



People Performance Consulting



# Catalogue of training development courses

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If your business success depends on bringing out the best in people, then you need to put the best into your people.





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## Absence Management

### Intended for:

These training materials have been designed for anyone that deals with absence or needs to have an awareness of the absence management process. This could include; Team leaders, supervisors, managers, HR professionals and anyone else involved in the management of people or organisations.

### Course Overview:

The training course has been created to help safely navigate you through the minefield of absence management, paying attention to issues of systems, procedures and organisational culture along the way. Using a selection of exercises, activities and sample documents, the course examines some traditional methods of management as well as some more contemporary and innovative ways of keeping a lid on casual absence. Participants will take away a number of practical tools and ideas to enable them to target performance improvement when back at their desks.

### Full Day

### Course Covers

#### **An Absence Management Model -**

This section identifies a simple model for managers to apply when dealing with absenteeism.

**Defining Absence** - the text book definition will help learners clearly understand what is meant by absence.

**Types of Absence** - unravelling the different types of absence and distinguishing between absence and leave.

**Classifying Absence** - by classifying types of absence, the learner can begin to get a steer on how to manage it.

**Statistics** - identifying the real cost of absence and looking at regional and sector differences.

**Reasons for Absence** - considering the high level issues that have an impact on absence, like culture and job design.

**Causes of Sickness** - here the national league tables of sickness causes are discussed, giving the learner the chance to reflect on their own team or company.

#### **Absence Management - Stage 1**

Contracts, policies, procedures and legal entitlements are all examined here, to allow learners to get a grasp of what they have to know.

#### **Absence Management - Stage 2**

Record keeping, costing absence and benchmarking provide the chance for analysis and understanding in the context of the learner's own organisation.

#### **Absence Management - Stage 3**

setting out the skills and interventions that managers need to apply in the effective management of absence, including: communication, professional advice, workplace issues and return to work interviews.

#### **Traditional Approaches -**

An examination of performance management, sick pay, discipline, recruitment and selection and how these can lend themselves to effective absence management.

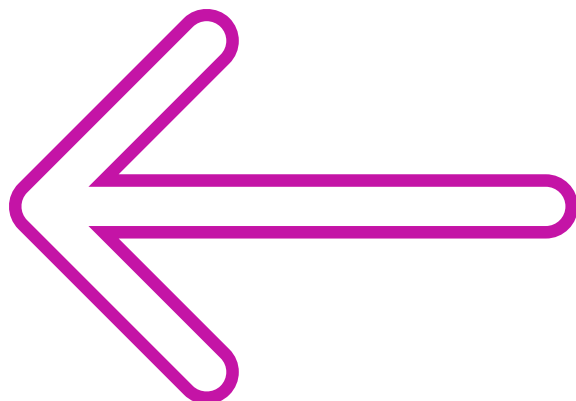
**Reducing Absenteeism** - through less traditional approaches, looking at 'carrots and sticks', targets, employee assistance, unusual initiatives and organisational culture.

**Recent Developments** - considering the impact of 'fit notes' and potential pandemics.

## Objectives

By the end of this session the participants will be able to:

- Give a clear definition of what absence is
- Outline the legal and contractual issues around the management of absence
- Have the knowledge to manage absence and to work towards improving overall attendance at work
- Produce a plan to review absenteeism in your team and where required, an action list to implement measures for improvement.





## Anxiety at Work

### Intended for:

Useful for anyone in the workplace. The training course on 'Anxiety at Work' has been designed to assist us with achieving an understanding of what anxiety is and how it might be handled whether as a sufferer, or as the manager or colleague of a sufferer.

### Course Overview:

The pressure to perform, to meet deadlines and to be seen as invincible is high. But how many of us are held back by anxiety? How many of us are afraid that others will find out about our anxiety because we fear we will be perceived as weak or unprofessional? And how many high performers are masking their anxieties in order to get by? Businesses are realising that it's time to create a climate where it's ok to be anxious - even in a professional organisation. Because as soon as this happens, the potential for improved performance and improved working relationships is immense. The training course has been designed to assist with achieving an understanding of what anxiety is and how it might be handled whether as a sufferer, or as the manager or colleague of a sufferer. Its purpose is to help remove stigma whilst getting the best out of people and improving business performance.

### Objectives

By the end of this session the participants will be able to:

- Know what anxiety is and what it isn't.
- Be able to discuss the impact of anxiety on colleagues, on productivity and working life.
- Know the role of the manager, employer and colleague of an anxious person - and the role of the sufferer.
- Be able to draw sensible comparisons between anxiety and physical illnesses.
- Have produced a plan to define the action to address the stigma attached to anxiety with a view to improving business performance.

## Half Day Course

### Course Covers

**Types of Anxiety** - Identifying what anxiety is and understanding what it means.

**Some Statistics** - Uncovering the facts about just how many people experience anxiety and considering how this affects productivity.

**A Little Bit Of Biology** - Breaking down the barriers to demystify anxiety and make it real.

**Anxiety Symptoms & Thoughts** - Putting anxiety into context and appreciating the implications for those that experience it.

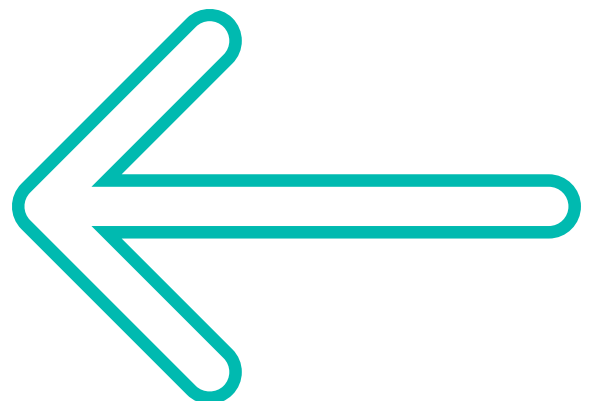
**Distinguishing Anxiety from Stress & Depression** - Moving away from the "broad brush" of stress management towards understanding anxiety.

**Effects & Causes Of Anxiety** - What causes anxiety and what anxiety can cause.

**Our Reactions To Anxiety** - Considering how we respond to anxiety and questioning stigma and stereotypes; evaluating some celebrities with anxiety conditions.

**Treatments** - Knowing about treatments, their pros and cons. Avoidance - Understanding the strategies for coping with anxiety.

**What Can We Do** - looking at the business, employer, manager and employee perspective and considering the legal, cultural, commercial and moral aspects.





## Asking for Business

### Intended for:

This course has been used to particularly good effect by Sales Managers that wish to introduce specific modules of training to their sales meetings.

### Course Overview:

People that work in a sales environment and are required to manage accounts and gain business directly with customers. It can be used as a stand-alone session or as part of a modular programme.

## Half Day Course

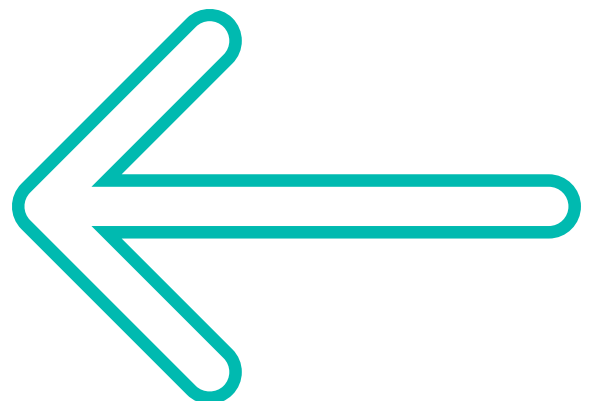
### Course Covers

- **Setting the Scene** - Establishing the four ways a business can hope to grow and be successful.
- **Developing Opportunities** - Demonstrating the danger of becoming too comfortable with our customers and allowing this to restrict the amount of business we develop.
- **Cross-selling a Simple Trick, so Often Missed** - A self review of personal attributes and their current effectiveness and personal actions to develop.
- **The Magic Matrix** - A tool for identifying gaps in our sales approach.
- **Referrals** - Developing ideas on asking for referrals and overcoming issues and concerns that may arise.
- **Developing Opportunities Exercise** - Setting out a game plan to take advantage of identified opportunities and a commitment to action.

## Objectives

By the end of this session the participants will be able to:

- Explain the four ways a business can grow sales.
- Demonstrate what happens when you gain growth in these key areas.
- Use a tool which provides them with an in-depth understanding of the customers they have cross-sold to and more importantly, those they have not.
- Explain the positive effects of gaining referrals from their customers.
- Follow a set plan to exploit the opportunities identified.





## Assertiveness in Action

### Intended for:

Anyone that needs to develop their assertiveness skills and improve communication with others. This training course will help develop the assertiveness skills of the participants.

### Course Overview:

Being assertive is being able to express yourself with confidence without having to resort to passive, aggressive or manipulative behaviour. By developing assertiveness and becoming aware of our own strengths and weaknesses, we can modify our behaviour for greater effectiveness in social and business interactions. This session will provide guidance on how to become more assertive and build self-confidence, which in-turn will help your participants to achieve greater work effectiveness and productivity, whilst putting them in control of their daily activities and making them more able to overcome stressful work and life situations.

### Objectives

By the end of this session the participants will be able to:

- Explain what assertiveness is and what it means for us and those around us.
- Appreciate that everyone has rights as an individual and that you can stand by those rights.
- Take a positive approach in communicating more effectively.
- Improve their self-esteem.
- Appreciate which words to use to get the most out of interactions with others.
- Follow a set process for approaching situations in an assertive manner.

## 1 Day Course

### Course Covers

**What is Assertiveness** - A series of activities relating to what assertiveness means and, perhaps more importantly, what it means to the participants.

**My Assertiveness Goals** - A chance for the participants to review what they want to get out of the session and where they would like to end up with regard to their approach to assertiveness.

**How Assertiveness Works** - A look at human reactions and the reasoning behind them culminating in an activity that looks at the participants own observations in relation to assertive behaviour.

**My Assertive Rights** - A review of the rights we have as individuals followed by a commitment to the rights by the participants.

**Taking a Positive Approach - Looking at key methodology, including:**

- **Giving & Receiving Compliments**

A review of typical responses to compliments and their negative consequences, followed by an opportunity to develop new, positive responses.

- **Improving Self-Esteem**

An in-depth review of each individuals positive aspects.

- **New Challenges**

A set of challenges to take participants out of their comfort-zone and into the realm of possibilities.

- **Effective Communication**

A look at what makes effective communication with some modelling of behaviours.

- **Approaching Assertiveness** - A look at the four cornerstones of being assertive with a chance to practice these behaviours.

**The Words You Use** - Understanding the key areas of effective communication. Covering the areas of; Disclosing Your Feelings, Being Clear, Being Persistent, Empathising and Working Towards a Wise outcome.

**Preparing to Be Assertive** - A chance to understand and practice a set process of 'scripting' in order to develop an effective and natural approach to assertive interactions.

**Assertive Review** - An activity that solidifies the reasoning behind wanting to become assertive, whilst demonstrating that it is not an unachievable outcome.





## Building Relationships

### 1 Day Course

#### Intended for:

The training course will assist participants in building positive working relationships with their people. In business today we need to ensure that the people who work for us are motivated and willing to give 100 percent commitment. This will only happen if a good positive working relationship exists. The training course is relevant to everyone who wants to ensure good working relationships exist in their workplace.

#### Course Overview:

To effectively build relationships the participants will benefit from analysing some of the difficult personalities they encounter and learn how to overcome the barriers that may exist. The participants will learn how assertiveness impacts on relationships and discover why trust is a crucial element and a foundation to any meaningful relationship.

#### Course Covers

**What is a Relationship** - Determining what a relationship is and discussing methods of overcoming barriers in building relationships.

**Transactional Analysis, Betari's Box and the OK Corral** - Introducing transactional analysis and examining how our behaviours trigger behaviours in others and vice versa. Reviewing a simple link between attitude and behaviour. Plus a look at using the OK Corral and how this impacts on behaviours and relationships.

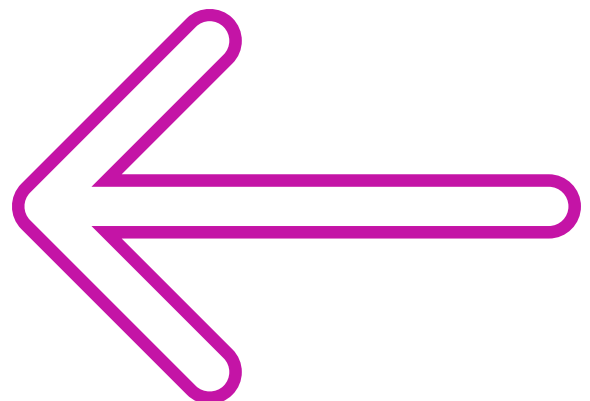
**Building Trust** - Examining how trust has a major part in building and maintaining relationships and where opportunities exist to build trust. How to build trust and what approach is needed to make a relationship work.

**Using Assertive Behaviour** - Studying how assertive behaviour impacts on building relationships and identifying the difference between assertive, aggressive and passive behaviour.

## Objectives

By the end of this session the participants will be able to:

- Identify how barriers to building relationships can be overcome by recognising attitude and behaviours in themselves and others.
- Explain the importance of trust in a relationship and identify methods of developing trust.
- Recognise the difference between assertive, aggressive and passive behaviours and how these impact on relationships.





## Business Presentations

## 1 Day Course

### Intended for:

Business presentations are about having the skills to engage and persuade an audience and make a change in their thinking, behaviour or attitude. It's about preparing and delivering a presentation with impact. This training course will provide your participants with the skills and knowledge required to deliver effective and persuasive business presentations that get results. It will help the participants present in a style that changes the way people think about the topics they present to them while leaving the audience with key actions to take away.

### Course Overview:

Participants will be guided on how to prepare and deliver the message with impact and given the tools and techniques to ensure that their audience feel engaged and influenced by their delivery.

### Objectives

By the end of this session the participants will be able to:

- Design and deliver a persuasive presentation that gets results.
- Benchmark and structure their own presentations with real examples and tips.
- Explain how audiences listen and respond to presentations.
- Follow prompts that help them reflect, evaluate and learn from experience.

### Course Covers

#### **Five Types of Presentation -**

Establishing the five different types of presentation and highlighting the fact that this training focuses on 'Persuasive' presentations.

#### **Common Presentation Mistakes -**

Identifying what goes wrong with presentations and understanding what can be done to ensure they go right.

#### **Planning - You and the Audience -**

Define your expertise by developing an effective elevator speech. Understanding your purpose as a presenter and using this knowledge to ensure you adapt your presentation to focus on the audience needs.

#### **Writing Structured Content**

**The Headline** - Constructing an intriguing and interesting headline that encourages the audience to find out more.

**Developing Your Draft** - Following a clear structure that enables you to pull together a presentation draft in no time at all. This includes:

**The Outline** - This provides an in-depth structure to follow and add information.

**Brainstorming** - This process ensures you have more than enough content.

**Presentation Notes** - This provides you with an easy reference tool.

**Tell a Story** - Encouraging a storytelling approach to presenting.

**Being Persuasive** - Using the AIDA persuasion model to move your audience to action.

**Visual Aids** - Understanding the three types of visual aids and how best to use them. Following clear guidelines when using Power Point presentations to ensure you get the most out of this common tool.

**Overcoming Nerves** - Clear techniques to ensure you reduce nerves and avoid stress.

**Delivering Your Presentation -**  
**Improving your communication** style and appearing charismatic and cool. Getting your pitch, pace and volume right, using positive gestures and movement to engage with the audience and build trust.







## Business Networking

### Intended for:

This networking skills training course will help participants build a professional reputation and develop a network of connections through the two key methods available to them; face-to-face and online. They will discover how to effectively combine these two approaches and create a strategy for networking success that will generate their own community and actively grow their personal network. This will result in an improved performance in their approach to networking and consequently provide opportunities and prospects that will increase their business success.

### Course Overview:

The training provides them with the tools and techniques to both plan a successful, strategic approach to networking and develop their personal communication skills, which will ensure they build effective business relationships.

## 1 Day Course

### Course Covers

**Why Network?** - Establishing the importance of networking with some shocking statistics and an activity that defines the importance of networking to the individual. This is followed by some insight into the key aims of a networking strategy, what puts people off as well as some personal revelations about networking.

**Increase Your Business Presence** - Looking at the components of a strong business presence, including; credibility, personal brand, visibility and social capital.

**Developing a Networkers Attitude** - An exercise that clarifies the perfect attitudes and behaviours of great networkers and comparing the participants against this. Thus identifying areas for development.

**Face to Face Networking** - An overview and insight into the main types of face to face networking opportunities available with the benefits and pitfalls of each.

**Online Networking** - An overview of the different social media and online networking tools and how to get the best out of them. Includes; LinkedIn, Twitter, Facebook and online forums.

**Communication Skills for Networking Success** - Ensuring a good first impression, creating an opening sound bite and writing an online profile that promotes and engages.

**Developing a Conversation** - Building on the opening sound bite and developing a conversation through good questioning techniques and following a selection of key networking rules. Including an activity to test and practice the skills.

**Working a Room** - A fun activity that embeds and develops learning while encouraging practice and communication. This activity covers 10 of the main skills required to work a room.

**Breaking into a Group** - Identifying body language to spot when a group or pair is open to new people entering the conversation or would rather not encourage participation. Knowing how to break into a group, what to say and how to remain professional.

**Exiting a Conversation** - Developing some techniques to extricate oneself from a conversation without causing embarrassment or rudeness.

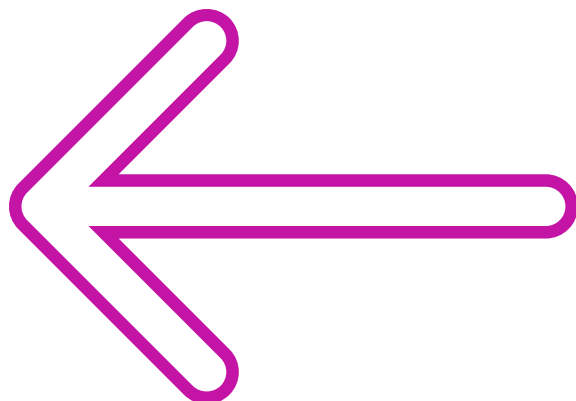
**The Follow Up** - Using a structure to identify the most important contacts created and establishing when and how to follow up with each group. Includes example follow up email and a chance to develop their own.

**Creating a Network Plan** - Participants are provided with a networking action plan to review and complete. This sets them on the journey of developing their networking skills and ensures they have a strategy and goals to target.

## Objectives

By the end of this session the participants will be able to:

- Develop a successful networking strategy.
- Maximise their effectiveness with face-to-face and online networking opportunities.
- Improve their approach, attitude and behaviours when networking.
- Create a plan for networking that will help them meet their goals.





## Coaching Skills for Managers 1 Day Course

### Intended for:

All Managers and Leaders that are required to develop and coach team members.

The training course will help develop the coaching skills of managers and ensure that they deliver a successful coaching programme.

### Course Overview:

Coaching has become a vital tool for anyone that wants to get the best out of their team. This session has been developed to provide the participants with a structured approach to coaching in the workplace.

The key aim of the course is to ensure the participants as leaders drive results by supporting their team members in their learning, enabling them to develop the skills, knowledge and attitude necessary to successfully deliver their job responsibilities and goals.

### Course Covers

**What is Coaching** - A review of what coaching is and the key skills required of a good coach.

**My Experience** - A look at the participants own experience of having been 'coached' in the past. Examining their feelings and the positive and negative aspects.

**Mine Field** - A fun activity that allows participants to practice the skills of a coach and review the learning points.

**The Manager as Coach** - A look at the role of the manager and how coaching fits into this.

**The Coaching Environment** - Examining the environment in which positive coaching can take place. One where staff feel challenged and supported enough to achieve positive results.

**A Procedure for Coaching Success** - Providing delegates with a set structure to create a results driven environment in which coaching plays an integral part.

#### **The Coaching Conversation** -

Explaining the GROW model and specific questions based around this in order to enable delegates to carry out effective coaching conversations. There is also a chance to put the skills into practice.

**Questioning** - Looking at different questioning methods, the advantages of each and asking participants to provide examples.

**Whose Agenda** - Encouraging the participants to help the coachee explore issues by encouraging rather than telling. A chance to practice their questioning in a safe environment.

**Active Listening** - Understanding what active listening is and how to ensuring they use it.

**Coaching Opportunities** - Identifying what coaching opportunities there are in the workplace and then applying the skills from the course to a coaching practice session.

**Review of Session** - Creating an action plan to embed learning.

## Objectives

By the end of this session the participants will be able to:

- Define what coaching is and explain its role in the workplace.
- Explain the managers role in the coaching process.
- Know when they have created a positive coaching environment.
- Follow a specific procedure for coaching success.
- Use the GROW model to provide successful coaching conversations.
- Use coaching communication skills to good effect.
- Identify coaching opportunities and appreciate which style to use.





## Coaching With NLP

### Intended for:

Anyone that coaches. In particular, this training course is useful for coaches that would like to add an extra dimension to their coaching sessions and offer advanced developmental solutions.

### Course Overview:

NLP (Neuro-Linguistic Programming) is known as the art and science of personal excellence. It is based on the practical skills that are used by all good communicators to obtain excellent results. These skills are invaluable for personal and professional development and by using NLP in coaching we can encourage faster results that stick. This session will provide the participants with the skills necessary to improve their performance as a coach, whilst giving them a sound understanding of how to get the best out of people through the use of well established NLP techniques.

## 1 Day Course

### Course Covers

**NLP Presuppositions** - Providing the participants with a clear understanding of the basic assumptions of NLP.

**What is NLP** - A thorough investigation of the art of NLP Coaching with plenty of activities, exercises and discussion based learning. Here we review values and beliefs and ensure that the coaching session is prefaced with clear and well-formed outcomes.

**Rapport** - Establishing rapport is absolutely critical to an effective coaching session. This section provides advice on achieving it.

### NLP Coaching Techniques:

**Representational Systems** - A look at how we process information and 'map our world' and how to ensure that you relate to the coachee in a way that suits them using Visual, Auditory and Kinaesthetic language patterns.

**Meta Programmes** - Reviewing six key meta programmes and developing methods of utilising our knowledge of these in a coaching environment.

**The Circle of Excellence** - Understanding and practicing this method of anchoring positive thoughts and using it to help the coachee get the best out of themselves as and when required.

**Re-framing** - Using this technique to turn a coachees negative beliefs around and use them to create positive beliefs.

**Presuppositions** - Using presupposition statements to develop a positive thought process for the coachee.

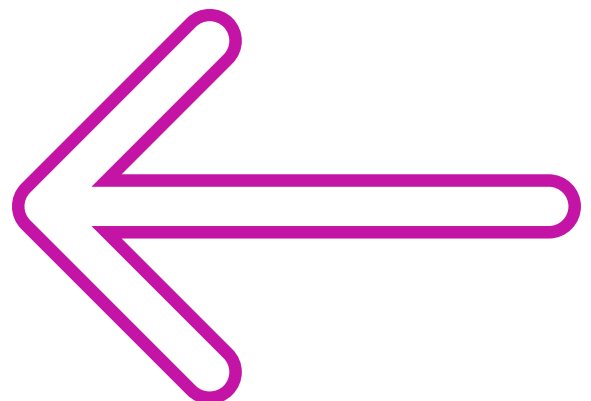
**Negative Presuppositions** - Identifying these in the language that the coachee uses in order to re-frame them and help phase them out. Also placing an emphasis on the importance of removing negative language from our own conversations to ensure we do not endorse negative thinking.

**NLP Coaching Model** - A set process of NLP Coaching to follow; with a chance to practice what has been learnt throughout the session in a safe environment.

## Objectives

By the end of this session the participants will be able to:

- Define what NLP Coaching is and how it relates to values and beliefs.
- Help a Coachee develop well-formed outcomes that work.
- Follow core techniques and tools for NLP success in coaching.
- Construct and run an effective NLP Coaching Session.





## Commerciality, Business Planning

### 1 Day Course

#### Intended for:

This training course is aimed at anyone that is involved in developing and planning for business. It can also be used to help teams understand that they must think commercially in order to help grow business and survive in today's competitive market.

#### Course Overview:

This course has been designed to help participants develop their business by looking at the issue of commerciality. The key drivers of commerciality are customers, the competition and stakeholders. How they interpret these demands and respond to their needs on an ongoing basis will determine the sustainability of their business.

#### Course Covers

**Setting the scene** - An exercise that gets delegates to think about how their business is viewed, both internally and externally. What are their customers saying about them? This section covers the key principles of report writing and lays the foundation for the remainder of the day's activities.

**What is Commerciality?** - Establishing what commerciality is and why it is important to the success of a business.

**What does the future look like?** - A follow on from the 'setting the scene' exercise that gets delegates to look at how they would like their business to look in the future.

**What's the vision for your business?** - Developing a clear understanding of what the business is and what they want it to be using practical questions.

**My Vision** - Defining their vision in a clear statement and assessing this statement against achievability, buy-in, clarity etc.

**Developing Your Business** - Establishing what makes a business successful and identifying specific means of developing their business.

**Influencing Factors** - Performing a SWOT analysis to determine the internal and external influences on the business and creating key actions from this.

**Continuous Improvement** - Viewing the Customer Experience Transition model and understanding that 'Exceptional' becomes 'Standard'. Identifying what they can do that is exceptional.

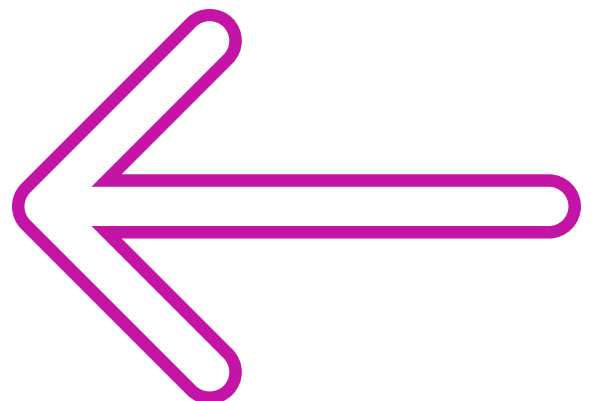
**Innovation** - Understanding the barriers to innovation, it's importance and how to follow a process for innovation.

**Review** - A fun exercise that brings the learning together and reviews the session.

## Objectives

By the end of this session the participants will be able to:

- Explain the 'vision' for their business and what they want to achieve.
- Define Commerciality and why it is important.
- Explain the four ways their business can grow.
- Develop specific strategies for their business and know how to exploit them.
- Develop a SWOT analysis and key actions to drive their business forward.
- Explain the customer experience transition and why this creates the need for continuous improvement.
- Implement a process for innovative thinking.





## Communicating Difficult Messages

### Intended for:

The training course has been developed in order to help the participants improve their abilities in communicating difficult messages. It will help them to identify the best method of relaying information taking into account the message and the individuals involved and enable them to improve their communication skills through practical application. There is also a focus on helping participants to handle the communication of difficult messages to sometimes-difficult individuals. The key aim is to ensure participants have the confidence, knowledge and skills to effectively communicate to their teams.

### Course Overview:

Everyone is required to communicate a difficult message at some point in their career. How this message is received is dependent on several factors and the outcome of a poorly delivered message can be catastrophic for a business. This session will ensure that participants are equipped to deliver difficult messages effectively while coping with awkward behaviours within the team.

### Objectives

By the end of this session the participants will be able to:

- Identify the best method of communicating for the topic.
- Prepare and structure effectively in order to communicate a difficult message.
- Use techniques to overcome personal barriers to communicating difficult messages.
- Manage awkward behaviours and difficult personalities Facilitate effective communication sessions.

### Half Day Course

### Course Covers

#### ***Methods of Communication & How Best to Use Them -***

This interactive session looks at the different messages that the participants might be required to deliver. The participants are then encouraged to consider the best method of communicating that message.

#### ***What People Want -***

The five elements that the receiver of a difficult message needs satisfied and how to meet them.

#### ***Structuring Your Message -***

Reviewing a set structure for delivering a message and how it works in practice.

#### ***Internal Statements -***

Examining our internal statements and how our thoughts affect our actions. What to do to overcome this technique.

#### ***Awkward Behaviours -***

Identifying why people act the way they do and establishing methods of managing difficult personalities.

#### ***Facilitation Skills -***

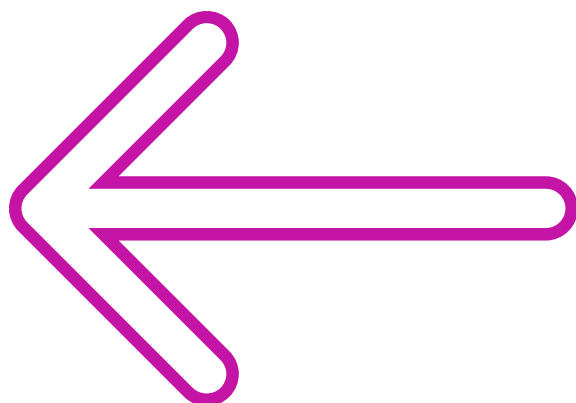
Playing the role of facilitator as opposed to simply 'presenting' information to your team. The effectiveness of this approach.

#### ***Preparation for Communication -***

A chance to use the skills learnt to prepare for communicating a difficult message.

#### ***Communication Practice & Review -***

Practicing communicating a difficult message with peer review.





## Conflict Handling

### Intended for:

Conflict is an inevitable part of daily life. Whether we are part of the conflict or merely an observer, its effects can have a heavy impact. Learning to manage conflict is a positive skill, which empowers and creates confidence. It can also improve relationships, save money and ultimately increase productivity.

This conflict handling training course is effective for all who deal with conflict, which really means everyone!

### Course Overview:

There is a way to approach conflict in which we can reach a win/win and collaborate to a successful conclusion for all involved. This session will focus on bringing about an end to participant's conflict situations quickly, cost-effectively and with as little discomfort as possible. This session will provide the participants with the skills, knowledge and awareness necessary to display a positive approach to conflict handling.

## Half Day Course

### Course Covers

**What is conflict?** - Helping participants to understand and appreciate how conflict occurs, whilst reviewing their own experiences.

**How to spot conflict** - Looking at the tell-tale signs and the more predictable behaviours inherent with conflict.

**Why conflict can be difficult to resolve** - Reviewing a set structure for delivering a message and how it works in practice.

**Positions and Interests** - A further exploration of how people focus on positions when working on interests can produce better results.

**The stages of conflict** - Plotting the typical path that a conflict follows and relating this to participant's own experience.

**The five methods of managing conflict** - Reviewing a set structure for delivering a message and how it works in practice.

**Resolving conflicts you are involved in:**

**Skills required** - Identifying and discussing the key skills.

**Conflict resolution model** - Following a set method of resolution.

**Personal conflict situation** - Applying skills to a personal situation.

**Negative responses** - Coping with typical responses.

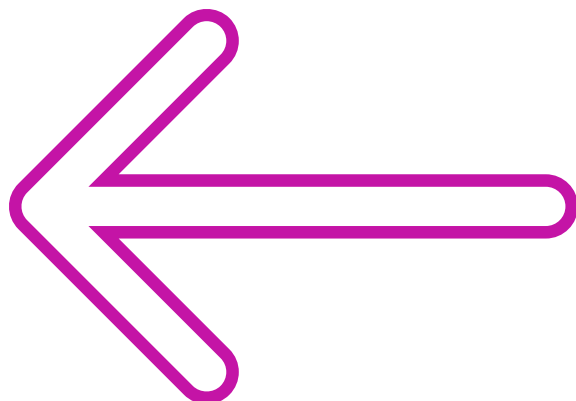
**Practice** - A chance to demonstrate and practice in a safe environment.

**Resolving conflict between others** - How to manage the process of helping others resolve conflicts without becoming embroiled.

## Objectives

By the end of this session the participants will be able to:

- Define conflict and how to identify it.
- Explain positions and interests and why conflict is so hard to resolve.
- Identify the stages of conflict and the five methods of dealing with it.
- Follow set approaches to handling conflict.







## Discipline in the Workplace

## 1 Day Course

### Intended for:

This discipline training course is suitable for anyone that is required to deal with disciplinary procedures at work. The training will break down the various elements of the process from informal to formal right through to appeals and will provide clear guidelines on how to approach the difficult subject of discipline in the workplace. This discipline training course is suitable for anyone that is required to deal with disciplinary procedures at work. The training will break down the various elements of the process from informal to formal right through to appeals and will provide clear guidelines on how to approach the difficult subject of discipline in the workplace

### Course Covers

**ACAS Code of Practice & Setting and Maintaining Standards** - Statutory requirements relating to discipline within the workplace. What constitutes reasonable behaviour along with the importance of setting and maintaining standards. Looking at the difference between Capability and Culpability.

**Informal or Formal Approach?** - Discussing unsatisfactory behaviour with the employee concerned. Deciding on the best approach with the overriding aim of taking corrective, early action.

**Informal Approach** - Minor misconduct can usually be dealt with informally, the materials will look at counselling: definition, usage and stages to use.

**Formal Approach** - Corrective/ Formal areas of the process. When it is considered that an employee's conduct may have breached a rule or standard. The materials look at what constitutes 'Equity' and the '5 Principles of Justice' incorporating:

**Fact Finding Investigation** - To enable a more informed and balanced decision making process  
Preparing for Interview Practical and interpersonal issues to consider before, during and after a disciplinary interview.

**Note Taking** - During an interview to ensure objective, factual record of the proceedings and statements, including their legal implications.

**Conclusion Notes** - The written explanation of the decision; why that particular decision was reached, considerations, options and the rationale for course of action.

**Appeal Process** - Ensuring fairness within a disciplinary procedure where the result could be; revoking the decision, confirming the decision, or reducing the penalty.

**Bringing it all together** - Exercise that reviews the key aspects of the end to end process.

**Review of Session** - Creating an action plan to embed learning.

### Course Overview:

Discipline in the workplace has a pivotal role to play in any organisation. Used correctly and fairly, where appropriate, discipline can ensure that employers, customers, suppliers and employees are protected from any misconduct that may occur within the workplace.

The training course is set out to look at how to identify where disciplinary procedures and rules help with employee relations and promote fairness and consistency in the treatment of individuals. It will provide clear guidance on the procedures that should be followed, whilst ensuring participants understand best practice and how to resolve issues early and effectively to minimise the impact poor discipline can have on a business.

### Objectives

By the end of this session the participants will be able to:

- Recognise the key principles of the ACAS Code of Practice for Discipline.
- Distinguish the importance of setting and maintaining standards.
- Explain when and why to use the informal and formal disciplinary processes.
- Identify the significance of preparing for disciplinary interviews, along with guidelines for note taking during the interview.
- Establish how to formulate your conclusion notes following the interview to ensure an equitable outcome.
- Recognise the employees rights to appeal process.





## Effective Sales Planning

## Half Day Course

### Intended for:

This sales planning training course has been used to particularly good effect by Sales Managers that wish to introduce specific modules of training to their sales meetings.

### Course Overview:

People that work in a sales environment and are required to make sales calls and manage their own time. It can be used as a stand-alone session or as part of a modular programme.

### Course Covers

**Sales Planning** - Why planning for sales is important.

**The Sales Call Agenda** - Understanding the importance of a sales call agenda and how to use an agenda to get the best out of a sales call (there is an agenda supplied with the material).

**Gathering Useful Data** - The four steps to gathering useful data. These are:

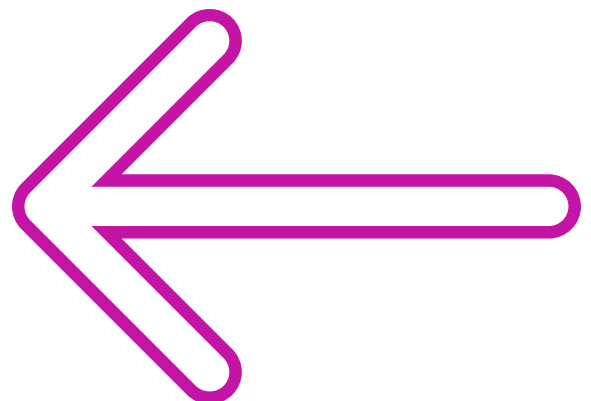
- Effective Questions
- Listening
- Taking Notes
- Summarising

**'Me' Management** - Tools and techniques for managing your own time in a sales environment

## Objectives

During this workshop participants will be given the tools to:

- Be able to explain the importance of planning a sales call.
- Use a set agenda for making sales calls.
- Be able to question customers effectively and gather the correct information at the point of enquiry.
- Recognise the difference between the tasks they carry out that generate sales and those that are time wasters.
- Have developed solutions to time wasting issues and developed a plan to provide time to focus on generating more sales.







## Emotional Intelligence at Work

### Intended for:

Emotional intelligence, also referred to as EI or EQ (emotional quotient), is one of the most important ideas to hit the business world in recent years. It is based on the notion that the ability of individuals to understand their own emotions, and those of the people they work with, is the key to better business performance. The training course is relevant to everyone that interacts with others at work and will help develop the emotional intelligence skills of the participants.

### Course Overview:

Although there have been some over-hyped claims made in the past about the benefits of EI, there is substantial evidence that EI can improve personal performance. Traditionally, the emphasis when evaluating potential performance has been on intellect. Now compelling research indicates that emotional intelligence can be just as important as IQ for outstanding performance.

This session sets out to provide your participants with the fundamental knowledge required to develop their awareness of EI and in doing so help them to perform more effectively.

## Half Day Course

### Course Covers

#### ***This session is based on the 5 domains of Emotional Intelligence:***

***What is Emotional Intelligence*** - A set up to the session, which explains what EI is and its role in improving performance in the workplace.

***Self-Awareness*** - Understanding how self-aware participants currently are, reviewing the value of self-awareness and providing an opportunity to develop this.

***Self-Management*** - Appreciating that we manage ourselves based on our values, attitudes and beliefs. Looking at methods of improving self-management and overcoming negative 'self-talk'.

***Self-Motivation*** - A look at how personal goals drive our self-motivation, how our beliefs, values and attitudes can affect our motivation and some valuable techniques for personal improvement.

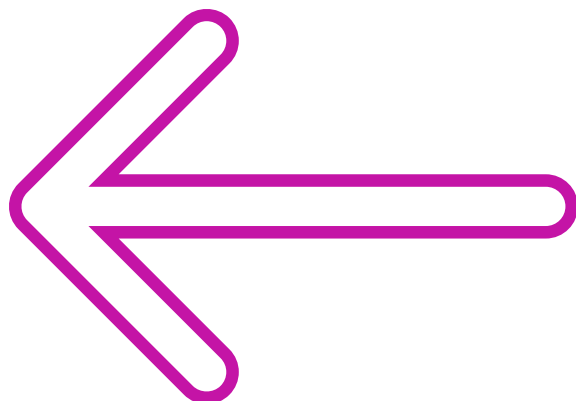
***Empathy*** - Helping participants appreciate the need for empathy and providing the methods for doing it.

***Handling Relationships*** - Bringing the previous skills together to become 'socially intelligent'. Looking at real life situations and how emotional intelligence plays a part. Finally; reviewing ways of further improving relationships using emotional intelligence.

## Objectives

By the end of this session the participants will be able to:

- Be aware of emotions and the impact they have on their performance.
- Recognise and understand emotions in others and how to adapt their behaviour to suit.
- Regulate their emotions and so enhance performance.
- Handle and inspire emotion in others.





## Great Leadership Skills

## 1 Day Course

### Intended for:

This leadership skills training course will provide the basis on which the participants can cultivate great leadership skills. We look at the inclusive approach to leadership, where the leader focuses on achieving results through those around them, including others in their decisions and working with the organisation to achieve greatness. There are three elements of leadership that the training will focus on, these are: Personal Leadership,

Team Leadership and Task Leadership. The leadership skills training course will benefit participants that are relatively new to the role of leadership or are in need of a fresh perspective to their leadership role. Anyone in a position of leadership would benefit from the programme.

### Course Overview:

Leadership is an attribute that is often shrouded in mystery and frequently people are placed in leadership roles when they have no idea what leaders truly do.

Modern leadership is moving away from the 'command and control' ideal and the role has become more focused on how to unlock the power and potential of those around you. People want to be respected and valued, the great leader recognises this and is self aware enough to encourage and develop the strengths of others to achieve the goals of the organisation.

### Objectives

During this workshop participants will be given the tools to:

- Clearly define the core requirements of Personal, Team and Task Leadership.
- Increase their self-awareness and develop a positive approach to leadership.
- Utilise clear methods of getting the best out of their team and those around them.
- Implement working practices that will assist them in becoming a great leader.

### Course Covers

**Icebreaker - Leadership Words** - Helping participants to focus on the relevant attributes of a leader and explore their own views towards leadership.

**Personal Leadership** - Identifying with strengths and weaknesses and developing a strong sense of self-awareness by reviewing the following areas:

- **Be True to Your Strengths** - A self review of personal attributes and their current effectiveness and personal actions to develop.
- **Solicit Feedback** - Understanding working relationships and reviewing which interactions are working and those that are not.
- **Ask Good Questions and Listen to the Responses** - Challenging the participants to take positive measures to become truly self-aware.
- **Commit to Lifelong Learning** - Identifying valuable methods of learning and development.

**Team Leadership** - Learning to motivate and inspire teams in the face of challenges by reviewing the following areas:

- **Be Positive** - Developing a fundamental belief that you can change and improve things.
  - **Develop a Vision** - Using a clear process for developing goals and aims that are directly related to the vision of the organisation and making them live for the team.
  - **Lead by Example** - Realising that they must set an example to the team and effectively demonstrate they have a strong work ethic.
  - **Be Inclusive** - Taking a questionnaire to establish their current approach to inclusiveness. Developing a sensible approach to transformational leadership and valuing the input of the team.
  - **Manage Negativity** - Exploring the impact of negativity and establishing methods of overcoming it.
- Task Leadership** - Ensuring the job gets done and you are instrumental in improvements that secure the future of your work area and the organisation as a whole. Reviewing the following areas:
- **Delegation** - Distributing relevant work tasks in such a way that it is seen as motivational and effective. Following a clear and simple process.
  - **Continuous Improvement** - Identifying new opportunities. Regularly reviewing business processes and methods in the drive for improvement.
  - **Problem Solving** - Coping with problems as they arise and using a simple method to explore innovative ideas and come to a reasoned solution.





## Interview Skills Training

## 1 Day Course

### Intended for:

This interview skills training course will help learners to develop their selection interviewing techniques by making use of our effective PRICE structure and Question Plan. They will also develop many of the skills and techniques that will help them to use the structure effectively.

This interview skills training course is suitable for anyone that is involved in the interview and selection process at work.

### Course Overview:

New employees can be a long drawn out and expensive process. This means that we must do everything we can to ensure that when we do make a decision we choose the right person. Having gone to all the trouble of working through a selection process there is nothing worse than taking on a new employee who turns out to be unsuitable.

### Objectives

By the end of this session the participants will be able to:

- Take a logical approach to selection interviewing using the PRICE structure and Question Plan.
- Prepare effectively for selection interviews.
- Build and maintain appropriate rapport with candidates.
- Conduct selection interviews effectively and professionally.
- Manage the expectations of candidates when closing selection interviews.
- Evaluate the interview to help.

### Course Covers

**Similar Circles** - This icebreaker requires some listening and questioning and therefore provides a very relevant start to the training.

**The Selection Interview** - We explain what a selection interview is with particular reference to competency base interviewing. The learners then participate in an activity to identify the benefits and drawbacks of this approach before looking at ways to overcome those drawbacks.

**Diversity and Equality of Opportunity** - In this brief look at the topic participants are reminded of the importance of treating job candidates fairly.

**The PRICE Structure** - Learners are introduced to our PRICE structure.

**PRICE Organisation** - In this activity learners consider 37 action cards that describe behaviours and techniques that may be used by interviewers. Their task is to fit these cards within the context of the PRICE structure. This will help them to develop a good understanding of PRICE and how they may be able to use it.

**Wrinkle Chaser** - Participants conduct a short interview activity to demonstrate the difficulty of interviewing without adequate preparation.

**The Selection Process** - Learners are reminded that interviews are a part of a selection process and do not normally stand alone

**Question Plans** - Preparing a question plan is identified as key to good preparation. Participants are encouraged to use a structured approach supported by our Question Plan template.

**First Impressions** - Learners take part in activities to help them consider both the importance of making the right first impressions on candidates and the danger that interviewers can be unduly influenced by their first impressions of interviewees. We also look at rapport building at the start of the interview.

**Traffic Lights** - In this activity learners consider nine different question types and decide whether they should be used in interviews. Effective Listening Learners identify barriers to effective listening and ways to overcome those barriers.

**The Close Phase** - This provides advice on what to cover with the candidate at the end of the interview.

**The Evaluation Phase** - Learners are encouraged to suspend judgement until the interview is over. They are then taken through an approach for evaluating and scoring the interview linked to their question plan.

**Interview Practice** - Learners take part in two or three interview simulations. They act as interviewer once and then as an interviewee and/or observer. Each of these roles gives them a different perspective of interviewing and will help them to apply the principles covered in this programme when they conduct real selection interviews in the workplace.





## Leading Effective Teams

### 1 Day Course

#### Intended for:

The training course on leading teams will help anyone who leads a team or is involved in a leadership role. It is also useful for those that are about to embark on a position of leadership or need to develop their leadership skills.

#### Course Overview:

Having an effective team around you is crucial. However, it is an area that is often left to chance, which can lead to de-motivated individuals that do not feel part of the business and consequently do not perform. This course looks at what it takes to lead an effective team and how you can get the best out of the people in it by understanding the role of leader, both personally and from the point of view of the team.

#### Objectives

By the end of this session the participants will be able to:

- Explain the qualities of an effective leader.
- Benchmark themselves against those qualities and develop actions to improve.
- Explain the difference between leading and managing.
- Explain the value of sharing the business vision with the team.
- Develop team goals based on the business vision.
- Motivate their staff by understanding their drivers and developing actions to support them.
- Deal with difficult staff members.
- Challenge staff in a meaningful and effective way.
- Coach staff effectively using a simple process.

#### Course Covers

**Qualities of an Effective Leader -** Identifying the key characteristics of effective leaders, rating themselves against them and establishing key actions to develop the skills.

**Leader or Manager? -** Establishing the difference between the two and comparing themselves to those qualities.

**That Vision Thing -** Making the business vision 'live' for the team by answering key questions.

**Developing Your Team Goals -** Reviewing an action plan that develops clear goals for their team based on the business vision.

**Motivation -** Determining the 'Why' for their staff and developing an understanding of emotions in a business context.

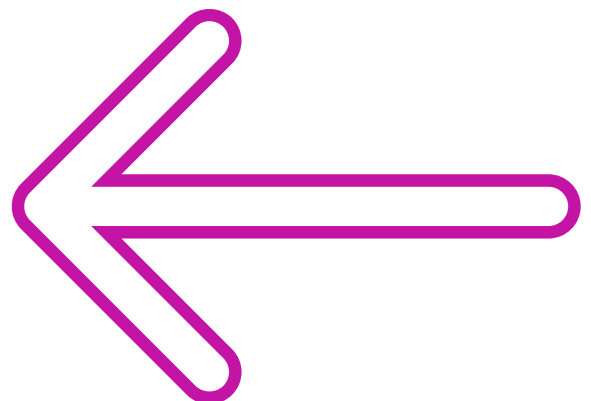
**What Motivates -** Looking at specific motivators for individuals and understanding that everyone is motivated by different things.

**Being Consistently Different -** Going against popular leadership theory and identifying that each staff member needs to be treated differently.

**Dealing With Difficult Team Members -** Understanding why team members are difficult. Looking at different behaviour types and strategies for responding to them. Also, realising that 'difficult' behaviour sometimes has its benefits.

**Coaching -** Using a simple method of coaching, including action plans.

- Looking at the skills required to be an effective coach.
- **Instant Results Coaching** - Coaching in a hurry!
- **Can Do Coaching Practice** - Putting the learning into practice.





## Leading Meetings

### Intended for:

Meetings do not always enjoy a particularly good reputation. In many organisations they are notorious time wasters and are often unproductive. The person leading the meeting can influence that reputation and ensure that meetings are productive and rewarding for the participants. This training course is aimed at people whose job involves leading meetings and provides them with practical advice that they will be able to make use of straight away.

### Course Overview:

This influencing skills training course has been developed to arm participants with the skills necessary to influence others. The aim is to provide them with an understanding of how people are influenced and to develop practical methods of applying these in the work environment.

Each day you are influenced by the actions of others, whether you are aware of it or not, you are manipulated and persuaded to comply with requests by people who either naturally or through mastery have developed tools of influence. This session will help the participants identify the methods used and equip them with an in depth knowledge of how to use these skills to their own advantage and through this, increase their influencing ability.

## Objectives

By the end of this session the participants will be able to:

- Consider whether a meeting is always the most appropriate means of communication.
- Provide focus for their meetings through the use of effective objectives and agendas.
- Control their meetings to ensure they are effective.
- Ensure that agreed actions are assigned and recorded.
- Close their meetings effectively.

## Half Day Course

### Course Covers

#### ***To Meet or Not to Meet -***

Participants discuss the alternatives to meetings and whether all meetings are necessary. We then move on to consider who should attend their meetings.

#### ***Objectives -***

We discuss why it is important to set objectives for a meeting and then conduct a short exercise to consider what makes an objective effective.

#### ***Agendas -***

Participants consider their responsibilities in relation to meeting agendas and what makes an effective agenda.

#### ***Controlling the meeting -***

Participants complete a short questionnaire where they consider their role in controlling the meeting function and perhaps find some of their existing ideas are challenged. They then go on to consider basic ground rules for the meetings they lead.

#### ***Meeting Personalities -***

A short exercise where participants discuss some of the different people who may attend these and consider how they can best work with different types of personalities.

**Agree Actions -** Participants briefly discuss the role of the leader in ensuring positive action comes out of their meetings.

#### ***Meeting Notes -***

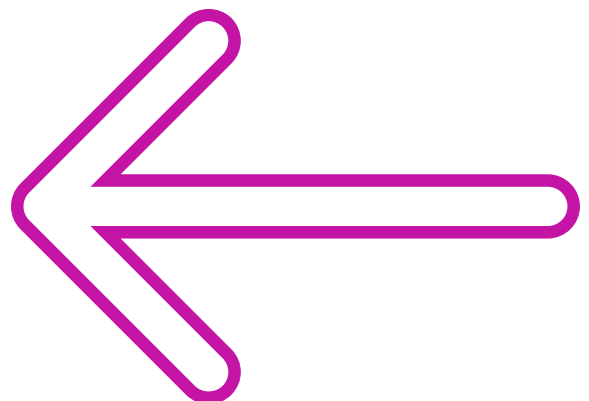
A brief look at the different types of meeting notes and who is responsible for them.

#### ***Closing Meetings -***

Participants are encouraged to end their meetings effectively and on a positive note

#### ***Meeting Obstacles -***

Participants close by identifying and discussing how to handle the potential obstacles to them implementing the ideas discussed during the workshop.





## Listening Skills

### Intended for:

The ability to communicate effectively is essential in business. However, our ability to communicate well is seriously undermined if this is not underpinned by good listening skills.

The ability to listen effectively is so important that it is worthy of a training session in its own right.

### Course Overview:

This half day session can be used as a stand-alone programme or can be used within a wider programme where listening skills are important. It provides participants with basic but effective techniques to ensure that they listen effectively on a consistent basis.

## Half Day Course

### Course Covers

#### **Why are listening skills important?**

Participants discuss why good listening skills are so important.

#### **Hearing and Listening -**

We consider the difference between hearing and listening.

#### **Sweet Tasty Orange -**

Participants take part in a lively activity to help demonstrate some of the key reasons why we can fail to listen effectively.

#### **Simple Listening Technique -**

Participants are provided with a simple & effective approach to effective listening.

#### **Types of Information**

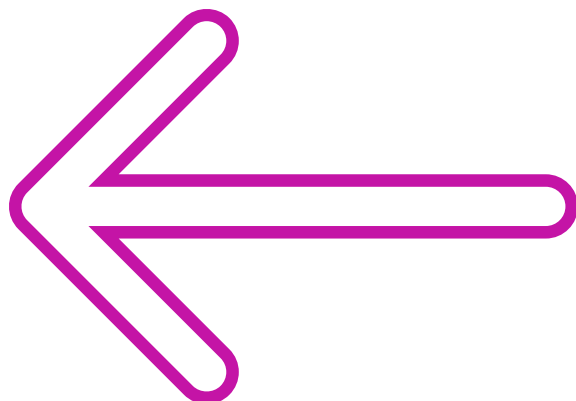
This builds on the simple listening technique by considering the three types of information we will hear if we listen effectively.

**Listening Activity -** Participants pair up and are given the opportunity to practice the simple listening technique and receive and provide feedback to each other.

## Objectives

During this workshop participants will be given the tools to:

- Explain why listening skills are important.
- Identify key reasons why we can fail to listen effectively.
- Adopt simple techniques they can always use to ensure that they listen effectively.







## Marketing Essentials

### Intended for:

This training course, 'Marketing Essentials' cover the basics of marketing and are intended not only for people who are new to a marketing role, but just about anybody in the organisation. A basic understanding of the subject is particularly valuable to people in management, selling and customer service roles.

### Course Overview:

Effective marketing is vital to ensure the survival and growth of any business. It does not matter whether the business is large or small or what products or services the business supplies, the truth is that effective marketing cannot be ignored and is essential for any successful organisation.

## 1 Day Course

### Course Covers

**Cookies** – In this activity learners are introduced to the concept of marketing by considering how a small local business should market itself.

**What is marketing?** – This short exercise helps learners to understand what marketing is and the wide range of business activities it involves.

**Growth Strategies** – Learners find out about different types of growth strategies adopted by businesses and how important it is for marketing to align to strategy.

**The Marketing Mix** – The Marketing Mix and the Extended Marketing mix are explained to learners.

**The Marketing Triangle** – Participants are provided with a logical approach to marketing using our marketing triangle.

#### **The Marketing**

**Triangle: Understand** – The importance of market research is explained and learners find about the four elements they need to understand to market effectively. There is also a short introduction to the PESTEL analysis.

**The Marketing Triangle: Solve** – The importance of providing solutions based on customer requirements is explained.

**The Mystery of the British Motor Cycle Industry** – The British Motor Cycle industry is used as a case study to consider what can happen when products no longer meet customer requirements.

#### **The Marketing Triangle:**

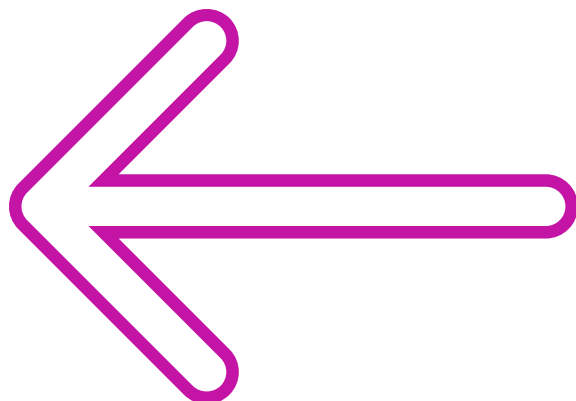
**Communicate** – Learners are introduced to the promotional mix and the various communication media available. They are then asked to apply this information in a brief activity.

**Promotional Poster** – An activity to consolidate key themes covered during the training

## Objectives

By the end of this session the participants will be able to:

- Explain what marketing is and how it links to the growth strategy of a business.
- Identify the components of the marketing mix and extended marketing mix and explain how marketing affects all areas of the business.
- Use the marketing triangle as a logical and customer centred approach to marketing.





## Managing Difficult Behaviours

### 1 Day Course

#### Intended for:

Although designed with Managers in mind, this course is suitable for anyone that might have to deal with 'difficult' behaviours or be placed in situations where they have to influence and adapt to other people. The course act as a great tool for self-awareness and will help develop the communication skills of anyone that attends.

#### Course Overview:

The modern work environment places many demands on the Manager, not least the need to treat 'difficult' employees with the same care and respect afforded to those who are less demanding. Recognising and understanding the cause or causes of this behaviour, and the Manager's self-awareness of their own behaviour and its impact, are vital in the fight to create a working environment where everyone is treated equally and are afforded the same opportunities.

This course will provide participants with both the knowledge to appreciate the reasoning behind what we might consider difficult behaviour as well as the communication tools to manage and overcome difficult behaviours in the workplace.

#### Course Covers

**Issues, Causes & Consequences of Difficult Types** - A look at how issues arise and our own part in this.

**Difficult Behaviour Types** - A review of the different types we are likely to come up against and how we might deal with them.

**About You** - Acknowledging that our own behaviour plays a part in how others respond.

**Our Two Minds** - A look at our rational and emotional mindsets, how they work and how we can face an 'emotional hijack' at times.

**Stimulus & Response** - Demonstrating that we do have the ability to choose our response and ultimately influence the outcome of communication.

**Attitude & Behaviour Cycle** - How our attitude affects our behaviour and in turn other peoples attitude and behaviour.

**Triggers** - Determining what 'sets people off' and how to avoid the pitfalls

**Communication** - A look at the barriers to communication, whether a discussion is based on fact or feeling and choosing the best behavioural approach to deal with each.

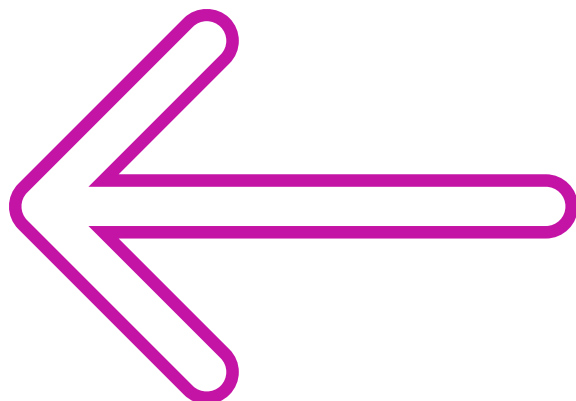
**Managing Expectations (Emotional Bank Account)** - Building a positive basis for relationships and so improving communication with all.

**Defusing & Calming** - Looking at how situations escalate and methods of ensuring communication takes place from a positive position.

## Objectives

By the end of this session the participants will be able to:

- Identify the root causes of tension in the workplace.
- Recognise common triggers and inhibitors of behaviour.
- Appreciate the Stimulus-Response model and how to adapt to it.
- Explain the attitude and behaviour cycle and relate it to your own experience.
- Understand and apply behaviours for defusing/calming situations.







## Managing Virtual Teams

### 1 Day Course

#### Intended for:

Anyone that manages or leads people in a remote or virtual environment would benefit from the training programme. It would suit people managing teams that work from home, on the road, at various locations or any other situation where the team are not based in the same place from day to day.

#### Course Overview:

The managing a virtual team training course will provide participants with the tools and techniques to overcome the challenges of a virtual manager. They will be provided with practical tips to help them lead effectively, communicate successfully and consequently increase the performance of their virtual or remote team.

#### Objectives

By the end of this session the participants will be able to:

- Understand and develop the skills required to effectively manage a virtual team
- Build engagement and trust with members of their virtual team
- Effectively use technology and tools to support communication within the team.
- Improve their communication and feedback approach with their virtual team.
- Track progress and performance management of team members to achieve success.

#### Course Covers

**What is a Virtual Team?** - Providing the scope and broad definitions of various situations that constitute managing a virtual team.

**Benefits and Challenges** - Identifying the benefits and challenges that face a manager of a virtual teams and suggesting the mindset that a virtual manager needs to develop.

**Competencies and Skills** - Establishing the competencies and skills of a virtual manager and acknowledging where there may be development opportunities.

**Virtual Team Case Study- Part One**  
The first part of a case study that follows Steve on his virtual team management journey. What challenges and opportunities are there for Steve with his new team?

**Building a Virtual Team** - What does a virtual team require from their manager to be a success and what ground rules should be set?

**Virtual Team Case Study - Part Two**  
How should Steve set up his initial meeting with his team? What should be included and how should he approach this?

**Working on Trust** - What traits build trust in a virtual team and how can the participants demonstrate this with their teams?

**Using Technology Effectively** - Reviewing the tools available to the virtual manager and knowing which tool is better to use for each situation.

**Virtual Team Case Study - Part Three**  
How can Steve resolve the challenges that he is facing with his virtual team? What should he do and how could he have avoided them in the first place?

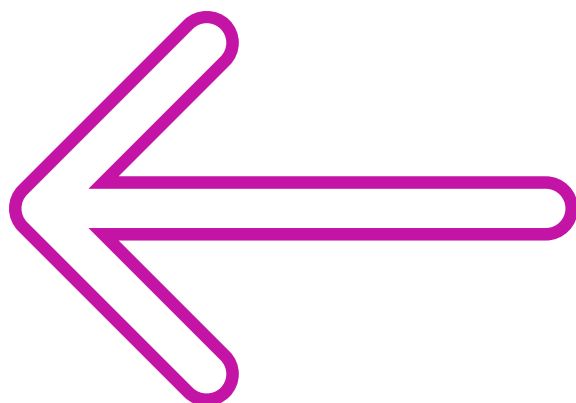
**Communication Skills** - What is the best practice of communication with a virtual team and how can we ensure our communication approach is effective?

**Feedback Skills** - Understanding the purpose and guiding principles of feedback and developing an approach to feedback preparation.

**Virtual Team Case Study - Part Four**  
What can Steve do to resolve the problem of a poorly performing virtual employee? How could he have avoided the problem in the first place?

**Managing Performance from a Distance** - How to monitor virtual work, set goals and provide effective reviews without micro-managing or losing control of the team.

**Session Recap** - An activity review of the core elements of the training course ready to feed into the personal action plan.





## Mentor Training

### Intended for:

This Mentor Training course has been designed to provide advice, support and guidance to anyone that may be taking on the role of mentor. Therefore, the mentor training course is aimed at anyone who has been asked to take up the role of mentor or may be asked as part of their working role.

### Course Overview:

Mentoring is a learning support mechanism where an experienced person provides guidance, knowledge and advice to someone who is in development or has less experience in a given topic or function. The role of mentor is a very important one and whether the relationship is formal or informal, the fact is that a good mentor can be instrumental in the development of not only a mentee's skills and knowledge, but also their behaviour, attitude and social outlook. This Mentor Training course will help participants to develop their skills as a mentor, increase their awareness of the role and responsibilities as a mentor and highlight how the role of mentor might personally benefit their own development.

## Half Day Course

### Course Covers

**Roles and Responsibilities** Exploring the part played by both mentor and mentee in the relationship and how this works throughout the stages of a mentoring relationship.

**Code of Practice and Confidentiality** Appreciating the need for discretion as a mentor and the Do's and Don'ts.

**Mentoring Agreement** Identifying the need for an agreement prior to beginning the mentor relationship and developing a sample agreement.

**Encouraging Reflection** Looking at how reflection plays a large part in a mentoring relationship and developing methods of encouraging reflection in a mentee. Includes the Gibbs model of reflection as a reference.

#### **Facilitative Vs.**

**Directive Mentoring** - Knowing when to challenge and when to instruct to get the best results.

**Using Questions** - Exploring the different types of questions that you can use as a mentor to get different effects.

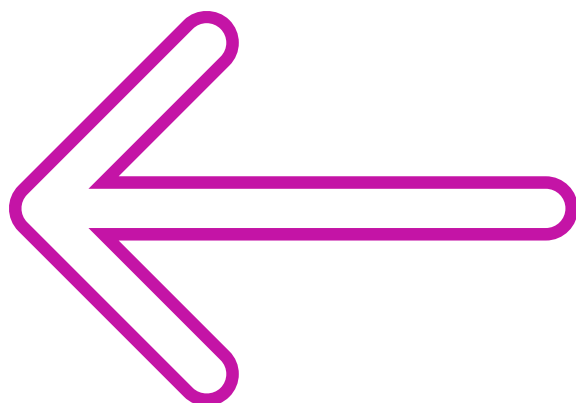
**Giving Feedback** - Using a feedback model to define the different levels of feedback and how to implement them.

**So, you're ready to be a mentor?** - Putting the skills learnt into practice.

## Objectives

By the end of this session the participants will be able to:

- Develop a clear set of guidelines and principles for a successful mentor relationship.
- Understand and use specific tools to help you provide effective support for the mentee.





## Performance Management

### 1 Day Course

#### Intended for:

A course for anyone involved in the Performance Management or Appraisal process. This could include; Directors, Managers, Team Leaders, HR Professionals. This course will help develop the performance management and appraisal skills of participants and ensure they deliver a successful performance management programme.

#### Course Overview:

This session will provide participants with the practical skills to develop and maintain the performance of their teams. They will discover that performance management is not a fixed sequence of events, but a continuous process that constantly adapts to the needs of the team. The key aim of the performance management process is to develop the team in order for them to assist the organisation in achieving its objectives.

#### Course Covers

##### **What is Performance Management?**

Developing an understanding of what Performance Management is and how we embed it into the culture of the organisation.

##### **The Performance Management Cycle**

Showing that Performance Management is a cyclical process and demonstrating the requirements at each stage. Including the need for ongoing reviews.

##### **The Key Skills of Performance Management including:**

**Objective Setting** Ensuring that objectives are clearly defined, describe performance requirements and are SMART.

**Ability or Motivation?** A simple tool to help assess the best approach to take to developing an individual.

##### **Adapting Your Leadership Style**

Applying the ability/motivation tool to a specific work based example.

**Feedback** Identify what positive feedback is, and is not.

**Giving Difficult Feedback** Providing some key tips on this topic. Judgemental or Behavioural Feedback? Ensuring that our feedback is on specific, observable actions rather than 'feelings'.

##### **Performance Reviews**

Taking delegates through a six-stage process.

##### **Performance Reviews Practice**

An opportunity to put the skills to the test.

##### **Using the GROW Model to Joint Problem Solve**

Looking at the GROW framework from a Performance Management perspective and providing specific questions to aid the process. With practice.

##### **Managing Poor Performance**

Identifying which actions to take and when, with some key skills.

##### **Dealing with Poor Performance**

A defined process to use.

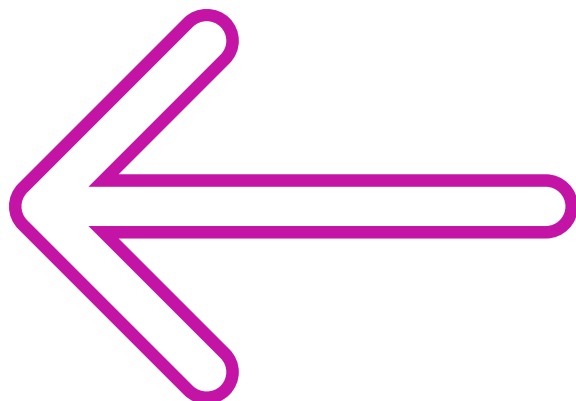
##### **Ten Ways to Improve Your Team Performance**

Tips for analysis and Review. How can we implement these in the workplace?

## Objectives

By the end of this session the participants will be able to:

- Explain their role in managing the performance of their team.
- Describe the key stages in the performance management process.
- Use the performance management skills and techniques practice to create a development plan.
- Develop techniques to address poor performance.
- Review the challenges that face them within their specific team.
- Follow an action plan of their key development points.





## Planning for Change

### Intended for:

Anyone in a position of managing or leading others will benefit from the message delivered by these training course. The training course is set out to provide participants with a series of straightforward techniques that, if followed correctly, will give you a different way of discussing the future changes at your organisations, to help make them a success not only for the individuals attending the training course, but for their teams and customers too.

### Course Overview:

The training focuses on a series of methods that can be used to help participants understand people and teams within their organisation better. It will look at: What are their motivations? How do they feel about work? And, how do they experience it? The workshop will help participants place themselves 'in their shoes' to aid engagement with their teams at a higher level. Each technique is quite straightforward and together they provide a different way of discussing the future changes within any organisation.

## Objectives

By the end of this session the participants will be able to:

- Recognise your own journey through change and how you have adapted to different situations.
- Demonstrate practical methods of delivering a change message.
- Prepare a message for teams using a standard process to engage and empathise with your staff.
- Explain a simple change model that will help you move people through the various stages of change.
- Distinguish the 7 steps to influencing change.

## 1 Day Course

### Course Covers

**Change Journey** - Depicting the participants journey through their professional life, starting with first job up to the present day. This element sets the scene and helps participants begin to appreciate their own emotions through the change cycle.

**Future You, Organisation and Team** – Exploring the organisation's key goals, challenges and potential changes, along with any blue sky thinking of how it might work. Looking at the day in the life of an employee within the team in this future state. Considering the feeling these changes may bring.

**Barriers to Change and the Characters Involved** – Understanding the elements that might get in the way of effective change programmes and using this information to help build real-life characters that will challenge the change message in a later activity.

**Communicating Change** - Reviewing the principles of communication during change focusing on the benefits good communication will have and creating a strategy based on this knowledge.

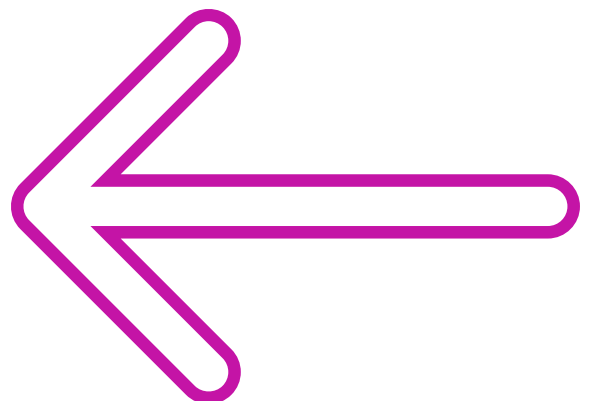
**Planning Change Activity** - Planning a message about the future organisational transformation to be delivered to the team with the aim of achieving buy-in. Delivering the message with a visual response from the audience as to its acceptance or not.

**Change House** – This model provides an opportunity to explore the stages of emotion we travel through during change. As we go through Change House Rooms our energy levels change and therefore our productivity declines. People often get stuck at different rooms of the house and managers need to be able to move people through it.

**Influencing Change** - Establishing how trust and empathy will assist you in influencing change for those around you.

**7 Steps to Influencing Change** – Following the 7 steps allows us to better control discussions, keeping track of where we are and ensuring issues and concerns are addressed.

**Creating a Communication Plan** – This activity is structured to spend more time looking for solutions than identifying problems. It will look at what needs to be done to make sure the future change process works effectively.





## Presentation Skills

### 1 Day Course

#### Intended for:

This presentation skills training course will help develop the presentation skills of all participants and is suitable for anyone that currently presents or is due to present to small or large groups.

#### Course Overview:

In a survey carried out amongst experienced, middle and senior executives, designed to determine the things that they feared most, public speaking came out as number one. Death was eighth on the list! So, most of us would rather die than stand up and present!

This session will provide your delegates with the ideas and techniques to help them feel more confident about presenting, and will help them to become an effective presenter.

#### Course Covers

##### **Problems and fears**

**With Presentations** - Looking at the past problems delegates have felt and seen with presentations. What their fears are and their likes and dislikes of presenting.

##### **Qualities of an Effective Presenter**

Identifying what makes a presenter good and analysing the skills required.

##### **Planning a Presentation**

Key considerations when planning a presentation and planning around the audience.

##### **Structuring Your Presentation**

Considering the attention span of an audience and structuring the session around this. Using the 'Communicating to Convince' model to structure the presentation.

##### **Opening Attention Grabbers**

How to start a session with a bang.

##### **Using Visual Aids**

The do's and don'ts regarding visual aids and making them effective.

##### **Presentation Models and Tools**

Identifying alternatives to PowerPoint.

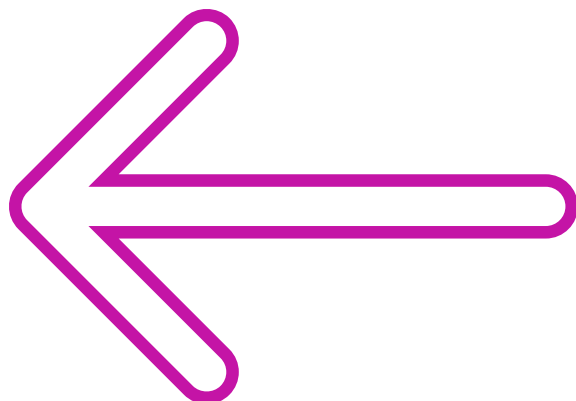
**Presentation style** - Considering their style, including; mannerisms, gestures, eye contact, voice and nerves.

**Presentation Practice** - A chance to test their presenting skills and provide feedback in a safe environment

## Objectives

By the end of this session the participants will be able to:

- Plan a presentation keeping the audience in mind.
- Develop clear objectives for their presentation.
- Use 'attention grabbers' to enhance their opening.
- Develop effective visual aids.
- Use several different methods and tools for presenting.
- Use positive presentation style behaviours.
- Practice their skills of presenting.





## Project Management

### 1 Day Course

#### Intended for:

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 training course is designed to be useful across a broad audience, from the Project Management team itself all the way through to the end users.

#### Course Overview:

The project management training encourage the creation and application of a structured approach to project management that will simplify, add transparency and is intended to shorten the project management life-cycle. Many companies choose to define their own "specific" approach to managing projects. This course can be used to help design, or at a later level, refine that internal approach to Project Management.

#### Course Covers

##### **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.

##### **Identify & avoid negative project**

**experiences** - Participants are told to focus upon their own negative experiences in order to avoid them occurring within their own projects.

##### **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 its sponsors.

##### **Establish project deliverables** -

Definition and prioritisation of Project Deliverables.

Agreeing the definition of project success and avoiding project failure.

##### **Set up communication lines within**

**the project** - Both formal and informal communication requirements. Highlighting issues and blockages whilst keeping the project on track.

##### **Set up and Manage a real project**

Manage time lines, budgets and multiple work-streams.

##### **Close a project** - close, review and

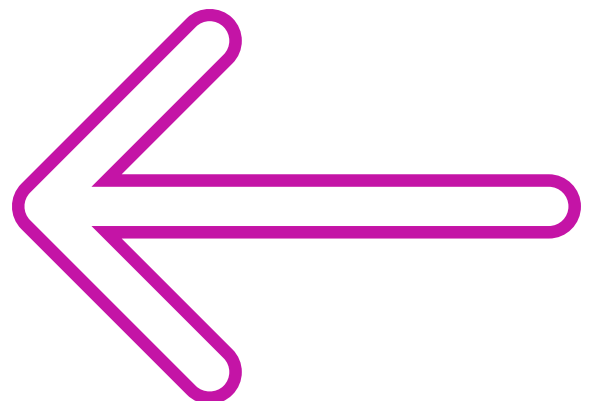
report on a completed project. Identify the positives and negatives. Incorporate the lessons learned into a broader project management ethos. It is important to emphasise that this session is interactive and although some elements of the session may come across as 'dry', the content allows you to deliver it in such a way that participants are constantly involved and active.

## Objectives

By the end of this session the participants will be able to:

Avoid the major pitfalls of project management

- Initiate and plan a project.
- Implement and monitor a projects life-cycle.
- Review and close a project.
- Develop a project management structure.







## Questioning Skills

### 1 Day Course

#### Intended for:

Most of us have job roles that involve at least some communication with other people even if we never deal with people outside of our own organisation. The ability to question effectively is therefore important to all of us. The training course is suitable for anyone and will help develop their questioning skills.

#### Course Overview:

The one day questioning skills training course is aimed at helping the participants to question effectively. The materials cover a range of basic techniques that can be adapted to any situation where questioning is necessary. Participants learn through a range of activities and also the opportunity to put into practice what they learn during the day.

#### Course Covers

**Don't ask / Not Interested** - Two short activities where participants experience what it is like when they speak and receive no feedback. The emphasis is the importance of questioning during communications.

**Yes / No** - This activity demonstrates the difficulties when the person answering questions supplies only limited answers.

**Types of Information** - A brief explanation of the three main types of information that may be uncovered during questions.

**The Funnel Technique** - An explanation of a simple and logical questioning technique that can be applied to most situations. Participants then get the opportunity to practice the technique on each other.

**Refining the Funnel** - We consider ways of making our use of the question funnel even more effective. We also consider whether open questions are always necessary to encourage open answers.

**Preparing to question** - participants are encouraged to think about the preparation they should make before questioning someone.

**Preliminaries** - We look at how we can prepare the other person so that they are encouraged to answer the questions.

**Preparing to Question** - Participants are encouraged to think about the preparation they should make before questioning someone. They are also given the opportunity to practice this.

**Preliminaries** - We look at how we can prepare the other person so that they are encouraged to answer our questions.

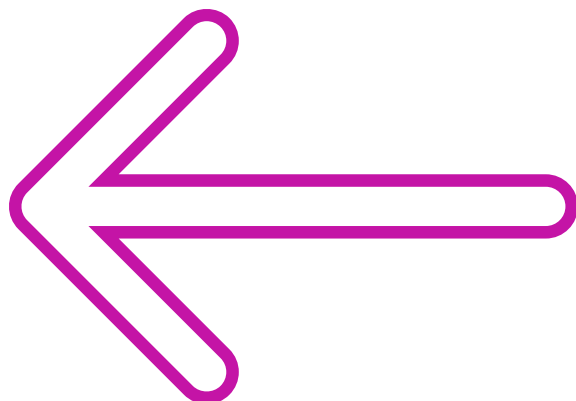
**Lubricating the Question** - In this short session we consider how we can encourage the person answering to give as much information as possible. We also briefly consider how we can control situations where the other person is talking much more than we need.

**The Motor Accident/The Green Eco Car** - These two activities give participants the opportunity to put into practice what they have learned.

## Objectives

By the end of this session the participants will be able to:

- Explain why effective questioning is important.
- Question effectively using the funnel technique.
- Make preparations for questions that focus on the objective they are trying to achieve.
- Use appropriate questions and techniques to encourage the speaker to supply the information they need.





## Report Writing

### Intended for:

This report writing training course is aimed at people who are new to report writing or who need to improve their report writing skills.

### Course Overview:

This is not a programme covering theory alone. Participants are expected to put into practice what they are learning as they go through the day. The training course will help develop the report writing skills of the participants and ensure they deliver a successful report.

## 1 Day Course

### Course Covers

#### **Section One - Intro to Report Writing**

This section covers the key principles of report writing and lays the foundation for the remainder of the day's activities. Topics covered include:

- Why a report?
- Why are some reports ineffective?
- Basic Principles of Report Writing
- Structure of Business Reports

#### **Section Two - Plan and Prepare**

This section looks at a number of techniques to help report writers prepare before beginning the task of writing. Great emphasis is placed on planning and preparing as we consider this to be the key to effective report writing. Topics Include:

- Purpose of the Report
- Knowing your Readers
- Generating Ideas
- Sources of Information
- The Extended Pyramid
- Report Outline

#### **Section Three - Write the Report**

Participants work on an actual report or develop one from a brief provided by us. This section builds on the principles already covered and we also cover topics such as:

- Getting Started
- Overcoming Writers Block
- Language

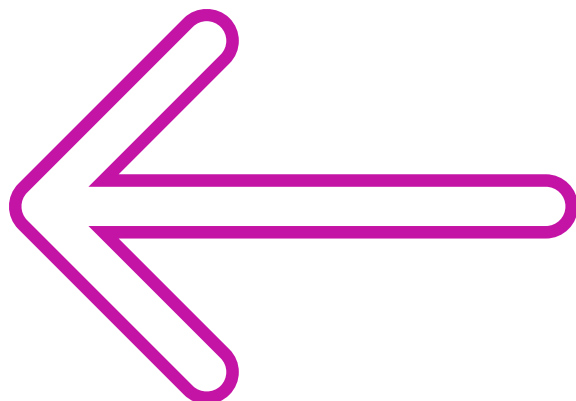
#### **Section Four - Check and Edit**

In this final section we consider the importance of checking and editing reports before submitting. We suggest an approach that gives the best chance of ensuring that participants present professional reports to their readers. Participants get the opportunity to practice their checking techniques using the reports they produced earlier.

## Objectives

By the end of this session the participants will be able to:

- Prepare and plan reports that meet their intended purpose.
- Produce reports that conform to an established and acceptable structure.
- Proof read and edit their reports effectively before submitting them to their intended readers.







## Root Cause Analysis

## 1 Day Course

### Intended for:

These Root Cause Analysis training materials have been developed with the aim of improving the participants ability to focus on continuous improvement within their organisation.

### Course Overview:

The training will effectively improving the skills of participants at all levels. Root Cause Analysis is a useful process to be aware of in all situations and can be adapted to suit many requirements.

### Course Covers

#### **Root cause analysis (RCA) -**

Is a method of problem solving that looks at the root cause of events rather than focusing on the initial 'symptom'. By focusing on the root cause, it is hoped that the likelihood of problem recurrence will be reduced or eliminated. However, it is recognised that complete prevention of recurrence by a single intervention is not always possible. Therefore, route cause analysis should be thought of as a process of continuous improvement. Root cause analysis is a series of tools and measurements rather than a single approach in itself. Through the use of these tools, the user/s are able to identify the key to an issue and take steps to ensure that the problem does not reoccur.

These root cause analysis training materials are aimed at helping participants become effective at route cause analysis by focusing on the following areas:

#### **• Basic Principles of Root Cause Analysis**

Highlighting why we need route cause analysis, its benefits and what it can be used for.

#### **Pareto and Stratification**

Reviewing the importance of data and how two focus on the vital few issues that will really make an impact. This section also focuses on how to effectively use Pareto Analysis and stratify data accordingly.

#### **Defining the Problem, 5W1H**

Using a logical analysis tool to guarantee that a problem or topic is analysed taking a complete view of all essential aspects. Defining a clear problem statement from the outset.

#### **Fishbone Analysis**

Helping participants identify, explore and visually display in increasing detail the many potential causes of a problem or effect, in order to discover the root cause.

#### **5 Why's**

Another analysis tool to get to the route cause of a problem. Using the technique effectively will define the root cause of any non-conformances and subsequently lead to defining effective long term corrective actions.

#### **Implementing Solutions**

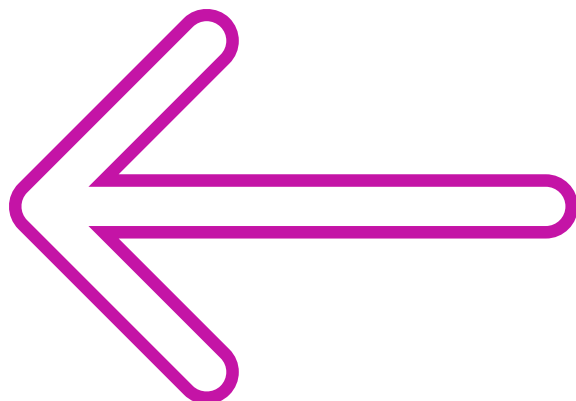
Reviewing a collection of tools and methodologies that help participants implement actions upon defining the root cause.

## Objectives

This training course is aimed at helping participants to become effective at Root Cause Analysis by using the following tools:

- Pareto & Stratification
- 5W + 1H
- Fish bone Analysis
- 5 Why's

Participants will also have the opportunity to apply these tools to a real issue and identify a real performance/cost improvement. Finally, participants will look at implementing their solutions using several new methods.





## Stakeholder Management

### 1 Day Course

#### Intended for:

This course is intended for anyone in a leadership role or heading up a project that and has to engage, persuade and influence others. A stakeholder can be defined, in simple terms, as any person or organisation whose behaviour or actions will have an impact on a result.

The training course aim to help participants identify their stakeholders; learn how to establish behavioural styles, understand the relationship between the style and their own and use this knowledge to build a strong working partnership that gets results.

#### Course Overview:

By following a logical progression, through identification of stakeholders; initial contact; mapping of aims and ongoing planning, increased positive results can be achieved.

The early identification of the key influencers will ensure that projects are well managed from the start. Communication can be effectively tailored to the right people so as to guarantee an easier flow of information and quicker decision making. In the longer term, projects will require less micro-management as all involved will have a clear understanding of progress and goals.

Using proven techniques and methods, this stakeholder management training course will teach a full process for the best possible management of key Stakeholders:

#### Objectives

By the end of this session the participants will be able to:

- Identify their style of stakeholder management along with the needs of their customer.
- Recognise ways of securing stakeholder agreement.
- Distinguish the 6 different persuasion styles.
- State various methods to build an on going relationship.

#### Course Covers

##### **Stakeholders Analysis**

To get the best out of stakeholders it must be fully understood how they will fit into a project. Stakeholder analysis is a method of breaking down the full picture so as to identify and understand the key players.

##### **Understanding Stakeholder Behaviour Styles**

Once Stakeholders have been identified, and prioritised, we need to look at how our own behavioural style interacts with theirs. What style are you?

##### **Identifying Stakeholder Needs**

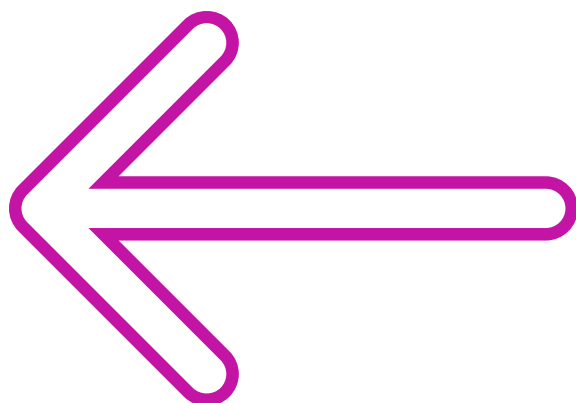
Once stakeholders have been identified and we have examined how behavioural styles interact, the next step is to look at how to work best with each one.

##### **Securing Stakeholder Agreement**

Once initial meetings have taken place, and ideas have been discussed, a progression plan can be created. The vital point of any on-going plan is to gain the agreement of all key Stakeholders, without which the project stalls.

##### **On-going Stakeholder Management**

The long-term success of your project will be reliant on the long-term contentment and involvement of your stakeholders.





## Stress Management

### 1 Day Course

#### Intended for:

The word 'stress' is used to describe the physical and/or emotional response to the demands and pressures that modern living means we come under from time to time.

Stress can be a positive thing, which drives us on and helps us to grow, develop and be stimulated. However, when stress reaches a certain level, it can overcome a person's ability to cope and can impact on their physical and mental health. This stress management training course has been developed to help participants identify the causes and effects of stress and to assist them in developing the skills required to manage stress in their own life. The focus is on the positive things that they can do to make changes in their life which will reduce the impact that 'bad' stress places on them.

#### Course Overview:

This stress management course will provide participants with the skills, knowledge and awareness necessary to develop a positive approach to dealing with stress.

#### Course Covers

**Identifying Stress** - Here participants are made aware of the history of stress and its relation to the stressors we are subjected to in the modern environment.

**How Our Body Responds to Stress** - An activity which explores the physiological and psychology aspects of stress and how this can result in illness and poor lifestyle choices.

**The Mitchell Method of Relaxation** - A chance to practice a scripted, positive method of relaxation.

**Stress Coping Model** - A clear model, which highlights the process stress follows and the methods we can use to interrupt this process and so cope better.

**Daily Hassles** - Identifying that it is often the daily hassles that result in stress. Highlighting typical daily hassles and reviewing several methods of overcoming or avoiding them.

**Life Events** - Exploring major life events, the transitional aspect, how they can be positive and how our perception of the situation can alter our experience.

**Positive Self-Talk** - Understanding self-talk and moving away from the negative self-talk cycle and turning it into a positive self-talk cycle.

**Prioritising to Reduce Stress** - Identifying and then balancing conflicting demands and learning to appreciate what is important.

**Stability Zones** - Establishing what our own stability zones are and how we can best use them to help us reduce stress.

**The Wheel of Strife** - A useful tool for making us more aware of the stressors in our life so that we can adopt techniques to overcome them.

**Supporting Networks** - Looking at the people who currently provide support and help us reduce stress and working on methods of positively nurturing these relationships.

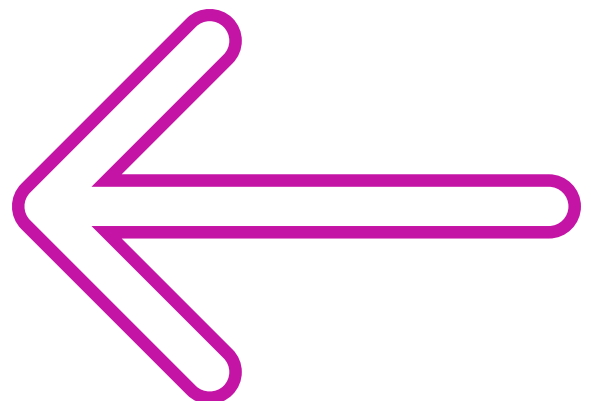
**All Stressed Out** - A Fun way to review the material using 'negative review' methods.

**The Benson Method** - A final, simple, but effective method of relaxation to leave the participants feeling refreshed after the session.

## Objectives

By the end of this session the participants will be able to:

- Define Stress and the affect it has on the body.
- Use specific relaxation techniques to overcome stress.
- Follow a model for coping with stress.
- Identify methods of avoiding stress where possible.
- Reduce their own stress by following clear techniques.





## Success with Change

### Intended for:

This change management training course is very flexible in its application. It is suitable for anyone involved in the change process in a business environment. It can be used for leaders that need to implement change or for staff that need to appreciate the change process.

### Course Overview:

Ultimately the change management training course is useful for those that need to understand change both for themselves and for those around them, which really includes everyone.

## 1 Day Course

### Course Covers

#### **Leading Change -**

The key steps and considerations involved.

#### **The Phases of Change -**

What they are, what phase we are at, where others might be and what we can do to support them.

#### **Rules of Change -**

Common thoughts on change and beliefs around them.

#### **Marketing New Products -**

The thinking behind the marketing of new products and how we can use this in a change environment.

#### **Resistance to Change -**

Understanding why people are resistant to change and knowing what we can do to overcome this.

#### **Communicating Change -**

Following a set process for change communication

#### **The Words We Use -**

Adapting our language to suit the needs of the people receiving the change message.

#### **Change Briefing -**

Practicing delivery of a change message.

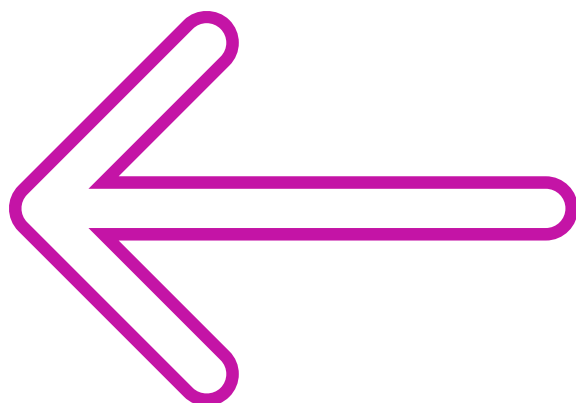
#### **Your Change Model -**

Developing your own model for change in order to consolidate learning.

## Objectives

During this workshop participants will be given the tools to:

- Tackle change more effectively at a personal level.
- Lead change for those around them.
- Assess the people in their teams that support them with change.
- Plan their approach to changes in the workplace.
- Present an effective change briefing.





## Talent Management

### Intended for:

The Talent Management training course is suitable for any organisation no matter how far into their Talent Management journey. The talent management training will help the participants set up their Talent Management system or can be used as a health check to refocus or identify problem areas.

### Course Overview:

Talent Management was initially used as an HR tool in the recruitment process. It has since developed into an essential business wide practice, used by management to cover many areas such as; succession planning, development of the organisation and individuals, performance enhancement and organisational capability.

## 1 Day Course

### Course Covers

#### **The key aim of the course is:**

To identify the key stages to successful Talent Management within organisations, to enable employees to drive business success.

#### **Talent Management Definition**

Those individuals who are of particular value to an organisation, either in view of their 'high potential' for the future or because they are fulfilling business/ operation-critical roles etc.

#### **Concept & Business Case**

Recognising that Talent Management needs to be one of your organisations key priorities.

#### **Talent /management Strategy**

Ensuring that the talent strategy is closely aligned with the corporate strategy must be a priority.

#### **Talent Management Continuum:**

##### **Attracting Talent**

Both internally and externally.

**Developing Your Talent** To meet organisational and individual needs.

**Managing Your Talent** Active steps taken to retain and engage talent for the future health of the organisation and individual.

**Succession Planning** Identifying and developing internal talent pools for key/ critical organisational positions.

**Evaluating Your Talent** High level and individual evaluations to ensure you have a robust Talent Management system in place.

**Retaining Your Talent** Identifying ways to help improve retention of your talent.

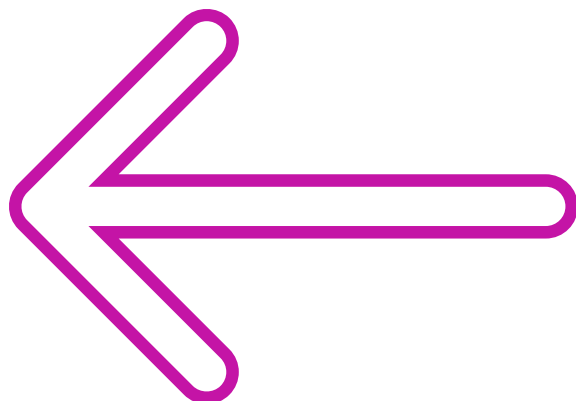
**Management Policy** The key aspects of a robust Talent Management Policy.

**Review of Session** Creating an action plan to embed learning.

## Objectives

By the end of this session the participants will be able to:

- Recognise the business case for talent management.
- Identify the need to have talent management integrated into the strategy of their organisation.
- Recognise the key steps required to implement the Talent Management Continuum.
- Draw up an action plan to address your talent management needs.





## Team Building

### Intended for:

This Team Building training course helps develop participants team working skills. It will help them define a common goal, understand how they want to work together as a team and create an understanding of the behaviours required to develop better team performance.

### Course Overview:

Having an effective team around you is crucial. However, it is an area that is often left to chance, which can lead to de-motivated individuals that do not feel part of the business and consequently do not perform. This Team Building training course will help develop the candidates to lead a team. It is also useful for those that are about to embark on a position of leadership or need to develop their leadership skills.

## Objectives

By the end of this session the participants will be able to:

Explain the qualities of an effective leader.

- Benchmark themselves against those qualities and develop actions to improve.
- Explain the difference between leading and managing.
- Explain the value of sharing the business vision with the team.
- Motivate their staff by understanding their drivers and developing actions to support them.
- Deal with difficult staff members.
- Challenge staff in a meaningful and effective way.
- Coach staff effectively using a simple process.

## Half Day Course

### Course Covers

This session will look at what it takes to lead an effective team and how you can get the best out of the people in it by understanding the role of leader, both personally and from the point of view of the team.

**Qualities of an Effective Leader -** Identifying the key characteristics of effective leaders, rating themselves against them and establishing key actions to develop the skills.

**Leader or Manager? -** Establishing the difference between the two and comparing themselves to those qualities.

**That Vision Thing -** Making the business vision 'live' for the team by answering key questions.

**Motivation -** Determining the 'Why' for their staff and developing an understanding of emotions in a business context. Looking at specific motivators for individuals and understanding that everyone is motivated by different things

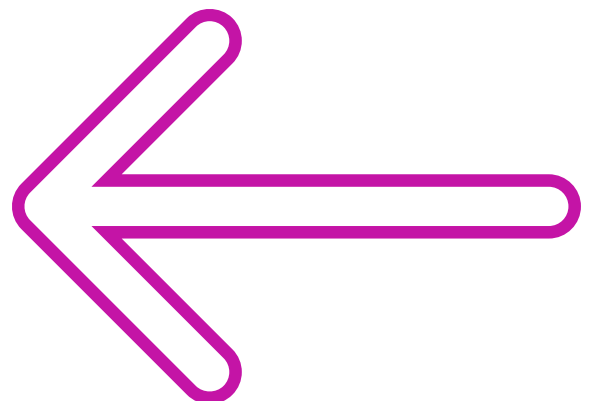
**Dealing With Difficult Team Members -** Understanding why team members are difficult. Looking at different behaviour types and strategies for responding to them. Also, realising that 'difficult' behaviour sometimes has its benefits.

**Coaching -** Using a simple method of coaching, including action plans.

**Three Key Skills of Coaching -** Looking at the skills required to be an effective coach.

**Instant Results Coaching -** Coaching in a hurry!

**Can Do Coaching Practice -** Putting the learning into practice.





## The Art of Negotiation

### Intended for:

The ability to negotiate effectively is an important skill. It is also a skill that can easily be developed by understanding the process involved. This negotiation skills course is aimed at anyone who negotiates as part of their role.

### Course Overview:

By adopting an approach where the parties work with each other, it is possible to reach outcomes that satisfy all. This positive approach to negotiation will help build business relationships that could last for years. The training course will deliver a session that will help participants to understand what we mean by negotiation and will provide some of the tools to help them negotiate well. They will also have the opportunity to practice using those tools in the safety of the training environment.

## Half Day Course

### Course Covers

#### **What is negotiation?**

Examines the concept of negotiation and what we are trying to achieve.

#### **Potential negotiations -**

Participants identify the potential negotiations constantly surrounding them.

#### **Alternatives to Negotiation -**

Negotiation is not the only method of problem solving. We identify some of the alternatives and discuss when negotiation is the best approach.

#### **Negotiating Structure -**

Participants often identify confidence as being the main barrier to effective negotiation. Once they are able to work with an effective structure they find that this barrier quickly disappears.

**Planning -** Helps participants to understand the importance of planning before entering into negotiations. We look at what is involved in effective planning. Participants are given a planning template which will provide a basis for preparing most of their negotiations.

#### **Laying Foundations -**

This important stage of negotiation is often overlooked by inexperienced negotiators. Participants will learn to set up their discussion so that they do not move towards agreement prematurely.

**Building -** Helps participants to avoid surrendering their position without getting something in return.

**Completing -** Ensures that the negotiation is closed effectively so that all parties leave committed to the outcomes agreed..

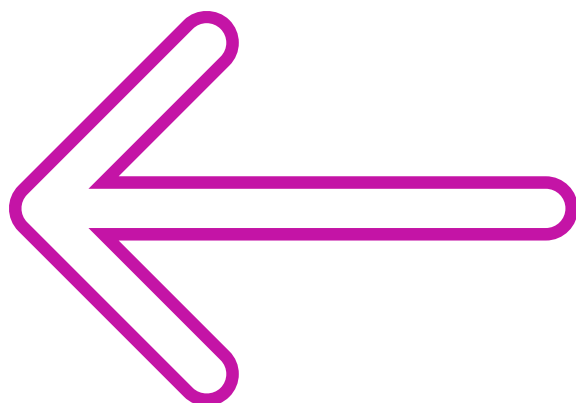
**Pine Furniture -** An opportunity for participants to practice the processes covered during the course.

**I now know -** Participants review the session and exchange key learning points with each other. This consolidates the learning and helps them to identify points to add to their action plan and learning log.

## Objectives

By the end of this session the participants will be able to:

- Negotiate with the aim of achieving mutually acceptable outcomes.
- Make effective preparations before starting to negotiate.
- Structure and pace negotiations so that they do not find themselves entering into negotiations until they are ready.







## The Power of Influence

### Intended for:

This influencing skills training course is specifically designed to appeal to a wide audience. The actions have been developed to allow scope for an array of requirements. Having said this, the training course would work particularly well in the areas of management, sales, marketing, business development and customer care.

### Course Overview:

This influencing skills training course has been developed to arm participants with the skills necessary to influence others. The aim is to provide them with an understanding of how people are influenced and to develop practical methods of applying these in the work environment.

Each day you are influenced by the actions of others, whether you are aware of it or not, you are manipulated and persuaded to comply with requests by people who either naturally or through mastery have developed tools of influence. This session will help the participants identify the methods used and equip them with an in depth knowledge of how to use these skills to their own advantage and through this, increase their influencing ability.

### Objectives

By the end of this session the participants will be able to:

- Describe the 'human shortcut' and why it makes influence possible.
- Explain the six principles of influencing and how they are used.
- Identify key situations where they can apply the influencing principles in their own environment.
- Follow an action plan for influencing success.

## Half Day Course

### Course Covers

#### **The Human Shortcut -**

Powerful, but imperfect - A series of examples to demonstrate the phenomena of 'the human shortcut'. A process our brain uses to reduce workload, which can be used to influence.

#### **Expensive = Good -**

An activity that explores the thinking behind the idea that expensive must equal good and the likelihood that this is a 'shortcut' reaction. With a discussion about participants own experience.

#### **The Contrast Principle -**

Several examples of the contrast principle in action followed by an opportunity to practice the use of contrast with an activity.

#### **Marooned**

An activity that works on the scarcity principle and consolidates the participants learning throughout the day. A fun method of practicing the influencing skills learnt. Followed by an in-depth review and development actions.

This course is concerned with practical application and participants are required to complete an action plan after each of the sessions above. This must demonstrate how they can implement each of the principles in their own work environment.

### **The Six Principles of Influence:**

#### **1 Reciprocation**

A discussion around the reciprocation principle and the strong feelings it can invoke followed by a review of the three characteristics of reciprocation and examples of the principle in action. Participants must then develop a scenario that utilises this influencing technique.

#### **2 Commitment & Consistency**

A description of the principle followed by an exercise based on specific scenarios that the each must complete.

#### **3 Social Proof**

We work out what to believe or how to act based on those around us. An example of social proof in action and a test of the participants susceptibility to it. The participants are also asked to provide their own experience of this and to carry out an activity, which reviews how it is used in the media.

#### **4 Liking**

We like to deal with people that we like. A review of the key factors behind this principle. Understanding when this principle has affected our own judgments and decisions.

#### **5 Authority**

How we can often be made to do anything by a person that is perceived to be in authority. A study of the Milgram experiment that encouraged people to give (fake) electric shocks to people simply because they were told to by someone dressed as a doctor, with a review of the reasoning behind the individuals actions. Learning points with each other. This consolidates the learning and helps them to identify points to add to their action plan and learning log.

#### **6 Scarcity**

Things become more valuable when we perceive a shortage of them. A discussion about instances where this has been proven and how it is used in life.







## Time Management

### Intended for:

Anyone that needs to increase their personal effectiveness through time management.

The training course will help develop the time management skills of the participants.

### Course Overview:

In the hurly burly of the modern world it is easy for us to operate on automatic pilot. By doing this we often fail to make the best use of our time. It sometimes helps to stop and take stock of the situation and think about how we are working. This time management training course encourages participants to stop and think about how they operate and will help anybody who is not making the best use of their time.

## Half Day Course

### Course Covers

#### ***What are your time bandits -***

An activity that encourages participants to work together to identify what prevents them making the best use of their time.

#### ***If I had more time -***

Participants ponder what they would do if extra time is available to them.

#### ***Ambitions and Long Term Goals -***

Participants complete our aspirations questionnaire to help them identify their long term goals.

#### ***Turning Goals into Reality -***

An activity to help participants plan the activities which turns ambition into reality.

#### ***The 1's -***

A look at medium and short term planning.

#### ***Managing Interruptions -***

Identification of and management of interruptions that interfere with our effectiveness.

#### ***Procrastination -***

Activities to help participants recognise that they procrastinate, why they do it and how to manage it.

#### ***Managing meetings -***

We investigate the cost of poorly managed and unnecessary meetings and consider how to overcome these issues.

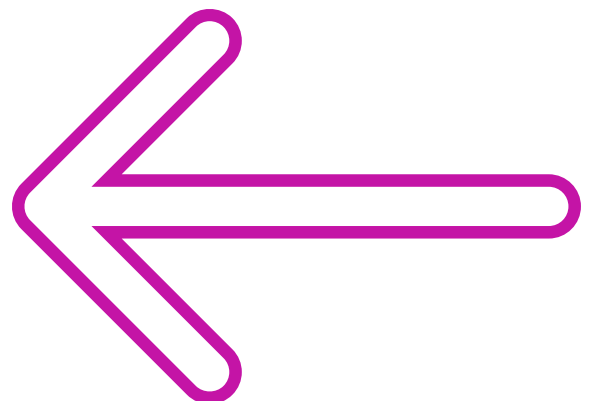
#### ***Delegation -***

Participants examine some delegation advice from famous people and consider the relevance to themselves.

## Objectives

During this workshop participants will be given the tools to:

- Recognise what prevents them from making the best use of their time.
- Make necessary long medium and short term plans to help them make the best use of their time.
- Recognise and manage common time wasters so they can make the best use of their time.





People Performance Consulting



# Catalogue of training development courses

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If your business success depends on bringing out the best in people, then you need to put the best into your people.

