Developing People International

Leadership – Management –

Personal Development

Short Training Course Catalogue

www.developingpeople.co.uk

WELCOME

Developing People International delivers inspirational learning and development solutions that enable managers to drive performance in their teams and organisations and increase engagement and job satisfaction.

By working in partnership with our clients and providing a personalised service, our team of expert trainers are able to deliver a range of quality learning and development which has been proven to successfully develop the performance and behaviour of managers worldwide. Developing People International have extensive expertise of delivering high impact management and personal development solutions across the private and public and not for profit sectors in both the UK and internationally and have the capability to deliver our interventions in all of the major European languages.

We specialise in face to face in house training. Our courses can also be delivered online. The length of the training can be tailored to your needs for example our one and two day courses can be delivered as a number of half day workshops, or our experienced consultants will work with you to design a half day workshop to meet your precise needs. This suite of short, but highly engaging, learning and development interventions are extremely well researched and effective. Our team work hard to ensure that the courses they deliver have the greatest possible business relevance so that delegates are able to transfer their learning back to the workplace.

For almost 30 years, Developing People International has been at the forefront of delivering training excellence and the expert of choice for a number of the world's leading brands.

This catalogue is designed to complement our Training Course Brochure which lists our one and two day courses. It is an easy way for you to view our portfolio of short high impact, engaging and interactive courses which are listed in alphabetical order on the following page. We specialise in providing development solutions to meet our clients' needs and our experts are happy to tailor any of our courses to integrate with your business processes and meet your exact requirements. What is not contained in this catalogue 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 catalogue or the services we provide visit 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

Sandra Watts
Managing Director
Developing People International

INDEX

BEING MORE INFLUENTIAL

Course Aims:
To develop managers to have greater impact and influence with their teams, peers and boss.

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 others more effectively.

Duration/Location:
- ½ day/In house or virtual training session

Introduction	▪ Influential people – what do they do? ▪ Authority and positional power ▪ Pyramid of influence
What makes people say yes?	▪ What makes people say yes? ▪ What's in it for me? ▪ Influencing senior managers?
Communicating influentially	▪ Holding attention ▪ Listening to others' points of view ▪ Asking the right questions ▪ Using the right words ▪ Displaying congruent body language
Exercises	▪ Influencing exercises and case studies
Action planning	▪ Transferring learning back to the workplace

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BUILDING OUR EMOTIONAL INTELLIGENCE

Course Aims:
The overall purpose of the course is to help delegates improve their emotional intelligence and so their ability to manage their emotions and the emotions of others in the workplace.

Course Objectives:
At the end of this course delegates will be able to:
- Understand what we mean by Emotional Intelligence
- Create an action plan to increase their Emotional Intelligence

Duration/Location:
- ½ day/In house or virtual training session

Emotional Intelligence	▪ What is Emotional Intelligence (E.I)? ▪ Why is it important in the workplace?
The Emotional Intelligence Model	▪ Overview of the Emotional Intelligence Model ▪ Our strengths and areas of development

Building Skills	▪ Building the skills and behaviours to increase our E.I.
	    o Self Perception
	    o Self Expression
	    o Interpersonal
	    o Decision Making

Or instead of Building Skills/	o Stress Management
Managing our Emotions	▪ Our emotional brain and how it works ▪ Our emotional triggers ▪ The ABC model to managing emotions
Action planning	▪ Transferring learning to the workplace

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CAREER DEVELOPMENT FOR WOMEN

Course Aims:

The overall purpose of the course is to help women define the best career for them and how to get there.

Course Objectives:

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

- Work out what they want in terms of their career and life aspirations.
- Understand their strengths and areas of development.
- Have a plan to achieve their career aspirations.

Duration/Location:

- ½ day/In house or virtual training session plus 1-1.5 hours preparation work/in house.

Challenges for women in the workplace	■ What are the challenges? ■ What impact do they have on you? ■ What you can do to manage these challenges
Skills to manage your career and development	■ Skills and attributes ■ Building your skills to manage your career
Defining your personal brand	■ Your skills and strengths ■ Your values and interests ■ What you like/do not like doing
Balancing work/life aspirations	■ The Wheel of Life ■ Creating your Wheel of Life
Defining your career and or Development plan	■ Working out your career aspirations ■ Working out your areas of development
Action planning	■ Creating a career action plan ■ Transferring learning to the workplace

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COMMERCIAL AWARENESS

Course Aims:
This course is designed to provide delegates with an understanding of how they can create greater value for the business by further developing their commercial awareness, by acting as an entrepreneur within the business and by building upon the core competencies of the business.

Course Objectives:
At the end of this course delegates will be able to:
- Develop a greater understanding of the importance of maintaining a commercial mindset
- Understand the key drivers of value
- Consider the value proposition of the organisation and articulate it to their customers
- Adopt a more entrepreneurial mindset within the business
- Act as if in business for yourself
- Understand and consider risk and reward

Duration/Location:
- ½ day/In house or virtual training session

Developing a commercial mindset	• The skills and attitudes of entrepreneurs
Adding value	• Getting organised: Where do you spend your time? • Working on your job rather than in your job • It's your business. What would you do differently?
Value Propositions	• Value propositions: Is it clear? Is it motivating? • Building on your core competence • Value drivers and destroyers of value
Risk and reward	• But not at any cost! An introduction to risk • Types of risk and risk assessment
Action planning	• Transferring learning back to the workplace

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DEVELOPING PERSONAL RESILIENCE FOR CHANGE MANAGEMENT

Course Aims:

Designed for organisations who are going through a period of change, this course is for managers and/or staff who will be impacted by the change and need to manage it proactively. The course will 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:
- Articulate the changes needed in the business (what and why)
- Understand the principles of resilience.
- Apply a range of cognitive and behavioural techniques that will immediately improve personal resilience levels.
- Develop their own blueprint to sustain behavioural changes.

Duration/Location:
- ½ day/In house or virtual training session

Change within the business	▪ Introduction to changes in the business ▪ Why we need to change
The impact change can have personally and the role of resilience	▪ How change affects us ▪ Biological and psychological consequences ▪ How improving resilience can help
Elements of resilience	▪ The 4 C's model ▪ How to use it
Techniques to improve resilience	▪ Learned Optimism and strengths work ▪ Re-framing and positive self-talk ▪ Mindfulness ▪ Attentional Focus and Control ▪ Setting Boundaries
Maintaining momentum	▪ Implementing and sustaining positive changes ▪ Developing your unique blueprint
Action planning	▪ Transferring learning back to the workplace

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EFFECTIVE FEEDBACK SKILLS

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:

- Develop a greater understanding of the importance of giving, encouraging and receiving positive and developmental feedback.
- Deliver feedback more skillfully and with greater comfort
- Help managers give and receive feedback in a consistent and effective way and identify personal development areas in handling and giving feedback to their teams.
- Encourage a stronger 'feedback culture', thereby improving relationships and the frequency and clarity of feedback given.
- Increase their awareness and participation in both giving sideways and upwards feedback, acting on feedback and rewarding success.

Duration/Location:

- ½ day/In house or virtual training session

Feedback: Why is it so hard	- The challenges of feedback - The importance of feedback - Learning from the past
Constructive Feedback: The skills	- OSCAR model - Ladders of Inference - Asking questions - Listening - Body Language
Positive Feedback	Art to giving positive feedback
Case Studies	Practising Feedback
Committing to change	- Removing the barriers to feedback - Committing to action
Action planning	Transferring learning back to the workplace

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EFFECTIVE TARGET SETTING

Course Aims:
This course is designed to help the delegates set clear and unambiguous targets.

Course Objectives:
At the end of this course delegates will be able to:
- Set realistic clear and measurable (SMART) targets.
- Set realistic clear and measurable (SMART) learning objectives.
- Know how to review targets.
- Develop an action plan to improve team effectiveness.

Duration/Location:
- ½ day/In house or virtual training session

Targets	▪ What is a target and why do we have them? ▪ Issues setting targets
Definitions	▪ Different definitions ▪ Targets, objectives, goals
Areas for target setting	▪ Business and organisational strategy ▪ Team priorities ▪ Individual priorities
Setting targets	▪ Process for target setting ▪ Good Vs bad targets
Reviewing targets	▪ Process of review ▪ Collecting evidence
Example targets	▪ Case studies ▪ Work examples
Action planning	▪ Transferring learning back to the workplace

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EMOTIONAL INTELLIGENCE AND SELF AWARENESS

Course Aims:
This course is designed to raise delegates' self-awareness, 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:
- 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/Location:
- ½ day/In house or virtual training session

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
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 ■ Taking responsibility vs being a victim; which one do you choose?
Further learning	■ Exploring resources and support to continue your journey to greater self-awareness
Action planning	■ Transferring learning back to the workplace

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FACILITATING AND CHAIRING MEETING SKILLS

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/Location:
- ½ day/In house or virtual training session

Role of meeting chair	- What it is and why it is important? - Role and responsibilities of meeting chairs - Role and responsibilities of meeting delegates - Expectations
Planning a meeting	- Objectives, purpose and outcomes - Responsibilities - Process - Agenda
Key meeting tools and techniques	- Making meetings brief - Tools for generating ideas - Tools for gaining consensus
Managing group behaviour	- Setting expectations - Encouraging participation - Handling disagreements - Making proactive interventions - Dealing with difficult situations
Action planning	- Transferring learning back to the workplace

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HOW TO NETWORK FACE TO FACE!

Course Aims:
This course will equip participants to go into face-to-face networking events with the skills, confidence and capability to make new contacts and expand their networks easily and comfortably.

Course Objectives:
At the end of this course delegates will be able to:
- Enter face-to-face networking events feeling confident and energised
- Introduce themselves confidently
- Create engaging conversations
- Have a reason to follow up
- Be able to continue to expand their networks

Duration/Location:
- ½ day/In house or virtual training session

Purpose – Starting with 'Why?'	▪ Being clear about our purpose of attending an event ▪ Thinking about what other attendees might want ▪ Thinking about what other attendees might be feeling
Introductions	▪ What do you say after you say hello?
Breaking the ice	▪ The easy art of small talk ▪ Getting a conversation started ▪ Opening gambits ▪ Creating rapport
Getting a great conversation going	▪ To be interesting be interested! ▪ How questions make the best conversations ▪ How to respond and what to say
Having a reason to follow up	▪ Finding points of mutual interest ▪ Searching out other people's need and wants ▪ Who else do YOU know? ▪ How else could you help?
Expanding your network	▪ Looking for commonalities ▪ Who do you know who …? ▪ The strength of weak ties ▪ The power of six connections
Action planning	▪ Confident plans ▪ Willingness to try ▪ Creating support networks ▪ Networking plans

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MOTIVATION, EMPOWERMENT AND DELEGATION

Course Aims:
To develop delegates to provide clear direction, motivate and delegate more effectively to improve staff engagement and performance.

Course Objectives:
At the end of the course the delegates will be able to:
- Improve performance by motivating and engaging with their team more effectively.
- Delegate effectively and 'let go' of some of their responsibilities.

Duration/Location:
- ½ day/In house or virtual training session

Introduction	- What is motivation? - Where does it come from?
Engaging your team to deliver	- Key principles of motivation - Understanding what makes your people tick, happiness research - Improving motivation and commitment - Hints and tips - Recognition checklist tool
Delegation and empowerment	- What is delegation/empowerment? - Understanding levels of control and authority - Process for delegating and supervising - Holding people to account
Exercise	Building a delegation plan
Action planning	Transferring learning back to the workplace

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NEGOTIATION SKILLS

Course Aims:

This course is designed to give delegates an overview of the essential skills required for effective collaborative negotiations. Based around the Harvard approach to negotiations, this interactive workshop will include a series of practical exercises to bring the concepts to life.

Course Objectives:

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

- Adopt appropriate negotiation styles
- Display the behaviours of effective negotiators
- Apply 4 key principles of collaborative negotiation
- Identify various strategies for reaching agreement
- Prepare effectively for negotiations
- Negotiate effectively in a range of situations.

Duration/Location:

- ½ day/In house or virtual training session

Introductions, objectives	▪ Introductions, housekeeping and session plan
Negotiation Styles	▪ Red- blue negotiation exercise ▪ Shells' Negotiation styles ▪ When appropriate to use each
Key skills of an Effective Negotiator	▪ Behaviours of successful negotiators, including verbal and non-verbal communication
4 key principles of Collaborative Negotiation	Based on the Harvard Approach to Negotiation: ▪ Focus on interests not positions ▪ Separate people from the problem ▪ Decide based on objective criteria ▪ Work together to develop creative solutions
The Negotiation process	▪ POETS – Prepare, Open, Exchange, Trade, Settle
The importance of preparation	▪ Factors to consider ▪ Negotiable factors ▪ BATNA (Best Alternative To a Negotiated Agreement)
Gaining agreement	▪ Negotiation tactics - Influencing the outcome ▪ Closing the deal ▪ Top tips
Action planning	▪ Transferring learning back to the workplace

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PERFORMANCE MANAGEMENT AND ACCOUNTABILITY

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 HR policies and procedures.

Course Objectives:

At the end of this course delegates will be able to:
- Identify the key elements of performance management.
- Provide constructive feedback on performance.
- Hold people accountable.
- Manage poor performance.

Duration:
- ½ day/In house or virtual training session

Introduction	• Elements of effective Performance Management • Commitment -v- compliance
Reviewing performance	• Evidence of performance • When to review • Formal/informal reviews
Structuring the performance review	• The Review "road map" • Creating rapport • Active listening • Effective questioning • Holding people accountable
Constructive feedback	• Giving constructive feedback • Inviting feedback
Managing poor performance	• Tips for managing disagreements and resolving conflicts • Agreeing improvement measures • Measuring progress
Action planning	• Transferring learning back to the workplace

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TIME MANAGEMENT

Course Aims:
To develop delegates to manage their work priorities more effectively, deal with distractions and use their time more efficiently thereby reducing stress in themselves.

Course Objectives:
At the end of the course the delegates will be able to:
- Use diary and priority management tools to manage their priorities and tasks more efficiently.
- Manage and minimise interruptions and distractions to their work.
- Use their time more effectively to deliver better results for themselves and the business.

Duration:
- ½ day/In house or virtual training session

Introduction	▪ Priority management exercise ▪ 80:20 rule
Priority management	▪ Concept of urgent vs important priorities ▪ Priority management tool ▪ Setting priorities for the coming week, month and year
Diary management	▪ Importance of planning ▪ 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 and the Telephone ▪ Managing others
Personal time log	▪ Delegates examine their time log and identify how they can be more productive
Action planning	▪ Transferring learning back to the workplace

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UNCONSCIOUS BIAS

Course Aims:

Studies show that organisations who commit themselves to diversity are more successful than others. We are all 'wired' to make judgements about people within the first 10 seconds of meeting them. These judgements are influenced by unconscious bias, which affects the way an individual behaves towards another. At work it is important to recognise our biases in order to make equitable and fair choices and to make decisions that are increasingly objective. The course takes a practical approach through everyday examples, and explores the psychology behind unconscious bias.

Course Objectives:

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

- Have an awareness of different types of bias and how they can reduce the occurrence of these impacting our decisions and choices
- Explore their bias and identify things that organisations can do to minimise negative impacts of unconscious bias
- Understand the benefits of diversity and inclusion at work and the risks to organisations of inequitable behaviour
- How the process of the mind works in relation to unconscious bias and how this influences behaviour
- To recognise how bias may influence workplace practices
- To identify how as individuals we can become more aware of potential bias

Duration:

- ½ day/In house or virtual training session

Introduction	▪ Overview of how individuals interpret the world ▪ An introduction to unconscious bias ▪ How diversity adds value to organisations
Recognising our bias	▪ Practical exercises to recognise bias ▪ Sharing stories of our biased world
Exploring difference and discussing bias in the workplace	▪ Identifying differences ▪ Understanding how to reduce unconscious bias ▪ Identifying activities at work influenced by bias
Practical steps as individuals and organisations to reduce the negative impacts of unconscious bias	▪ How to make more objective assessments ▪ Workplace scenarios aligned to the employee journey ▪ Sharing ideas to improve diversity and inclusion ▪ Quiz and test of learning
Action planning	▪ Personal commitments ▪ Transferring learning back to the workplace

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UNDERSTANDING GENERATIONAL DIFFERENCES & MOTIVATIONS

Course Aims:

This course is designed to provide an alternative and contemporary view of motivation. Firstly, It considers how the four motivational states / levels of engagement that exist within individuals can be managed to improve performance. Secondly it considers the issue of generational difference and suggests how each of the different generations in the workplace is motivated differently.

Course Objectives:

At the end of this course delegates will be able to:
- Understand how to recognize and manage people through the four motivational states / levels of engagement.
- Recognise that there are four different generations in the workplace.
- Understand how to manage each of the four generations more effectively.

Duration:
- ½ day/In house or virtual training session

Introduction	▪ What is motivation? ▪ Motivation and performance
Motivation	▪ The four motivational states
Management of each state	▪ How to manage each motivational state
The four generations in the workplace	▪ The four generations ▪ Different generations values, attitudes to work and triggers
Management style	▪ How to manage the different generations ▪ Approaches and style
How to manage and motivate your team better	▪ Segmenting your team by motivational state and by generational difference
Action planning	▪ Transferring learning back to the workplace

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UNDERSTANDING OUR EMOTIONAL WORLD AT WORK

Course Aims:

The overall purpose of the course is to help delegates understand their emotions in the workplace and how best to manage them to improve performance and well-being.

Course Objectives:

At the end of this course delegates will be able to:
- Gain an understanding of the rational/emotional brain.
- Identify triggers and origins of emotional reactions and responses.
- Manage their own emotional responses in the workplace.

Duration:
- ½ day/In house or virtual training session

Our Emotional World	▪ Our emotional world and how it works? ▪ The impact it has on us? ▪ Its importance at work? ▪ The difference between our emotional and rational brain
Our Triggers and Emotional Responses	▪ What are our emotional triggers? ▪ What defences do we create to manage our emotions? ▪ The ABC model
The Origins	▪ What influences and creates our emotional responses ▪ How can we change our emotional responses?
Managing our Emotions	▪ Managing our emotional responses at work
Action planning	▪ Transferring learning to the workplace

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