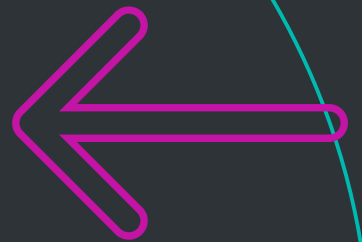




People Performance Consulting

Training Development Courses



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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Building Relationships

1 Day Course

This 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% commitment. This will only happen if a good positive working relationship exists. This training course is relevant to anyone who wants to ensure good working relationships exist in their workplace.

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.

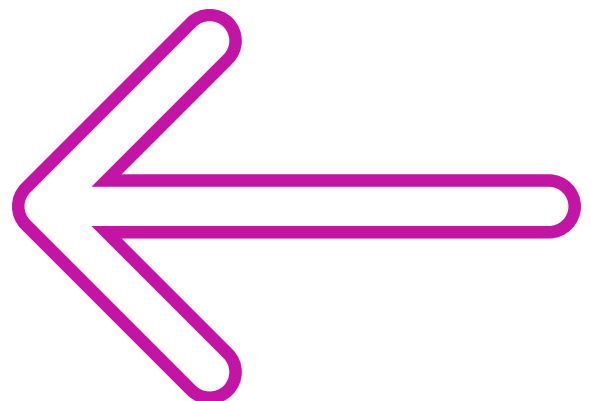
Course Overview

To effectively build relationships the participants will benefit from analysing some of the difficult personalities they encounter and learn how to overcome 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.

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.





Coaching at Work

1 Day Course

A course 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.

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.

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 their 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 ensure 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.

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.



Listening Skills

Half Day Course

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 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 and 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.

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.

Objectives

By the end of this session the participants will be able 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.





Emotional Intelligence

1 Day Course

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 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.

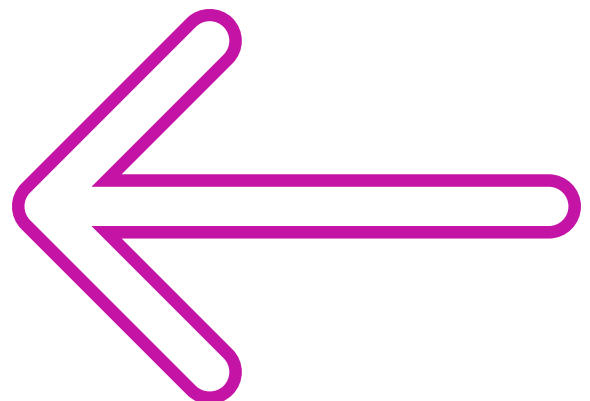
Course Overview

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 the participants with the fundamental knowledge required to develop their awareness of EI and in doing so help them to perform more effectively.

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.





Coaching with N.L.P

1 Day Course

This training course is useful for coaches that would like to add an extra dimension to their coaching sessions and offer advanced developmental solutions.

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.

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.

Reframing - 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 reframe 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.

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.





Commerciality, Business Planning

1 Day Course

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 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.

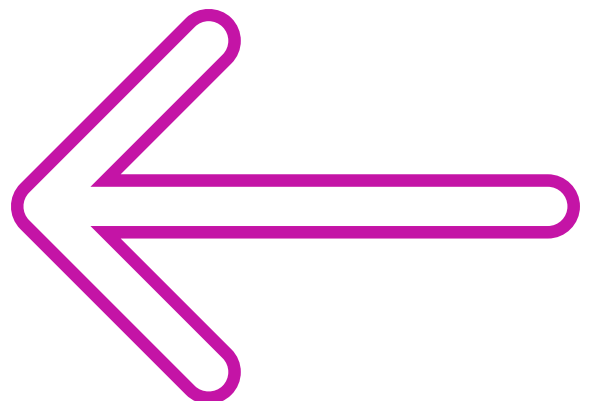
Self-Management - Appreciating that we manage ourselves based on our values, attitudes and beliefs. Looking at methods of improving self-management and overcoming negative 'self-talk'.

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.

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 the participants with the fundamental knowledge required to develop their EI and in doing so help them to perform more effectively.





Communicating Difficult Messages

1 Day Course

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.

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.

Course Covers

Methods of Communication and 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.

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.

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

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.





Report Writing

1 Day Course

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

Course Covers

Section One - Introduction 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:

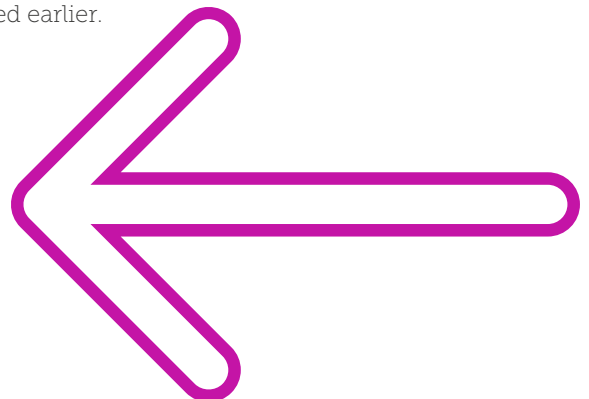
- Getting Started
- Overcoming Writers Block
- Language

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.

Course Overview

This is not a programme covering theory alone. Participants will 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.





The Power of Influence

1 Day Course

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.

Objectives

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

- Describe the 'human short-cut' 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.

Course Covers

The Human Short-cut - Powerful, but imperfect - A series of examples to demonstrate the phenomena of 'the human short-cut'. 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 'short-cut' 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.

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 around specific scenarios that the participants 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.

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.

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.

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.





Time Management

1 Day Course

A course 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 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.

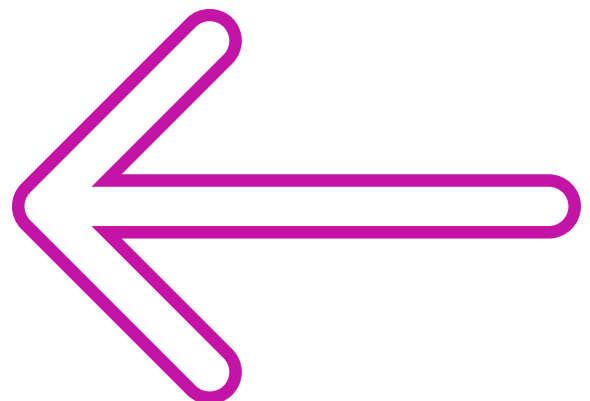
Course Overview

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 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.

Objectives

By the end of this session the participants will be able 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.





Conflict Handling

1 Day Course

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 that deal with conflict, which really means everyone.

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.

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 - A look at the behavioural aspect of conflict. How our desires drive our behaviour and what this means.

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 - Exploring the methods individuals use to manage conflict, which are: Avoiding, Accommodating, Forcing, Compromising, Collaborating.

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.

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.





Leading Effective Teams

1 Day Course

This 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.

Objectives

By the end of this session the participants will be able 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.

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.

- **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.

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.



Leading Meetings

1 Day Course

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.

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

Course Overview

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.





Success with Change

1 Day Course

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.

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

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 it.

Communicating Change - Following a set process for change communication.

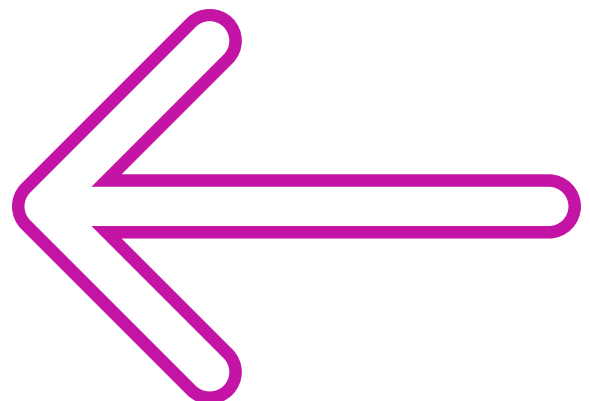
The Words We Use - Adapting our language to suit the needs of the people receiving the change message.

Change Briefing - Practicing delivery of a change message.

Your Change Model - Developing your own model for change in order to consolidate learning.

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.





The Art of Negotiation

1 Day Course

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 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.





Assertiveness in Action

1 Day Course

A course 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.

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.

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, incl:

- **Giving and 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.

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.

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 participants 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.



Great Leadership Skills

1 Day Course

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, and focus on three elements of leadership - personal leadership, team leadership and task leadership. This leadership skills 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.

Objectives

By the end of this session the participants will be able 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

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

- **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.
- **Continuous Improvement** - Identifying new opportunities, regularly reviewing business processes and methods.
- **Problem Solving** - Coping with problems as they arise.

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.





Presentation Skills

1 Day Course

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 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 Power Point.

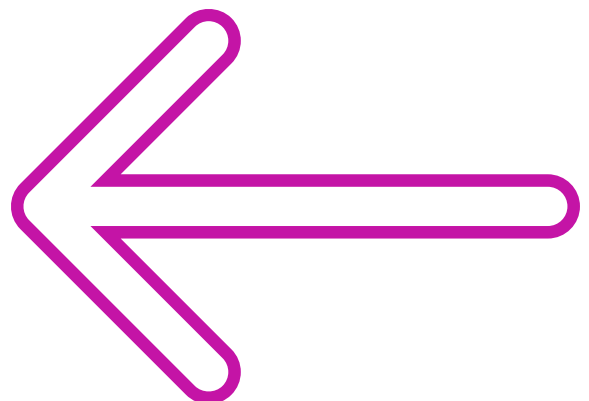
Presentation style - Considering their style, including; mannerisms, gestures, eye contact, voice and nerves.

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

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





Questioning Skills

1 Day Course

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. This training course is suitable for anyone and will help develop their questioning skills.

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.

Course Covers

Don't Ask/Not Interested - Two short activities where participants experience what it is like when they speak and receive no feedback. This emphasises 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 questioning.

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. 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.

Course Overview

The 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.





Anxiety at Work

Half Day Course

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.

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.

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.

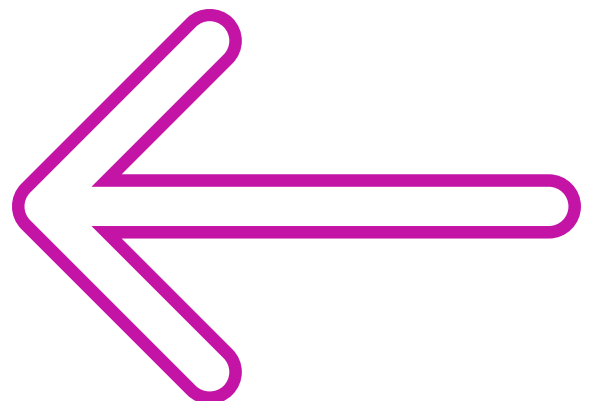
Avoidance - Understanding the strategies for coping with anxiety.

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

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.

This 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.





High Impact Communication

1 Day Course

The training course Will help participants communicate in a more impactful manner across all media including written and spoken word. The course is ideal for middle to senior managers who regularly hold team meetings, briefings or have to speak in public forums.

Course Covers

Why communication is important in the post recession marketplace – it's important more than ever to communicate clearly and effectively in a world where companies have merged or operate across several jurisdictions. Keeping complex teams informed is now critical to business success.

The G.U.L.P formula – This model of preparing communications encourages a more dynamic and powerful approach to delivering information.

Overcoming barriers to good communication – Dealing with nerves and making them work to your advantage; researching your audience effectively; using simple English; ensuring clear understanding of your message; getting the tone of your delivery right.

Powerful performance – Maximising the voice within – how to leave your comfort zone and deliver communications in an engaging manner.

The course is highly interactive and involves topical case studies.

Course Overview

The course is based on the G.U.L.P. model which takes the standard approach to preparing for communication and makes the whole process more dynamic. The model enables people to communicate with confidence and to ensure their message is clearly delivered and understood.

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.





Introduction To Anti-Money Laundering

Half Day Course

This course is designed for those new to the world of anti-money laundering, junior employees, support staff, and those who have changed role and who require AML training for the first time.

Course Covers

Defining money laundering - Covering the basics of Money Laundering and Terrorist Financing, the course focuses on defining money laundering.

Your role in fighting financial crime - Employees are encouraged to think how they can play a part in the fight against financial crime.

To report or not to report - A debate on how individuals might react if faced with being in this position, and what would bring them to their decision.

Personal responsibilities - The importance of personal responsibilities under the relevant AML legislation with a brief overview of each of the enactments, concluding with failure to report issues.

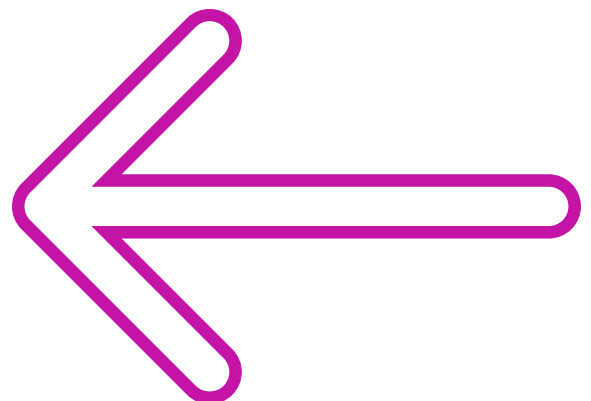
Course Overview

This is an introductory course introducing the basics of money laundering to those who have little or no experience of the AML regime. An AML surgery adds texture and interactivity to the session.

Objectives

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

- Define money laundering and its presence in financial services businesses.
- Comprehend how employees have a personal responsibility to protect their businesses and the reputation of the Island, and the consequences of not doing so.





Anti-Money Laundering Workshop

Half Day Course

This course is designed for all relevant client facing and non-client facing employees under senior management and board level, including temporary staff, contract workers and any staff employed under an outsourcing arrangement. It is anticipated that attendees will have had previous AML training and require mandatory refresher training.

Course Covers

Your role in fighting financial crime

- Employees are encouraged to think how they can play a part in the fight against financial crime.

To report or not to report - A debate on how individuals might react if faced with being in this position, and what would bring them to their decision.

Personal responsibilities - The importance of personal responsibilities under the relevant AML legislation with a brief overview of each of the enactments, concluding with failure to report issues.

Effective Client Due Diligence - When done properly, really Knowing Your Client will help protect you.

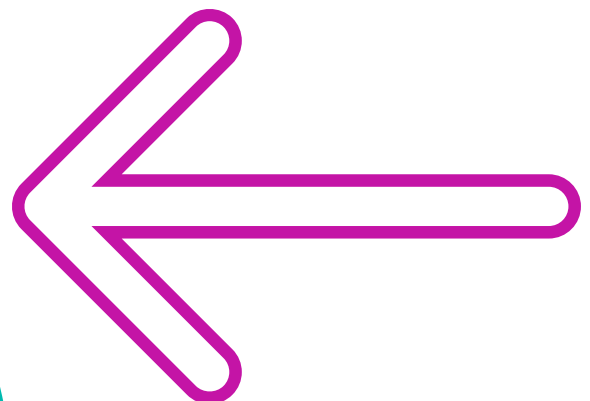
Course Overview

This is a highly interactive course with a workshop feel, focusing on a detailed case study to analyse triggers and risks posed to staff and their organisations from those with whom they interact on a daily basis, the impact of that on their working lives and how such issues are/ should be handled.

Objectives

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

- Identify the vulnerabilities of financial services business and establish how they can help contribution to reducing their organisation's money laundering risk.
- Appreciate the value of due diligence checks.





The Board & Senior Management & the AML

Half Day Course

This course is designed for those with greater knowledge and experience of money laundering risks in particular employees at senior management and board level, both client and non-client facing.

Course Covers

Key Provisions of the AML Handbook
A reminder of its contents and which parts require most attention.

To report or not to report - A debate on how individuals might react if faced with being in this position, and what would bring them to their decision

Cultural Barriers - What, why and how to deal The Driver - 34D – the incentive to report.

Life after SAR - What issues do the Board and the organisation face after the event, and how is this handled?

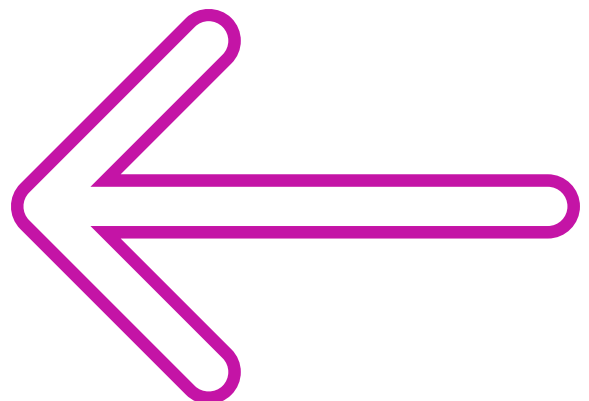
Course Overview

This is an intermediate course focusing on the requirements of senior staff as per the AML Handbook, with particular reference to organisational barriers and issues post-SAR. A mock interview gives attendees a feel for what they might face, should an investigation into suspected money laundering ensue.

Objectives

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

- Appreciate the risks presented as a result of poor culture.
- Establish ways to improve compliance with the AML regime at all levels of the organisation.





Introduction to Trusts and Companies

Half Day Course

This course is designed for those new to the trust and company environment, demonstrating the use of such services and products in the financial services environment. Focusing on the features of a company and the parties to a trust, with guidance on effective administration, the course is practical and interactive.

Course Covers

The Incorporation Procedure - From name reservation to Certificate of Incorporation Shareholders, Directors and Co Sec - Who are they and what do they do.

Company Documentation - Mem & Arts, accounts, statutory records – the importance of record keeping.

Setting up a Trust - Why a trust, how set up differs from company incorporation.

Main Parties - The Settlor, The Trustee, The Beneficiary and the role of the Protector Trust Documentation - The trust instrument, supplemental deeds, record keeping and meetings.

Course Overview

This is an introductory course covering the basics of companies and trusts, from incorporation and set up to dissolution and winding up. The roles of the parties involved are defined and analysed, ensuring that the knowledge gained can be effectively applied to the workplace.

Objectives

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

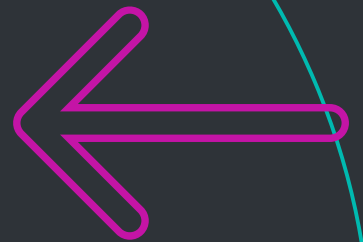
- Appreciate the differences between trust and companies and how they are used in the offshore environment.
- Define the roles and capacities of those they will be dealing with.
- Apply the knowledge gained to begin to effectively administer a portfolio and become an effective administrator.





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