develop competence with the overall lean sigma processes and tools and techniques before you take them back to your workplace. The course is built upon the 'Yellow & White Belt' courses and provides an evolutionary Lean Sigma capability progression through Black Belt. To achieve 'Green Belt' Certification candidates must undertake a series of quizzes and exercises. In addition they must lead an improvement project that generates a real income or saving of more than £5,000 in their organisation.

WHO SHOULD ATTEND?

This course is designed for any individuals or organisations interested in developing capability in the Lean Sigma improvement methodology. It is ideal for individuals wishing to lead Lean Sigma projects and deploying their own improvement projects.

BUSINESS BENEFITS

- Increase margin.
- Reduce the time it takes to get products & services to customers.
- Transition stock value from stability to growth.
- Improve competitive position.
- Support the business imperatives.
- Create a diverse, continuous improvement-orientated culture.
- Enhance customer relationships.
- Improve product and / or service quality.

OUTCOMES

By the end of this course you will be able to:

- Understand the concepts of Lean Sigma and be able to effectively apply to achieve a real business result.
- Lead a team of Yellow & White Belts to improve an organisational area.
- Coach Yellow Belts in the deployment of an improvement project.
- Be able to resolve issues and solve problems affecting day-to-day processes.

- Be able to resolve issues affecting various functions within your function / division / department.
- Be comfortable with an extensive range of lean sigma tools as well as the overall problem-solving methodology.
- Be able to function as a competent team member on a Black Belt projects.
- Gain practical knowledge of problem definition and solution, and understanding of the project management process.
- Achieve Green Belt certification.
- Save or make more money than the programme cost.
- Work towards Green Black certification.

COURSE CONTENT

Note

It is advisable for individuals to complete the White & Yellow Belt programme prior to attending this programme.

Day 1

1. Baselining the Problem & Listing Potential Causes

- How to define the projects purpose and scope and identify the process and customer requirements.
- How to produce a clear statement of an intended improvement and how is to measure it.
- How to produce a high level map of a process.
- How to translate the 'Voice of the Customer' into key quality characteristics.

Day 2

2. Defining the Problem

- How to focus the improvement effort by gathering information on the current situation.
- How to establish baseline performance.
- How to produce data that isolates problem location or occurrence.
- How to produce baseline data on how well the process meets customer needs and how to determine Process Sigma.
- How to produce process maps which demonstrate how a process operates.
- How to produce a more focused problem statement.

Day 3

3. Analysing the Causes

- How to identify root causes and confirm them with data.

- How to identify, test and confirm a problem.
- How to construct a model encompassing the key drivers of a problem.
- How to analyse process data to isolate where and when problems occur
- How to identify what contributes the most to variation and defects.

Day 4

4. Improving – Selecting the Solution

- How to develop, pilot, then implement solutions that address root causes.
- How to plan and test actions to eliminate / reduce the impact of the identified root causes.
- How to plan a project for solution deployment.
- How to build support and monitor progress.
- How to produce a cost –benefit analysis.

5. Improving – Quantifying the Impact

- How to use data to evaluate both the solutions and the plans used to carry them out.
- How to measure initial results.
- How to use the before and after data to show how much of the initial gap has been closed.

Day 5

6. Sharing and Sustaining the Solution

- How to maintain the improvements by standardising work methods or processes.
- How to document the new method.
- How to train people on the new method.
- How to develop a system for monitoring the improvement and checking the result.
- How to anticipate future improvements and preserve the lessons from an effort.
- How to document and communicate results, learnings and recommendations.

Green Belt Certification

- Undertake a series of short quizzes and exercises to validate their underpinning knowledge and understanding of the Lean Sigma material.
- Lead a successful improvement project that generates a real income or saving of more than £5,000 for their organisation.

Elements of this syllabus are subject to change.

Lean Sigma – Black Belt Programme

Course Duration: 10-days

OVERVIEW

Lean Sigma is the innovatory fusion of today's most effective organisational improvement tools. Using Lean Sigma, you can leverage the power of 'Lean' and '6 Sigma' in a single, synchronised intervention and deliver rapid, high-impact organisational improvement. The 'Black Belt' Programme is a highly interactive, practice-driven training class; you will not only learn the Lean Sigma theory and methodologies but you will participate in discussions and small group exercises to help you develop expertise in the lean sigma processes, tools and techniques before you take them back to your workplace. The course is builds upon the 'Green Belt' course. To achieve 'Black Belt' Certification candidates must successfully undertake a series of assessments and exercises. In addition, they must lead an improvement project that generates a real income or saving of more than £20,000 in their organisation.

WHO SHOULD ATTEND?

This course is designed for any individuals or organisations interested in developing expertise in the Lean Sigma improvement methodology. It is ideal for individuals wishing to lead major Lean Sigma projects & programmes and deploying their own improvement projects.

BUSINESS BENEFITS

- Increase margin.
- Reduce the time it takes to get products & services to customers.
- Transition stock value from stability to growth.
- Improve competitive position.
- Support the business imperatives.
- Create a diverse, continuous improvement-orientated culture.
- Enhance customer relationships.
- Improve product and / or service quality.

OUTCOMES

By the end of this course you will be able to:

- Understand the concepts of Lean Sigma and be able to effectively apply to achieve a real business result.
- Lead a team of Green Yellow & White Belts to realise major improvements to within an organisation.
- Coach others in the deployment of an improvement project.

- Be able to operate in a cross-functional capacity, working across departments to resolve issues affecting various areas of the business.
- Have a clear understanding of the concepts of Lean Sigma and be able to effectively apply those concepts in order to get a business result for the organisation.
- Be expert with all of the tools and the overall methodology of the DMAIC problem-solving technology.
- Be expert with an extensive range of lean sigma tools as well as the overall problem-solving methodology.
- Be able to lead an improvement project.
- Achieve Black Belt certification.
- Work towards Master Black certification.
- Save or make the money more than the programme has cost.

COURSE CONTENT

Note

It is advisable for individuals to complete the Green Belt programme prior to attending this programme.

Day 1

1. Baselineing the Problem & Listing Potential Causes

- Problem Statement
 - How to define a process to be improved.
 - How to define a projects objectives.
 - How to identify project stakeholders.
 - How to identify the customers.
 - How to create a problem statement.
 - How to create a project's scope.
 - How to create a project's goals.
- Critical to Quality (CTQ) Characteristics
 - How to use Critical to Trees (CT Trees).
 - How to identify customer needs.
- Performance Standards Definition
 - How to identify performance measures.
 - How to use financial analysis to define performance standards.
 - How to use high level process mapping.
 - How to create a gap analysis.
 - How to determine business impact (project savings).
 - How to create a Project Definition.
 - How to create a project charter.
 - How to create project plan / timeline
 - How to create a high-level process map.
 - How to define the performance measures.

Day 2

2. Defining the Problem

- Understanding the Process & Validating the Measurement System.
 - How to use a process-map to create the 'as-is'.
 - How to identify the process inputs and outputs.
 - How to collect data.
 - How to evaluate measurement systems.
 - How to create a detailed process map.
 - How to create process output variables and their measurements.
 - How to create process input variables and their measurements.
 - How to validate the performance data.
 - How to define a measurement system capability.
 - How to create a collection sampling plan.
- Determining Process Capability
 - How to use control charts.
 - How to use capability analysis.
 - How to use various Graphical techniques.
 - How to create baseline control charts.
 - How to create Baseline capability.
 - How to calculate DPMO.
 - How to determine the z-value.
- Finalising the Performance Objectives
 - How to use cause and effect analysis.
 - How to create FMEA.
 - How to review project goals and plan.

Day 3

3. Analysing the Causes

- Identifying Sources of Variation
 - How to create a detailed process map.
 - How to effectively brain storming, Fishbone diagrams, Matrix, SPOC and MSA.
 - How to identify sources of variation.
 - How to identify potential leverage variables.
 - How to update the process map and FMEA with the out from the Analyse Phase
- Screening for Potential Causes.
 - How to use graphical analysis to screen for potential causes.
 - How to use Hypothesis testing.
 - How to multi vari analysis.
 - How to use correlation and regression analysis.
 - How to identify improvement opportunities.
 - How to obtain data on KPIV's.
 - How to produce meaningful statistical analysis of data.

Day 4

4. Improving – Selecting the Solution

- Determining Variable Relationships.
 - How to design experiments.
 - How to undergo regression analysis.
 - How to use ANOVA.
 - How to use simulation.
 - How to determine data relationships.
 - How to determine the KPIV settings for optimum process outputs and minimum output variation.
- Establishing Operating Tolerances
 - How to determine a new process capability.
 - How to undertake a Cost / benefit analyse during the improvement phase.
- Confirming Results & Validating Improvements.
 - How to undertake confirmation experiments.
 - How to use process maps, MSA, control charts process and corrective actions during the improvement phase.
 - How to undertake a pilot run.
 - How to produce a validate measurement system after improvements.
 - How to calculate the improved capability.

Day 5

5. Sharing and Sustaining the Solution

- How to redefine the process capabilities using Control plan SPC and capability analysis to output a control plan, control charts, DPMO and Z.
- How to implement process control by use mistake proofing, standard procedures, accountability audits, responsibility audits FMEA, preventative maintenance and gauge control plans to validate the control process, ensure sustained performance, , monitor plan, recalculate FMEA, RPN and ensure the improvement is institutionalised.
- How to complete the project document including financial validation, team meeting with customers and stakeholders, complete project tracking and identify any replication of project. This would result in documented lessons learned, the results being communicated, a documented project executive summary, financial deliverables report and customer feedback brief being circulated.

Day 6

6. Personality Type (MBTI) Workshop

- Undertake an exploration of the Group dynamics– this is a logical level approach to communication and the behaviour creation processes.

- Exploration of the output from the Myers Briggs Type Indicator questionnaires – The MBTI questionnaire outputs are discussed to provide understanding of the group current and projected dynamics.
- Team discussion to disclose, explore and provide insight into the different personality types.
- Understanding the effects of type in a group situation and provide insight into how the team can achieve high performance.

7. The Group Lens – Team Profile & Dominance

- Type and change exercise.
- Understanding how different quadrant groupings on the team lens prefer to respond to change.

8. Group Reflection

- MBTI standard team exercise, reflecting upon which areas the individuals / group does well and which areas they may not do so well.

9. Individual Exercise

- An exercise in which participants look at their own individual areas of strengths and share these with the group.

10. Values Exercise

- Values elicitation process and exercises.

Day 7

11. Advanced Project Solutions Creation

- Training and development in the following techniques followed by case studies and discussions on how they can be applied in the workplace
 - The Tapes we Play.
 - The Should Process.
 - Positive / Negative Thinking.
 - Fundamental Choice.
 - Solving the Solution 1/2/3.
 - Problem Focus.
 - Solution Focus.
 - Process Solution Frame.
- Personal Development Actions.

Day 8

12. Representational Systems - Coding our Reality

- Representational systems are our internal senses. We re-present what we experience on the outside on our internal mental screen.

13. NLP Rapport - creating trust and understanding

- NLP Rapport is about being on the same wavelength. It is a vital element in any kind of communication.

14. The Meta Model Problem Solving Strategies

- The Meta model is a model for changing our maps of the world and provides a number of problem solving strategies.

15. Guiding behaviour with Meta programmes

- Meta programmes determine how we motivate ourselves, make decisions, buy things, what we are interested in, how we manage time, how long we stay in a job or relationship, our effectiveness with tasks and how we solve problems.

16. The MBTI Meta Programmes

- The MBTI (Myers Briggs Type Indicator) explains differences in behaviour resulting from different ways people use their minds.

17. NLP Reframing, Finding the Right Spin

- NLP Reframing is one of the most useful and simple techniques. Our meanings depend on our frames.

18. Project Leadership Skills

- To consider how to effectively influence groups and individuals.
- To explore the factors on how to gain commitment to achieving a vision rather than just compliance.
- To explore how to motivate people to do tasks and take initiative even when you are not there.
- To facilitate a discussion on how to develop people to become even more capable.
- To discuss the behaviours will get desired results on a day-to-day basis and over the long term.
- To study how to make the most of team members energy and abilities?
- To practise techniques on keeping the team energy and commitment high, but avoid stress and burnout.

Day 9

1. Feelings Towards Change

- To identify how participants feel about change.
- To discuss the reasons for these reactions to change.

2. Planning for Change

- To identify the questions that need to be asked in advance of implementing any change.
- To create a 'bench' of pre-defined questions to use when planning.

3. Selling Change

- To consider what needs to be communicated when change is initiated.
- To explore the need to convince those affected by change of the need for change and its urgency.
- To consider methods that can be used to achieve buy-in to change programmes.

4. Change Surgery

- To encourage participants to think about how they would introduce a change programme.
- To consider the importance of establishing a sense that change is essential and urgent.
- To encourage participants to think about how they'll sustain change.

5. Change Session

- To create a situation where participants have to manage change driven by one department, affecting the work of another.
- To identify some key learning points about managing change.
- To test information gathering and sharing skills.
- To demonstrate the importance of effective questioning, summary and clarification and active listening.
- To consider the pros and cons of different leadership styles.

Day 10

Black Belt Certification

- Present an improvement project to an expert panel which encompasses an industry expert, Master Black Belt and a Black Belt detailing what was done at each project stage to achieve their goal(s).

Elements of this syllabus are subject to change.

Change

Course Duration: 1-day

OVERVIEW

In today's workplace, employees are experiencing tremendous changes in organisational strategies, in the way work gets done, and in the way people work together. These changes present new demands and challenges for every individual in the organisation. This practical program will help you understand why change happens, how people react to it, how to support team member's struggles with change and how best to manage it.

WHO SHOULD ATTEND?

The course is essential to any manager and staff seeking how to implement change within their organisation. Participants will learn a number of techniques for implementing change successfully across their organisation.

BUSINESS BENEFITS

- Change is a planned and managed process.
- The organisation can respond faster to customer demands.
- Change can be implemented without negatively affecting the day to day running of business.
- The time needed to implement change is reduced.
- Increased return on investment (ROI).

OUTCOMES

By the end of this course you will be able to:

- Understand the concepts of change management, including a structured approach, common pitfalls, and strategies for different sorts of challenges.
- Employ proven tactics to identify and implement change.
- Assess, understand and communicate to others the reasons for change.
- Work effectively with others who resist change.
- Take positive action to make change successful, both individually and with others.

COURSE CONTENT

1. Feelings Towards Change

- To identify how participants feel about change.
- To discuss the reasons for these reactions to change.

2. Planning for Change

- To identify the questions that need to be asked in advance of implementing any change.
- To create a 'bench' of pre-defined questions to use when planning.

3. Selling Change

- To consider what needs to be communicated when change is initiated.
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5. Change Session

- To create a situation where participants have to manage change driven by one department, affecting the work of another.
- To identify some key learning points about managing change.
- To test information gathering and sharing skills.
- To demonstrate the importance of effective questioning, summary and clarification and active listening.
- To consider the pros and cons of different leadership styles.

6. Implementing Solutions

- To examine the steps towards successful implementation of change.

Elements of this syllabus are subject to change.

Problem Solving

Course Duration: 2-days

OVERVIEW

Possessing the skills to solve problems within your business is essential to professional and organisational improvement. The training, typically a 2-day workshop followed by a 1:1 coaching session for each participant, provides a systematic approach to problem solving. During our practical hands-on workshops, participants will learn to use tools and techniques for improving quality and productivity of products and services.

WHO SHOULD ATTEND?

Individuals wishing to improve their problem solving skills. Ideal help for teams seeking to resolve problems within their organisation.

BUSINESS BENEFITS

- Increased profitability.
- Reduction in product/service lead-times.
- Reduced operational expenses.
- Reduction in Inventory.
- Improved product / service quality.

OUTCOMES

By the end of this course you will be able to:

- Understand the concepts of problem solving, including the structured approach, common pitfalls, and strategies for different sorts of problems.
- Employ proven tactics to identify and diagnose problems.
- Create teams to address specific problems.
- Define the scope of a problem.
- Learn strategies for data collection and root cause analysis.
- Apply a structured strategy to implementing and measuring the effectiveness of the solutions and other decisions.

COURSE CONTENT

Day 1

1. An introduction to continuous improvement
 - To provide a basic understanding of continuous improvement as a process and management tool.
 - To place continuous improvement in context through a participatory exercise.

2. Making Continuous Improvement Happen

- To identify improvements that can be made.
- To identify things that need to be taken into consideration when planning continuous improvement activities.
- To plan one improvement that can be implemented in the workplace.

3. Understanding Decisions

- To help participants understand the nature of decisions in relation to problem solving.

4. Magnifying the Problem

- To explain the dangers of making assumptions about the nature of problems.
- To provide a technique that will help participants look at problems from different perspectives.
- To provide an opportunity for participants to practise rephrasing problems in a different way.

5. Fishbone Chart

- To show participants how to break problems down.
- To provide an opportunity for participants to practise using a Fishbone chart.

6. Getting to the Root

- To explain one tool for investigating a problem.
- To demonstrate how the causes of a problem can be identified.

7. Creative Problem Solving Process

- To explore the process of creative problem solving.
- To explain the role of idea generation and other creative thinking techniques.

8. Pareto Analysis

- To show how Pareto can be applied to problem solving.
- To illustrate the importance of focusing problem solving activities on the right things.

9. Brainstorming

- To explain the key rules of brainstorming.

10. Decision Matrix

- To demonstrate how a decision matrix can be used, when trying to decide between various options.
- To demonstrate the importance of weighting different criteria when making decisions.

11. Evaluating Ideas

- To show the importance of properly evaluating ideas and solutions.
- To explain the need for a structured approach to evaluation.
- To introduce one method for evaluating ideas and solutions.
- To provide an opportunity for participants to practice evaluating ideas.
- To encourage participants to recognise the need to tweak/adapt ideas and then re-evaluate them.

12. Forced Connections

- To introduce 'Forced Connections' as an idea generation technique.
- To provide participants with an opportunity to practise using the technique.

13. Reframe

- To introduce 'Reframe' as an idea generation technique.
- To provide participants with an opportunity to practise using the technique.

Day 2

1. Reversal

- To introduce 'Reversal' as an idea generation technique.
- To provide participants with an opportunity to practise using the technique.

2. Idea Box

- To introduce 'Idea Box' as an idea generation technique.
- To provide participants with an opportunity to practise using the technique.

3. Planning for Change

- To identify the questions that need to be asked in advance of implementing any change.
- To create a 'bench' of pre-defined questions to use when planning.
- To consider these questions in relation to a forthcoming change.

4. Implementing Solutions

- To examine the steps towards successful implementation of change.

5. Stepping Stones

- To encourage team development.
- To focus discussion on the team's approach to problem solving, communication, success and failure and team leadership.

6. Problem Solving Process

- To introduce a structured process for problem solving.
- To provide an opportunity for participants to apply this process to a real work-related problem.

Coaching Session

- Two, 60-minute follow-up 1:1 virtual coaching session for each participant or 2, ½-day Team Sessions with one of our experienced Black Belt Coaches to discuss their progress, share ideas and resolve any issues.

Elements of this syllabus are subject to change.

Continuous Improvement

Course Duration: 1-day

OVERVIEW

Market forces place increased pressure on organisations to improve their products and services. To remain competitive in this environment, organisations must continually seek ways to improve all aspects of their business - including workplace relationships, processes, products and services. While the focus on achieving quality products and services is not new, it has shifted from being reactive - inspect and fix - to pro-active, plan to get it right the first time. This practical program will equip you with the vital skills to ensure that continuous improvement is achieved and sustained.

WHO SHOULD ATTEND?

The course is essential to any manager and staff seeking how to continually improve their organisation. Participants will learn a number of techniques for improving performance across their organisation.

BUSINESS BENEFITS

- Increased profitability.
- Reduction in product/service lead-times.
- Reduced operational expenses.
- Reduction in Inventory.
- Improved product / service quality.

OUTCOMES

By the end of this course you will be able to:

- Understand the concepts of continuous improvement, including the structured approach, common pitfalls, and strategies for different sorts of problems.
- Employ proven tactics to identify and implement improvements.
- Define the scope of a problem.
- Learn strategies for data collection and root cause analysis.
- Implement continuous improvement systems and processes.
- Understand and utilise the internal service chain.
- Overcome the barriers to internal customer care.

COURSE CONTENT

1. Problem Solving Process

- To introduce a structured process for problem solving.
2. An introduction to continuous improvement
 - To provide a basic understanding of continuous improvement as a process and management tool.
 - To place continuous improvement in context through a participatory exercise.
 3. Making Continuous Improvement Happen
 - To identify improvements that can be made.
 - To identify things that need to be taken into consideration when planning continuous improvement activities.
 - To plan one improvement that can be implemented in the workplace.
 4. Continuous improvement Exercise (Sheep Trials)
 - To test participants' planning and communication skills.
 - To demonstrate the importance of listening and using summary and clarification to check understanding.
 - To consider what makes communication effective and the dangers of getting it wrong.
 - To energise a group of participants.
 5. Customer Service Experience (Diamond or Glass)
 - To illustrate the importance of customer service.
 - To demonstrate how low-cost customer service improvements can benefit an organisation's reputation.
 - To identify improvements that can be made to customer service within the participants' teams/organisation.
 6. Barriers to Internal Customer Care
 - To identify the main barriers to internal customer care and ways of reducing or eliminating them.
 7. The Internal Service Chain
 - To explore the concept of an internal service chain.
 - To give participants the opportunity to map an internal service chain and identify critical internal relationships.
 8. The Two Farmers
 - To help first time managers to recognise and discuss some of the things that they need to do to build awareness of the team and monitor its performance.
 - To help first time managers understand the importance of spotting potential problems quickly and taking appropriate action to help the team overcome these.

Elements of this syllabus are subject to change.

Team Development Workshop

Course Duration: 2-days

OVERVIEW

At no time in history has the demand for teamwork been greater. Effective teams are fast and flexible enough to respond to the challenges of our challenging times. Teams today take many forms: management teams, ongoing work teams, improvement teams, and self-directed work teams, to name a few. This two-day workshop will give you and your team the techniques, tools and tips you need to work together smoothly and achieve success.

WHO SHOULD ATTEND?

This workshop is designed for all types of teams even remote teams. It is imperative that all team members attend the workshop.

BUSINESS BENEFITS

- Reduce lead times, decrease cycle times, cut service errors and increase transactions rates.
- Develop new products and services quicker better cheaper.
- Redesign systems, improve process and solve problems more effectively.
- Greater customer satisfaction.

OUTCOMES

By the end of this course you will be able to:

- Describe individual differences - strengths and limitations.
- Understand team roles and respect their contribution to team development.
- Develop trust and influence.
- Develop better collaboration and improve communication between team members.
- Develop a team identity.
- Team members discuss expectations and set ground rules.
- Identify goals and develop steps to track progress.
- Make effective use of team resources.
- Develop an action plan to take back to your organisation.

COURSE CONTENT

Day 1

1. The MBTI Questionnaire

- Undertake an exploration of the Group dynamics– this is a logical level approach to communication and the behaviour creation processes.
- Exploration of the output from the Myers Briggs Type Indicator questionnaires – The MBTI questionnaire outputs are discussed to provide understanding of the group current and projected dynamics.

2. Types and MBTI tool

- Team discussion to disclose, explore and provide insight into the different personality types.
- Understanding the effects of type in a group situation and provide insight into how the team can achieve high performance.

3. The Group Lens – Team Profile & Dominance

- Type and change exercise.
- Understanding how different quadrant groupings on the team lens prefer to respond to change.

4. Group Reflection

- MBTI standard team exercise, reflecting upon which areas the individuals / group does well and which areas they may not do so well.

5. Individual Exercise

- An exercise in which participants look at their own individual areas of strengths and share these with the group.

6. Values Exercise

- Values elicitation process and exercises.

7. Future's Team Strategy Exercise

- Elicit the Future state when the strategy has been satisfactorily achieved.
- Undertake a process to determine how the team's strategy was achieved.
- Formalise and document the project, project elements and approaches.

Elements of this syllabus are subject to change.

Teamwork & Collaboration

Course Duration: 2-days

OVERVIEW

At no time in history has the demand for teamwork been greater. Employees who have the skills to work together effectively will increase the organisations productivity. This highly interactive, practice-driven training class equips you with solutions that promote collaboration and commitment to your business objectives, while enhancing team productivity.

WHO SHOULD ATTEND?

Suitable for team leaders and members of work groups. Those interested in becoming team leaders or managers.

BUSINESS BENEFITS

- Reduction in business costs.
- Greater organisation flexibility to develop innovative solutions to complex business problems.
- Increased profitability.

OUTCOMES

By the end of this course you will be able to:

- Understand the function and benefits of teams.
- Describe individual differences - strengths and limitations.
- Understand team roles and respect their contribution to team development.
- Develop a team identity.
- Make effective use of team resources.
- Improve communication between team members.
- Develop trust and influence.
- Have practiced the skills to develop collaboration & the culture of the team.

COURSE CONTENT

Day 1

1. Find Your Team

- To explore the differences between a team and work group.
- To help participants identify when a team or group is required.

2. Personality Profiling: Myers Briggs Type Indicator

- To gain a better understanding of self.

- To gain an insight into individual differences.
 - To modify how you work to a manner that best suits your style and how you collaborate with others.
 - To identify individual development.
3. Where Is This Team?
- To encourage the team to think about the team's strengths and weaknesses.
 - To identify behaviour that the team needs to change.
4. The Wheel
- To demonstrate the importance of teamwork.
 - To show how, by working together, we have the potential to achieve more.
 - To encourage participants to consider the dangers of an overly competitive workplace culture.
5. The Two Farmers
- To help first time managers to recognise and discuss some of the things that they need to do to build awareness of the team and monitor its performance.
 - To help first time managers understand the importance of spotting potential problems quickly and taking appropriate action to help the team overcome these.

Day 2

1. Something in Common
- To encourage participants to find things they have in common.
 - To consider the impact on relationships of finding common ground.
2. The Internal Service Chain
- To explore the concept of an internal service chain.
 - To give participants the opportunity to map an internal service chain and identify critical internal relationships.
3. Using Vision and Values
- To encourage participants to think about the extent to which staff feel engaged with the organisation they work for.
 - To consider who staff feel is responsible for business performance.
 - To think about how vision and values are used within the organisation.
 - To demonstrate how values can be ingrained in the organisation.
 - To consider the benefits of an organisation where staff feel engaged and responsible for the business outcomes.

4. Creating A Shared Vision

- To agree what success looks like for everyone.
- To establish effective working relationships within groups or teams.
- To create a vision statement for the team.

5. Achieving A Shared Vision

- To identify specific actions that will enable groups to achieve a shared vision.
- To help individuals see how they will contribute to the achievement of a shared vision.

6. Acts of Recognition

- To help participants recognise how their behaviour/communication is experienced by others.
- To encourage participants to increase the positive acts of recognition they give to others, and to create a working atmosphere in which people feel accepted and recognised.

7. Barriers to Internal Customer Care

- To identify the main barriers to internal customer care and ways of reducing or eliminating them.

8. Maintaining Momentum

- To consider the importance of momentum when innovating.
- To look at what builds momentum behind a project or idea, and what saps energy from a project or idea.

Elements of this syllabus are subject to change.

Remote Teamwork

Course Duration: 1-day

OVERVIEW

At no time in history has the demand for teamwork been greater. Employees who have the skills to work together effectively will increase the organisations productivity. This highly interactive, practice-driven training class equips you with solutions that promote collaboration and commitment to your business objectives, while enhancing team productivity.

WHO SHOULD ATTEND?

Suitable for remote work groups and those interested in managing remote teams.

BUSINESS BENEFITS

- Reduction in business costs.
- Greater organisation flexibility to develop innovative solutions to complex business problems.
- Increased profitability.

OUTCOMES

By the end of this course you will be able to:

- Understand the function and benefits of teams.
- Describe individual differences - strengths and limitations.
- Understand team roles and respect their contribution to team development.
- Develop a team identity.
- Make effective use of remote team resources.
- Improve communication between remote team members.
- Develop trust and influence.

COURSE CONTENT

1. Find Your Team.

- To explore the differences between a team and work group.
- To help participants identify when a team or group is required.

2. Personality Profiling: Myers Briggs Type Indicator.

- To gain a better understanding of self.
- To gain an insight into individual differences.

- To modify how you work to a manner that best suits your style and how you collaborate with others.
 - To identify individual development.
3. Where Is This Team?
- To encourage the team to think about the team's strengths and weaknesses.
 - To identify behaviour that the team needs to change.
4. The Two Farmers.
- To help first time managers to recognise and discuss some of the things that they need to do to build awareness of the team and monitor its performance.
 - To help first time managers understand the importance of spotting potential problems quickly and taking appropriate action to help the team overcome these.
5. Creating A Shared Vision.
- To agree what success looks like for everyone.
 - To establish effective working relationships within groups or teams.
 - To create a vision statement for the team.
6. Remote Rules.
- To explore the background issues that affect remote teams.
 - To help participants recognise the challenge of working collaboratively when geographically separated.
 - To show the importance of establishing clear guidelines at the start of any project to ensure success.

Elements of this syllabus are subject to change.

Communication

Course Duration: 2-days

OVERVIEW

Effective employees require exceptional, properly-understood, properly-exercised communication skills. The training, typically a 2-day workshop followed by a 1:1 coaching session for each participant, begins with a discussion about the participants' personal communication experiences. During our practical hands-on workshops, every participant will be coached through proven techniques to develop exceptional, properly-understood, properly-exercised communication skills.

WHO SHOULD ATTEND?

Individuals wishing to improve their communication skills with others, face-to-face, in meetings or on the telephone.

BUSINESS BENEFITS

- Improved impact and effectiveness of communication.
- Increased employee productivity.
- Improved product / service quality.

OUTCOMES

By the end of this course you will be able to:

- Understand the importance of body language to effective communication.
- Understand and guard against the key barriers to communication.
- Use body language to better develop rapport with others.
- Communicate to gather all the information you require.
- Effectively develop rapport with others.
- More effectively probe, explore and challenge others.
- To more effectively listen, check understanding and summarise key points from a dialogue.
- Overcome the barriers to effective listening.
- More effectively communicate in writing.

COURSE CONTENT

Day 1

1. Misinterpretations in Communication

- To demonstrate how our perspective of a situation will affect our expectations of others.

- To illustrate one reason why communication isn't always received in the way we intended.
- To demonstrate the dangers of making assumptions about others' knowledge when communicating.
- To recognise situations where the recipient might not interpret our message in the way we intended.

2. Acts of Recognition

- To help participants recognise how their behaviour/communication is experienced by others.
- To encourage participants to increase the positive acts of recognition they give to others, and to create a working atmosphere in which people feel accepted and recognised.

3. Pings and Dongs

- To demonstrate the importance of body language in communication.
- To identify the positive and negative signals we give off in conversation.

4. Barriers to Communication

- To identify key barriers to effective communication.
- To explore why such barriers occur.
- To identify 'good practice' principles that will help to avoid the barriers to effective communication identified.

5. Body Language and Mirroring

- To show participants how we tend to mirror the body language of others when rapport is established.
- To discuss what happens to body language when rapport is absent.

6. Communicating Without Body Language

- To demonstrate the significance of body language in communication.
- To encourage participants to think about the difficulties the lack of body language creates when communicating by telephone.

7. Gossip - An Exercise in Communication

- To encourage participants to communicate effectively in order to gather all the information available.
- To encourage participants to think about how they communicate.
- To encourage participants to work co-operatively to solve a shared problem.

8. Building Rapport with Subordinates

- To encourage participants to think about rapport and its purpose, particularly when managing others.
- To consider the importance of respect when establishing rapport.

9. Questions to Probe, Explore and Challenge

- To demonstrate the importance of open questions when exploring problems.
- To encourage participants to identify effective open questions for challenging blocks and assumptions.

10. Questions – Questions

- To encourage participants to gather information about each other.
- To encourage dialogue between participants.
- To illustrate the importance and benefit of open questions when gathering information.
- To illustrate the uses of closed questions.

Day 2

1. Summary and Clarification

- To demonstrate the importance of summary and clarification in effective communication.

2. Stepping Stones

- To encourage team development.
- To focus discussion on the team's approach to problem solving, communication, success and failure and team leadership.

3. Representational Systems

- To introduce participants to the theory of representational systems contained within much NLP training.
- To explain the theory and build awareness of it.
- To encourage reasoned debate about its validity in training.

4. Introduction to Transactional Analysis

- To provide participants with a way of understanding behaviour and improving communication.
- To provide a very basic introduction to transactional analysis.

5. Special Offer

- To demonstrate the importance of summary and clarification in effective communication.

- To test participants' ability to listen effectively, check understanding and summarise key points back to the person delivering information to them.
- To briefly consider some of the barriers to effective listening and techniques for minimising these.

6. True or False?

- To encourage participants to share information about themselves.
- To discover more about participants and build rapport.
- To consider the extent to which we communicate through body language.

7. Types of Question

- To explain the different types of questions used in communication.
- To help participants recognise different types of questions.
- To help participants recognise effective and ineffective questions.

8. Wrong Message, Poorly Written

- To help participants identify what is wrong with a real example of a 'customer service' email.
- To encourage participants to think about the key messages the company intended to deliver to its customers.
- To recognise the impact that poor grammar and punctuation has on a writer's credibility.
- To rewrite the email, delivering the key messages in an appropriate, effective manner.

9. Wrong Standard

- Examination of a real 'standard letter'.
- To help participants identify what is wrong with a (real example) of a 'customer service' letter.
- To encourage participants to think about the key messages the company intended to deliver to its customers.
- To recognise how one badly constructed letter can lose a customer.

Coaching Session

- One, 60-minute follow-up 1:1 virtual coaching session for each participant with one of our experienced Communications Coaches to discuss their progress, share ideas and resolve any issues.

Elements of this syllabus are subject to change.

Presentation

Course Duration: 1-day

OVERVIEW

Plan and give more effective presentations. During our practical hands-on workshops, every participant will be coached through proven presentation tips and techniques to develop exceptional, properly-understood, properly-exercised presentations.

WHO SHOULD ATTEND?

This workshop is designed to help staff, managers or executives persuasively present an idea, product or service to an internal or external customer.

BUSINESS BENEFITS

- Improved impact and effectiveness of presentations.
- Increased employee engagement.
- Improved organisational decision making.

OUTCOMES

By the end of this course you will be able to:

- Use techniques to overcome fear of speaking before a group.
- Recognise specific delivery skills and tactics that will enhance your presentations.
- Describe the difference between the topic and the purpose of a presentation and be able to narrow the subject of a presentation to match your audience analysis.
- Prepare to make dynamic presentations.
- Identify how to capture participant interest from the beginning.
- List different ways to organise your material.
- Identify how to end a presentation with impact.
- Strategise approaches and describe actions they would take in dealing with difficult situations.
- Create a personal action plan for continued self development.

COURSE CONTENT

1. Presentation Skills Icebreaker

- To encourage participants to start thinking about what makes an effective presentation.
- To identify the things to avoid in presentations.

2. Pitfalls and Trampolines - Presentation Skills

- To examine common problems/conundrums associated with giving presentations and discuss ways of overcoming these.
- To highlight and share best practices and tips for making presentations successful.

3. Audience Needs

- To build an understanding of the importance of designing a presentation around the audience needs.
- To show participants how to ensure the venue supports the audience needs.

4. Planning a Presentation

- To explain one technique for planning a presentation.
- To provide participants with an opportunity to practise planning what to include in a presentation and how to structure it.

5. Preparing for a Presentation

- To demonstrate the importance of planning and preparation.
- To explore some of the key questions that presenters need to ask themselves as part of their planning.

6. Managing the Venue

- To explain the importance of making sure the venue for a presentation is prepared.

7. Visual Aids

- To encourage participants to think about different types of visual aids that can be used.
- To identify the pros and cons of using the various types.

8. Effective Visual Aids

- To encourage participants to consider how visual aids could be improved.
- To engage participants in developing effective visual aids.
- To identify some key dos and don'ts for visual aids.

9. Managing the Audience

- To provide tips and techniques for coping with different and potentially difficult situations during a presentation.

10. Presentation Skills – Timing

- To illustrate the importance of practice and preparation to ensure effective delivery of a presentation.

11. Presenter Integrity

- To encourage participants to think about the importance of integrity when delivering a presentation.

Elements of this syllabus are subject to change.

Effective Listening

Course Duration: 1-day

OVERVIEW

The business world is more complex than ever with demands coming from all directions. Those demands can lead to hearing rather than listening when time is limited. This is a highly interactive, practice-driven training class; you will not only learn the principles of effective listening but you will participate in role-plays and small group interactions to help you become a more competent listener.

WHO SHOULD ATTEND?

This is a seminar for people who want to learn how to become better listeners and those who need others to listen better to them.

BUSINESS BENEFITS

- Improved internal organisational communications.
- More involved and informed people.
- Organisational problems solved quicker and more effectively.

OUTCOMES

By the end of this course you will be able to:

- Define why listening is important.
- Demonstrate the use of open and closed questions.
- Identify their behavioural style and its unique challenges.
- Describe a model of feedback, communication, and listening.
- Explain the importance of body language in the listening process.
- Demonstrate techniques for better listening to challenging speakers.
- Develop an action plan to improve their listening skills.

COURSE CONTENT

1. Life Story

- To encourage participants to share information about each other.
- To test participant's listening and recall skills.
- To briefly explore barriers to listening.

2. Assumptions

- To check listening skills.
- To illustrate the dangers of making assumptions.

- To provoke discussion about prejudices and stereotypes.

3. A Listening Exercise

- To test listening skills.
- To illustrate the dangers of making assumptions.
- To encourage participants to think about how they can check their understanding of information they receive.

4. Summary and Clarification

- To demonstrate the importance of summary and clarification in effective communication.

5. Misinterpretations in Communication

- To demonstrate how our perspective of a situation will affect our expectations of others.
- To illustrate one reason why communication isn't always received in the way we intended.
- To demonstrate the dangers of making assumptions about others' knowledge when communicating.
- To recognise situations where the recipient might not interpret our message in the way we intended.

6. Communicating Without Body Language

- To demonstrate the significance of body language in communication.
- To encourage participants to think about the difficulties the lack of body language creates when communicating by telephone.

7. Special Offer

- To demonstrate the importance of summary and clarification in effective communication.
- To test participants' ability to listen effectively, check understanding and summarise key points back to the person delivering information to them.
- To briefly consider some of the barriers to effective listening and techniques for minimising these.

8. Happy Holidays

- To demonstrate the importance of exploring customers' needs through questioning, listening and checking understanding.

9. Barriers to Communication

- To identify key barriers to effective communication.

- To explore why such barriers occur.
- To identify 'good practice' principles that will help to avoid the barriers to effective communication identified.

10. Discussion Exercise

- To enable participants to test their communication skills.
- To test participants' abilities to get their point across effectively whilst building an understanding of others' feelings.

Elements of this syllabus are subject to change.

Business Writing

Course Duration: 1-Day

OVERVIEW

In these Training seminars, we will help you develop your business writing skills. This is a highly interactive, practice-driven training class; you will learn to communicate effectively in writing and specifically how to better write to your customers. You will participate in group exercises and small group interactions to help quickly develop your writing skills and confidence and return to your workplace more competent in writing.

WHO SHOULD ATTEND?

Everyone can improve their business writing capability, some more than others. This course will benefit those people who need to reduce the time taken to write professional, accurate documents and be confident in doing so.

BUSINESS BENEFITS

- Improve the quality of your employees' business writing.
- Communicate more effectively with Customers.
- Increased productivity of employees.

OUTCOMES

By the end of this course you will be able to:

- Organise your ideas and conclusions coherently when constructing your documents.
- Ensure that your reader's needs are met.
- Reduce the time it takes you to write.
- Avoid common mistakes that impact on your professional image.
- Edit your own and others' business writing more effectively.
- Improve the presentation of your business writing.

COURSE CONTENT

1. Wrong Message, Poorly Written

- To help participants identify what is wrong with a real example of a 'customer service' email.
- To encourage participants to think about the key messages the company intended to deliver to its customers.
- To recognise the impact that poor grammar and punctuation has on a writer's credibility.

- To rewrite the email, delivering the key messages in an appropriate, effective manner.

2. Apostrophes

- To build an understanding of where apostrophes are required and where they are not.
- To build an understanding of where to place the apostrophe when the possessive noun is a plural.

3. Misinterpretations in Communication

- To demonstrate how our perspective of a situation will affect our expectations of others.
- To illustrate one reason why communication isn't always received in the way we intended.
- To demonstrate the dangers of making assumptions about others' knowledge when communicating.
- To recognise situations where the recipient might not interpret our message in the way we intended.

4. Communicating Brand

- To encourage participants to think about how and what they communicate to customers, using a slightly unusual perspective.
- To encourage participants to think about the language they use when communicating with customers.
- To show that all communication tells the customer something about the organisation and that sometimes that's not the intended message.
- To demonstrate how brand is affected by every piece of communication leaving the organisation.

5. Responding to Letters of Complaint

- To encourage participants to think about the importance of letters of complaint.
- To provide a simple model for drafting an appropriate response to letters of complaint. To provide an opportunity for participants to practise writing responses to letters of complaint.

6. Wrong Standard - Examination of a real 'standard letter'

- To help participants identify what is wrong with a real example of a 'customer service' letter.
- To encourage participants to think about the key messages the company intended to deliver to its customers.
- To recognise how one badly constructed letter can lose a customer.

Elements of this syllabus are subject to change.

Influence & Persuasion

Course Duration: 1-day

OVERVIEW

In our Influence and Persuasion Training seminars, we will help you build valuable transferable skills to influence the thinking and behaviour of others, and persuade them to your way of thinking. This is a highly interactive, practice-driven training class; you will not only learn the principles of assertiveness but you will participate in role-plays and small group interactions to be more confident, influential and persuasive in your workplace or your world.

WHO SHOULD ATTEND?

Anyone who desires an enhanced ability to persuade and influence others.

BUSINESS BENEFITS

- Increased employee contribution and effectiveness.
- Confident empowered employees.
- More productive harmonious teams.

OUTCOMES

By the end of this course you will be able to:

- Understand other people's different perspectives on situations.
- Find the common ground with others quicker.
- More effectively sell.
- Use networking more effectively.
- Understand power and politics within an organisation.
- Leverage your sources of power for the good of the organisation.

COURSE CONTENT

1. Understanding Decisions

- To help participants understand the nature of decisions in relation to problem solving.

2. The 30-second Sales Pitch

- To give participants an opportunity to develop an effective 30-second sales pitch.
- To test the pitch for effectiveness.

3. Different Perspectives

- To demonstrate the fact that people have different 'maps' of the world.
- To show how information can be misinterpreted.
- To demonstrate the impact of misinterpretation on rapport and the ability to negotiate.

4. Understanding Credibility

- To consider the importance of credibility when seeking to influence others.
- To understand the link between perceived expertise, relationships and credibility.
- To provide an opportunity for participants to consider how much credibility they have with those they are seeking to influence.

5. Something in Common

- To encourage participants to find things they have in common.
- To consider the impact on relationships of finding common ground.

6. Newspaper Sale

- To provide an opportunity for sales consultants to practise 'selling'.
- To identify areas for improvement in the sales technique employed.

7. Introduction to Networking Skills

- To build awareness of basic networking skills.
- To provide a model that will help participants get the most from their networking opportunities.
- To provide an opportunity for participants to practise their networking skills.

8. Power and Politics 1: The Games People Play

- To enable participants to consider the value and difficulty caused by organisational politics and political games.
- To create an understanding that managers cannot avoid politics and so need to know the games in which they may – deliberately or inadvertently – be playing.

9. Power and Politics 2: Sources of Power

- To enable participants to understand what power is and where it comes from.

10. Power and Politics 3: Profile of Power

- To allow participants the opportunity to identify their own sources of power, to know which they need to develop and to have an action plan for doing this.

11. Who Is Presenting?

- To provide an early opportunity for participants to test their assertive skills.
- To enable participants to identify whether they have a tendency to adopt aggressive or submissive behaviour.
- To provide an opportunity for participants to observe Transactional Analysis behaviours in practice.

Elements of this syllabus are subject to change.

Conflict

Course Duration: 1-day

OVERVIEW

Effective conflict management is critical for personal development. It is also a major cause of ineffective communication. We explore dealing with the emotional aspects of conflict, how to have difficult conversations, and what to do when things get ugly. By focusing on skills and concepts, promoting direct application, and creating an environment where participants can practice new techniques, the likelihood of impacting real, positive change, is dramatically improved.

WHO SHOULD ATTEND?

Individuals wishing to improve how they handle conflict.

BUSINESS BENEFITS

- Promotes healthy conflict management.
- Creates a more creative and open work environment.
- More focus on win-win outcomes workplace.

OUTCOMES

By the end of this course you will be able to:

- Deal with emotions, both yours and others and not let them get in the way of content and decision making.
- Judge your own style and how to appropriately adapt to different styles so that you are using the most effective styles at any given time.
- Use healthy conflict to increase productivity and creativity.
- Reach Win-Win Agreements easier and more often.
- Use techniques for dealing with resistance and managing difficult people.

COURSE CONTENT

1. The Anatomy of Conflict

- To define conflict.
- To identify the main phases of conflict.
- To enable participants to describe the typical behaviours that are used when conflict is not constructively managed.

2. Dealing with Aggressive Behaviour

- To help participants develop guidelines for dealing assertively with aggressive behaviour.
 - To encourage participants to develop and demonstrate one appropriate and one inappropriate response to aggressive behaviour.
3. Facing up to Challenges
- To provide participants with an opportunity to practise responding assertively to a range of situations.
4. Misinterpretations in Communication
- To demonstrate how our perspective of a situation will affect our expectations of others.
 - To illustrate one reason why communication isn't always received in the way we intended.
 - To demonstrate the dangers of making assumptions about others' knowledge when communicating.
 - To recognise situations where the recipient might not interpret our message in the way we intended.
5. Introduction to Transactional Analysis
- To provide participants with a way of understanding behaviour and improving communication.
 - To provide a very basic introduction to transactional analysis.
6. Yes but, No but! - Seeking win-win in day-to-day situations
- To encourage participants to consider whether they naturally tend towards aggressive, submissive or assertive behaviour.
 - To encourage participants to consider their reasons for choosing particular responses in common situations.
 - To encourage participants to reflect on the reasons for others choosing aggressive, submissive or assertive behaviour.
7. Fight, Flight or Friendship - Approaches to managing conflict
- To enable participants to identify different approaches that can be used to manage conflict.
 - To explain the advantages and disadvantages of five key approaches used in managing conflict.
 - To identify when it is appropriate to use the various approaches.

Elements of this syllabus are subject to change.

Assertiveness

Course Duration: 1-day

OVERVIEW

In our Assertiveness Training seminars, we will help you build the skills you need to express yourself constructively and effectively in any situation. This is a highly interactive, practice-driven training class; you will not only learn the principles of assertiveness but you will participate in role-plays and small group interactions to help you get comfortable with the assertiveness process before you take it back to your workplace or your world.

WHO SHOULD ATTEND?

Anyone who feels pressure when dealing with other people, particularly those who feel submissive when put in this situation. This course will benefit those wishing to build confidence in what they feel that they are speaking to others as equals regardless of their position.

BUSINESS BENEFITS

- Increased employee contribution and effectiveness.
- Happier, more confident employees.
- Reduced Absenteeism.

OUTCOMES

By the end of this course you will be able to:

- To define assertiveness.
- To identify the main characteristics of assertiveness.
- To distinguish assertive behaviour from aggressive and submissive behaviours.
- To describe and practise a number of assertiveness techniques.
- Develop and demonstrate appropriate and inappropriate responses to aggressive behaviour.
- Test communication skills.
- Get point across effectively whilst building an understanding of others' feelings.

COURSE CONTENT

1. What is assertiveness?

- To define assertiveness.
- To identify the main characteristics of assertiveness.

- To distinguish assertive behaviour from aggressive and submissive behaviours.
2. The Importance of Assertiveness.
 - To build an understanding of the importance and value of assertive and responsive behaviour.
 - To build an understanding of the impact of assertive behaviour on ourselves and others.
 3. Who Is Presenting?
 - To provide an early opportunity for participants to test their assertive skills.
 - To enable participants to identify whether they have a tendency to adopt aggressive or submissive behaviour.
 - To provide an opportunity for participants to observe Transactional Analysis behaviours in practice.
 4. How Assertive Are You?
 - To help participants understand their current use of assertive behaviour and identify areas for improvement.
 5. Dealing with Aggressive Behaviour
 - To help participants develop guidelines for dealing assertively with aggressive behaviour.
 - To encourage participants to develop and demonstrate one appropriate and one inappropriate response to aggressive behaviour.
 6. Fight, Flight or Friendship - Approaches to managing conflict
 - To enable participants to identify different approaches that can be used to manage conflict.
 - To explain the advantages and disadvantages of five key approaches used in managing conflict.
 - To identify when it is appropriate to use the various approaches.
 7. Facing up to Challenges
 - To provide participants with an opportunity to practise responding assertively to a range of situations.

Elements of this syllabus are subject to change.

Motivation & Personal Effectiveness

Course Duration: 2-days

OVERVIEW

We all work in an increasingly pressurised workplace where our ability to meet deadlines, deal with multiple projects and business change is regularly put to the test. Improved motivation and personal effectiveness leads to increased productivity, and is a key driving force within a business. This highly interactive, practice-driven training class equips you with the skills to identify the primary motivation factors and the techniques required to meet both individual and company needs and objectives.

WHO SHOULD ATTEND?

Suitable for anyone desiring to learn how to develop their personal effectiveness and motivate themselves and others.

BUSINESS BENEFITS

- Improved employee performance.
- More employee engagement.
- Increased productivity.

OUTCOMES

By the end of this course you will be able to:

- Understand what motivates you and others.
- Consider how you perceive yourself and how others perceive you.
- To gain a greater insight into your attitudes, beliefs and results.
- To take responsibility for your own results.
- To increase your capability to adopt a positive attitude, and push yourself a little more.
- To define success.
- To identify the personal traits that might be holding you back.
- To more effectively set goals.
- Maintain your momentum towards your goals.
- Create a vision statement for your team
- Lead a small team more effectively.

COURSE CONTENT

Day 1

1. Motivators

- To explore what motivates us.
- To identify ways of maintaining motivation.

2. Personality Profiling: Myers Briggs Type Indicator

- To gain a better understanding of self.
- To gain an insight into individual differences.
- To modify how you work to a manner that best suits your style, including how you manage your time, problem solving, best approaches to decision making, and dealing with stress.
- To identify individual development.

3. Defining Success

- To define success.

4. Half Full - A look at optimism and its importance

- To encourage participants to consider their attitude.
- To encourage discussion around optimistic versus pessimistic outlooks.
- To recognise the impact that attitude has on performance.
- To enable participants to identify personal traits that might be holding them back.
- To encourage leaders to consider how they might deal with negative attitudes in their team.

5. Achieving Personal Goals

- To think about what needs to happen to ensure we don't regret the things we didn't do.
- To consider the feelings of success, and their impact upon motivation.
- To look at the importance of creating objectives that are SMART.
- To consider the importance of taking control, and what prevents us doing that.
- To provide an opportunity for participants to think about their own short, medium and long-term goals.

6. Maintaining Momentum

- To consider the importance of momentum when innovating.
- To look at what builds momentum behind a project or idea, and what saps energy from a project or idea.

Day 2

1. Creating A Shared Vision

- To agree what success looks like for everyone.
- To establish effective working relationships within groups or teams.
- To create a vision statement for the team.

2. An Introduction to Coaching

- To enable participants to be able to define coaching and its purpose.
- To explain the key differences between coaching and mentoring.
- To enable participants to describe a basic coaching model.
- To identify the core skills required by effective coaches.

3. Beliefs Actions Results

- To consider the link between attitudes and beliefs, and results.
- To identify the need to take responsibility for our own results.
- To build an understanding of what individuals might be capable of, if they adopt a positive attitude, and push themselves a little more.

4. Assumptions

- To check listening skills.
- To illustrate the dangers of making assumptions.
- To provoke discussion about prejudices and stereotypes.

5. Breaking Goals Down

- To show the value of breaking goals down into smaller chunks.
- To provide participants the opportunity to practise breaking long-term goals down into a series of short term objectives.

6. Basic Leadership Skills

- To encourage participants to consider planning and preparation as part of leadership.
- To facilitate discussion around playing to the team's strength.
- To consider factors that motivate staff to perform well.
- To encourage staff to self assess, review and reflect on performance.
- To encourage leaders to consider their communication skills.
- To encourage leaders to consider the question of keeping people motivated.
- To demonstrate leadership skills in a practical task.

7. Meeting Costs

- To encourage participants to think about the true cost of meetings.

- To show the importance of ensuring meetings are effective.

8. Creating a Mission Statement

- To show the benefit of a mission statement when problem solving.
- To demonstrate how 'backward engineering' can help check the validity of a mission statement.

9. An exercise in communication and continuous improvement

- To test participants' planning and communication skills.
- To demonstrate the importance of listening and using summary and clarification to check understanding.
- To consider what makes communication effective and the dangers of getting it wrong.
- To energise a group of participants.

Elements of this syllabus are subject to change.

Attitude & Mindset

Course Duration: 1-day

OVERVIEW

In these Training seminars, we will help you build the skills you need to explore and develop your attitude and mindset. This is a highly interactive, practice-driven training class; you will learn to be more aware of your thoughts, feelings, and attitudes each day. You will participate in role-plays and small group interactions to help you get comfortable with your new tools and techniques before you take them back to your workplace or your world.

WHO SHOULD ATTEND?

Everyone can improve their attitude and mindset, some more than others. This course will benefit those people who face difficult customer and suppliers or are facing difficult times and want more options for handling these situations or people.

BUSINESS BENEFITS

- Increased employee performance.
- Better employee attitude and mindset.
- Increased employee engagement.
- Better customer relationships.

OUTCOMES

By the end of this course you will be able to:

- To understand your values and beliefs.
- To gain a greater insight into your attitudes, beliefs and results.
- To take responsibility for your own results.
- To increase your capability to adopt a positive attitude, and push yourself a little more.
- To develop your rapport skills.
- To define success.
- Consider how you perceive yourself and how others perceive you.
- To understand how you feel about change.
- To acknowledge and understand the impact that your attitude has on your performance.
- To identify the personal traits that might be holding you back.
- To think about the extent to which you feel engaged with the organisation you work for.
- To consider the benefits to your organisation if everyone was engaged and responsible for the business outcomes.

COURSE CONTENT

1. Idols

- To encourage participants to share information about themselves.
- To explore values and beliefs.
- To build rapport among participants.

2. Beliefs Actions Results

- To consider the link between attitudes and beliefs, and results.
- To identify the need to take responsibility for our own results.
- To build an understanding of what individuals might be capable of, if they adopt a positive attitude, and push themselves a little more.

3. Building Rapport with Colleagues

- To encourage participants to think about rapport and its purpose, particularly when managing others.
- To consider the importance of respect when establishing rapport.

4. Defining Success

- To define success.

5. Feelings Cards - Personal Development

- To provide an opportunity for participants to consider how they perceive themselves and how others perceive them.

6. Feelings Towards Change

- To identify how participants feel about change.
- To discuss the reasons for these reactions to change.

7. Half Full - A look at optimism and its importance

- To encourage participants to consider their attitude.
- To encourage discussion around optimistic versus pessimistic outlooks.
- To recognise the impact that attitude has on performance.
- To enable participants to identify personal traits that might be holding them back.
- To encourage leaders to consider how they might deal with negative attitudes in their team.

8. Using Vision and Values

T R A I N I N G S O L U T I O N S

- To encourage participants to think about the extent to which staff feel engaged with the organisation they work for.
- To consider who staff feel is responsible for business performance.
- To think about how vision and values are used within the organisation.
- To demonstrate how values can be ingrained in the organisation.
- To consider the benefits of an organisation where staff feel engaged and responsible for the business outcomes.

Elements of this syllabus are subject to change.

Stress Management

Course Duration: 1-day

OVERVIEW

Stress management is a strategic and operational concern for all organisations and management to accept. Most people know that stress is harmful, but they may not know how to manage it. This is a highly interactive, practice-driven training class; you will not only learn the principles of stress management but you will participate in role-plays and small group interactions to help you get comfortable with the stress management process before you take it back to your workplace or your world.

WHO SHOULD ATTEND?

Anyone who wants to deal with work pressures more effectively, particularly those who feel stressed. This course will benefit those wishing to develop stress management techniques or for organisations wishing to tackle stress.

BUSINESS BENEFITS

- Increased employee contribution and effectiveness.
- Happier, healthier employees.
- Reduced Absenteeism.

OUTCOMES

By the end of this course you will be able to:

- Increase your awareness of personal stressors and stress reactions.
- Enhance your ability, be a more productive worker, to live a more relaxed life style, and prevent stress-related illness.
- Control the stressors in your life through the development of a personal stress-management plan.

COURSE CONTENT

1. Signs of Distress

- To help participants recognise signs which may indicate that someone is suffering from distress.

2. Distress at Work

- To help participants, especially managers, recognise likely causes of workplace distress and take steps to deal with these.

3. Coping with Distress

- To help participants identify simple strategies for coping with distress.

4. Half Full - A look at optimism and its importance

- To encourage participants to consider their attitude.
- To encourage discussion around optimistic versus pessimistic outlooks.
- To recognise the impact that attitude has on performance.
- To enable participants to identify personal traits that might be holding them back.
- To encourage leaders to consider how they might deal with negative attitudes in their team.

5. Signs of Distress

- To help participants recognise signs which may indicate that someone is suffering from distress.

6. Personal Stress Management Plan

- To provide an opportunity for participants to develop a plan to reduce stress in their life.

Elements of this syllabus are subject to change.

Networking

Course Duration: ½-day

OVERVIEW

Networking consists of exchanging information and establishing personal connections. A strong network can help you to weather through tough times. People network in many different settings and situations in line at the airport, in company lunchrooms, at meetings and conferences, in hallways, lifts, planes, trains and waiting rooms. Networking can be both carefully planned or it just happens. Through this seminar you will learn and practice the basics of effective networking. Our fun and interactive environment will help anyone who feels shy or uncomfortable about networking to build confidence. You will leave with new ideas and an action plan.

WHO SHOULD ATTEND?

This is a seminar for people who value networking and desire become a better and more confident networker.

BUSINESS BENEFITS

- Better leverage of people capability within an organisation.
- Potential increase in sales through networking.
- More communicative, empowered people.

OUTCOMES

By the end of this course you will be able to:

- Be better and more confident about networking.
- Use techniques that take the fear out of networking.
- Develop effective plan to maintain and grow your network.
- Use your 30-second commercial.

COURSE CONTENT

1. A Brief Introduction to Networking

- To have a clear definition of networking.
- To provide some simple hints and tips for networking.

2. Introduction to Networking Skills

- To build awareness of basic networking skills.
- To provide a model that will help participants get the most from their networking opportunities.

- To provide an opportunity for participants to practise their networking skills.
3. Identifying Networks
 - To raise awareness of different networking opportunities.
 4. Cultivating your Networks
 - Develop effective plans to maintain and grow your network
 5. The 30-second Personal Commercial Pitch
 - To give participants an opportunity to develop an effective 30-second Personal Commercial pitch.
 - To test the Commercial for effectiveness.

Elements of this syllabus are subject to change.

Time Management

Course Duration: 1-day

OVERVIEW

The productivity of individuals and organisations hinges greatly on their ability to plan and manage time efficiently. Harnessing this critical resource increases both employee output and organizational competitiveness. This highly interactive, practice-driven training class provides you gain the personal insight and practical skills to develop and implement a framework for successful time management. You adopt proven tools and techniques to make better day-to-day choices about investing your time and achieving your goals.

WHO SHOULD ATTEND?

This is a seminar for busy people who want to accomplish more from the time they have available.

BUSINESS BENEFITS

- More effective use of people's time within the organisation.
- Deliver more projects on time.
- More productive teams.

OUTCOMES

By the end of this course you will be able to:

- Prioritise your To-Do's.
- Limit your interruptions.
- Delegate your Tasks appropriately.
- Use Time Blocks for Optimum Effectiveness.
- Spend more time face to face with your team.
- Gain a balance between professional goals and personal time.
- Set goals and prioritise them to determine if activities are time & goal-directed.
- Reduce the need to spend time putting out fires each day.
- Manage your meetings more effectively.

COURSE CONTENT

1. Interruptions and Other Time Stealers
 - To identify time stealers.
 - To discuss ways of dealing with time stealers.

2. The Wedding Planner

- To highlight the importance of time management.
- To introduce some of the key aspects of effective time management.

3. The Art of Prioritising

- To provide an opportunity for participants to practise using the urgent/important matrix.
- To introduce the ABC and matrix systems, as alternative methods for prioritising work.

4. Breaking Goals Down

- To show the value of breaking goals down into smaller chunks.
- To provide participants the opportunity to practise breaking long-term goals down into a series of short term objectives.

5. Delegation - Sink or Swim

- To introduce participants to the subject of delegation.
- To explore what constitutes effective and ineffective delegation.
- To consider best practice when delegating.
- To identify some pitfalls to avoid when delegating.

6. The Monthly Meeting - Chairing and participating in meetings

- To encourage participants to critically review a meeting and identify areas for improvement.
- To consider the key responsibilities of the Chair and other attendees at a meeting.
- To help participants understand why conventions like an agenda and minutes are important.
- To provide an opportunity for participants to practice facilitating and participating in a meeting.

7. Meetings

- To consider a forthcoming meeting that the participants are attending / organising, and to identify actions that can be taken to ensure the meeting is time efficient.

Elements of this syllabus are subject to change.

Attention to Detail

Course Duration: 1-day

OVERVIEW

In these training seminars, we will help you build the skills you need to improve your attention to detail and accuracy. This is a highly interactive, practice-driven training class. You will not only test your analytical and listening skills, you will be taught how to guard against making assumptions, the principles of clarification and customer excellence. You will participate in role-plays and small group interactions to help you improve your attention to detail before you take it back to your workplace or your world.

WHO SHOULD ATTEND?

Everyone can improve their attention to detail skills, particularly those who communicate with customers. This course will benefit those people who handle both the small and large parts of a task helping you focus on what needs to be done and complete each task accurately and completely.

BUSINESS BENEFITS

- Increased employee contribution and effectiveness – little things get done correctly.
- Develops right first time capability in workforce.
- Improved customer excellence.

OUTCOMES

By the end of this course you will be able to:

- To test and develop attention to detail & accuracy.
- To encourage participants to communicate effectively in order to gather all the information available.
- To encourage participants to think about how they can check their understanding of information they receive.
- To test & develop analytical skills.
- To encourage clear thinking.
- To demonstrate the importance of summary and clarification in effective communication.
- To check & develop listening skills.
- To demonstrate the dangers of making assumptions about others' knowledge and how to guard against it.
- To encourage participants to think about how and what they communicate to customers.

COURSE CONTENT

1. Filing Frenzy.
 - To test and develop attention to detail and accuracy.
2. Assumptions.
 - To check listening skills.
 - To illustrate the dangers of making assumptions.
 - To provoke discussion about prejudices and stereotypes.
3. Clear Thinking.
 - To test analytical skills.
 - To encourage clear thinking and teamwork.
4. Misinterpretations in Communication.
 - To demonstrate how our perspective of a situation will affect our expectations of others.
 - To illustrate one reason why communication isn't always received in the way we intended.
 - To demonstrate the dangers of making assumptions about others' knowledge when communicating.
 - To recognise situations where the recipient might not interpret our message in the way we intended.
5. Summary and Clarification.
 - To demonstrate the importance of summary and clarification in effective communication.
6. Listening.
 - To test listening skills and to illustrate the dangers of making assumptions.
 - To encourage participants to think about how they can check their understanding of information they receive.
7. A Sign of the Times - Communicating Brand.
 - To encourage participants to think about how and what they communicate to customers, using a slightly unusual perspective.
 - To encourage participants to think about the language they use when communicating with customers.
 - To show that all communication tells the customer something about the organisation and that sometimes that's not the intended message.
 - To demonstrate how brand is affected by every piece of communication leaving the organisation.
8. Communication Clarity.
 - To encourage participants to communicate effectively in order to gather all the information available.
 - To encourage participants to think about how they communicate.
 - To encourage participants to work co-operatively to solve a shared problem.

Elements of this syllabus are subject to change.

Effective Meetings

Course Duration: 1-day

OVERVIEW

Meetings can be a source of frustration or a productive use of everyone's time and talent. It has a huge effect on productivity. This highly interactive, practice-driven training class provides you with the skills you need to ensure that meetings run efficiently, generate good decisions, and result in clear action.

WHO SHOULD ATTEND?

This is a seminar for people who want to achieve more from any kind of meeting and stop wasting valuable time.

BUSINESS BENEFITS

- More effective use of people's time within the organisation.
- Deliver more projects within budget and on time.
- More productive teams.

OUTCOMES

By the end of this course you will be able to:

- Prepare for meetings, including knowing when a meeting is and is not needed.
- Save time by leading fewer, shorter, more efficient meetings.
- Help meeting participants prepare and contribute effectively, and ensure they understand and support meeting results.
- Keep meetings on track and get them back on track if problems occur.

COURSE CONTENT

1. Meeting Costs

- To encourage participants to think about the true cost of meetings.
- To show the importance of ensuring meetings are effective.

2. Making Meetings Effective

- To encourage participants to think about what causes meetings to be ineffective.
- To identify what can be done to make meetings effective.
- To introduce the acronym APPLE and explain how focusing on five simple themes will help participants ensure meetings are effective.

3. Discussion

- To enable participants to test their communication skills.
- To test participants' abilities to get their point across effectively whilst building an understanding of others' feelings.

4. Body Language and Mirroring

- To show participants how we tend to mirror the body language of others when rapport is established.
- To discuss what happens to body language when rapport is absent.

5. The Monthly Meeting - Chairing and participating in meetings

- To encourage participants to critically review a meeting and identify areas for improvement.
- To consider the key responsibilities of the Chair and other attendees at a meeting.
- To help participants understand why conventions like an agenda and minutes are important.
- To provide an opportunity for participants to practice facilitating and participating in a meeting.

6. The Pet Meeting

- To identify key learning points for running effective meetings.
- To identify strategies for managing difficult behaviours in meetings.

7. Meetings

- To consider a forthcoming meeting that the participants are attending / organising, and to identify actions that can be taken to ensure the meeting is time efficient.

Elements of this syllabus are subject to change.

Personal Development

Course Duration: ½-day

OVERVIEW

Continuous personal development is one of the most important habits you can cultivate and it is core for achieving career success. This is a highly interactive, practice-driven training class; you will not only learn the principles of effective personal development but you will participate in small group interactions to help you get comfortable with the personal development process before you take it back to your workplace or your world.

WHO SHOULD ATTEND?

This is a seminar for people who require help with their personal development.

BUSINESS BENEFITS

- Employees own their personal development.
- Increased people capability.
- Better development of organisation's people.

OUTCOMES

By the end of this course you will be able to:

- Achieve your personal goals.
- Perceive yourself and others better.
- Have an understanding of representational systems and how it can help your personal development.
- Better understand training methods and how people learn.

COURSE CONTENT

1. Achieving Personal Development Goals

- To think about what needs to happen to ensure we don't regret the things we didn't do.
- To consider the feelings of success, and their impact upon motivation.
- To look at the importance of creating development objectives that are SMART.
- To consider the importance of taking control, and what prevents us doing that.
- To provide an opportunity for participants to think about their own short, medium and long-term development goals.

2. Personal Development (Feelings Cards)

- To provide an opportunity for participants to consider how they perceive themselves and how others perceive them.

3. Learning - Push or Pull

- To explore the benefits of different approaches to personal development.
- To help participants choose the most appropriate approach for personal developing in different situations.

4. Representational Systems

- To introduce the theory of representational systems contained within much NLP training.
- To explain the theory and build awareness of it.
- To encourage reasoned debate about its validity in personal development.

Elements of this syllabus are subject to change.

Trainer Development

Course Duration: 1-day

OVERVIEW

In our Trainer Development seminars, we will help you build the Trainer skills you need to operate effectively in your organisation. This is a highly interactive, practice-driven training class; you will not only learn about training process TNA's and designing training but you will participate in role-plays and small group interactions to help you get comfortable with training skills before you take them back to your workplace.

WHO SHOULD ATTEND?

Anyone wishing to increase their awareness of training including people new to learning and development or those without any formal training.

BUSINESS BENEFITS

- Optimised Training Function.
- Higher return on investment in training.
- Reduction in the cost of training.

OUTCOMES

By the end of this course you will be able to:

- Understand training process and outline a typical training cycle.
- Undertake a training needs assessment of your organisation.
- Understand the different approaches to developing others.
- Design training material.
- Understand the theory of representational systems.
- Understand coaching and how it can be used in people development.
- More effectively lead and participate in discussions.

COURSE CONTENT

1. The Training Process

- To assess participants' current understanding of the training process.
- To outline a typical training cycle.

2. Who Needs a TNA?

- To explain the purpose of a training needs analysis (TNA).

- To devise a strategy for uncovering the training needs of an individual or team.
3. Assessing the Need - Gathering Information for a TNA
 - To identify different methods that can be used to gather data for a training needs analysis.
 - To consider the merits and downsides of the various methods identified.
 4. Learning - Push or Pull
 - To explore the benefits of different approaches to developing others.
 - To help participants choose the most appropriate approach for developing others in a given situation.
 5. Origami - Training Fundamentals
 - To encourage participants to think about training methods.
 - To help participants understand how adults learn and how to ensure training is learner led.
 6. Designing Aims and Objectives
 - To communicate the skills needed to design and write effective training aims, objectives and outcomes.
 - To encourage participants to apply the principles to all the sessions which they design and deliver.
 7. Representational Systems
 - To introduce trainers to the theory of representational systems contained within much NLP training.
 - To explain the theory and build awareness of it.
 - To encourage reasoned debate about its validity in training.
 8. An Introduction to Coaching
 - To enable participants to be able to define coaching and its purpose.
 - To explain the key differences between coaching and mentoring.
 - To enable participants to describe a basic coaching model.
 - To identify the core skills required by effective coaches.
 9. Coaching Skills Review

- To encourage participants to think about their own coaching skills development needs.
- To remind participants of the GROW model.

10. Lead a Discussion

- To consider the advantages and risks of using facilitated discussion within training interventions.
- To explore how to manage the risks and tips for successful discussions.
- To provide an opportunity for participants to practise leading and participating in discussions.

Elements of this syllabus are subject to change.

Coaching

Course Duration: 2½-days

OVERVIEW

Coaching is the most effective technique a manager can employ to enhance individual and team performance. In the current economic environment, managers are challenged to get the best from each and every individual. This course is specifically designed to train business directors and front-line managers on how to coach their direct reports and teams to high levels of performance to achieve critical business objectives. During our practical hands-on workshops, every participant will be guided through a proven process to develop a customised coaching plan for each individual on their team. Learn how to kick it up a notch and accelerate the pace of performance development through coaching.

WHO SHOULD ATTEND?

Directors and managers who want to improve the performance of their direct reports to achieve business objectives. Also high potential employees would benefit from participating on this course.

BUSINESS BENEFITS

- Identify the specific skills and behaviours needed to help your staff reach and exceed their goals.
- Build trusting partnerships and maximise the growth potential of your team.
- Implement plans immediately for each of your direct reports that will turnaround your poor performers, strengthen your team and better leverage your high performers.

OUTCOMES

By the end of this course you will be able to:

- Define coaching and its purpose.
 - Use the GROW model.
 - Use your coaching skills.
 - Effectively coach individuals.
 - Understand Transactional Analysis.
 - Effectively give feedback to members of your team.
 - More effectively recognise individual's performance.
-

COURSE CONTENT

Day 1

1. An Introduction to Coaching

- To enable participants to be able to define coaching and its purpose.
- To explain the key differences between coaching and mentoring.
- To enable participants to describe a basic coaching model.
- To identify the core skills required by effective coaches.

2. Workplace Coaching 1 - The What

- To enable participants to understand what workplace coaching is.
- To agree a shared definition of workplace coaching.
- To explain the key differences between coaching and mentoring.

3. Workplace Coaching 2 - The How

- To identify the core skills required by effective coaches.
- To enable participants to describe the GROW coaching model.

4. Workplace Coaching 3 - The Practice

- To provide an opportunity for participants to practise their coaching skills.
- To provide an opportunity for participants to practise using the GROW model.
- To provide an opportunity for participants to practise questioning, listening and summarising.

5. Workplace Coaching 4 - The Plan

- To provide an opportunity for participants to think about how they'll use the GROW model back in the workplace.
- To encourage participants to think about the questions they'll use to facilitate use of the GROW model.
- To review the GROW model.
- To review key learning points about workplace coaching.

6. Workplace Coaching 5 - The Record

- To explain the importance of keeping a record of coaching sessions that is both helpful to the coach and the person being coached.
- To introduce a simple plan that participants might like to use in their coaching sessions.

7. Workplace Coaching 6 - The Review

- To remind participants of some of the key learning points about workplace coaching.
- To provide a fun but thorough review of learning.

Day 2

1. Coaching Skills Review

- To encourage participants to think about their own coaching skills development needs.
- To remind participants of the GROW model.

2. Introduction to Giving Feedback

- To build an understanding of the characteristics and differences between constructive feedback, praise and criticism.
- To explain the importance of constructive feedback.
- To build awareness of "good practice" guidelines for providing constructive feedback.

3. Re-Scripting Feedback

- To encourage participants to consider the art of feedback and to ensure their feedback is appropriate and objective.
- To enable participants to identify useful, helpful, constructive feedback.
- To clarify what makes useful, constructive feedback.
- To develop participants ability to give constructive feedback.
- To consider how it feels to be on the receiving end of destructive or unhelpful feedback.

4. Remaining Neutral

- To consider the pitfalls and dangers of giving advice when helping staff solve their own problems.
- To consider the dangers of making judgements or assumptions about the nature of someone else's problem.

5. Learning - Push or Pull

- To explore the benefits of different approaches to developing others.
- To help participants choose the most appropriate approach for developing others in a given situation.

6. Introduction to Transactional Analysis

- To provide participants with a way of understanding behaviour and improving communication.
- To provide a very basic introduction to transactional analysis.

7. Acts of Recognition

- To help participants recognise how their behaviour/communication is experienced by others.
- To encourage participants to increase the positive acts of recognition they give to others, and to create a working atmosphere in which people feel accepted and recognised.

Virtual Sessions (fortnightly)

- Two, 90-minute follow-up calls for all participants chaired by the Coach to discuss their progress, share ideas and resolve any issues.

Day 3 (at least 4-weeks later)

Coach Certification

- Undergo a coaching audit. Each participant presents their coaching logbook to our coach and then answers a series of questions to determine if they are competent and/or if they require any additional training and development.

Elements of this syllabus are subject to change.

Memory & Retention of Learning

Course Duration: ½-day

OVERVIEW

Coping with the continuously growing piles of information is enough to overwhelm the most capable person at work today. The need is to find a way of acquiring information faster and with greater comprehension. This highly interactive, practice-driven training class provides you with improved memory and retention of learning skills.

WHO SHOULD ATTEND?

This is a seminar for people who want to work with their memory more effectively, so that they can remember more clearly, and for a longer period of time.

BUSINESS BENEFITS

- More effective employees.
- Increased productivity of employees.
- Better development of organisation's people.

OUTCOMES

By the end of this course you will be able to:

- Listen more effectively.
- Memorise and recall information more effectively.
- Better understand training methods and how people learn.

COURSE CONTENT

1. Meeting Costs

- To encourage participants to think about the true cost of meetings.
- To show the importance of ensuring meetings are effective.

2. Assumptions

- To check listening skills.
- To illustrate the dangers of making assumptions.
- To provoke discussion about prejudices and stereotypes.

3. A Listening Exercise

- To test listening skills.
- To illustrate the dangers of making assumptions.

- To encourage participants to think about how they can check their understanding of information they receive.

4. Life Story

- To encourage participants to share information about each other.
- To test participant's listening and recall skills.
- To briefly explore barriers to listening.

5. Training Fundamentals

- To encourage participants to think about training methods.
- To help participants understand how adults learn and how to ensure training is learner led.

Elements of this syllabus are subject to change.

Telephone Skills

Course Duration: 1-day

OVERVIEW

In these Training seminars, we will help you build your telephone skills so you can more effectively listen and comprehend others and be competent, confident and keen. This is a highly interactive, practice-driven training class designed to develop your telephone communication. You will participate in role-plays and small group interactions to help you get comfortable with your new tools, tips and techniques before you take them back to your workplace or your world.

WHO SHOULD ATTEND?

This course is suitable for people who communicate regularly by telephone both internally and externally. Ideally this will suit switchboard, administration, reception, customer support, help desks and telesales staff.

BUSINESS BENEFITS

- Enhanced, more professional organisation image.
- Improved customer services.
- More productive employees.

OUTCOMES

By the end of this course you will be able to:

- Use the telephone proficiently and productively.
- Provide an outstanding telephone service.
- Actively listen to the speaker.
- Understand how the lack of body language influences a call.
- Manage complaints and difficult situations effectively.
- Deal with aggressive behaviour.
- Ask appropriate and open questions.
- Demonstrate the importance of summary and clarification to effective telephone calls.
- Deliver a 30-second sales pitch.

COURSE CONTENT

1. Idols

- To encourage participants to share information about themselves.

2. Assumptions

- To check listening skills.
- To illustrate the dangers of making assumptions.
- To provoke discussion about prejudices and stereotypes.

3. A Listening Exercise

- To test listening skills.
- To illustrate the dangers of making assumptions.
- To encourage participants to think about how they can check their understanding of information they receive.

4. Communicating Without Body Language

- To demonstrate the significance of body language in communication.
- To encourage participants to think about the difficulties the lack of body language creates when communicating by telephone.

5. Barriers to Communication

- To identify key barriers to effective communication.
- To explore why such barriers occur.
- To identify 'good practice' principles that will help to avoid the barriers to effective communication identified.

6. Summary and Clarification

- To demonstrate the importance of summary and clarification in effective communication.

7. What is Assertiveness?

- To define assertiveness.
- To identify the main characteristics of assertiveness.
- To distinguish assertive behaviour from aggressive and submissive behaviours.

8. How Assertive Are You?

- To help participants understand their current use of assertive behaviour and identify areas for improvement.

9. Dealing with Aggressive Behaviour

- To help participants develop guidelines for dealing assertively with aggressive behaviour.
- To encourage participants to develop and demonstrate one appropriate and one inappropriate response to aggressive behaviour.

10. Types of Questions

- To explain the different types of questions used in communication.
- To help participants recognise different types of questions.
- To help participants recognise effective and ineffective questions.

11. Special Offer

- To demonstrate the importance of summary and clarification in effective communication.
- To test participants' ability to listen effectively, check understanding and summarise key points back to the person delivering information to them.
- To briefly consider some of the barriers to effective listening and techniques for minimising these.

12. Pitfalls and Trampolines - Customer Service

- To encourage discussion about customer service.
- To identify common pitfalls to avoid in relation to customer service.
- To highlight and share best practices for satisfying and delighting customers.

13. Pitfalls and Trampolines – Telesales

- To examine common problems/conundrums associated with telesales and discuss ways of overcoming these.
- To highlight and share best practices and tips for making telesales calls successful.

14. The 30-second Sales Pitch

- To give participants an opportunity to develop an effective 30-second sales pitch.
- To test the pitch for effectiveness.

Elements of this syllabus are subject to change.

Creative Thinking

Course Duration: 1-day

OVERVIEW

In our Creative Thinking Training seminars, we will help you build the skills you need to apply more creativity constructively and effectively in any situation. This is a highly interactive, practice-driven training class; you will not only learn the principles of creative thinking but you will participate in role-plays and small group interactions to help you learn creative tools and techniques to use back in your workplace or your world.

WHO SHOULD ATTEND?

Anyone looking to be more creative within their work as well as managers seeking to inspire more creativity, innovation and new thinking within their teams.

BUSINESS BENEFITS

- Creates a more creative and open work environment.
- Enhances individual and team creativity through more effective ideas generation, development, evaluation and selection.
- Increased capacity for innovation within organisation.

OUTCOMES

By the end of this course you will be able to:

- Use creativity to increase productivity.
- Use a range of creative problem solving tools and techniques.
- Overcome barriers to creativity.
- Influence others to become more creative.
- Think differently.
- Develop a creative environment.

COURSE CONTENT

1. The Anatomy of Conflict
 - To define conflict.
2. Defining Creativity
 - To expose any preconceived ideas about what creativity is.
 - To explore stereotypes relating to creativity.
 - To provide a clear definition of creativity that removes the mysticism associated with the word.
3. Creativity - A Questionnaire
 - To encourage participants to consider existing attitudes towards creativity.

- To encourage participants to consider the culture/environment in which they work, and its impact upon creative thinking.
 - To encourage participants to consider the extent to which creative thinking skills exist within their organisation.
4. Creative Thinking – Perceptions
 - To explore personal experiences of applying creativity.
 - To introduce some of the barriers to creativity.
 - To gain an understanding of how creative participants currently feel.
 - To examine typical responses to creative behaviour.
 5. Creative Problem Solving Process
 - To explore the process of creative problem solving.
 - To explain the role of idea generation and other creative thinking techniques
 6. If I were...
 - To encourage participants to think differently.
 - To encourage participants to consider the uses of sense other than sight.
 7. Creative Environment
 - To encourage participants to think about the environment they work in.
 - To encourage participants to consider the impact the physical environment might have on creativity.
 - To consider ways in which space can be made 'creative'.
 8. Brainstorming
 - To explain the key rules of brainstorming.
 9. Idea Box
 - To introduce 'Idea Box' as an idea generation technique.
 - To provide participants with an opportunity to practise using the technique.
 10. Fishbone Chart
 - To show participants how to break problems down.
 - To provide an opportunity for participants to practise using a Fishbone chart.
 11. Reframe
 - To introduce 'Reframe' as an idea generation technique.
 - To provide participants with an opportunity to practise using the technique.
 12. Releasing the Creative BIRD
 - To consider the behaviours adopted by creative people.
 - To encourage participants to consider their own use of these behaviours.
 13. Reversal
 - To introduce 'Reversal' as an idea generation technique.
 - To provide participants with an opportunity to practise using the technique.

Elements of this syllabus are subject to change.

Train the Trainer

Course Duration: 1-day

OVERVIEW

This workshop can help participants feel more comfortable and more competent in training. Participants will explore how adults learn and take a step-by-step approach to create training sessions that meet employee needs and they will have the opportunity to practice these skills in a safe environment. Training results are too important to leave to chance.

WHO SHOULD ATTEND?

Internal trainers within organisations.

BUSINESS BENEFITS

- Increased trainer capability.
- Develops right first time capability in training.
- Lower training costs whilst increasing training effectiveness.

OUTCOMES

By the end of this course you will be able to:

- Recognise the importance of considering the participants and their training needs, including the different learning styles and adult learning principles;
- Know how to write objectives and evaluate whether these objectives have been met at the end of a training session;
- Develop an effective training style, using appropriate training aids and techniques;
- Understand the importance of an instruction guide to help a trainer prepare and deliver effectively and consistently;
- Conduct a short group training session that incorporates these training concepts.

COURSE CONTENT

1. Introduction and Course Overview

- Spend the first part of the day getting to know each other and discussing what will take place during the workshop.
- You will also have an opportunity to identify their personal learning objectives.

2. Defining a Successful Training Program

- To start the day, you will be asked to think about what successful training looks like.
- This will lead into a discussion of different audiences and their expectations.
- You will also look at some situations that could identify a need for training, and some of the benefits that training can bring.

3. Defining a Successful Trainer

- Next, you will discuss the characteristics of a successful trainer, including how to stimulate a readiness to learn.
- You will also look at common mistakes made by new trainers, and they will brainstorm some ways to avoid or resolve those issues.

4. A Word about Adult Learning During this session

- You will explore the differences between adult and child learners in small groups.

5. The Learning Process

- The adult learning process has four distinct steps. You will look at each step and discuss how they can use this model to

6. Principles of Adult Learning

- This session will explore the key principles of adult learning through an exercise and small group work.

7. The Learning Cycle

- For every learning point you make, there should be a learning cycle to be certain all trainees know it.
- This session will examine that cycle.
- You will also explore some ways to cover all points of the cycle in a training program.

8. Types of Trainers

- During this session, you will look at four main types of trainers, and how these types can help you become better trainers.

9. The Training Process

- This session will introduce you to the six-step training process.

10. Performing a Needs Analysis

- Next, participants will learn about the first step: performing a needs analysis.

- During this session, participants will look at some sample situations and develop possible training ideas.

11. Planning Training

- The next two steps in the training process are to develop the training and prepare employees.
- You will examine these steps through a lecture and group work.

12. Training Methods

- The fourth step of the training process is to conduct the training.
- During this session, you will begin looking at some key parts of this step, including training methods and environmental concerns.

13. Designing a Learning Sequence

- This session will introduce participants to the four parts of an effective learning sequence.
- Then, participants will practice creating a few sequences of your own.

14. Using Humour and Adding Games

- Continuing with the fourth step, participants will learn how to use humour appropriately and how to choose games to add to their training.

15. Are You Ready For Anything?

- You will work in groups to discuss how preparation can affect the training session and what sort of things a trainer should prepare for.

16. Setting the Climate

- This session will discuss some of the key factors that set the training climate.

17. Presentation Skills

- During this session, you will explore some different ways to communicate with the audience, including telling, showing, non-verbal communication, and using notes.
- You will also examine some different types of visual aids that they can use and how best to use them.

18. Dealing with Difficult Trainees

- You will complete a brainstorming exercise to identify types of difficult trainees and ways to deal with them.

19. On-the-Job Training

- Job instruction training (or on-the-job training) is becoming more and more prevalent. This session will discuss a four-step plan to make job training a success.

20. Training Presentations

- This time is set aside for you to present your short training program.

21. Evaluations

- It's now time to go back to the fifth step of the training process: evaluations. You will examine several methods that you can use to evaluate the success of your programme.

22. Workshop Wrap-Up

- At the end of the day, you will have an opportunity to ask questions and fill out an action plan.

Elements of this syllabus are subject to change.

Negotiation

Course Duration: 1-day

OVERVIEW

Negotiating is a field of knowledge and activity that focuses on gaining the favour of people from whom you want something. Using a combination of case studies, role-plays, and small group exercises, we take you through the entire negotiation process. From preparation to planning to execution to evaluation, we lead you through every step. This course will help you understand the nature of a negotiation and develop foundation skills to use back in your workplace or in other aspects of your life.

WHO SHOULD ATTEND?

Business professionals who may or may not be in a supervisory position and who want to learn negotiating skills.

BUSINESS BENEFITS

- Enhanced bottom-line profitability.
- Better working relationships with suppliers and partners.
- More harmonious working relationships.

OUTCOMES

By the end of this course you will be able to:

- Understand and implement in-depth skill based negotiations.
- Understand potential sources of value creation.
- Develop an effective plan and strategy for any negotiation.
- Know when and when not to negotiate.
- Negotiate face-to-face, on the phone, and through e-mail.
- Learn to become more persuasive.
- Use techniques that elicit information from the other parties.
- Recognise interests and issues to avoid unnecessary positions.
- Neutralise manipulative tactics.
- Minimise conflicts and deadlocks both internally and externally.
- Meet business objectives by focusing on planning.

COURSE CONTENT

1. Something in Common

- To encourage participants to find things they have in common.
- To consider the impact on relationships of finding common ground.

2. Jobs!

- To consider the importance of understanding needs and feelings of others in negotiation.
- To provide an opportunity for participants to practise overcoming differences.

3. Negotiation Based On Position

- To examine the practices currently adopted by participants when placed in a negotiation situation.
- To identify some of the common misconceptions regarding 'successful negotiations'.
- To identify the characteristics of position based negotiation.
- To identify common forms of psychological warfare.

4. Town Centre Street Names

- To provide an opportunity to practice negotiation.
- To illustrate the importance of listening skills.
- To consider the importance of effective questions in order to build an understanding of the other party's perspective.
- To consider the dangers and advantages of pre-meeting meetings.

5. Body Language and Mirroring

- To show participants how we tend to mirror the body language of others when rapport is established.
- To discuss what happens to body language when rapport is absent.

6. Pings and Dongs

- To demonstrate the importance of body language in communication.
- To identify the positive and negative signals we give off in conversation.

7. Different Perspectives

- To demonstrate the fact that people have different 'maps' of the world.
- To show how information can be misinterpreted.
- To demonstrate the impact of misinterpretation on rapport and the ability to negotiate.

8. SMART Objectives

- To practise writing SMART objectives.

9. Summary and Clarification

- To demonstrate the importance of summary and clarification in effective communication.

10. The 30-second Sales Pitch

- To give participants an opportunity to develop an effective 30-second sales pitch.
- To test the pitch for effectiveness.

11. Island of Opportunity

- To demonstrate the importance of building a clear understanding of needs and feelings in negotiation, through effective questioning and listening.
- To show the importance of separating people and personalities from the problems.
- To show the value of a shared problem/creative solution finding approach to negotiation.
- To provide an opportunity to practise negotiation.

Elements of this syllabus are subject to change.

Marketing & Sales

Course Duration: 2-days

OVERVIEW

One of the biggest challenges businesses face today is positioning their products and services for maximum marketability. Our Marketing and Sales seminar is a two-day, hands-on class that will help you increase sales and profitability by teaching you how to enhance sales success. This highly interactive, practice-driven training class equips you with enhance marketing and sales capability to achieve sales plans.

WHO SHOULD ATTEND?

Suitable for new, prospective and existing marketing and sales related people with little or no formal training who need the best possible understanding of marketing and sales. This course is not for experienced marketing and sales people.

BUSINESS BENEFITS

- Improve sales results and corresponding revenue increases.
- Increased profitability.
- Increased market share.
- Effective sales force and enhanced marketing collateral.

OUTCOMES

By the end of this course you will be able to:

- Better understand customer needs.
- Demonstrate brand more effectively.
- Greater insight into competitive threat.
- Better articulate product and / or service benefits.
- Understand and apply Customer relationship Management.
- Employ the face-to-face sales process of questioning, closing, and handling objections.
- Recognise basic styles of buyer behaviour and determine how to adapt to each style to create positive rapport.
- Formulate a personal Feature—Advantage—Benefit and Proof Outline for one or more of their products and / or services.
- Sell more effectively using the telephone.

COURSE CONTENT

Day 1

1. Find Your Team

- To explore the differences between a team and work group.
- To help participants identify when a team or group is required.

2. Customer Needs

- To demonstrate the importance of exploring customers' needs through questioning, listening and checking understanding.

3. Communicating Brand

- To encourage participants to think about how and what they communicate to customers, using a slightly unusual perspective.
- To encourage participants to think about the language they use when communicating with customers.
- To show that all communication tells the customer something about the organisation and that sometimes that's not the intended message.
- To demonstrate how brand is affected by every piece of communication leaving the organisation.

4. Competitor Review

- To encourage participants to look at competitors and what they are offering.
- To identify the benefits and unique selling points of the product or service participants sell.

5. Sales Benefits

- To help participants recognise the difference between features and benefits.
- To demonstrate the importance of identifying customer needs and selling to these.

6. Introducing CRM

- To define and briefly explore the concept of Customer Relationship Management.
- To consider the types of data that helps organisations manage their customer relationships and where this can be found.

7. CRM Exercise

- To identify approaches and ideas that could be used in a Customer Relationship Management (CRM) strategy.
- To develop a strategy based on the information provided about Dune Races.
- To share ideas and thoughts about what makes an effective CRM strategy.

8. CRM - Using Data

- To consider the importance of IT in a Customer Relationship Management (CRM) strategy.
- To introduce participants to predictive analytics and data mining.
- To consider how data can be used within the participants' organisation.

Day 2

1. Sales Practice I

- To provide an opportunity for participants to practise as they learn new sales approaches.
- To provide an unusual, and fun way of breaking a group into three teams for later exercises.

2. Sales Practice II

- To provide an opportunity for sales consultants to practise 'selling'.
- To identify areas for improvement in the sales technique employed.

3. Overcoming Objections

- An exercise for sales people
- To identify common objections that participants face when trying to sell a product or service.
- To identify ways of challenging objections in a constructive way using open questions and persuasive statements.

4. Overcoming Sales Blocks

- To identify why potential customers don't like receiving sales calls.
- To consider the skills that sales consultants will need to use to get their message heard by potential buyers.

5. Talking Brochure or Sales Person

- To identify how a sales person differs from a brochure.
- To highlight key skills used by 'great' sales people.
- For existing sales teams, to identify areas where the current approach could be improved.

6. Questions and Selling Points

- To generate a list of open questions that can be used during participants' sales calls/meetings.
- To generate a list of unique selling points for the product or service that participants sell.
- To group these according to where they would most naturally be used in the sales process.

7. The 30-second Sales Pitch

- To give participants an opportunity to develop an effective 30-second sales pitch.
- To test the pitch for effectiveness.

8. Telesales

- To examine common problems/conundrums associated with telesales and discuss ways of overcoming these.
- To highlight and share best practices and tips for making telesales calls successful.

9. Sales Call Analysis

- To analyse a typical sales call and identify areas for improvement.
- To assess who does most of the talking in a typical sales call.
- To consider the importance of open questions in sales calls.

Elements of this syllabus are subject to change.

Customer Care

Course Duration: 1-day

OVERVIEW

No business will succeed without its customers. How you work with your customers has a huge impact in today's competitive industry. This highly interactive course will guide you through a series of quick lessons, group activities and role-plays sessions to help you implement your new customer care skills with confidence and pride.

WHO SHOULD ATTEND?

If you interact with customers (internal or external), then this course is for you.

BUSINESS BENEFITS

- Retained and satisfied customers.
- Achieving excellence in customer care.
- Increased business from existing customer base.

OUTCOMES

By the end of this course you will be able to:

- Respond more effectively to customer complaints.
- Actively listen develop helpful insights into customer concerns.
- View client concerns with empathy and recommend value-building solutions.
- Respond to client needs with an emphasis on service and quality.
- Set high performance standards.
- Respond appropriately to letters of complaint.
- Identify improvements to customer care within your organisation.

COURSE CONTENT

1. Customer Experiences

- To encourage participants to consider their experiences as a customer.
- To identify ways in which poor customer service could have been improved.
- To briefly consider the impact of poor customer service.

2. The Case for Internal Customer Care

- To identify the benefits and dangers of internal customer care programmes.
- To reach agreement on how to define internal customer care as a desirable goal.

3. What is Excellent Service?
 - To identify the characteristics of excellent customer care by identifying what poor, mediocre and excellent customer care consists of.
4. Barriers to Internal Customer Care
 - To identify the main barriers to internal customer care and ways of reducing or eliminating them.
5. Pitfalls and Trampolines - Customer Service
 - To encourage discussion about customer service.
 - To identify common pitfalls to avoid in relation to customer service.
 - To highlight and share best practices for satisfying and delighting customers.
6. Happy Holidays
 - To demonstrate the importance of exploring customers' needs through questioning, listening and checking understanding.
7. Dealing with Complaints
 - To describe the benefits of dealing with complaints in a timely and effective manner.
 - To consider some complaint scenarios and how these could be handled effectively.
8. Handling Difficult Behaviour
 - To identify difficult customer behaviours and develop effective ways of managing them.
9. Responding to Letters of Complaint
 - To encourage participants to think about the importance of letters of complaint.
 - To provide a simple model for drafting an appropriate response to letters of complaint.
 - To provide an opportunity for participants to practise writing responses to letters of complaint.
10. Diamond or Glass - A Customer Service Experience
 - To illustrate the importance of customer service.
 - To demonstrate how low-cost customer service improvements can benefit an organisation's reputation.
 - To identify improvements that can be made to customer service within the participants' teams/organisation.

Elements of this syllabus are subject to change.

Internal Customer Care

Course Duration: 1-day

OVERVIEW

In medium-to-large sized enterprises, relations between departments can often be less than cordial, which leads to inefficiencies and a stressful working environment. This highly interactive course will guide you through an internal customer perspective to help you 'raise the bar' for your internal service standards.

WHO SHOULD ATTEND?

If you wish to take better care of your internal customers then this course is for you.

BUSINESS BENEFITS

- Increased employee morale.
- Achieving excellence in customer care.
- Increased productivity.

OUTCOMES

By the end of this course you will be able to:

- Understand and leverage the internal service chain.
- Actively listen develop helpful insights into internal customer concerns.
- View internal customer concerns with empathy and recommend value-building solutions.
- Respond to internal customers needs with an emphasis on service and quality.
- Set high performance standards.
- Identify improvements to internal customer care within your organisation.

COURSE CONTENT

1. Internal Customer Experiences

- To encourage participants to consider their experiences as an internal customer.
- To identify ways in which poor internal customer service could have been improved.
- To briefly consider the impact of poor internal customer care.

2. The Case for Internal Customer Care

- To identify the benefits and dangers of internal customer care programmes.

- To reach agreement on how to define internal customer care as a desirable goal.
3. Barriers to Internal Customer Care
- To identify the main barriers to internal customer care and ways of reducing or eliminating them.
4. The Internal Service Chain
- To explore the concept of an internal service chain.
 - To give participants the opportunity to map an internal service chain and identify critical internal relationships.
5. What is Excellent Service?
- To identify the characteristics of excellent internal customer care by identifying what poor, mediocre and excellent internal customer care are.
6. Pitfalls and Trampolines – Internal Customer Care
- To encourage discussion about internal customer care.
 - To identify common pitfalls to avoid in relation to internal customer care.
 - To highlight and share best practices for satisfying and delighting internal customers.
7. Happy Holidays
- To demonstrate the importance of exploring internal customers' needs through questioning, listening and checking understanding.
8. Handling Difficult Behaviour
- To identify difficult internal customer behaviours and develop effective ways of managing them.
9. Diamond or Glass - A Internal Customer Care Experience
- To illustrate the importance of customer service.
 - To demonstrate how low-cost customer service improvements can benefit.
 - To identify improvements that can be made to internal customer care within the participants' teams/organisation.

Elements of this syllabus are subject to change.

Performance Management

Course Duration: 2-days (*Optional 1-day for Performance Coaching*)

OVERVIEW

Businesses and industries of all types now acknowledge that their people constitute the real competitive advantage. They also realise that enhancing the performance of their people, and consequently, of the organisation depends on the continuous improvement of staff at all levels. An effective Performance Management is essential to help employees perform at their best and align their contributions with the goals, values, and initiatives of the organisation. Using a combination of case studies, role-plays, and small group exercises, we take you through the entire performance management process. From preparation to structuring to reviewing to feedback to developing to dealing with poor performance we lead you through every step. This course will help you understand the nature of a performance management and develop skills to use back in your workplace.

WHO SHOULD ATTEND?

Suitable for people who manage others performance.

BUSINESS BENEFITS

- Enhanced bottom-line profitability.
- More employee focus on results.
- Operations optimised because goals and results are more closely aligned.

OUTCOMES

By the end of this course you will be able to:

- Communicate performance factors
- Explain and write objectives in a way that is specific and measurable.
- Involve employees or team members in participative objective setting.
- Create development plans that include specific timelines, resources, and outcomes.
- Coach without creating hostility or defensiveness.
- Prepare for and conduct a performance review.
- Give accurate and fair performance feedback.
- Explain the reasons for evaluations in ways that help employees develop.
- Deal with strong reactions during performance review.

COURSE CONTENT

Day 1

1. Performance Management

- Effective Performance Appraisal: The Value
- To build an understanding of the purpose of performance appraisal systems.
- To identify the benefits of a good performance appraisal process.

2. Preparing for a Performance Review

- To encourage participants to think about the things they need to do before conducting a performance review.
- To consider the importance of effective planning before a performance review.
- To identify questions that should be asked in a review, and to recognise the importance of thinking in advance about open, constructive questions that can be used in the review.

3. Structuring a Performance Review

- To encourage participants to think about how to structure a performance review.
- To provide a suggested agenda for a performance review.

4. Introduction to Transactional Analysis

- To provide participants with a way of understanding behaviour and improving communication.
- To provide a very basic introduction to transactional analysis.

5. Goldilocks - A Listening Exercise

- To test listening skills.
- To illustrate the dangers of making assumptions.
- To encourage participants to think about how they can check their understanding of information they receive.

6. Questions to Probe, Explore and Challenge

- To demonstrate the importance of open questions when exploring problems.
- To encourage participants to identify effective open questions for challenging blocks and assumptions.

7. Introduction to Giving Feedback

- To build an understanding of the characteristics and differences between constructive feedback, praise and criticism.
- To explain the importance of constructive feedback.
- To build awareness of "good practice" guidelines for providing constructive feedback.
- Re-Scripting Feedback
- To encourage participants to consider the art of feedback and to ensure their feedback is appropriate and objective.
- To enable participants to identify useful, helpful, constructive feedback.
- To clarify what makes useful, constructive feedback.
- To develop participants ability to give constructive feedback.
- To consider how it feels to be on the receiving end of destructive or unhelpful feedback.

8. Learning –Push or Pull

- To explore the benefits of different approaches to developing others.
- To help participants choose the most appropriate approach for developing others in a given situation.

Day 2

1. An Introduction to Coaching

- To enable participants to be able to define coaching and its purpose.
- To explain the key differences between coaching and mentoring.
- To enable participants to describe a basic coaching model.
- To identify the core skills required by effective coaches.

2. Remaining Neutral

- To consider the pitfalls and dangers of giving advice when helping staff solve their own problems.
- To consider the dangers of making judgements or assumptions about the nature of someone else's problem.

3. SMART Objectives

- To welcome participants to the course.
- To introduce the facilitator and participants to each other.
- To discover the participants needs.
- To encourage interaction and discussion.
- To practise writing SMART objectives.

4. Managing Poor Performance

- To encourage participants to consider different approaches to improving poor performance, and the relative merits of those different approaches.

- To encourage participants to think about appropriate timescales over which they might expect to improve performance and standards.
- To consider the implications of not taking action to improve poor performance.

5. Motivators

- To explore what motivates us.
- To identify ways of maintaining motivation.

Day 3 (Optional)

1. Performance Coaching 1 - The What

- To enable participants to understand what performance coaching is.
- To agree a shared definition of performance coaching.

2. Performance Coaching 2 - The How

- To identify the core skills required by effective performance coaches.
- To enable participants to describe the GROW coaching model.

3. Performance Coaching 3 - The Practice

- To provide an opportunity for participants to practise their performance coaching skills.
- To provide an opportunity for participants to practise using the GROW model.
- To provide an opportunity for participants to practise questioning, listening and summarising.

4. Performance Coaching 4 - The Plan

- To provide an opportunity for participants to think about how they'll use the GROW model back in the workplace.
- To encourage participants to think about the questions they'll use to facilitate use of the GROW model.
- To review the GROW model.
- To review key learning points about performance coaching.

5. Performance Coaching 5 - The Record

- To explain the importance of keeping a record of performance coaching sessions that is both helpful to the manager and the person being performance coached.
- To introduce a simple plan that participants might like to use in their performance coaching sessions.

6. Performance Coaching 6 - The Review Quiz

T R A I N I N G S O L U T I O N S

- To remind participants of some of the key learning points about performance coaching.
- To provide a fun but thorough review of learning.

Elements of this syllabus are subject to change.

Health, Safety & Environment

Course Duration: 90-minutes (Bite-sized Learning)

OVERVIEW

Companies have a duty of care to keep their employees healthy and safe at work – the price of failure is high. This is an interactive, practice-driven training class focused on Health, Safety and the Environment.

WHO SHOULD ATTEND?

Anyone wishing to increase their awareness of health and safety at work.

BUSINESS BENEFITS

- Lower absenteeism rates.
- Minimise inappropriate and unsafe employee behaviour.
- Decrease liability in lawsuits.

OUTCOMES

By the end of this course you will be able to:

- Identify hazards and other unsafe practices within the workplace.
- Understand your own responsibilities with regard to Health, safety and the environment.
- Understand the concept of risk assessment.
- Understand the key UK legislation that has an impact on the environment.

COURSE CONTENT

1. An introduction to health, safety and the Environment

- To introduce the topic of health and safety by encouraging participants to identify potential hazards.
- To develop a realisation of the joint responsibility for health and safety at work between the employer and the employee.
- To introduce the concept of risk assessment.
- To raise awareness of key legislation and regulations that has an impact on the work environment in the UK.

Elements of this syllabus are subject to change.

Equal Opportunities & Diversity

Course Duration: 1-day

OVERVIEW

This is a highly interactive, practice-driven training class; you will not only learn the principles of equal opportunities and diversity, you will learn to appreciate differences and gain a better understanding of different cultures. You will participate in role-plays and small group interactions to help you develop skills that you can use back in your workplace.

WHO SHOULD ATTEND?

Anyone wishing to gain a deeper understanding of equal opportunities, how diversity works, the impact it has on an organisation and practical ways of implementing it in the workplace.

BUSINESS BENEFITS

- Lower absenteeism rates and employee turnover costs.
- Minimise inappropriate and non aligned employee behaviour.
- Decrease liability in discrimination lawsuits.

OUTCOMES

By the end of this course you will be able to:

- Understand differences, work together and benefit from these differences.
- Recognise what is appropriate and inappropriate behaviours.
- Identify ways that equal opportunities and diversity can be used to improve effectiveness at work.
- Breaking down the barriers to effective communication.
- Drawing up legal and effective person specifications for recruitment and selection.
- Understand the UK Age Discrimination Regulations.

COURSE CONTENT

1. Customer Experiences

- To encourage participants to consider their experiences as a customer.

2. Idols

- To encourage participants to share information about themselves.

- To explore values and beliefs.
 - To build rapport among participants.
3. Age Discrimination Briefing
- To provide an outline of the main issues raised by the new UK Age Regulations.
 - To provide a framework for discussion about the impact of the Regulations and changes that line managers need to be aware of.
4. Age Discrimination Quick Quiz
- To test participants understanding of the new Age Regulations introduced in 2006 in the UK.
5. Minority Reports
- To help participants understand what it feels like to be in a minority.
 - To raise awareness of how being in a minority, or majority can affect behaviours.
 - To introduce and briefly explain the attitude cycle.
6. Land of the Nutritos - Experiences of Minority Groups
- To help participants to consider how it feels to be different from the majority.
 - To encourage understanding of the sources of prejudicial feelings and ways of behaving that can make others feel uncomfortable.
7. Something in Common
- To encourage participants to find things they have in common.
 - To consider the impact on relationships of finding common ground.
8. Are You OK With This?
- To consider what constitutes unacceptable behaviour in the workplace.
 - To encourage participants to think about the impact of their own behaviour on others.
9. Perfect Fit - Preparing a Person Specification
- To identify the purpose of the person specification when recruiting and selecting.
 - To identify key principles for drawing up legal and effective person specifications.
10. Acts of Recognition

T R A I N I N G S O L U T I O N S

- To help participants recognise how their behaviour/communication is experienced by others.
- To encourage participants to increase the positive acts of recognition they give to others, and to create a working atmosphere in which people feel accepted and recognised.

Elements of this syllabus are subject to change.

Contact:

Hugh.Brawley@evolution.gb.com

Website: www.evolution.gb.com