

# Developing People International

Celebrating more than

**25** years  
in business

Leadership & Management,  
Personal Development,  
Sales, Customer Service  
and Communication Skills

2020 Training Course Brochure

[www.developingpeople.co.uk](http://www.developingpeople.co.uk)



## WELCOME

Developing People International delivers inspirational learning and development solutions that enable managers around the world to drive performance in their teams and organisations.

By working in partnership with our clients and providing a personalised service, our team of expert trainers are able to deliver a range of learning and development on topics such as leadership, management, selling skills and developing the customer experience.


Our highly engaging learning and development interventions are: extremely well researched; designed to have the greatest possible business relevance and have been proven to successfully develop the performance and behaviour of managers worldwide.

For over 25 years, Developing People International has been at the forefront of delivering highly impactful learning and the training expert of choice for a number of the world's leading brands.

This brochure is an easy way for you to view our portfolio of courses. We specialise in providing development solutions to meet our clients' needs. Our team of highly skilled consultant/trainers have the experience and expertise to tailor any of our courses to meet your exact requirements. What is not contained in this brochure are any of our bespoke Leadership Programmes developed specifically to meet our clients' needs, or details of our Assessment and Development Centres for Talent/Recruitment, Team Development events and executive coaching services.

To find out more about any of the courses in our brochure or the services we provide visit [www.developingpeople.co.uk](http://www.developingpeople.co.uk) or call us on: 0800 280 2346 to discuss our approach to individual skills development, our tailored programmes, or ILM accredited courses.

We look forward to hearing from you and discussing your requirements.



Sandra Watts  
Managing Director  
Developing People International

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## Section 1 - Leadership and Management



# ADVANCED PERFORMANCE MANAGEMENT

## Course Aims:

To build on the delegates' existing performance management skills and to give them additional skills and knowledge to develop even greater performance from their people.

## Course Objectives:

At the end of the course the delegates will:

- Understand what best practice looks like and be able to align their performance management approach with the strategic direction of the organisation.
- Be able to use their understanding of human drives to raise performance in their staff and enable them to give their best.
- Be confident to take a different, more advanced approach to managing the performance of their staff.
- Be competent in techniques to overcome resistance and improve self-responsibility.

## Duration:

- 1 day

### Introduction

- Course objectives and agenda
- Delegates' objectives

### Performance Management Refresher

- Management rights and responsibilities
- Employee rights and responsibilities
- Performance Management responsibilities

### Best Practice Performance Management

- How culture impacts performance and behaviour
- What other organisations do
- Best practice performance management processes
- Linking performance management to the organisation's strategies (Business, L&D etc)

### Understanding Fundamental Human Drives

- The changing nature of the workplace
- What the science says about human motivation
- Why 'carrot and stick' performance management doesn't improve engagement or performance
- How to use human drives to improve engagement and performance
- Creating the right culture to allow people to flourish

### How to have more effective performance reviews

- Taking a different approach
- Focusing on outcomes rather than tasks
- The 4 R's performance management tool
- What not to review or give feedback on
- Tips to encourage commitment and self responsibility

### Action planning

- Transferring learning back to the workplace

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# CHAIRING MEETINGS EFFECTIVELY

## Course Aims:

The overall purpose of this course is to enable the delegates to chair / facilitate meetings that are focused, keep to time, and get results.

## Course Objectives:

At the end of this course delegates will be able to:

- Make their meetings shorter, more focused and productive.
- Set expectations and standards of behaviour in meetings.
- Manage distractions, interruptions and disruptive people.
- Know how to participate actively and make effective contributions.

## Duration:

- 1 day

Introduction	<ul style="list-style-type: none"><li>▪ Objectives and road map for the day</li><li>▪ Meeting exercise</li><li>▪ Characterisers of effective meetings</li></ul>
Meeting Principles	<ul style="list-style-type: none"><li>▪ Why are you meeting?</li><li>▪ When not to meet</li><li>▪ Who should attend</li><li>▪ Why should people attend?</li><li>▪ Roles and responsibilities</li></ul>
Planning a meeting	<ul style="list-style-type: none"><li>▪ POP principle</li><li>▪ Planning the agenda and meeting process</li><li>▪ Responsibilities</li></ul>
Key meeting tools and techniques	<ul style="list-style-type: none"><li>▪ Making meetings brief</li><li>▪ Tools for generating ideas</li><li>▪ Tools for gaining consensus and making decisions</li><li>▪ Ensuring follow up action</li></ul>
Leading the meeting	<ul style="list-style-type: none"><li>▪ Encouraging participations</li><li>▪ Making proactive interventions</li><li>▪ Tips for dealing with difficult situations</li><li>▪ Managing virtual meetings</li></ul>
Meetings in action	<ul style="list-style-type: none"><li>▪ Meeting planning and preparation</li><li>▪ Meeting skills in practice</li></ul>
Action planning	<ul style="list-style-type: none"><li>▪ Transferring learning back to the workplace</li></ul>

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# CHANGE MANAGEMENT SKILLS

## Course Aims:

This course is designed to provide delegates with the skills necessary to lead organisational change effectively.

## Course Objectives:

At the end of this course delegates will be able to:

- Recognize the reasons for change and the effects it has on the organisation and people.
- Identify the ways in which people react to change and know how to manage the process of transition in themselves and others.
- Lead staff through periods of transition and use the key skills of giving feedback, counselling and influencing.
- Use techniques to increase commitment in teams during times of change.

## Duration:

- 2 days

### Organisational change

- The reasons for change
- Understanding organisational change
- Understanding how people react to change

### Dealing with the effects of change

- Managing the pressure
- Strategies for managing stress

### Managing transitions

- Transition stages
- Management strategies for each stage
- Supporting the process of transition in others

### Power of behaviour

- Understanding how and why people behave the way they do
- Managing your own behaviour
- Influencing the behaviour of others

### Team work

- Developing team work in challenging times
- Increasing team involvement
- Developing collaborative team behaviours

### Increasing involvement

- Increasing team involvement
- Empowering your staff to enable change

### Leading people through transitions and beyond

- Situational Leadership
- The Manager as a Coach
- Counselling tools and techniques

### Action planning

- Transferring learning back to the workplace

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# COACHING CONVERSATIONS

## Course Aims:

To understand what coaching is and its applications at work. To build knowledge of psychological communication models and techniques to use in a practical way at work. Powerful work-based coaching can increase our focus and capacity, drive engagement and impact, and reduce both overwhelm and dependency. This course will help managers - stretched more thinly than ever - become a more effective support to their co-workers by developing and applying a coaching habit, as part of the work they already do and not in addition to it. This will not be a flash-flood of training. We will practice, reflect on and embed two key coaching techniques and receive personal feedback following each skills practice

## Course Objectives:

At the end of this workshop delegates will be able to:

- Explain the differences between coaching, mentoring, and other leadership styles and approaches
- Adopt a coaching mindset and approach as part of their day-to-day managerial activity
- Use two coaching techniques: the “Coaching Habit” technique and the “Gibbs Reflective Cycle”
- Use a range of core coaching skills (e.g. focused questioning, appropriate challenge, knowledge of habit development) to enhance their coaching approach and know when and how to apply these in a practical way
- Be more helpful to their colleagues’ growth and performance by providing fewer answers, giving less advice and immersing them more thoroughly in their own learning and know how to build trusting and sustainable working relationships
- Know how to use coaching to maintain safety and manage difficult conversations
- Develop awareness of self and others

## Duration:

- 2 days

### Start with Me

- My objectives for this training
- What do we already know about coaching?
- Exploring my motivation, confidence, strength, development needs, and limiting beliefs about myself as a coach

### What is Coaching

- Introduction to the coaching approach
- The Learning process and zones of awareness
- Influences on coaching: sport, business, psychology
- The coaching continuum and coaching applications

### Coaching and Psychology

- Psychology of the individual
- The Coaching Mindset: Person Centred Coaching
- How to build habits

### The Coaching Habit Model

- An introduction to the Coaching Habit Model
- 7 core coaching questions for managers: that can be used in any conversation
- Coaching Bookends: powerful ways to start and finish any management conversation to help increase its coaching impact

## Key Coaching Skills

- Questioning and Listening Masterclass
- Building Trust and Rapport
- The importance of Challenge in coaching
- Coaching and the Circle of Influence
- Difficult conversations, psychological safety and what to do when dialogue stops

## The Reflective Cycle

- The importance of coaching after an important event
- Using the Gibbs Reflective Cycle to boost learning

## Coaching Challenges

- Identifying coaching opportunities: how to coach as part of your job and not in addition to it
- Recognising your limits
- Coaching Challenges (e.g. difficult people, coaching experts)

## Action planning

- Looking back and Looking Forwards
- Individual Development Plans

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# COACHING YOUR TEAM TO DRIVE PERFORMANCE

## Course Aims:

This workshop will provide the delegates with practical experience of how to give feedback to others and develop the performance of their staff using coaching.

## Course Objectives:

At the end of this workshop delegates will be able to:

- Create realistic but inspiring plans for improving their team's performance.
- Engage their employees in the development process.
- Give employees feedback they'll actually apply.
- Use coaching to drive individual and team performance.
- Balance coaching with the rest of their workload.

## Duration:

- 1 day

What is Coaching	<ul style="list-style-type: none"><li>▪ Fundamental Vs mature coaching</li><li>▪ Coaching in the line Vs external coaching</li><li>▪ Coaching continuum</li><li>▪ Key attributes</li></ul>
Coaching Skills	<ul style="list-style-type: none"><li>▪ Active listening</li><li>▪ Effective questioning</li><li>▪ Powerful coaching questions</li><li>▪ Importance of constructive feedback</li><li>▪ Model for giving feedback</li><li>▪ Feedback hints and tips</li></ul>
Role of development at work	<ul style="list-style-type: none"><li>▪ Key standards and expectations</li><li>▪ Circle of influence</li><li>▪ Development activities</li></ul>
Coaching Process	<ul style="list-style-type: none"><li>▪ Coaching as a process</li><li>▪ The GROW coaching tool</li><li>▪ Key coaching questions</li><li>▪ Applying the tool at work</li></ul>
Practical Coaching	<ul style="list-style-type: none"><li>▪ Skills Practice</li></ul>
Reviewing the Process	<ul style="list-style-type: none"><li>▪ Reviewing practice sessions</li><li>▪ Advice for a First-Time Coach</li><li>▪ Individual Development Plans</li></ul>
Action planning	<ul style="list-style-type: none"><li>▪ Transferring learning back to the workplace</li></ul>

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# CONSULTATIVE WORKING SKILLS

## Course Aims:

This course is designed to develop the delegates skills to work in a consultative and collaborative way.

## Course Objectives:

At the end of this course delegates will be able to:

- Understand why consultative working is important and how it benefits customers as well as the organisation.
- Utilize a fundamental set of skills that will enable them to work in a consultative and collaborative manner with customers.
- Understand the stages and activities required in the process of consultative working with customers.
- Draw on knowledge about how to work as part of a consulting team delivering customer solutions.

## Duration:

- 1 day

### Introduction and objectives

- Introduction and objectives

### Introduction to consultative working

- What is consultative working?
- Definition
- The 3 types of consultative working

### Core skills

- Understanding social interactions
- Questioning
- Listening
- ORJI Cycle

### Working in collaboration with customers

- Stimulus Vs response
- Emotions and behaviour
- Human behaviour the key drivers

### Consultation as a process

- Process model
- Key interventions

### How to be an effective team Member

- The essential elements of a successful team
- Team role/goals/targets

### Getting the most from consulting Team meetings

- Preparation is key
- Getting your point across
- Following up

### Practical activity

- Organisation specific exercise

### Action planning

- Transferring learning back to the workplace

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## DECISION MAKING SKILLS

### Course Aims:

The focus of this course is on developing the skills to make the right decisions to ensure minimum risk and maximum return for the organisation as well as enabling the delegates to make decisions autonomously.

### Course Objectives:

At the end of this course delegates will be able to:

- Resolve issues quickly and accurately.
- Utilise excellent judgement in decision making.
- Balance risk and return for the organisation.
- Make decisions autonomously.

### Duration:

- 1 day

Problem solving and decision making as a process

- Types of problems
- Framework for decision making
- Divergent and convergent thinking

Problem solving and creative thinking

- Data collection and analysis
- Prioritisation of data
- Cause and effect – Ishikawa analysis
- Idea generation – mind mapping, brain writing

Evaluating and prioritising

- Evaluation tools
- Highlighting 'hits'
- Paired comparisons

Making sound decisions

- Decision tools
- Criteria based decisions
- Evaluation matrices

Evaluating risk

- Scenario planning
- Likelihood vs consequence
- Risk evaluation log
- Identifying mitigating actions

Taking action

- Preparation and planning
- Communicating decisions

Action planning

- Transferring learning back to the workplace

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# DELEGATION SKILLS

## Course Aims:

This course is designed for managers, supervisors or team leaders who need a better understanding of how and when to delegate. This practical course provides an insight into one of the core skills all managers must possess – delegation. As well as exploring what to delegate and when, it will also provide vital coaching tools and techniques that are fundamental to delegating effectively.

## Course Objectives:

At the end of this course delegates will be able to:

- Recognize what should and shouldn't be delegated.
- Empower and develop individuals.
- Be competent in techniques to overcome resistance and delegate in practice.

## Duration:

- 1 day

### Managing empowerment

- The three greatest sins of British management
- Why we avoid delegating
- The benefits of delegating
- Focusing on objectives rather than tasks
- Using delegation as a motivational tool

### How to delegate

- Introducing a detailed structure on how to delegate effectively
- Ensuring a successful outcome for all involved
- How to maximise the skills of your team members
- What should and should not be delegated

### Coaching individuals

- Analysing the different management styles
- Improving your listening and coaching skills
- How to deal with different ability and confidence levels
- How to give developmental feedback and appraise your staff

### Putting it all into practice

- Case studies
- Role plays

### Action Planning

- Transferring learning back to the workplace

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## EMPLOYEE ACCOUNTABILITY

### Course Aims:

This course is designed to help delegates improve business results through effectively managing individual performance and development in the workplace.

### Course Objectives:

At the end of this course delegates will be able to:

- Identify the key elements of managing performance and holding people accountable.
- Create clear performance objectives.
- Provide constructive feedback on performance.
- Hold people accountable.
- Manage poor performance.

### Duration:

- 2 days

#### Introduction to accountability

- What is it?
- Whose responsibility is it?
- Key elements
- Commitment -v- compliance
- Personal experiences

#### Setting standards

- Importance of setting standards
- Setting motivational objectives and targets
- Setting SMART targets for review
- Behavioural objectives
- Key Performance Indicators

#### Holding others to account

- Attitude vs behaviour
- Collecting evidence
- Holding accountability meetings
- Reviewing performance and giving feedback
- Agreeing actions

#### Developing performance

- Identifying development needs
- Agreeing development targets and actions

#### Managing poor performance and problem behaviour

- Handling conflict
- Having difficult conversations
- Agreeing improvement measures
- Measuring progress

#### Action planning

- Transferring learning back to the workplace

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# FINANCE FOR NON-FINANCIAL MANAGERS

## Course Aims:

This course is aimed at managers from all disciplines who need to improve the way they manage finances (budgets, cash flow, profitability) in their area of responsibility.

## Course Objectives:

At the end of this course delegates will be able to:

- Understand the fundamental finance principles and terminology.
- Interpret key financial statements and reports to inform their decision making.
- Understand how the budgeting process works, and be able to prepare, interpret and act upon budgetary information.

## Duration:

- 1 or 2 days

### Introduction and objectives

- Managing a business and managing money
- Importance of finance controls for the success of the business
- The key financial responsibilities of a manager

### Finance basics

- Why we produce financial information
- Key financial terms
- Revenue, profit, costs, assets, cash, etc.
- Statutory accounts vs management accounts

### The balance sheet

- What it is and why it is important
- What is included in a balance sheet?
- Understanding the difference between fixed and current assets and liabilities
- Treatment of assets and concept of depreciation

### Profit and loss account

- What it is and why we have one
- Elements of a P&L
- Differentiating income, operating and capital expense
- Types of costs (fixed vs variable), depreciation

### Interactions and interdependencies

- How the balance sheet, P&L and cash flow statement interact with each other
- Capital purchases, revenue purchases and stock

### Budgeting

- What is a budget and why it is important?
- Building up a budget
- Monitoring and control and variance analysis

### Action planning

- Transferring learning back to the workplace

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# INSPIRATIONAL LEADERSHIP AND PRESENTING

## Course Aims:

This course will help leaders develop approaches that help them inspire and engage their teams, their customers and other stakeholders in a range of situations. It will help them build followership, commitment and buy-in.

## Course Objectives:

At the end of this course delegates will:

- Better understand what makes an Inspirational Leader.
- Know which traits of Inspirational Leadership they can develop.
- Be able to Structure an Inspirational Message.
- Understand a range of methods to persuade, influence and engage stakeholders.
- Have increased their confidence in delivering high impact presentations and messages

## Duration:

- 1 day

How Great Leaders make Impact

- What are the characteristics of great leaders?
- How do you measure up?
- Creating and maintaining impact as a leader

High Impact Speaking and Presenting

- What makes a great presentation?
- Characteristics of high impact /influential speakers
- Presenting all of the time:
  - “Staying present” and “powerful conversations”
- The 7 key elements of great presenting
- 4 -steps to help you PEAK
- Understanding your audience

Building confidence and taking control of the stage

- Psychology of presenting
- Taking control of the stage
- Techniques for building confidence
- Methods of persuading
- The Structure of an Inspirational Message
- Past Present Future

Delivering your message

- Do not rehearse in front of your audience
- Time to rehearse
- Delivering a 2-minute inspirational message

Video and feedback

- Practice and immediate feedback for improvement

Action planning

- Transferring learning back to the workplace

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# INTRODUCTION TO MANAGEMENT

## Course Aims:

This course is aimed at those in their first managerial role, or anyone looking for a comprehensive overview of latest theory and practice in management. It will provide the delegates with practical tools and techniques.

## Course Objectives:

At the end of this course delegates will be able to:

- Use tried and tested techniques to get the best out of their team.
- Use communication skills that work.
- Give constructive feedback and tackle conduct issues.
- Manage their time and delegate with confidence.
- Use assertive techniques to deal with conflict and say “no” when required.

## Duration:

- 2 days

### Roles and responsibilities

- Why do managers manage?
- Meet the expectations of your team
- A manager’s key responsibilities

### Leadership and communication

- Improving communication upwards and downwards
- The importance of regular meetings
- Developing assertive behaviour

### Management style and team dynamics

- Use of the appropriate style of management depending on the team, task and individual
- Building your team
- Motivating others through delegation
- Making delegation work and avoiding common pitfalls

### Motivation and reward

- Defining performance standards
- Linking reward to results
- Setting goals and SMART objectives
- Competency frameworks
- Coaching your team

### Feedback and dealing with difficult situations

- Structure for constructive feedback
- Do’s and don’ts of feedback
- Motivational and developmental feedback
- Conduct and capability issues

### Self-management

- Personal effectiveness
- Time and stress management
- Managing priorities

### Action Planning

- Transferring learning back to the workplace

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# LEADERSHIP FUNDAMENTALS

## Course Aims:

This course is designed to act as both an introduction to leadership for newly appointed managers as well as a refresher for more experienced managers.

Delegates are encouraged to collect feedback about their leadership style prior to the event.

## Course Objectives:

At the end of this course delegates will be able to:

- Have a greater understanding of their own leadership style and use practical tools to improve the leadership of their teams.
- Motivate their staff better.
- Delegate more confidently and effectively.

## Duration:

- 2 days

### Leadership styles

- What makes a good leader?
- Identifying and adapting your leadership style
- Task, team and individual

### Leadership in action

- Situational Leadership
- Directing and Supporting
- Leadership checklist tool

### Improving your own leadership style

- Leadership feedback
- What do you do well?
- What should you do differently?

### Understanding motivation

- Personal experiences
- What motivates you?
- What motivates your team?
- Motivation checklist tool

### Motivating your team better

- Understanding individual needs
- Setting motivational objectives
- Reviewing performance
- Recognition – practical tips

### Delegation

- What is it?
- What are the benefits of delegation?
- What are the practical steps?
- What should I delegate and who should I delegate to?

### Action planning

- Transferring learning back to the workplace

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## LEADING REMOTE TEAMS

### Course Aims:

This course is aimed at equipping managers with the skills, confidence and capability to lead teams remotely.

### Course Objectives:

At the end of this course delegates will be able to:

- Build a team identity and clear sense of purpose for the remote team.
- Endorse and encourage effective remote team behaviour.
- Use communication tools for effective remote collaboration.
- Manage the team and individuals' work at a distance.

### Duration:

- 2 days

#### Introduction

- What is a remote or virtual team?
- Challenges and stresses caused by remote teams
- A framework for leading remote teams

#### Personal preferences and virtual styles

- What does the feedback tell me?
- What are my personal preferences?
- What do I need to be aware of?

#### Understanding difference

- Exploring and valuing difference
- Incorporating cultural differences for the benefit of the team
- Understanding differences in body language and behaviour
- Challenging stereotyping and inappropriate behaviour

#### Remote team vs remote group

- Distinguish between teams and groups
- What is the purpose of the remote team?
- What the team needs to deliver – setting targets

#### Managing collaboration

- Determining what can go wrong at a distance
- Aligning behaviours to ensure success
- The Virtual Team contract

#### Communication approaches

- Understanding preferences and styles
- Ensuring communication is inclusive
- Using virtual technologies (internet, instant messaging, etc.)

#### Developing remote relationships

- Understanding barriers to remote relationships
- Building and maintaining remote relationships
- Building trust with and between team members

#### Action planning

- Transferring learning back to the workplace.

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# MANAGING DIFFICULT PEOPLE

## Course Aims:

This course is for managers who want to improve how they deal with 'difficult' team members and / or colleagues. It is also useful for HR professionals who are looking to learn best practice in this area. Dealing with difficult people is a challenge that can consume a manager's time and energy, and to avoid this, managers need strategies to help them deal effectively with problem behaviour.

## Course Objectives:

At the end of this course delegates will be able to:

- Demonstrate a better understanding of the root causes of difficult behaviour.
- Use new skills and techniques to deal assertively and confidently with difficult behaviours.
- Stop difficult team members demoralising the others.

## Duration:

- 1 day

### Introduction

- What is difficult behaviour?
- What causes it?

### Management strategies to deal with different situations

- People who don't deliver
- People who disrupt the team's performance
- People who are often aggressive
- People who are overly cynical and destroy team morale
- People who do not respond to standard performance management processes

### Understanding different types of personalities

- Strategies for dealing with different personalities

### Continual performance management

- Setting improvement targets
- Reviewing performance
- Holding people to account

### Understanding the legal issues

- Knowing your rights and theirs
- Knowing when to involve HR

### Action planning

- Transferring learning back to the workplace

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# MANAGING DISCIPLINE

## Course Aims:

This course is designed to develop practical skills in managing work place discipline. The course uses actual cases as learning examples and encourages delegates to discuss the disciplinary issues that they currently face. This course is integrated with your own HR and disciplinary procedures.

## Course Objectives:

At the end of this course delegates will be able to:

- Understand the disciplinary process.
- Manage performance issues proactively to minimize the need for formal discipline.
- Conduct a disciplinary interview effectively.
- Manage discipline more effectively in their work area.

## Duration:

- 1 day

### What is discipline?

- Performance management vs discipline
- Purpose of discipline
- Employment law fundamentals

### Setting standards

- The importance of setting standards
- How standards can be set
- Setting motivational objectives and targets
- Setting SMART targets for review

### Reviewing performance

- Prevention is better than cure
- Attitude vs behaviour
- Collecting evidence of performance
- Reviewing performance and giving feedback
- Being clear and specific

### The disciplinary process

- This section is tailored to the organisation's own disciplinary procedures

### Managing poor performance and problem behaviour

- Understanding the difference between misconduct and gross misconduct
- Preparing for a disciplinary interview
- Structuring and conducting the meeting
- Having difficult conversations
- Tips for diffusing conflict

### Skills practice

- Disciplinary interview practice

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## MANAGING DIVERSITY

### Course Aims:

This course is aimed at managers to raise awareness about the importance of diversity in organisations today. It is designed to give a broad overview of their management role and responsibilities in creating a positive working environment.

### Course Objectives:

At the end of this course delegates will be able to:

- Understand the main legislation that underpins Diversity.
- Recognize the benefits of managing Diversity to the organisation.
- Develop an awareness of cultural differences in behaviour.
- Challenge unacceptable behaviour.

### Duration:

- 1 day

Diversity context

- Defining and managing Diversity
- The business case for Diversity

Current legislation

- The legislative framework
- Legislation that underpins Diversity

Key elements

- Race and sex discrimination
- Disability discrimination
- Harassment and bullying

Work environment

- Creating a positive working environment
- Impact of stereotyping and prejudice
- Challenging unacceptable behaviour
- Developing your staff and providing Diversity objectives and targets
- Practical exercises

Service environment

- Identifying the diverse nature of the Organisation and the business's client base.
- Ensuring socially inclusive services
- Practical exercises

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346



## MANAGING STRESS IN THE WORKPLACE

### Course Aims:

The overall purpose of the course is to enable the delegates to recognize the signs of stress in their teams and to learn how to manage and minimise stress in the workplace.

### Course Objectives:

At the end of the course delegates will be able to:

- Recognize signs of stress in their teams.
- Describe in broad terms the UK's legislation related to workplace stress.
- Understand the key causes of stress in the workplace and the HSE's guidelines to reduce workplace stress.
- Use a range of techniques to manage stress in the workplace more effectively.
- Identify what actions they need to take to reduce stress in their teams.

### Duration:

- 1 day

Introduction	<ul style="list-style-type: none"><li>▪ Course agenda</li><li>▪ Participant's objectives</li></ul>
What is stress?	<ul style="list-style-type: none"><li>▪ What is pressure and what is stress?</li><li>▪ Definitions of stress</li><li>▪ Impact and consequence of too much stress</li><li>▪ Recognising stress in others</li></ul>
Your role as a manager	<ul style="list-style-type: none"><li>▪ Legal requirements</li><li>▪ Line management responsibilities</li><li>▪ Employee's responsibilities</li><li>▪ Understanding the causes of workplace stress</li></ul>
Managing your job and your team	<ul style="list-style-type: none"><li>▪ Too much or too little work?</li><li>▪ Key management strategies</li><li>▪ Building resilience - coaching your staff to manage their own problems</li></ul>
HSE guidelines	<ul style="list-style-type: none"><li>▪ Management standards</li><li>▪ HSE resources</li></ul>
Stress management case study	<ul style="list-style-type: none"><li>▪ The case of Michelle Smith</li></ul>
Stress management Competency tool	<ul style="list-style-type: none"><li>▪ What the tool is</li><li>▪ How to use it</li></ul>
Action planning	<ul style="list-style-type: none"><li>▪ Transferring learning back to the workplace</li></ul>

Contact us on: 0800 280 2346

# MANAGING TALENT

## Course Aims:

This course is aimed at experienced people managers whose number one concern is maximising the calibre and quality of their staff to create a high performance culture. The focus of the course is on the role and responsibilities of the manager in engaging with key staff to ensure competitive advantage in their marketplace.

## Course Objectives:

At the end of this course delegates will be able to:

- Boost the motivation and talent levels of staff.
- Develop strategies for rewarding and recognising performance.
- Coach and develop individuals in their teams.
- Create and implement effective succession planning.
- Ultimately make a significant impact on bottom-line results.

## Duration:

- 2 days

### What is talent management?

- Talent management definition.
- Talent management – a key management skill.
- Understanding the alignment between the business plan and talent management strategy.
- Business case for talent management.

### Understanding and evaluating talent

- Designing and managing career systems assessment processes
- Tools to identify and evaluate future potential in employees

### Developing talent to meet organisational needs

- Techniques to coach, mentor and develop individuals
- Designing development programmes

### Managing your talent

- Retaining and engaging talent for the future health of the organisation
- Motivation models and methods to reward and recognize individual contribution

### Succession planning

- Identifying and developing internal talent pools for key / critical organisational positions
- Career and succession planning tools

### Attracting talent

- Internal vs external

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## MENTORING ESSENTIALS

### Course Aims:

The overall purpose of this course is to enable delegates to be able to mentor effectively, using a range of models, skills and approaches that will be both practical and immediately beneficial to both mentor and mentee.

### Course Objectives:

At the end of this course delegates will be able to:

- Set up, manage and deliver mentoring in a highly effective manner.
- Adapt and use a variety of mentoring models, dependant on the situation.
- Offer suggestions, advice and feedback in a variety of proven methods.
- Review their own mentoring practise and identify improvements to continually increase their effectiveness.

### Duration:

- 1 day

#### Role of mentoring

- What it is and why it is important?
- Context for professional and personal development
- Important differences between coaching, mentoring & training

#### Core mentoring skills

- Building rapport and trust
- Non-verbal communication/use of body language
- Active Listening
- Questioning approaches & effective challenging
- Summarising, reflecting and paraphrasing
- Methods of offering suggestions & advice
- Approaches to instilling confidence, self-belief and action in the mentee

#### Advanced mentoring tools and techniques

- Understanding and eliciting people's drivers
- Impact of values and beliefs on mentoring
- Mentoring models, GROW, CLEAR, JERICHO
- Practical application of mentoring models

#### Effective contracting and set up of mentoring relationships

- Contracting issues
- Clarifying objectives and progress measurements
- Respective roles and responsibilities
- Handling challenges in mentoring relationships

#### Planning a mentoring session

- Objectives, and outcomes of each session
- Process, practical application of models
- Handling challenges in sessions
- Reviewing session & importance of feedback

#### Action planning

- Reviewing own mentoring skills & practise
- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## PEOPLE MANAGEMENT SKILLS

### Course Aims:

Our People Management Skills training course is designed to act as both an introduction to people management for newly appointed managers as well as a refresher for more experienced managers.

### Course Objectives:

At the end of this course delegates will be able to:

- Engage and inspire staff to raise their performance, take pride in their work and give their best.
- Lead by example more and have greater authority and influence with their teams.
- Delegate and supervise work at a distance, and hold their staff to account for their performance.
- Deal more proactively and effectively with difficult people and situations.

### Duration:

- 2 Days

#### Engaging Leadership

##### Creating vision and direction

##### Being more influential

##### Engaging your team to deliver

##### Holding people to account – delegating and supervising responsibilities and tasks

##### Assertive skills and techniques

##### Having difficult conversations

##### Action planning

- What are the traits of engaging leaders?
- Power of a compelling vision
- How to provide vision and direction
- Winning hearts and minds
- Strategic goal setting
- Types of power and influence
- How credible are you as a leader?
- Why should anyone be led by you?
- Visibility and communication
- Avoiding non-influential/irritating behaviour
- Key principles of motivation and understanding what makes your people tick
- Improving motivation and commitment
- Recognising and celebrating success
- Managing and delegating work at a distance
- Levels of authority
- A process for delegating and supervising work
- Why assertive behaviour is key
- Passive vs aggressive vs assertive behaviour
- Essential skills and techniques
- Difficult situations and behaviours
- Giving difficult feedback
- Dealing with tricky and aggressive behaviours
- Diffusing and resolving conflict
- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# PERFORMANCE MANAGEMENT

## Course Aims:

This course is designed to help delegates improve business results through effectively managing individual performance and development in the workplace. This course is linked with your organisation's HR policies and procedures.

## Course Objectives:

At the end of this course delegates will be able to:

- Identify the key elements of performance management.
- Create clear performance objectives.
- Provide constructive feedback on performance.
- Hold people accountable.
- Manage poor performance.

## Duration:

- 2 days

Introduction	<ul style="list-style-type: none"><li>▪ Elements of effective Performance Management</li><li>▪ Commitment -v- compliance</li></ul>
Objective setting	<ul style="list-style-type: none"><li>▪ SMART objectives</li><li>▪ Behavioural objectives</li><li>▪ Key performance indicators</li></ul>
Reviewing performance	<ul style="list-style-type: none"><li>▪ Evidence of performance</li><li>▪ When to review</li><li>▪ Formal/informal reviews</li></ul>
Structuring the performance review	<ul style="list-style-type: none"><li>▪ The Review "road map"</li><li>▪ Creating rapport</li><li>▪ Active listening</li><li>▪ Effective questioning</li><li>▪ Holding people accountable</li></ul>
Constructive feedback	<ul style="list-style-type: none"><li>▪ Giving constructive feedback</li><li>▪ Inviting feedback</li></ul>
Managing poor performance	<ul style="list-style-type: none"><li>▪ Handling potential conflict</li><li>▪ Agreeing improvement measures</li><li>▪ Measuring progress</li></ul>
Action planning	<ul style="list-style-type: none"><li>▪ Transferring learning back to the workplace</li></ul>

Contact us on: 0800 280 2346

## ROLE OF THE LINE MANAGER

### Course Aims:

Our Role of the Line Manager course is designed to develop the delegates' skills to manage other people.

### Course Objectives:

At the end of this course delegates will be able to:

- Understand what is expected from them as a Line Manager.
- Influence and motivate others – whether they have line authority for them or not.
- Recognize shortfalls in performance, confront poor performance and take action to raise standards of performance.
- Understand the legal framework around employment – the basic do's and don'ts.

### Duration:

- 2 days

#### Role of a Line Manager

- What is the role of a Line Manager?
- What the role is and is not
- The manager's three imperatives

#### Fundamentals of Line Management

- Personal power Vs positional power
- Professional management behaviour
- Leading by example
- Customer supplier concept and leadership
- The Role of management in change

#### Key principles of Motivation

- Human drives
- Intrinsic drives
- Why 'carrot and stick doesn't motivate

#### Influence with or without Authority

- Understanding matrix relationships
- Fundamental Building Blocks of influence
- What makes people say yes?
- Influencing tactics
- How to influence without authority

#### Fundamentals of Employment law

- Employment law and the Manager
- Importance of understanding the basics

#### Setting standards

- The importance of setting standards
- How standards can be set
- Setting motivational objectives and targets

#### Reviewing performance

- Attitude vs behaviour
- Collecting evidence of performance
- Reviewing performance and giving feedback
- Having difficult conversations

#### Managing poor performance and problem behaviour

- Understanding the difference between misconduct and gross misconduct
- Preparing for a disciplinary review
- Structuring and conducting the meeting
- Tips for diffusing conflicts

#### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## SITUATIONAL LEADERSHIP

### Course Aims:

The purpose of the course is to help managers adapt their leadership style dependent on the different skills, confidence and motivational levels of their direct reports.

### Course Objectives:

At the end of this course delegates will be able to:

- Identify the skills, confidence levels and motivation of individuals on individual tasks.
- Adapt your style based on the needs of the individual to help manage them so they can achieve their best.
- Demonstrate directive behaviours.
- Demonstrate supportive behaviours.
- Build the skills of individuals, motivate them and build their confidence.

### Duration:

- 1 Day

The Importance of Being a Situational Leader

- The importance of being a Situational Leader
- Overview of the Situational Leadership model

Diagnosing Development Levels

- Diagnosing individual's competence
- Diagnosing individual's motivation and confidence

Different Leadership Styles

- Directive Behaviours
- Supportive Behaviours
- 4 Leadership Styles

Matching Leadership Style to Needs

- Matching your leadership style to the needs of individuals
- How to keep on track
- The impact of mismatching your style

Practicing the Different Leadership Styles

- Case Studies
- Putting Situational Leadership into practice

Action Planning

- Applying Situational Leadership to your people
- Transferring learning to the workplace

Contact us on: 0800 280 2346

## TEAM BRIEFING

### Course Aims:

This highly participative course reviews the benefits of communicating the corporate message through well prepared and clearly defined team briefings.

### Course Objectives:

At the end of this course delegates will be able to:

- Understand the principles of team briefing.
- Prepare and deliver an effective team brief.
- Delegates are asked to bring with them relevant work topics for their team brief.

### Duration:

- 1 day

#### Communication

- Communication and leadership
- Roles and responsibilities

#### What is a team brief?

- Why team brief?
- Key principles for a successful brief
- Briefing tools and techniques

#### Preparation

- How to prepare a brief
- Importance of questions and feedback

#### Delivery

- Delivering the team brief
- Use of voice and body language
- Dealing with conflict in briefings

#### Exercises

- Concluding a team brief exercise

#### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346



## TEAM WORKING

### Course Aims:

This course is designed to help managers develop more effective and productive working relationships both in their teams and across the organisation.

We recommend that the delegates and their teams complete our Team Barometer feedback questionnaire before the workshop.

### Course Objectives:

At the end of this course delegates will be able to:

- Recognize the role of communication within the team.
- Develop an understanding of the team's strengths and areas for improvement.
- Develop an action plan to improve team effectiveness.

### Duration:

- 1 day

What is a team?

- "Group of people" vs "a team"

What makes a team effective?

- Examples of high performing teams
- Characteristics of effective teams
- Experiences of effective team work

Team development tools

- Clarity of purpose
- Team objectives and goals
- Team roles and responsibilities
- Team processes
- How the team communicates, resolves conflicts
- Team behaviours

Team barometer feedback

- What does the feedback say?
- What are my team's strengths and weaknesses?
- What are the key issues?

Stages of team development

- Stages of Team Development
- Role of the team leaders
- Identifying team purpose
- Managing team behaviour
- Clarifying team roles

Developing an improvement plan

- Key issues for improvement
- Stop-Start-Continue

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## Section 2 - Personal Development



## ADVANCED NEGOTIATION SKILLS

### Course Aims:

This course is designed to help those with some experience of negotiating who want to develop their negotiation skills to take them to a more advanced level.

### Course Objectives:

At the end of this course delegates will be able to:

- Set up the right negotiation with the right prospective customers
- Design value creating deals for their customers and their organisation
- Use a range of tools to solve problems when negotiation 'at the table'
- Use the above to influence the bargaining process in a variety of ways to enhance success for the benefit of the organisation and your customers
- Handle difficult negotiations more confidently.

### Duration:

- 1 day

Introduction and objectives

- Introductions and road map for the day
- Negotiation challenges

Negotiating in a different way

- Set up
- Deal designs
- Tactics

Setting up the negotiation

- Understanding all the parties
- Getting the interests right
- Ensuring price doesn't bulldoze interests
- Positions Vs Interests
- The ZOPA and no deal options

Business negotiation exercise

- Organisation relevant negotiation Set Up exercise

Design Value Creating Deals

- Sources of value
- Creating value
- Using difference

Practical activity

- Design Value Creating Deals exercise

At The Table Tactics

- Framing your ZOPA
- Tools to use in the Negotiation 'Dance'
- Ask, Listen, Listen
- Foster a Productive Negotiation

Practical activity

- At the Table Tactics exercise

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# ADVANCED PROJECT MANAGEMENT SKILLS

## Course Aims:

This course is designed to help those with some project management experience who want to develop their skills to manage large or complex projects. This course builds upon the project management fundamentals course and is ideal for those who do not wish to undertake a formal qualification such as PRINCE 2.

## Course Objectives:

At the end of this course delegates will be able to:

- Recognize how PRINCE 2 provides a framework for project management.
- Communicate project details effectively using benefits planning and realisation.
- Manage project stakeholders.
- Make an effective business case for a project.
- Negotiate for scarce project resources more confidently.

## Duration:

- 1 day

Review Project Management Fundamentals

- Definitions
- Planning framework
- Risk impact analysis
- Gantt charts

PRINCE2

- Definitions
- Processes
- Principles
- Themes

Project Communication

- Benefits planning and realisation
- Stakeholder Management (Analysis, mapping and engagement)

Making a Business Case for your Project

- Strategic case
- Financial case
- Management case

Negotiating for Scarce Project Resources

- Identifying project resources
- Negotiating strategy / styles
- Your MFP and MIL
- Practical negotiating activity

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## ADVANCED TRAIN THE TRAINER

### Course Aims:

This course is aimed at experienced training professionals who want to develop and enhance their delivery and facilitation skills in a supportive learning environment. The course focuses on the key phases and dimensions of training: contracting, design and development, delivery and evaluating.

### Course Objectives:

At the end of this course delegates will be able to:

- Use a structured framework of best practice training.
- Use facilitation and leadership skills to enhance delegates' learning.
- Use constructive feedback from the trainer and other delegates to improve their own training performance.
- Transform their training to deliver better outcomes for their learners.

### Duration:

- 2 days

#### Trainer as learner

- Understanding your own style and development needs
- How you can impact delegates

#### Developing your capabilities as an internal consultant

- Developing a credible leadership style
- Building a rapport with participants
- Creating a positive learning environment

#### Principles of training design

- Progressing your sessions in a logical and structured sequence
- Adapting course structures and learning activities to meet both group and individual learning needs
- Strategies to assist delegates in achieving their full potential

#### Managing the group process

- Developing an inclusive approach
- Ensuring equal involvement
- Dealing with difficult behaviours

#### Advanced techniques

- Portfolio of facilitation and questioning techniques
- Understanding process objectives vs content outcomes

#### Practical application of training skills

- Training preparation
- Practice and feedback

#### Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# AN INTRODUCTION TO NLP

## Course Aims:

Neuro Linguistic Programming (NLP) is the study of excellence. This course will begin by exploring exactly what NLP is, then introduce some of the many tools and techniques which will enable delegates to gain clarity of thinking, develop a more flexible approach, build more effective relationships and change unwanted behaviour.

## Course Objectives:

At the end of this course delegates will be able to:

- Understand what NLP is, and the benefits this methodology can bring
- Appreciate what drives our behaviour
- Set effective outcomes
- Understand more about different thinking patterns, and adjust their approach to suit
- Use powerful, influential language
- Appreciate the importance of non-verbal communication
- Build rapport in a variety of situations
- Manage challenging situations and individuals more effectively
- Use a technique to help change unwanted behaviour
- Access resourceful states when required

## Duration:

- 2 days

### What is NLP?

- Background and history
- Presuppositions of NLP
- Steps to effectiveness

### NLP Model of Communication

- The dance of communication
- How we filter information
- What drives our behaviour?
- Different maps of the world

### Outcome-focused thinking

- Outcome or goal-setting process
- Well-formed outcomes

### Understanding others

- Sensory Acuity
- Eye-accessing cues
- Sensory language

### Powerful language patterns

- Positive language
- Reframing
- Mastering the language of influence

### Rapport

- The importance of non-verbal communication
- Matching, mirroring, pacing and leading

### Exploring Challenging Situations

- Dilt's Logical Levels
- Perceptual Positions

### Behavioural Change

- The link between physiology and state
- Anchoring
- New Behaviour Generator

Contact us on: 0800 280 2346

## BUILDING RESILIENCE FOR CAREER SUCCESS

### Course Aims:

This course is designed to enable delegates to build resilience and the cognitive, emotional and behavioural tools and techniques in order for them to succeed in the work-place.

### Course Objectives:

At the end of this course delegates will be able to:

- Appreciate the importance of resilience in the workplace.
- Understand the skills they need to be resilient.
- Improve their chances of career success through personal branding and networking.
- Develop a plan for a better work life balance which will increase their resilience.

### Duration:

- 1 day

#### Resilience

- What is resilience?
- Why is it so important?
- How resilient are you?

#### What skills do we need to be resilient?

- What skills do you need?
- How can you develop them?

#### Recovering from set backs

- What can you do when things go wrong?
- How do you bounce back from difficult times?

#### Emotional intelligence

- The Emotional Intelligence (E.I.) Model
- Link between E.I and Resilience
- Building our Emotional Intelligence

#### Career Success

- Building our personal brand
- Networking

#### Creating a Work Life Balance

- What is a work/life balance?
- Defining your personal work/life balance
- How to define your priorities and focus on the important things

#### Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# CONDUCTING EFFECTIVE APPRAISALS

## Course Aims:

This course is designed to develop the skills and confidence of people managers to plan and conduct effective appraisals.

## Course Objectives:

At the end of this course delegates will be able to:

- Plan and undertake a structured performance appraisal in line with your organisation's appraisal process.
- Be clear about how to review performance and set new targets.
- Avoid common pitfalls associated with appraisals.

## Duration:

- 1 day

### Introduction

- Why appraise?
- Experiences of good /bad appraisals
- Issues and concerns around appraisals

### Appraisal process

- Process overview
- What you should appraise
- Job performance and targets
- Personal development
- Knowledge
- What should not be appraised?

### Preparing for an appraisal

- Job Appraisal checklist
- Collecting relevant evidence and data
- Preparing yourself and the appraisee
- Exercise – collecting evidence and preparing for the appraisal

### Conducting the meeting

- Establishing the right climate
- Conducting the appraisal
- Active listening and effective questioning
- Giving constructive feedback
- Inviting feedback
- Identifying learning needs
- Setting SMART objectives
- Closing the appraisal

### Exercises

- Setting objectives and preparing development plans
- Giving feedback

### Gaining Commitment

- What to do if the appraisee doesn't agree

### Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346



# CONFIDENCE ASSERTIVENESS AND PERSONAL IMPACT

## Course Aims:

This highly interactive course will help delegates improve their confidence and assertiveness and present themselves more confidently at work. Delegates will identify and learn how to make small but significant changes, which together can lead to sustained benefits in their life.

## Course Objectives:

At the end of this workshop delegates will be able to:

- Define confidence and assertiveness.
- Understand the impact of thoughts, emotions and emotional intelligence and use a range of techniques to more positively influence their thoughts and feelings and achieve better results
- Prepare themselves to act confidently and assertively across a range of situations
- Create a better first impression and recover from setbacks
- Get attention and build rapport
- Use techniques to overcome nervousness.

## Duration:

- 1 day

### Start with Me

- My objectives for this training
- What does assertion / confidence cause me to gain or lose?
- Too nice for your own good?

### What is assertion?

- Understanding and dealing with assertion, aggression, passivity and passive aggression

### Confidence and Setting Healthy Boundaries

- The importance of boundaries
- How to set and maintain healthy boundaries
- Getting rid of tolerations

### Acting confidently and First Impressions

- What does this look like?
- State Management and the No's that mean yes
- Using rapport to build connection and increase impact
- Deal with setbacks and nerves: Box Breathing and "Step Out"

### Speaking Confidently

- Speaking Assertively. How to ask for what you want
- Removing Watering down words
- Building bridges with "yes, and ..."
- How to say no

### The Power of Vulnerability

- Brené Brown's TED talk and how vulnerability can be a wellspring of deep strength and authenticity

### Our inner voice and Resources

- How thoughts affect emotions and influence the results we get
- Turning ANTs into CATs: reframing negative thoughts
- You can do hard
- Internal Mentors exercise

### Action planning

- Looking back and Looking Forwards
- Individual Development Plans

Contact us on: 0800 280 2346

# CONFIDENCE BUILDING

## Course Aims:

The course is designed to provide a range of practical techniques that will increase delegates' personal confidence.

## Course Objectives:

At the end of this course delegates will be able to:

- Recognize the role of behaviour and thinking when building confidence
- Understand how to increase confidence by changing their behaviour
- Change their thinking in order to increase confidence
- Create an action plan to increase confidence in the workplace

## Duration:

- 1 day

Understanding what confidence is

Behaviour – Make the change

Changing your thinking

Choose your approach

Action planning

- Definitions of confidence
- Whole-heart-and-head-ness
- Use of language
- Personal impact
- Setting goals
- Prioritising
- Decision making
- Positive attitude
- Break free from the past
- Knowing yourself
- Challenge the norm
- Planning for the new confident you!
- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# CREATIVE PROBLEM SOLVING

## Course Aims:

This course is designed to equip managers with the necessary skills to solve problems effectively and make the right decisions for the organisation. Delegates will be encouraged to bring with them an issue that they are currently facing that they can work on during the day.

## Course Objectives:

At the end of this course delegates will be able to:

- Use a framework for solving problems and making decisions.
- Use a variety of creative idea generation techniques.
- Think outside of the box.
- Analyse issues more deeply and use sound judgement.

## Duration:

- 1 day

### Perceptions of creativity

- What is 'creativity'?
- Types of creativity
- How we prefer to be creative

### Creativity as a process

- Defining the problem
- Gathering data
- Convergent Vs. divergent thinking
- Problem solving activities

### Generating ideas

- Brainstorming variations
- Brain writing
- Idea checklists

### Finding solutions

- Evaluating ideas
- Isolating hits
- Evaluation matrices
- Paired comparisons
- Preparing for action

### Creating the right environment

- What prevents us from being creative?
- Organisational culture
- Creating an innovative culture

### Making good decisions

- Issues analysis
- Diagnosing problems
- Using sound judgement

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## DEVELOPING PERSONAL RESILIENCE

### Course Aims:

This course is designed to enable delegates to understand the importance of maintaining flexible cognitive, emotional and behavioural responses and to learn a range of techniques and approaches that can be used to help delegates actively thrive in challenging times.

### Course Objectives:

At the end of this course delegates will be able to:

- Understand the four core components underpinning good resilience.
- Understand the impact of unhelpful habitual responses.
- Apply a range of cognitive and behavioural techniques that will immediately improve personal resilience levels.
- Develop their own blueprint to sustain behavioural changes.

### Duration:

- 1 day

#### Role of Resilience

- What is resilience and why is it so important?
- Traits of resilient people

#### Role of Stress

- What is it? How it works
- Biological and Psychological impacts
- Understanding triggers and responses

#### Four C's of Resilience

- Challenge
- Commitment
- Control
- Confidence
- Relationship to 4 C's

#### Techniques to improve Resilience

- ABCDE model
- Learned Optimism and strengths work
- Re-framing and positive self-talk
- Mindfulness
- Attentional Focus and Control
- Setting Boundaries

#### Action Planning

- Implementing and sustaining positive changes
- Developing your unique blueprint
- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## DEVELOPING YOUR PERSONAL BRAND

### Course Aims:

This course is designed to support people who want to improve their personal presence and brand for high impact and influence on other people. People with a strong positive brand are more effective in building relationships and generating valuable business and contacts.

### Course Objectives:

At the end of this course delegates will be able to:

- Understand the core components of their own unique brand.
- Apply practical techniques to immediately improve their personal presence.
- Use their personal brand to initiate and build successful business relationships.
- Have greater impact in group meetings, presentations and other selling situations.

### Duration:

- 1 day

#### Role and importance of Personal Branding

- What is it and why is it so important?
- Context for building successful business relationships
- Role modelling
- Defining your own goals

#### Core Personal brand Building Blocks

- Understanding your Personal Power and style
- Verbal communication
- Styles and levels of listening for impact
- Optimising non-verbal communication
- Facial expressions
- Voice control and impact
- Posture and body movements
- Importance of dressing and grooming
- Charisma and aura, how to improve

#### Personal Brand in Action

- Making a strong first impression
- Maximising Initial greeting
- Emotional intelligence "I'm OK, you're OK"
- Genuine interest and curiosity
- Appropriate humour
- Active Listening, power of empathy
- Core business offering – making it attractive

#### High Impact group presentations

- Group presentations & networking
- Golden rules of high impact presentations
- Optimising follow up communications
- Consistency of communication and style

#### Action Learning

- Transferring learning back to the workplace
- Importance of feedback, and commitment
- On-going evaluation of your personal impact

Contact us on: 0800 280 2346

# EMOTIONAL INTELLIGENCE

## Course Aims:

This course is designed to equip delegates to improve their levels of emotional intelligence and communicate more productively at work.

## Course Objectives:

At the end of this course delegates will be able to:

- Put into practice tools for improving emotional intelligence and handling challenging situations
- Understand your triggers, behaviours and responses to others
- Shift into a higher level of self-awareness and personal responsibility
- Understand how to handle conflict and feedback with calm, gratitude and openness

## Duration:

- 1 day

### Introduction

- Emotional Intelligence: what it is and why it matters
- Self-awareness: how do we develop it?

### Self-Awareness – Identifying beliefs

- Learn a simple, proven process for improving self-awareness
- Understand how to identify your perceptions and beliefs about others at work
- See what lies 'below the surface' of your reactions

### Getting Clear – Questioning beliefs

- Learn how to question your thoughts about yourself and others
- Understand the fears that block assertiveness and honesty
- Learn how to assert yourself more calmly: why assertion doesn't equal aggression

### Handling conflict with confidence

- Interpretations: 'What someone says vs 'what you *think* they say'
- Learning how to handle sensitive/difficult issues
- Taking responsibility vs being a victim; which one do you choose?
- Questions and techniques for handling and resolving conflict situations

### Giving and receiving better feedback

- Criticism: how can we befriend it?
- Receiving feedback: how to take it
- Giving feedback: how to give helpful, useable feedback

### Further learning

- Exploring resources and support to continue your journey to greater self-awareness

### Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## FACILITATION SKILLS

### Course Aims:

This course is designed to equip delegates with the essential skills for facilitating meetings and teams.

### Course Objectives:

At the end of this course delegates will be able to:

- Understand the role of a facilitator.
- Facilitate open discussion through listening, questioning and summarising skills.
- Be confident in dealing with individual and group behaviour.
- Deliver better outcomes from meetings.

### Duration:

- 1 to 2 days

#### Definitions

- What is facilitation and why is it important?
- Expectations – role of a facilitator

#### Core facilitation skills

- Posture and assertive communication
- Questioning and summarising
- Listening
- Use of body language

#### Key facilitation tools

- Identifying the problem
- Generating ideas
- Solving problems
- Gaining consensus

#### Managing group behaviour

- Setting expectations
- Encouraging participation
- Handling disagreements
- Making proactive interventions
- Dealing with difficult situations

#### Planning a meeting

- Objectives, purpose and outcomes
- Process
- Agenda

#### Facilitation in action

- Facilitation practice

#### Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# GREAT PERFORMANCE APPRAISALS

## Course Aims:

This course is designed to develop the delegates' skills and confidence in planning and conducting effective appraisals.

## Course Objectives:

At the end of the course the delegates will be able to:

- Recognize what to appraise and what not to appraise.
- Set clear motivational objectives.
- Review performance and give feedback confidently and effectively.
- Deal with difficult behaviours and responses from appraisees.

## Duration:

- 1 day

### Introduction

- Rights and responsibilities at work
- What is appraisal?
- What should be appraised?

### Setting expectations

- Mechanisms for setting expectations
- Setting standards and expectations
- Keys to success

### Preparing for an appraisal

- Why appraisals can be difficult
- Creating the right environment
- Preparation

### Conducting the appraisal

- Conducting the appraisal
- Encouraging discussion
- Giving feedback that sticks
- Receiving feedback

### Developing your staff

- Role of development at work
- Identifying learning needs and development interventions

### How to handle difficult responses

- Tips for handling difficult responses

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346



## IMPROVING CONFIDENCE AND SELF ESTEEM

### Course Aims:

This course is designed to develop practical skills and techniques that build personal confidence.

### Course Objectives:

At the end of this course delegates will be able to:

- Recognize how they can become more confident by changing their thinking.
- Recognize how they can become more confident by changing their behaviour.
- Plan their own personal approach to building confidence.

### Duration:

- 1 day

#### Whole-heart-and-head-ness

#### Head – change your thinking

#### Heart – change your behaviour

#### Communicating with confidence

#### Action Planning

- Logical head and emotional heart
- Positive attitude
- Breaking free from the past
- Knowing yourself
- New thinking – new confident you!
- Riding the change curve!
- Positive language
- Using the impact ratio
- Setting personal objectives to GROW
- Changing routines
- Making confident decisions
- Top tips for effective communications
- Understanding the balance between aggression and submission
- Using confident body language
- Making your case with confidence
- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# IMPROVING OUR WELL-BEING

## Course Aims:

The overall purpose of the course is to help delegates improve their well-being, resilience and performance in and outside work.

## Course Objectives:

At the end of this course delegates will be able to:

- Have a clear plan of action to improve their well-being.
- Understand the impact emotions have on well-being.
- Know how to better manage their emotions to increase their well-being.
- Understand the importance of physical health on well-being and how to improve it.
- Effectively manage things that do not go well or to plan.
- Identify the early signs when things are not going well and know what to do.

## Duration:

- 1 day/In house

### Introduction to Well-Being

- What do we mean by well-being?
- Why is it important?
- How would you rate your well-being?

### Work Life Balance

- What is a work/life balance?
- Defining your personal work/life balance.
- How to define your priorities and focus on the important things.

### Managing our Emotions and Minimising Stresses and Strains

- Our emotional world and how it works.
- The impact it has on us.
- Its importance in and outside work.
- The difference between our emotional and rationale brain.
- What are our emotional triggers?
- What defences do we create to manage our emotions?
- The ABC model and how to manage stresses and strains

### Our Physical Well-Being

- Why is it important?
- What can we do to improve our physical health?

### Recovering when things go wrong

- What can you do when things go wrong?
- How do you bounce back from difficult times?

### Reading the signs

- How to know when our well-being is affected
- How to intervene early on

### Action Planning

- Transferring learning to the workplace

Contact us on: 0800 280 2346

## INTERPERSONAL SKILLS

### Course Aims:

This course is designed to enable delegates to assess and develop their interpersonal skills, in order to improve the effectiveness of their relationships both inside and outside the organisation.

### Course Objectives:

At the end of this course delegates will be able to:

- Understand their interpersonal style.
- Demonstrate greater self-awareness.
- Use new tools and techniques to improve their interpersonal effectiveness.

### Duration:

- 1 day

#### Personality type

- What is type?
- Myers Briggs Personality Type Indicator
- Styles and Preferences

#### Being easy to do business with

- A unique model
- Syndicate activity
- Delegates benchmark their effectiveness

#### Self-awareness and understanding

- Individual style
- Understanding characteristics

#### Communication styles

- Disclosure v feedback
- Assertiveness
- Power and status

#### Personal styles

- Formal v informal
- Direct v indirect
- Behaviour under pressure

#### Relationships

- Domain mapping
- Quality and proximity
- Improvement areas
- Empathy and rapport

#### Personal development planning

- Individual plans
- Progress monitoring
- SMART objectives

#### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## LEADING RESILIENT TEAMS

### Course Aims:

Team resilience at work is multi-faceted and resilience has become business critical as organisations seek ways to support their staff to stay productive in workplaces that are increasingly turbulent, complex and pressurised.

This course is designed for team leaders and managers who wish to:

- Analyse their personal and team leadership resilience behaviour;
- Create space for discussion and planning around resilience in their team;
- Determine what they need to personally do, as the leader, to support resilience in their team
- Approach resilience systemically and develop scalable interventions.

Delegates will be required to complete the Resilience at Work R@W Leader or R@W Leader 180° Questionnaire prior to attending the course.

### Course Objectives:

At the end of this course delegates will be able to employ their new skills, tools and techniques to enable them and their teams to:

- Survive and thrive in constant change and uncertainty
- Stay productive, despite increasing demands to do more with less
- Manage customer expectations that may exceed delivery capabilities
- Maintain physical and emotional well-being despite job pressures
- Make performance sustainable over the longer term.

### Duration:

- 1 day

#### Introduction to Team Resilience

- How Team Resilience differs from Personal Resilience
- The systemic nature of Team Resilience
- How Leaders promote or reduce their team's resilience

#### Exploring the R@W Leader and Team 7 Model

- Introduction to the R@W Model
- Exploring personal or 180° R@W Leader questionnaire data
- What we currently do that helps foster team resilience

#### Analysis and Action Planning

- Identifying key areas for intervention
- Formulating a resilience plan
- Identifying support and potential obstacles along the way
- Making the changes stick

Contact us on: 0800 280 2346

# MANAGING PERSONAL STRESS

## Course Aims:

The overall purpose of the course is to enable the delegates to recognize the signs of stress and to learn strategies to manage stress effectively and to minimise the impact of it.

## Course Objectives:

At the end of this course delegates will be able to:

- Describe the difference between pressure and stress.
- Recognize signs of stress and how it can affect them.
- Describe the key causes of workplace stress.
- Use a range of techniques to manage stress more effectively.

## Duration:

- 1 day

Introduction	<ul style="list-style-type: none"><li>▪ Course agenda</li><li>▪ Delegates' objectives</li></ul>
What is stress?	<ul style="list-style-type: none"><li>▪ What is pressure and what is stress?</li><li>▪ Definitions of stress</li><li>▪ The body's response to stress</li><li>▪ Impact and consequences of stress</li></ul>
What causes stress?	<ul style="list-style-type: none"><li>▪ Key causes of stress in the workplace</li><li>▪ Concept of personal resilience</li><li>▪ Increasing your resilience</li></ul>
Planning and managing your workload	<ul style="list-style-type: none"><li>▪ Being proactive</li><li>▪ Understanding the difference between urgency and importance</li><li>▪ Having a plan</li><li>▪ Avoiding procrastination</li></ul>
Reducing day to day pressures	<ul style="list-style-type: none"><li>▪ Managing distractions and interruptions to your work</li><li>▪ Managing with email/telephone etc. more effectively</li><li>▪ Dealing with other people</li></ul>
Stress Management strategies	<ul style="list-style-type: none"><li>▪ Strategies to manage stress in the moment</li><li>▪ Strategies to manage stress in the long term</li></ul>
Action Planning	<ul style="list-style-type: none"><li>▪ Creating a personal stress management plan</li><li>▪ Transferring learning back to the workplace</li></ul>

Contact us on: 0800 280 2346

# MENTAL HEALTH AWARENESS

## Course Aims:

To gain an understanding of common mental health illnesses and an awareness of sources of support.

## Course Objectives:

At the end of this course delegates will be able to:

- Understand issues relating to mental health.
- Understand what mental health means and that we all have a mental health.
- Understand the impact mental health issues can have on health and performance.
- Spot early signs of mental ill health.
- Signpost someone towards relevant support.
- Advocate for staff and mental health awareness.

## Duration:

- 1 day

### Introduction

- What is mental health?
- The impact of a good/poor mental health
- Statistics

### Overview of the Symptoms of Poor Mental Health

- What are the symptoms?
- How to differentiate between symptoms.
- How can you spot them in others?

### Understanding Mental Health

- What causes us to have poor mental health?
- The defences we create to deal with emotions
- What can we do to build a better mental health?
- The signs to look for - good or poor mental health

### An Overview of Different Symptoms

- Stress
- Anxiety
- Addiction and alcoholism
- Depression
- Psychosis
- Suicide
- Bipolar

### Supporting Mental Health

- Medication
- Therapy; CBT, Psychodynamic and others
- Yoga, Meditation and Mindfulness
- Self help to build good mental health
- The impact of physical health on mental health

### What can you do?

- Case studies to highlight how to help others
- What boundaries you need in place

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# MENTAL HEALTH FIRST AID

## Course Aims:

To gain confidence in understanding common mental health problems and supporting colleagues/customers on a first aid basis.

## Course Objectives:

At the end of this course delegates will be able to:

- Understand mental health and the factors that can affect wellbeing and performance.
- Understand that we all have a mental health and how to build mental resilience.
- Spot the triggers and signs of mental health issues.
- Have the confidence to step in, reassure and support a person in distress.
- Gain interpersonal skills such as non-judgmental listening.
- Provide help on a first-aid basis.

## Duration:

- 2 days

### Introduction

- What is mental health?
- The impact of a good/poor mental health
- Statistics
- Stigma and discrimination

### Overview of the Symptoms of Poor Mental Health

- What are the symptoms?
- How to differentiate between symptoms.
- How can you spot them in others?

### Understanding Mental Health

- What causes us to have poor mental health?
- The defences we create to deal with emotions
- What can we do to build a better mental health?
- The signs to look for - good or poor mental health

### Digging deeper into the Symptoms and how to Apply First Aid

- Stress and thinking disorders
- Anxiety
- Eating disorders
- Self harm
- Personality disorders
- Addiction and alcoholism
- Depression
- Psychosis
- Schizophrenia
- Suicide
- Bipolar
- The risk factors

### Supporting Mental Health

- Medication
- Therapy; CBT, Psychodynamic and others
- Yoga, Meditation and Mindfulness
- Self help to build good mental health
- The impact of physical health on mental health
- What works best for different symptoms
- The boundaries you need to have to help others

### Having Conversations

- Active Listening
- Being non judgemental (positive unconditional regard)

How to build resilience and wellbeing

Action planning

- Asking appropriate questions to help and assess risk
- Role plays to practise skills
- What is mental and emotional resilience
- How can we build it?
- How can we support others in their wellbeing?
- Transferring learning back to the workplace

Contact us on: 0800 280 2346



# NEGOTIATING FOR SUCCESS

## Course Aims:

This course is designed to equip delegates with the essential skills for effective negotiations both internally and externally to their organisation.

## Course Objectives:

At the end of this course delegates will be able to:

- Understand the underlying principles and concepts of negotiation.
- Identify various strategies for reaching agreement.
- Negotiate effectively in a range of situations.
- Close the 'deal'.

## Duration:

- 2 days

### What is negotiation?

- Defining negotiation
- Negotiation as a process
- Win – Win strategies
- The value of Win – Win

### Key skills of an effective negotiator

- Identifying Key Skills
- Building rapport – tools & techniques
- Questioning & listening
- Reading and responding to non-verbal communication

### Preparing to negotiate

- Defining objectives and purpose
- Clarifying issues
- Understanding the other party and their position
- Planning compromises and concessions
- Deciding on an acceptable level of agreement

### Presenting your position

- Benefits of flexibility
- Behavioural styles
- Identifying and responding to different styles

### Gaining agreement

- 'Agreement' signals
- Overcoming objections – tools for gaining agreement
- Closing the negotiation

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## OPTIMUM HEALTH AND WELLBEING

### Course Aims:

There are many demands on our time in today's hectic world – and our ability to achieve and maintain optimum health and wellbeing has a huge impact on our productivity, effectiveness and morale. This practical workshop will assess current health levels, personal values and belief systems and explore the many factors which contribute to health and wellbeing, and will encourage and inspire long-term behavioural change to enable participants to work towards and achieve good health, energy levels and fulfilment.

### Course Objectives:

At the end of this course delegates will be able to:

- Recognise the 4 main building blocks of health and wellbeing
- Appreciate all of the factors that influence our levels of health and performance and how to proactively manage them
- Recognise their own values and belief systems in the context of health, and how these drive their behaviour
- Use a number of key techniques to help them manage their physical and mental health and wellbeing
- Understand just how much food and exercise affect our performance
- Know how to make positive and appropriate changes to their lifestyles to work towards optimum health and wellbeing

**Duration:** 1 day

Introduction to Optimum Health and Wellbeing

- What does optimum health mean?
- The building blocks of optimum health

How are you doing?

- Knowing when your health and wellbeing is affected
- How do you currently rate your health and wellbeing?
- Your logical levels of health

Mindset

- How to develop and maintain a positive mindset
- Techniques to quieten the mind
- Managing our internal dialogue
- How to respond rather than react
- Knowing your triggers and how to manage them

Sleep

- The importance of sleep and how to sleep better

Nutrition

- How to achieve a balanced, healthy diet

Physical activity

- The benefits of exercise
- How to fit more physical activity into our daily lives

Life balance

- What is work/life balance?
- Defining your personal work/life balance
- How to define your priorities and focus on what matters
- Managing technology and other distractions
- Saying no

The Power of Habits

- The power of habits and how they work
- How to improve our habits

Action Planning

- Transferring learning to the workplace

Contact us on: 0800 280 2346

# PERSONAL EFFECTIVENESS AND PRIORITY MANAGEMENT

## Course Aims:

The focus of this course is on developing the skills of the delegates to be more efficient and productive in their daily work and meet deadlines more regularly. We will provide the delegates with a time log that they must complete prior to the course.

## Course Objectives

At the end of this course delegates will be able to:

- Use diary and priority management tools to manage their priorities and tasks more efficiently and meet deadlines.
- Manage and minimise interruptions and distractions to their work.
- Leverage their time.
- Use their time and energy more effectively to deliver better results for themselves and the organisation.

## Duration:

- 1 day.

### Habits of an effective person

- Taking responsibility
- Being proactive
- Planning for the future
- Work-life balance, energy and interests

### Priority management

- Do you do too much or have too much to do?
- Concept of urgent vs important priorities
- Importance of setting goals and targets
- Setting priorities for the coming week, month and year

### Diary management

- Using a priority management tool
- Using a diary effectively
- Protecting key time

### Managing interruptions and distractions

- Understanding 'time stealers'
- Saying no to others' responsibilities
- Managing your work environment and distractions
- Hints and tips for managing emails, etc.

### Personal time log

- Delegates examine their time log and identify how they can be more productive

### Leveraging your time

- Theory and practise of leverage
- Examples
- The delegation process
- Understanding levels of authority

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# PROJECT MANAGEMENT FUNDAMENTALS

## Course Aims:

The workshop is designed to enable delegates to manage projects more effectively (e.g. within time and budget).

## Course Objectives:

At the end of this course delegates will be able to:

- Set project objectives and measures of success.
- Plan and organise projects more effectively.
- Use methods to monitor and control projects.
- Understand who the stakeholders are and how to manage them.
- Use skills of leadership and teamwork in project management.

## Duration:

- 1 day

### Current approaches & Definitions

- Existing good practice
- Practical activity
- Definitions
- Project stages
- Why projects fail

### Project Planning

- The criticality of planning
- Planning framework
- Project definition

### Project Resourcing

- Resource identification
- Resources selection
- Resource monitoring and evaluation

### Project Teams

- RACI

### Managing Project Risk

- Risk impact analysis
- Responses to risk

### Stakeholder Management

- Who are the Stakeholders
- Analysis
- Mapping
- Engagement
- Power/Interest Matrix
- Power Dynamism Matrix

### Project Control – Visual Management

- Gantt charts
- Monitoring project progress

### Application of learning

- Application of learning to real projects

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# TRAIN THE TRAINER

## Course Aims:

This course is designed to equip delegates with the essential skills and confidence to prepare and deliver highly effective training workshops. It is a valuable session for both newly appointed trainers and those looking for a refresher.

## Course Objectives:

At the end of this course delegates will be able to:

- Design and deliver structured training sessions with well-defined outcomes.
- Meet people's needs and expectations.
- Make learning and development exciting and creative.
- Be confident in dealing with individual and group behaviour.

## Duration:

- 2 days

### Introduction

- How do we learn?
- Understanding personal motivations

### A model of learning and development (FISH)

- Framing the learning
- Involving learners in their development
- Safety and how to create it
- Handing over learning

### The learning activity cycle

- Relevance and attention
- Investigation
- Theory
- Exploring application and meaning

### Planning a training workshop

- Defining purpose and outcomes
- The DP planning tool
- Evaluating learning

### Designing and using learning activities

- Pre-course materials
- Questionnaires, scenarios, exercises, role plays and experiments
- Personal reflection activities

### Designing and using learning aids

- Visual aids, posters etc.
- Using music
- Workbooks and learning logs

### Managing the learning environment

- Setting expectations
- Encouraging participation
- Making proactive interventions
- Dealing with difficult situations

### Training practice

- Training delivery and feedback

### Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## Section 3 - Sales and Customer Service



## ADVOCACY AND INFLUENCING SKILLS

### Course Aims:

The course is aimed at managers who have responsibility for delivering specific outcomes through a wide range of stakeholders.

### Course Objectives

At the end of this course delegates will be able to:

- Apply the principles of advocacy and influencing positively and with confidence.
- Use their skills to deliver the best possible outcomes for their organisation.

### Duration:

- 1 day

#### Introduction

- What are the challenges facing managers today?

#### Principles of advocacy

- Influencing what other people believe to effect a change
- Involving others (stakeholders, networking, building relationships)
- Reactive / Proactive Advocacy
- Planning for successful advocacy

#### Advocacy and the change equation

- What do you want to change?
- How can change come about?
- Who can help you bring about change?
- What methods will you use?
- How effective is your strategy and where do you need to adapt?

#### Positive power and influence

- Explore the influence model
- Understanding your own influence style
- Selecting appropriate styles to different situations
- Identifying personal blocks
- Understanding personal power (push & pull)

#### Gaining commitment

- Gaining entry
- Joint diagnosis
- Bringing about (delivery)
- Evaluation
- Stabilisation

#### Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## BRILLIANT SALES PRESENTATIONS – Module 1

### Course Aims:

Our Brilliant Sales Presentation Skills Training is delivered in two 1 day 'modules', these can either be delivered stand alone or together as one programme.

**Module 1 – Preparing Compelling Content.** The overall purpose of the first module is to teach the delegates to script everything they say with a compelling and simple 'story-telling' structure, supported by high impact visual aids.

### Course Objectives:

The delegates will leave the first module with:

- Compelling scripting skills that they can apply immediately making everything they say more engaging and memorable.
- A clear understanding on how best to use PowerPoint and other audio-visual aids to maximise the impact of their presentation.
- Practical tips – key presentation 'do's' and 'don'ts'.
- A workbook and personal development plan to put everything into practice for lasting success.

### Duration:

- 1 day

#### The 'elevator speech'

- How sales presentations work
- Making a presentation in 30 seconds
- Putting across a clear message

#### Planning and preparation

- Planning before the event
- Key areas to consider
- Identifying and engaging the audience
- Understanding diversity
- Connecting with people from all cultures and backgrounds

#### Presentation script

- Creating a great opening impression
- Being engaging and memorable
- Structuring the presentation
- Preparing the script

#### Preparing materials

- Pre-reading and supporting materials
- Creating engaging and interesting slides
- Common pitfalls
- Practical 'do's and don'ts'
- Avoiding 'Death by PowerPoint'
- Using other presentation aids

#### Preparation practice

- Delegates prepare a short presentation
- Delegates receive feedback on content, structure and scripting etc.

#### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346



## BRILLIANT SALES PRESENTATIONS – Module 2

### Course Aims:

Our Brilliant Sales Presentation Skills Training is delivered in two 1 day 'modules', these can either be delivered stand alone or together as one programme.

**Module 2 – Delivering in a Dynamic and Persuasive Style.** The overall purpose of the second module is to teach key strategies and techniques that will increase the delegates' natural influence, giving them a professional impact. This includes advanced body language, voice coaching and interaction skills to keep people engaged.

### Course Objectives:

The delegates will leave the first module with:

- Professional sales presentation skills bringing their presentation to life in a new compelling manner.
- Body language and voice skills for impact, influence and persuasion.
- Greater confidence and techniques to manage nerves and apprehension.
- Practical hints and tips for managing the audience.
- A DVD recording of their presentations that they can review in private.
- A workbook and personal development plan to put everything into practice for lasting success.

### Duration:

- 1 day

Understanding the fundamentals of influence

- What makes people say 'yes'
- Pyramid of influence

Personal presence, impact and gravitas

- What is personal presence?
- Gaining and holding attention
- Developing a powerful voice and tone
- Influential and persuasive body language
- Avoiding distracting and irritating behaviour

Delivering persuasive and compelling messages

- Script preparation
- Use of persuasive words and phrases
- Avoiding jargon

Preparing yourself

- Demonstrating confidence
- Effect of nerves on voice / body language
- Tips for managing nerves
- Breathing and voice exercises

Engaging and interacting with the audience

- Reading the audience
- Tips for encouraging audience participation
- Answering difficult questions
- Gaining buy in from difficult or disruptive people

Skills practice

- Practical presentation practice
- Video recording and feedback

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# CUSTOMER SERVICE EXCELLENCE

## Course Aims:

Pleasing customers is crucial to the success of any business and this course is designed to equip front line staff with the essentials of providing exceptional customer service.

## Course Objectives:

At the end of this course delegates will be able to:

- Recognize the factors which contribute to exceptional customer service.
- Identify and meet customer expectations.
- Apply effective questioning and listening techniques.
- Handle difficult situations.
- Behave in a 'customer focused' manner.

## Duration:

- 1 day

Excellence in customer service

- What do customers really need/expect?
- Achieving customer satisfaction 'plus'
- Making the difference

Communication skills

- How do we communicate?
- Essential communication skills
- Building rapport
- Listening and understanding
- Gathering and passing on information

The power of behaviour

- How we are judged
- Positive thinking – positive behaviour
- Influential body language
- Customer focused behaviour

Assertive communication

- Aggressive, passive and assertive behaviour
- Rights and responsibilities
- Demonstrating confidence
- Speaking without offending
- Listening to others' points of view

Dealing with difficult customers

- Calming people down
- Dealing with complaints

Customer service in action

- Case studies and role play

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## DEALING WITH DIFFICULT CUSTOMERS AND SITUATIONS

### Course Aims:

Occasionally customer facing staff have to deal with frustrated, aggressive or difficult customers and this course is designed to equip them with the necessary skills and confidence to deal with these situations effectively.

### Course Objectives:

At the end of this course delegates will be able to:

- Manage customer expectations and problems constructively.
- Have difficult conversations with customers and deal with tricky or aggressive customers and situations successfully.
- Predict the escalation of a potentially aggressive incident.
- Increase their personal resilience and be able to deal with the impact of a difficult incident.

### Duration:

- 1 day

Difficult or tricky customer interactions

- What is a tricky or difficult customer interaction?
- What happens in a customer conflict situation?
- Recognising a potentially aggressive incident

Communicating clearly and assertively

- Responses to difficult types of behaviour (passive, aggressive, assertive)
- Assertive communication techniques
- Assertiveness tools
- Building trust and rapport

Handling difficult customer conversations

- Prevention is better than cure
- Being clear about the outcomes you want
- How to conduct a difficult conversation
- Key Tools
- Saying 'no' effectively

Dealing with difficult responses

- Key 'dos' and 'don'ts'
- Predicting aggression
- Maintaining composure
- Calming people down
- Tools for dealing with confrontation and aggression

Developing personal resilience

- Concept of personal resilience
- Calming yourself down
- Increasing resilience and managing stress
- In the moment
- In the long term

Customer interactions skills practice

- Case studies and role play

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# DEVELOPING CUSTOMER HANDLING SKILLS

## Course Aims:

This course is designed to support customer service staff by establishing a customer service approach, including a service ethos, standards and customer handling skills.

## Course Objectives:

At the end of this course delegates will be able to:

- Understand and apply the customer service approach, service ethos and standards for customer handling.
- Apply practical techniques to immediately improve the way they deal with customers
- Use effective coping strategies to deal with difficult customers and complaints.
- Have greater influence over others and understand how to say 'No'.

## Duration:

- 1 day or 2 x half days/In House

### Introductory Activities

- Name game, What did you notice?
- Units of recognition

### How we judge others (Influencing Skills)

- Competence and warmth

### Establishing a Service Ethos

- Service Aim and Values/Behaviours

### The Three V's of Communication

- Verbal, Vocal and Visual

### Agreeing key phone Service standards

- The Greeting (First impressions)
- Placing "on Hold"
- The Farewell (Last impressions)

### Handling difficult calls (Coping Strategies)

- The power of behaviour
- Mindset management
- Introduction to Transactional Analysis (Parent, Adult and Child Behaviours)
- Understanding confidence levels (Emotional intelligence)

### Complaint handling

- Aims and strategies

### Saying "No" – Giving Bad News

- Aims and strategies

### Action Planning

- Reviewing Actions in the workplace

Contact us on: 0800 280 2346

## DEVELOPING AND BROADENING RELATIONSHIPS

### Course Aims:

The course is designed to provide delegates with key approaches for developing and broadening relationships and achieving outcomes that deliver mutual gains.

### Course Objectives

At the end of this course delegates will be able to:

- Understand the Six-Stage process for developing and broadening relationships.
- Be more confident in how to develop and broaden relationships.
- Apply these stages to a live situation they are working on.
- Develop a set of actions to apply to this situation and others immediately.

### Duration:

- 1 day

Developing and broadening relationships

- A pragmatic and immediately applicable approach
- A Six-Stage process
- Skills building and action planning

The Six-Stage process

- What are you trying to achieve?
- What is the current situation?
- Who are you trying to influence?
- What makes them tick?
- What strategy to use?
- What skills and behaviours?

Factors to consider

- Sources of power
- Intangible Primary Needs
- Personal Styles
- Persuasion methods

Action Planning

- Relationship development action plan
- Personal skills development action plan
- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## KEY ACCOUNT MANAGEMENT

### Course Aims:

Existing customers are the most important value stream for most organisations. This course will help delegates establish a proactive approach with major clients so that they are managing the account for the long term benefit of the business.

### Course Objectives:

At the end of this course delegates will be able to:

- Use business development skills for gaining entry to potential new clients.
- Build long-term relationships at all levels within clients' organisations.
- Use negotiation skills to persuade, influence and grow existing accounts.
- Develop networking skills to grow existing client base.
- Develop the ability to manage multiple relationships with equally high levels of service.

### Duration:

- 2 days

#### Key account management

- Role of key account management
- Recognising which customers are key accounts
- Stages of key account management
- Measuring key account profitability

#### Account Planning

- The value of planning
- Pareto analysis of accounts
- Client environmental scan
- Understanding the competition
- Identifying opportunities for developing business

#### Building the relationship and influencing behaviour

- Psychology of buying
- Using personal preferences to understand behaviour – yours and the clients
- Techniques for building rapport
- Recognising where power and influence lie
- Developing an influencing map
- Pyramid of influence –influencing techniques to change behaviour

#### Client experience

- The competitive differentiator
- Setting a client experience proposition
- Identifying 'touch points'
- Managing touch points for an amazing client experience

#### Conflict resolution

- Preventing issues arising
- Practical tools for conflict resolution
- Dealing with complaints

#### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## RESPONDING TO VERBALLY AGGRESSIVE CUSTOMERS

### Course Aims:

This course is designed to equip staff with the necessary skills, techniques and confidence to deal with customers who are angry, upset and challenging.

It will help them to resolve situations proactively, to maintain positive relationships and continue to deliver a professional and caring service when subjected to strong emotions in others.

### Course Objectives:

At the end of this course delegates will be able to:

- Understand the hidden rules of verbal aggression and to be able to adopt positive mindsets in response
- Recognise when a situation may be turning difficult
- Use proven tools and techniques to defuse those very challenging situations

### Duration:

- 1 day

#### When Customers Go "Bad"

- Our own experiences and how they affect us
- Recognising the early warning signs
- What are they after (the importance of having a clear outcome)
- Exploring what works and what doesn't (and why)
- Understanding impact and influence

#### Mindset Management and Aggression

- Choosing a positive mindset, not being the enemy!
- Some hidden rules of verbal aggression
- Bait and how it is used to get you hooked!

#### Learning and Applying Practical Tools

- A brief introduction to the Parent/Adult/Child ego states (Transactional Analysis)
- Staying calm, breathing and demonstrating empathy (Emotional Intelligence)
- Understanding Confidence Levels
- Focussing on the key verbal, vocal and visual communication
- How Hostage Negotiators influence their 'customers'
- Deflecting and redirecting verbal attacks (Verbal Aikido)

#### Action planning

- Preparing for a future difficult encounter
- Taking the Learning Forward

Contact us on: 0800 280 2346

# SUCCESSFUL SELLING

## Course Aims:

This is a foundation course for those new to sales or who have experience but no formal training in selling.

## Course Objectives:

At the end of this course delegates will be able to:

- Understand what excellence in sales looks like.
- Use powerful questioning skills to uncover requirements.
- Improve close ratio by matching customers' needs to product benefits.
- Use persuasion strategies to convince customers and clients.
- Set a plan to increase personal sales levels.

## Duration:

- 2 days

Skills of a successful sales person

- What do successful sales people do?
- Planning and objective setting
- Using SWOT and PESTLE tools to identify opportunities
- Differentiating yourself

Questioning techniques to uncover opportunities

- Open and closed questioning
- Background and difficulty questions
- Consequence and improvement questions
- Recognising opportunities

Selling face to face

- The power of behaviour
- Building rapport
- Persuasive words
- Tone pitch and pace
- Influential and impactful body language

Persuasive proposals

- Differentiating your proposal
- Structuring a proposal
- Using persuasive words and phrases
- Common pitfalls and mistakes

Gaining commitment and closing the deal

- Negotiating fundamentals
- Plan
- Tactics
- Techniques to handle and overcome objections
- Closing the deal

Selling skills practice

- Selling scenario practice and feedback

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346



## Section 4 - Communication Skills Courses



## ASSERTIVENESS SKILLS

### Course Aims:

The course is designed to develop the delegates' skills and confidence to be more assertive in a variety of situations at work.

### Course Objectives

At the end of this course delegates will be able to:

- Demonstrate their understanding of assertive behaviour.
- Use a range of assertiveness techniques.
- Understand how to deal with aggressive and submissive behaviour.

### Duration:

- 1 day

What is assertive behaviour?

- What is it?
- Why is it important?
- Impact of assertive behaviour

Other types of behaviour

- Assertive, aggressive and submissive behaviours
- Company styles

Obstacles to assertive behaviour

- Low self esteem
- Handling conflict
- Fundamental communication skills

Improving self esteem

- Verbal and non-verbal communications
- Giving and receiving praise
- Making and receiving requests
- Using 'I' statements

Handling conflict

- Different approaches to handling conflict
- Improving the process to handling difficult people

Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## COMMUNICATING AND ENGAGING PEOPLE

### Course Aims:

This course will give delegates practical tools to better understand themselves, why they behave as they do, and what motivates others and why they behave differently. Delegates will be taught how to use this knowledge to adapt their style to be able to better communicate and engage with those they work with.

### Course Objectives:

At the end of this course delegates will be able to:

- Recognise your own preferred thinking and how these differ from others and increase self-awareness
- Adapt personal style to better engage with others even when the relationship is difficult
- Understand what motivates different people and what gets them to take action
- Use language flexibly to communicate and thus increase personal influence
- Improve the quality of their work relationships
- Use active listening skills

### Duration:

- 1 day

#### The power of perception

- Introduce models of perception
- Explain individual reality
- The effect on our communication

#### What is communication?

- Elements of effective communication
- How do we communicate?
- Giving and receiving messages
- Importance of empathy
- Building rapport
- Increasing influence

#### Unconscious Bias

- Introduce model of unconscious bias
- How unconscious bias can limit our ability to engage effectively

#### Personality trait theory

- Introduce model of personality
- How we can use this to adapt and connect our style to better engage with others and increase collaboration

#### Understanding others

- How we receive messages
- Keeping our brains in a 'toward state'
- What motivates us
- Active Listening
- Effective questioning
- Summarising
- Reading non-verbal communication

#### Practical role play – engaging others

- Putting learning into practice through practical role play

#### Action planning & embed the learning

- Individual action planning
- Pairing of accountability partners

Contact us on: 0800 280 2346

# COMMUNICATION FUNDAMENTALS

## Course Aims:

This course is designed to enable the delegates to improve how they communicate and interact with others.

## Course Objectives:

At the end of this course delegates will be able to:

- Build trust and rapport quickly.
- Understand others more effectively.
- Ensure others understand them.
- Understand and use their body language to good effect.

## Duration:

- 1 day

### What is communication?

- Elements of effective communication
- How do we communicate?
- Giving and receiving messages
- Importance of empathy

### Communicating assertively

- Obstacles to behaving assertively
- Impact of assertive behaviour
- Choosing an assertive style

### Understanding others

- How we receive messages
- Active Listening
- Effective questioning
- Summarising
- Reading non-verbal communication

### Being understood

- Being clear
- Holding others attention
- Using the right language and style
- Developing congruent body language
- Tools and techniques

### Developing rapport

- What is rapport?
- How to build rapport
- A practical tool for developing trust
- Johari Window

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# COMMUNICATION SKILLS FOR MANAGERS

## Course Aims:

The purpose of the course is to enable first line managers and middle managers who want to improve how they get their message across to their team members and other internal stakeholders. The course looks at how to communicate effectively from a position of authority to motivate your team and achieve performance improvements through them while retaining their respect.

## Course Objectives

At the end of this course delegates will be able to:

- Demonstrate an understanding of the necessities of good managerial communication techniques.
- Demonstrate a greater awareness of their own preferred style of communication.
- Use a range of responses to communicate successfully with difficult people and in times of conflict.
- Build more effective personal working relationships.

## Duration:

- 1 day

### Communication styles

- Acknowledge and develop your own communication style
- Adapt your style to the differing needs of individuals in your team
- Choosing the right approach for the right situation

### Practical communication strategies

- Portray natural confidence
- Productive questioning techniques
- Communicate as a manager and leader and earn respect
- Develop receptive and open body language
- Apply the art and science of influence

### What to do when things aren't going well

- Dealing with difficult and confusing situations
- Communicating with those who don't want to listen
- Using communication to drive performance improvements in individuals

### Consolidation

- Role play and discussion with other delegates to reinforce your learning

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# CONFLICT MANAGEMENT

## Course Aims:

The overall purpose of the course is to develop the skills and confidence of the delegates to deal more effectively with conflict at work.

## Course Objectives:

At the end of this course delegates will be able to:

- Recognize a potential conflict situation
- Use a range of tools and techniques to be able to handle conflict effectively
- Handle their own emotions more effectively
- Manage conflicts amongst team members proactively

## Duration:

- 1 day

### Introduction

- Introduction to the 8 step approach

### Assess the situation

- Causes and levels of conflict
- Belief/behaviour cycle
- Taking personal responsibility

### Managing our emotional responses

- Put yourself in the other person's shoes – Perceptual positions
- Know what you want – Where to start

### Choose your approach

- Thomas Kilmann Conflict Mode Indicator part 1
- Thomas Kilmann Conflict Mode Indicator part 2

### Raise the issue

- Creating safety
- Rapport and body language

### Seek to understand before being understood

- Listening
- What stops us listening
- What happens when we don't?
- Top tips for listening effectively
- Questioning Funnel

### Interest v Positions

- What we want
- Why we want it

### When things go wrong

- Assertive, passive, aggressive behaviour
- Instinctive response

### Managing conflict in your team

- CIPD's Guide to Managing Conflict at work
- SOOW

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## CRUCIAL CONVERSATION SKILLS

### Course Aims:

The course is designed to enable delegates to have more effective outcomes from conversations where potentially the stakes are high and emotions may be strong.

### Course Objectives:

At the end of this course delegates will be able to:

- Resolve disagreements skilfully and effectively.
- Build acceptance rather than resistance to ideas and solutions.
- Speak persuasively without offending others.

### Duration:

- 1 or 2 days

Introduction	<ul style="list-style-type: none"><li>▪ What is a crucial conversation?</li><li>▪ What crucial conversations do you have?</li><li>▪ Key elements of a crucial conversation</li></ul>
Personal presence and impact	<ul style="list-style-type: none"><li>▪ Impactful people – what do they do?</li><li>▪ Power of behaviour and body language</li><li>▪ Commanding attention from others</li><li>▪ Demonstrating confidence</li></ul>
Preparing for a Crucial Conversation	<ul style="list-style-type: none"><li>▪ Avoiding the ‘fools’ choice’</li><li>▪ Being clear about what you want</li><li>▪ Understanding the other person’s wants &amp; needs</li><li>▪ Planning approaches</li></ul>
Giving feedback that sticks	<ul style="list-style-type: none"><li>▪ Purpose of feedback</li><li>▪ What to give feedback on (and what not to!)</li><li>▪ OSCAR – a tool for giving feedback</li><li>▪ Tips for giving feedback</li><li>▪ Holding people to account</li></ul>
Having a difficult conversation	<ul style="list-style-type: none"><li>▪ Understanding why people react badly</li><li>▪ STATE – a tool for having sensitive conversations</li><li>▪ Speaking persuasively and tentatively</li><li>▪ Agreeing actions and follow up</li></ul>
Handling difficult situations	<ul style="list-style-type: none"><li>▪ Avoiding silence or ‘attack’</li><li>▪ Handling your own emotions and stress levels</li><li>▪ Tools for dealing with emotional and volatile people and situations</li></ul>
Skills practice	<ul style="list-style-type: none"><li>▪ Participants are given challenging crucial conversation scenarios to role play and practice</li><li>▪ Feedback and review</li></ul>
Action Planning	<ul style="list-style-type: none"><li>▪ Transferring learning back to the workplace</li></ul>

Contact us on: 0800 280 2346

## FORMAL PERSUASIVE WRITING

### Course Aims:

The importance of formal persuasive writing skills cannot be over emphasised. In today's fast paced work environment communications need to be clear, succinct and tailored to the needs of the reader. This highly interactive, practical and experiential course will help delegates save time, improve quality, connect more effectively with their readers and bring the message across more persuasively when they write. Delegates will work with their own writing and work situations and towards their own objectives, and leave the day with a clear set of learning points and actions they can apply to their own writing.

### Course Objectives:

At the end of this course delegates will be able to:

- Write more clearly, concisely and persuasively
- Save time and improve productivity by better control of how they plan, draft & edit their writing
- Improve quality by enhancing their skill with using a clear and compelling style
- Increase impact by using persuasive structures effectively to lead the reader
- Edit their documents with greater confidence and speed, building positive impressions and connecting more effectively with readers

### Duration:

- 1 day

#### Writing Persuasively

- What is persuasive writing
- Challenges to reading and writing business documents
- Introductions and road map for the day

#### Managing the Writing Process

- What are the key stages in writing
- Managing the process for any document
- Adapting to your audience

#### Plan

- Mapping more complex topics
- Persuasive structures tailored to your reader
- Writing briefing notes

#### Draft

- Improving writing efficiency
- Responding appropriately

#### Edit

- Editing for visual impact
- Editing for clarity
- Editing for energy

#### Review & Action planning

- Review
- Action steps to implement key learning points &
- Transfer learning back to the workplace

Contact us on: 0800 280 2346



## GIVING AND RECEIVING FEEDBACK

### Course Aims:

This course is designed to provide delegates with the skills and confidence to both give and receive feedback effectively to and from others in the organisation (e.g. boss, peers, and subordinates). During the course the delegates will be expected to give and receive feedback from each other.

### Course Objectives:

At the end of this course, delegates will be able to:

- Give feedback to others (boss, peers, and subordinates) in a proactive and effective way.
- Receive feedback from others, judge its validity and make decisions about what to do with the feedback.
- Use feedback skills to improve relationships.

### Duration:

- 1 day

#### What is Feedback

- The Johari Window
- Role and purpose of feedback
- Link to the business

#### Personal Experiences

- Feedback that went well
- Feedback that went badly
- Examples of avoidance
- Examples of giving feedback

#### Giving feedback – what to do

- When to give it
- When not to give it
- A structure for giving feedback

#### Giving feedback – how to do it

- Listening and observation
- Importance of body language
- Communication style and using the right words

#### Receiving feedback

- Encouraging feedback
- Receiving feedback
- Challenging inappropriate feedback

#### What to do when it goes wrong

- Importance of Win – Win
- Separating the person from the issue
- Identifying criteria
- Tips for managing disagreements and resolving conflicts

#### Feedback practise

- Case studies and role plays

#### Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## IMPROVING IMPACT AND INFLUENCE

### Course Aims:

This course is designed to enable delegates to persuade and influence their peers and senior managers more effectively.

### Course Objectives:

At the end of this course delegates will be able to:

- Be more impactful in a range of work situations.
- Understand how to influence their line manager and other senior managers more effectively.
- Prepare more persuasive and compelling justifications for ideas and projects.

### Duration:

- 2 days

Developing personal presence and impact

- Impactful people – what do they do?
- Power of behaviour and body language
- Commanding attention from others
- Understanding the impact you have on others

Communicating more assertively

- Demonstrating confidence
- Stating personal preferences positively
- Speaking without offending – using the right words
- Listening to other points of view
- Defending ideas and addressing concerns

Influencing tools and techniques

- Building relationships and rapport
- Reciprocation
- Commitment and consistency
- Social proof
- Authority and positional power

Gaining management approval

- Why projects fail to be approved by senior management
- How projects and ideas can be justified
- Understanding issues and concerns of senior managers
- Preparing persuasive and compelling arguments

Gaining support from others

- Building and maintaining your internal network
- Supporting the ideas and projects of others

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# INFLUENCING OTHERS

## Course Aims:

The purpose of this workshop is to enable the delegates to influence their team peers and senior managers more effectively.

## Course Objectives:

At the end of the course the delegates will be able to:

- Be more impactful in a range of work situations.
- Understand how to influence their line manager and other senior managers more effectively.
- Prepare more persuasive and compelling justifications for ideas and projects.

## Duration:

- 1 day

### What is influence?

- What is influence
- Why influencing skills are important
- What influential people do

### The building blocks of influence

- Building blocks of influence
- Importance of reciprocation
- What makes people say yes!
- Concept of currencies

### Influencing others

- Gaining and holding attention
- Winning more attention
- Mind your body language
- Make words work for you
- Understanding how others react to your style
- Balancing 'warmth' Vs 'competence'

### Influencing senior management

- Why projects fail to be approved by senior management
- Range of influencing exchanges
- Understanding differences in power
- What senior managers care about
- Influencing senior managers tool

### Preparing persuasive proposals

- What are the key elements of a persuasive proposal
- Structuring your argument
- Common mistakes

### Skills practice

- Influencing exercises

### Action Planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## INTERVIEWING SKILLS

### Course Aims:

This course is designed to develop practical skills in planning and conducting a range of interviews from recruitment to disciplinary interview.

### Course Objectives:

At the end of this course delegates will be able to:

- Plan and undertake a structured interview.
- Use effective interviewing tools and techniques.
- Understand the different requirements for different types of interview within the business context.

### Duration:

- 1 day

What makes a 'good' interview?

- For the interviewer
- For the interviewee

Planning and preparation

- The interview environment
- Preparing yourself
- The interview plan

Establishing the right climate

- Opening the interview
- Building rapport

Practical interviewing skills

- Effective Questioning
- Active Listening
- Note taking and summarising

Maintaining consistency

- The importance of a consistent approach
- How to maintain consistency
- Objective criteria

Constructive feedback

- Offering feedback
- Effective feedback process
- Giving constructive feedback

Specific types of interview – principles

- Recruitment
- Appraisal
- Disciplinary
- Other

Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

## MEDIA SKILLS

### Course Aims:

To equip delegates to deal with the media, to make the most of the opportunities presented to them. To learn how to create the story that will grab the headlines, spin any message to their advantage and grow in confidence.

### Course Objectives:

At the end of this course delegates will be able to:

- Manage crisis or simply deliver a message to boost or protect their company image and brand
- Tap into the expertise of our trainers who have more than 20 years of international experience working in print, radio and TV with the BBC, Channel 4 and Sky TV
- Have the skills to deliver concise and compelling answers
- Understand how to manage nerves and increase their confidence

### Duration:

- 1 day

#### Introduction and objectives

- What are your needs? The course will be tailored to meet the specific needs of the delegates
- What makes a compelling message?

#### What's your message?

- How to steady the nerves and stay on message
- Explore your agenda and how to create the story
- Explore the journalist's agenda
- Learn how to work their agenda to your advantage
- How to prepare for the most difficult questions

#### What's in it for your Company?

- How can you positively raise your company's profile and reach new customers?
- Become industry leaders and 'the go to' experts
- Craft the perfect sound-bite
- What not to do and the pitfalls
- Turning the negative into a positive

#### Gain Confidence

- Get briefings and interview practice
- Have a go and watch yourself on tape
- Get valuable feedback on what's working

#### Get hands on Experience

- Build on your strengths
- Have fun experimenting with your style and honing it

#### Learn from the Experts

- Learn how to appear confident but also be confident
- Get insider knowledge from experienced journalists

#### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346

# PRESENTATION SKILLS

## Course Aims:

This course is designed to develop practical skills in planning, designing and delivering effective presentations to the business standard. Ideally, the delegates should bring with them a presentation that they will need to give in the coming weeks. The delegates will be video recorded during their presentations.

## Course Objectives:

At the end of this course delegates will be able to:

- Plan and prepare an effective presentation.
- Be more skilled and confident when presenting.
- Manage personal reactions to pressure.
- Effectively use a range of audio-visual aids.

## Duration:

- This is a practical course and the delegates are expected to deliver a number of presentations during the workshop. The length is usually 2-3 days depending on numbers.

### Types of presentation

- What makes a good / bad presentation?
- Purpose of presentations

### Personal impact

- What is impact?
- Improving the image we portray
- Use of voice and tone
- Use of body language

### Planning and structure

- Planning before the event
- Identifying the need / type of presentation
- Identifying the audience
- Planning the content
- Structure

### Equipment and environment

- Managing the environment
- Effective use of audio-visual aids

### Preparing yourself

- Managing yourself
- Effect of nerves on voice / body language

### Managing the audience

- Reading the signs
- Handling questions
- Dealing with disruptions

### Skills practice

- Practical presentation practice
- Video recording and review

### Action planning

- Transferring learning back to the workplace

Contact us on: 0800 280 2346