Developing People International

Developing People
to Drive Performance

Celebrating over

30 YEARS IN BUSINESS

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

2024 Training Course Brochure

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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, inclusive 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 30 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 can deliver training both virtually and face to face and 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 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

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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 or 2 x 3-hour virtual sessions

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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BUILDING POSITIVE, HEALTHY TEAMS THROUGH COMPASSIONATE LEADERSHIP

Course Aims:

This course will help delegates to apply some principles of compassionate leadership to support and lead their teams. We want our people to remain healthy, happy, and productive. We want them to be able to look after themselves, and to recognise the great work that they and their colleagues do. We will explore this through the lens of recent developments in positive psychology, neuropsychology, overwhelm management, and happiness research. Delegates will leave this course with clear ideas on how they can personally help their teams thrive and continue to be successful.

Course Objectives:

At the end of this course delegates will be able to:
- Learn about emotional contagion and how a leader's intentional management of their emotional wake and bow-wave directly influences a team's psychological climate
- Explore ways to help their teams be sensitive to and address signs of struggle and strain before they get too powerful
- Devise routines to help themselves and their teams start and end their days with clarity, feeling supported, and able to leave work's strains behind them when they go home
- Develop practical strategies for cultivating a positive outlook and building social support networks in both their personal and professional life.

Duration:
- 1 day

How I show up as a Compassionate Leader	- Emotional Contagion and Leadership. How a leader's emotional wake can leave teams in a threat or reward state, which can dramatically affect their wellbeing and productivity.
Developing an Early-Warning System	- Individuals and teams become fatigued and go 'into the red' through increased pressure and high workloads. Compassionate Leaders can help people recognise the warning signs to address issues before this happens. Tools: Window of Tolerance, and the APGAR test
Making Transitions Happy Ones	- Start-up routines to help people remain healthy, focused, productive, and clear on any help they might need. - Using shut-down routines to help people or teams end their day intellectually and emotionally so they can leave work worries behind and show up at home.
The Happiness Advantage	- Under pressure our brains can get stuck in a pattern of focusing on the negative. Compassionate Leaders know that teams who feel happy in their work are more productive and successful and create work environments which facilitate this advantage.
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.

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Duration:
- 1 day or 2 x 3-hour virtual sessions

Introduction	- Objectives and road map for the day - Meeting exercise - Characterisers of effective meetings
Meeting Principles	- Why are you meeting? - When not to meet - Who should attend - Why should people attend? - Roles and responsibilities
Planning a meeting	- POP principle - Planning the agenda and meeting process - Responsibilities
Key meeting tools and techniques	- Making meetings brief - Tools for generating ideas - Tools for gaining consensus and making decisions - Ensuring follow up action
Leading the meeting	- Encouraging participations - Making proactive interventions - Tips for dealing with difficult situations - Managing virtual meetings
Meetings in action	- Meeting planning and preparation - Meeting skills in practice
Action planning	- Transferring learning back to the workplace

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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.
- Identity 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 or 4 x 3-hour virtual sessions

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 or 4 x 3-hour virtual sessions

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 IN THE MOMENT 1
Coaching Problems, Challenges and Stuckness

Course Aims:
This course is appropriate for any level of management and you will see results immediately.

This workshop will help managers increase their focus and capacity to coach someone fast as part of the work they already do – not in addition to it. It will help them to become more coach-like, embedding coaching as a daily habit as opposed to it being a more one-off formal event.

Course Objectives:
At the end of this workshop delegates will be able to:
- Have a simple to use, immediately applicable coaching approach that works in 10 minutes or less
- Have practiced using it on a real issue they face

Duration:

- 1 day or half day delivered in person or virtually

Why Coaching does and doesn't work	- The Real-world coaching - Why do managers resist coaching? - The principles of real-world coaching: Be Lazy, be Curious, and be Often
Three Coaching Moments	- How to Get Clear on the Central Challenge, avoid confusion, or solve the wrong challenge - How to Create Options and Possibilities to solve the problem - How to Spark Action: get specific, increasing both ownership and accountability
Opening and Closing	- How to start and end any coaching conversation - The only 7 questions you need
Action planning	Transferring learning back to the workplace

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COACHING IN THE MOMENT 2
Reviewing a Performance, Experience, or Piece of Work

Course Aims:
This course is appropriate for any level of management and you will see results immediately.

People learn, grow, and improve exponentially when they are able, are given the opportunity, and are motivated, to effectively reflect on their practice and performance. This leads to much more powerful learning, skills development, adaptability, and personal confidence. It is also a key component of emotional intelligence.

Neuroscientific research has shown how our brains react to 'feedback' by initially going into – and sometimes staying in - a threat response. Managers who understand and can guide this response towards growth - who know how to help people skilfully reflect and learn after an experience or incident - dramatically improve their team's capability and capacity. Their staff feel more valued, and engaged with the work they do, and are more proactive towards the challenges and opportunities they face.

Course Objectives:
At the end of this workshop delegates will be able to:
- Understand the importance of psychological safety and how this is key to helping a person review their performance
- Put into practice using the reflective feedback conversation model

Duration:

- 1 day or half day delivered in person or virtually

Organisational change	▪ The Neuroscience of Feedback and Reviews. ▪ Stop Giving and Start asking for feedback ▪ Psychological Safety and the SCARE model. ▪ How our brains react to and can perceive feedback as 'threat'.
Coaching using a Reflective Feedback approach	▪ How to elicit and use a growth mindset when reviewing performance and to encourage reflection ▪ Introduction to the Reflective Feedback Conversation model for in-depth reviews or debriefing a piece-of-work, event, or incident.
Practice	▪ Practice session
Action planning	▪ Transferring learning back to the workplace

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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 or 2 x 3-hour virtual sessions

What is Coaching	- Fundamental Vs mature coaching - Coaching in the line Vs external coaching - Coaching continuum - Key attributes
Coaching Skills	- Active listening - Effective questioning - Powerful coaching questions - Importance of constructive feedback - Model for giving feedback - Feedback hints and tips
Role of development at work	- Key standards and expectations - Circle of influence - Development activities
Coaching Process	- Coaching as a process - The GROW coaching tool - Key coaching questions - Applying the tool at work
Practical Coaching	- Skills Practice
Reviewing the Process	- Reviewing practice sessions - Advice for a First-Time Coach - Individual Development Plans
Action planning	- Transferring learning back to the workplace

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COLLABORATIVE LEADERSHIP

Course Aims:
This course is aimed at equipping people with the skills, confidence and capability to work collaboratively across the organisation and, where relevant, with external stakeholders.

Course Objectives:
At the end of this course delegates will:

- Be able to use the tools, techniques and ways of working that define a collaborative approach.
- Have understood and learned the behaviours that collaborative leadership requires.
- Be equipped with structures, models and approaches to facilitate collaborative leadership.
- Be confident in working this way across the organisation and with external stakeholders.

Duration:
- 1 day or 2 x 3-hour virtual sessions

Introduction to collaborative working	▪ Benefits of collaborative working ▪ Different styles of collaborative leadership ▪ Knowing which approach to take
Core skills	▪ Creating rapport ▪ Asking great questions and listening well ▪ Building and sustaining relationships
Working in collaboration	▪ Stakeholder mapping and prioritising ▪ Understanding emotions and behaviour ▪ Creating the emotions we want – in us and in them ▪ Fostering collaborative behaviours
Collaborative Leadership in action	▪ Preparing yourself ▪ Leading the team ▪ Individual consideration ▪ Leading across the wider organisation
The 5 "Be's" of Collaborative Leadership	▪ The behavioural/process model that leads to success
The 5 "Be's" in detail	▪ Be Prepared ▪ Be Empathetic ▪ Be Solution Oriented ▪ Be Confident ▪ Be Proactive
Action planning	▪ Transferring learning back to the workplace.

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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:

- 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 or 2 x 3-hour virtual sessions

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.

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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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 4 x 3-hour virtual sessions

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 or delivered in a number of virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 4 x 3-hour virtual sessions

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 or 4 x 3-hour virtual sessions

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 AND MANAGING IN AGILE ENVIRONMENTS

Course Aims:
This course is aimed at equipping managers with the skills, confidence and capability to work in an agile way, focussing on outcomes, building autonomy and trust, and being flexible about how results are achieved.

Course Objectives:
At the end of this course delegates will:

- Have the right mindset and approach to lead and manage in a more agile manner.
- Have understood and learned the behaviours that agile leadership requires.
- Be equipped with frameworks and structures to better understand their environment and manage accordingly.
- Be prepared to lead on agile working across the organisation by building relationships and citing own successes.

Duration:
- 1 day or 2 x 3-hour virtual sessions

The agile environment	- Leading in a VUCA world - Agile mindset and psychology - What is happening vs what I think is happening
Core principles	- Emotional intelligence - Presence and empowerment - Building and sustaining relationships - Working to outcomes
Dealing with challenges	- Gathering information and agile thinking - Collaborative problem solving - The Cynfin Framework - Balancing the everyday and the exceptional
Agile Leadership in action	- Using innovative and adaptive behaviours - Group dynamics: Direction, Structure, and Support - Creating trust, autonomy and empowerment - Taking Agile across the wider organisation
Becoming more agile	- Being seen and heard - the right way - More Outcome Based Management strategies - Developing people while delivering results
Action planning	Transferring learning back to the workplace.

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LEADING IN A HYBRID ENVIRONMENT

Course Aims:
This course is aimed at equipping managers and team leaders with the skills, confidence and capability to work effectively in a hybrid environment, focussing on outcomes, building autonomy, trust, and teamwork, and being flexible about how results are achieved.

Course Objectives:
At the end of this course delegates will:

- Have the right mindset and approach to lead and manage in a hybrid environment.
- Have understood and learned the behaviours that a hybrid environment requires.
- Be equipped with frameworks and structures to better understand the hybrid environment and manage accordingly.
- Be prepared to lead on hybrid working across the organisation by building relationships and citing own successes.

Duration:
- 1 day or 2 x 3-hour virtual sessions

The hybrid environment	▪ How hybrid is your team? ▪ Structure and strictures: who should be where & when ▪ What should be in - and out of - the office
Core principles	▪ Management by outcomes ▪ Individual consideration ▪ Teamwork at a distance ▪ Continuous improvement
Dealing with challenges	▪ Causes of conflict in hybrid working ▪ Collaborative problem solving ▪ Agreeing standards and ways of working ▪ Maintaining motivation
Hybrid Leadership in action	▪ Using innovative **and** adaptive behaviours ▪ Group dynamics: Direction, Structure, and Support ▪ Creating trust, autonomy and empowerment
Developing as a hybrid leader	▪ Being seen and heard - the right way ▪ More Outcome Based Management strategies ▪ Developing people while delivering results
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 or 4 x 3-hour virtual sessions

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.

Contact us on: 0800 280 2346

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 or 2 x 3-hour virtual sessions

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

Contact us on: 0800 280 2346

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

Introduction	▪ Course agenda ▪ Participant's objectives
What is stress?	▪ What is pressure and what is stress? ▪ Definitions of stress ▪ Impact and consequence of too much stress ▪ Recognising stress in others
Your role as a manager	▪ Legal requirements ▪ Line management responsibilities ▪ Employee's responsibilities ▪ Understanding the causes of workplace stress
Managing your job and your team	▪ Too much or too little work? ▪ Key management strategies ▪ Building resilience - coaching your staff to manage their own problems
HSE guidelines	▪ Management standards ▪ HSE resources
Stress management case study	▪ The case of Michelle Smith
Stress management Competency tool	▪ What the tool is ▪ How to use it
Action planning	▪ Transferring learning back to the workplace

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 or 4 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 4 x 3-hour virtual sessions

Engaging Leadership	▪ What are the traits of engaging leaders?
Creating vision and direction	▪ Power of a compelling vision ▪ How to provide vision and direction ▪ Winning hearts and minds ▪ Strategic goal setting
Being more influential	▪ 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
Engaging your team to deliver	▪ Key principles of motivation and understanding what makes your people tick ▪ Improving motivation and commitment ▪ Recognising and celebrating success
Holding people to account – delegating and supervising responsibilities and tasks	▪ Managing and delegating work at a distance ▪ Levels of authority ▪ A process for delegating and supervising work
Assertive skills and techniques	▪ Why assertive behaviour is key ▪ Passive vs aggressive vs assertive behaviour ▪ Essential skills and techniques
Having difficult conversations	▪ Difficult situations and behaviours ▪ Giving difficult feedback ▪ Dealing with tricky and aggressive behaviours ▪ Diffusing and resolving conflict
Action planning	▪ 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 or 4 x 3 hour virtual sessions

Introduction	- Elements of effective Performance Management - Commitment -v- compliance
Objective setting	- SMART objectives - Behavioural objectives - Key performance indicators
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	- Handling potential conflict - Agreeing improvement measures - Measuring progress
Action planning	- Transferring learning back to the workplace

Contact us on: 0800 280 2346

PSYCHOLOGICAL SAFETY AT WORK: How To Build And Maintain It

Course Aims:

Psychological Safety is a belief that one will not be punished, humiliated, or perceived negatively for speaking up with ideas, questions, concerns, or mistakes. It has been proven to be a key – if not the most important - component of high performing teams. Studies have shown that team members often remain silent even when they believe that what they have to say could be very important. This results in unreported problems, missed opportunities, tragedies that could have been easily avoided, and great ideas never even making it to the table.

This course will offer a practical, hands-on guide to shows how leaders can build psychological safety in their teams and organisations. By creating a nurturing, performance-oriented environment where employees feel included, engaged, and encouraged to contribute their best efforts and ideas, leaders will see their teams begin to perform beyond their wildest expectations.

Course Objectives:

At the end of this course delegates will:

- Explain what Psychological Safety is and know how it relates to accountability.
- Measure and discuss Psychological Safety within their team.
- Identify what helps and hinders Psychological Safety in work teams.
- Use a Neuroscience coaching tool to foster Psychological Safety.
- Take concrete action to foster Psychological Safety within their teams.

Duration:

- 2 Days or 4 x 3-hour virtual sessions

What is Psychological Safety and why is it important?	▪ Understanding Psychological Safety and why it is essential to create a safe environment at work. ▪ The links between Psychological Safety, Performance and Accountability. ▪ The 4 stages of Psychological Safety.
How can we measure Psychological Safety?	▪ What do Psychologically Safe environments look like? ▪ A simple tool to begin assessing Psychological Safety and discussing it within teams.
Designing Psychological Safety into your team or organisation	▪ The role of leaders in developing Psychological Safety. ▪ Strategies that leaders can adopt to drive psychological safety in their team. ▪ Psychological safety action plan.
The Neuroscience of Psychological Safety	▪ How Neuroscience helps us to better understand Psychological Safety. ▪ How to use the SCARE model to coach and problem solve for Psychological Safety.
Action planning	▪ Review and transferring learning back to work.

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 or 4 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 4 x 3-hour virtual sessions

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 or 4 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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

COMPOSURE AND COMPETENCE IN CONFLICT

Course Aims:

Some jobs require us to cope with expected or unexpected verbal confrontation. Have you ever felt attacked with words, expressions, or emotions? What do you do when an individual or groups response seems designed to upset you, to throw you off balance, or make you lose your cool? This course is for anyone who finds themselves working with and influencing people who may be angry or upset.

Course Objectives:

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

- Understand how our brains react to threat, and how we can best manage ourselves in these situations.
- Recognise the hidden rules of aggression and understand how people use them to 'hook us'.
- Employ techniques to maintain effective dialogue when under pressure.
- Reset themselves emotionally after difficult encounters and not take the stress away with them.

Duration:

- 1 day

The Neuroscience of Threat	- How conversations go wrong. - Our brain and threat. How it can make things worse! - Calm yourself in conflict: Box Breathing and Inner Smiles
Mindset Management in Difficult Conversations	- How Intent Setting and conveying positive intent helps others feel safe. Dialogue - Debate mindsets. - Noticing my own style under stress (how we 'go wrong' when emotions take over). - Prepare for the Worst: conduct an accusations audit
The Hidden Rules of Aggression	- How people can destabilize us. Leg Lifters and bait. - Regaining Balance under pressure. - Reframing Difficult Emotions (BLINK)
Staying Calm, and helping others to do so also	- Monitoring the Conditions: How to spot the red-flags that suggest a conversation is going off-track. - Techniques to get back on course: Apologies, Don't-Do statements, Stepping-Out
Tactical empathy, supportive listening, and good questions	- How hostage-negotiators use supportive (not combative) listening, tactical empathy, labels, AMPP, and 'Yes, and" technique to reset and move things forward. - How questions to elicit the other person's story, needs, and perspective can change a conversation. - Reduce conflict: ask questions to get them to say "No!" - Dealing with difficult or impossible demands: How am I supposed to do that?
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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

Understanding what confidence is	• Definitions of confidence • Whole-heart-and-head-ness
Behaviour – Make the change	• Use of language • Personal impact • Setting goals • Prioritising • Decision making
Changing your thinking	• Positive attitude
Choose your approach	• Break free from the past • Knowing yourself • Challenge the norm
Action planning	• 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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 planning	▪ 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 or 2 x 3-hour virtual sessions

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 or delivered in a number of virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

Whole-heart-and-head-ness	- Logical head and emotional heart
Head – change your thinking	- Positive attitude - Breaking free from the past - Knowing yourself - New thinking – new confident you! - Riding the change curve!
Heart – change your behaviour	- Positive language - Using the impact ratio - Setting personal objectives to GROW - Changing routines - Making confident decisions
Communicating with confidence	- Top tips for effective communications - Understanding the balance between aggression and submission - Using confident body language - Making your case with confidence
Action planning	- 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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 how can affect them.
- Describe the key causes of workplace stress.
- Use a range of techniques to manage stress more effectively.

Duration:
- 1 day or 2 x 3-hour virtual sessions

Introduction	- Course agenda - Delegates' objectives
What is stress?	- What is pressure and what is stress? - Definitions of stress - The body's response to stress - Impact and consequences of stress
What causes stress?	- Key causes of stress in the workplace - Concept of personal resilience - Increasing your resilience
Planning and managing your workload	- Being proactive - Understanding the difference between urgency and importance - Having a plan - Avoiding procrastination
Reducing day to day pressures	- Managing distractions and interruptions to your work - Managing with email/telephone etc. more effectively - Dealing with other people
Stress Management strategies	- Strategies to manage stress in the moment - Strategies to manage stress in the long term
Action planning	- Creating a personal stress management plan - Transferring learning back to the workplace

Contact us on: 0800 280 2346

MANAGING YOUR CAREER

Course Aims:
This course is designed to develop practical skills which will help delegates manage their careers and create a compelling future for themselves in order to reach their full potential. In today's VUCA environment, where competition is high and job security is not assured, people often feel reluctant to move on, that choices are limited and opportunities few. This course is for anyone at any stage in their career but particularly those who may feel they are at a crossroads and not sure of the road to take.

Course Objectives:
At the end of this course delegates will be able to:
- Manage their career in a way that really works for them.
- Proactively look for and make the most of opportunities to further their career.
- Understand and put into practice the skills to give them career choices so they remain motivated to achieve and fulfilled in their work life.
- Build relationships and network effectively.

Duration:
- 1 day or 2 x 3 hour virtual sessions

Where did you start?	- How did you get where you are today? - Taking stock - Life balance - Begin with the end in mind
What's Important	- The key ingredients to a highly successful career - What really drives you in your career? - What are your key motivators?
What got you here won't get you there. Getting where you want to be	- Where ideally do you want to be in the future? - Preparing yourself to be the best you can be - Creating a short and long term vision - Compelling goals
The skills you need for your journey	- Transferable skills - How to create opportunities internally and externally - Building relationships and rapport - Networking Map - Tips for making the most of networking opportunities
Action planning	- Putting together an action plan so you can create the career of your dreams - Transferring learning back to the workplace

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 or 2 x 3-hour virtual sessions

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 or 4 x 3-hour virtual sessions

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

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 or 4 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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
Acton 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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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

THE COST OF CARING - Self-care for workers exposed to traumatic material

Course Aims:

This course is aimed at people in or alongside the caring professions, as well as anyone working in service to the public, or who works with people or animals in crisis. These environments are uniquely challenging and rewarding. A bad, or series of bad days can be mentally and emotionally exhausting. It is not unusual that people in the caring professions find themselves 'running on empty', emotionally drained, or affected by the stories they have heard or scenes they have witnessed day in and day out. They may fall victim to burnout, compassion fatigue, secondary trauma, or simply find it hard to switch off when they get home. They may also occasionally struggle to maintain their positivity and love for the incredibly important work that they do.

Course Objectives:

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

- Understand the concepts of compassion fatigue, secondary trauma, and burnout.
- Identify the contributing factors that can leave people feeling vulnerable.
- Recognise the early-warning-signs and identify and address signs of fatigue or overwhelm before they 'go into the red'.
- Understand the importance of healthily transitions from work to home.
- Identify with the why and the rewards, meaning, and value of the critical work they do.
- Share some small and not-so-small "I made a difference" victories and reconnect with their love of the work they do.

Duration:

- 1 day

Pre-Course Work	▪ Reflection and writing exercise
Introduction	▪ The quality of our Professional Life. What is compassion fatigue, secondary trauma, and burnout?
Professional Quality of Life	▪ Signs, symptoms, and contributing factors of Compassion Fatigue,
Developing an Early Warning System	▪ Recognising the warning signs and using the Window of Tolerance to address issues before they go 'into the red'
Transitions between work and home	▪ Shutting our day down intellectually and emotionally so we don't take the day's issues home. Developing healthy routines to leave work behind and show up at home
Reflecting and Reconnecting on the Rewards of our Work	▪ In the rush and demands of our daily work, it can be easy to forget why we chose this field in the first place, to overlook the successes we have achieved, and lose sight of the reasons why we do and love the work we do.
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.
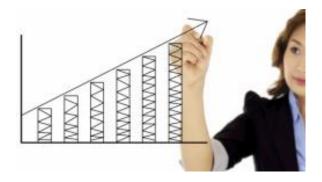- Be confident in dealing with individual and group behaviour.

Duration:
- 2 days or 4 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

Difficult or tricky customers 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

DE-ESCALATION OF DISSATISFIED AND ANGRY CUSTOMERS

Course Aims:

The primary aim of this course is to understand what makes a customer angry and recognise the common triggers and emotions associated with dissatisfaction. The course looks to develop effective communication skills, providing participants with strategies to de-escalate tense situations and foster active listening skills to comprehend customer concerns empathetically. It also covers conflict resolution techniques along with methods to address customer grievances.

Course Objectives:

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

- Identify common factors that lead to customer dissatisfaction and anger.
- Demonstrate effective questioning and active listening skills to recognise customer concerns.
- Feel confident when conveying empathy and understanding when required.
- Apply conflict resolution techniques if confronted by an angry customer.
- Evaluate the effectiveness of different conflict resolution approaches.
- Introduce stress management exercises to cope with challenging customer interactions.
- Display a customer-centric approach in problem-solving and decision-making.
- The workshop will include scenario based exercises and role playing.

Duration:

- 1 day

Introduction	▪ Course and participant objectives and preview agenda
Understanding Customer Psychology	▪ Review psychological factors contributing to customer anger. ▪ Identify common triggers and emotions associated with customer dissatisfaction.
Effective Communication Skills	▪ Strategies for effective communication to de-escalate tense situations. ▪ Development of active listening skills to comprehend and respond empathetically.
Conflict Resolution Techniques	▪ Introduction to proven conflict resolution techniques. ▪ Providing tools to navigate disagreements while maintaining a positive customer experience.
Building Resilience and a Proactive Mindset	▪ Techniques for developing resilience in dealing with difficult/aggressive or angry customers. ▪ Fostering a proactive mindset to turn challenging situations into opportunities for customer satisfaction.
Crisis Management and Prevention	▪ Identifying early signs of potential conflicts. ▪ Development of crisis management skills to handle escalated situations with composure and efficiency.
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 3-hour virtual sessions

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

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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 or 2 x 3-hour virtual sessions

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

FACE TO FACE COMMUNICATION SKILLS

Course Aims:
This course will provide delegates with the opportunity to work with colleagues to review and develop their own customer service skills with a particular focus on face-to-face communication skills.

Course Objectives:
At the end of this course, delegates will be able to:
- Recognise the impact, effect, and the importance of your body language, how you look and sound as well as the choice of words you use..
- Assess your listening skills and learn how to develop them further.
- Learn techniques which will stimulate listening in others and demonstrate that you are genuinely listening to them.
- Effectively build rapport and recognise how it can be destroyed.
- Manage and exceed customer expectations through effective questioning.
- Use the Questioning Funnel effectively.
- Keep conversations on track for a more efficient way to deal with others without reducing the service that you provide.
- Build an action plan for the on-going improvement of communication skills.

Duration:
- 1 day

Introduction	- Course objectives and agenda - Delegate objectives
Identify current communication challenges	- Open discussion to identify individual communication challenges and the impact these challenges have on your success
"It ain't what you say, it's the way that you say it"	- Learn about the impact of what we say & how we say it - taking into consideration the words we use, the tone we say it in and what our body language is subconsciously saying
Listening skills	- Take a quick/fun Listening Test to evaluate your listening skills - What can you do to stimulate others to listen to you?
Building rapport	- What can you do to create a fantastic and long lasting impression by building rapport and communicating well?
Questioning skills	- Questioning skills are more than just asking Open and Closed questions – Open is not always good and Closed is not always bad - Learn about the Questioning Funnel to enable you to ask the right type of question at the right time in a conversation
Conversation structure	- Develop a tried and tested format to structure your conversations, to enable a Win: Win result for all
Action planning	- Transferring learning back to the workplace

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 or 4 x 3-hour virtual sessions

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

RESILIENCE AND TENACITY FOR FRONTLINE STAFF

Course Aims:
The aim of this course is to develop your awareness of resilience and tenacity and understanding of how to develop your own skills further when dealing with change, setbacks or challenges.

Course Objectives:
At the end of this course, delegates will be able to:
- Work through emotional reactions to help them achieve rational responses.
- Understand feedback from others and yourself.
- Box off failure and recover from setbacks and challenges using a 7 point plan.
- Protect your confidence and self-esteem with positive language patterns and avoid generalised and distorted thinking.
- Learn about self-awareness and emotional intelligence.
- Review personal Resilience challenges.
- Improve your Bounce-Back-Ability using the MLD technique.

Duration:
- 1 day

Introduction	▪ Course objectives and agenda ▪ Delegate objectives
Peer and self-review	▪ Review pre-prepared feedback from others and yourself ▪ Embracing self-evaluation
Increasing your self-awareness	▪ Increasing Self-Awareness
Emotional Intelligence	▪ Review Daniel Goleman's Emotional Intelligence Framework
Managing Emotions	▪ How do you control your emotions? ▪ Learn techniques to effectively keep your emotions in check
Resilience	▪ Open discussion – "what does resilience mean to you"? ▪ Learn about the Five Pillars of Resilience ▪ Find how recognising these pillars in yourself can help develop resilience in yourself and others ▪ Learn about the Questioning Funnel to enable you to ask the right type of question at the right time in a conversation
What's your M.L.D.?	▪ Learn about MLD technique and create your own version
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 or 2 x 3-hour virtual sessions

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

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 or 4 x 3-hour virtual sessions

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

THE ULTIMATE SALES CALL

Course Aims:
On many calls when dealing with inbound or outbound sales calls, sales advisors often meander through the call or have to stick to a rigid call script. This workshop gives delegates a flexible structure from start to finish – covering introduction, identifying customer needs and wants, presenting a solution, closing the sale without any fear, and successfully wrapping up the call.

Course Objectives:
At the end of this course, delegates will be able to:
- Prepare for the call.
- Welcome the customer and introduce themselves effectively.
- Identify customer needs and wants through Needs Analysis questioning.
- Present the best solution matching FABs to requirements identified.
- Handle any concerns or objectives.
- Close the sale or arrange a follow up call.
- Wrap up the call on a high.
- Deal with ACW before moving on to the next call.

Duration:
- 1 day

Introduction	▪ Course objectives and agenda ▪ Identify delegate objectives
The Benefit of Consultative Selling	▪ Compare a Consultative approach to a Traditional Sales Pitch
Overview of The Ultimate Sales Call (TUSC)	▪ Discuss the challenges confronted when handling a call by using the structure of The Ultimate Sales Call

Discussion and Role Play throughout each step of TUSC	▪ The steps of The Ultimate Sales Call
	  1. Pre-call preparation and planning
	  2. IPA - Intro, Purpose and Agenda
	  3. Needs analysis
	  4. Testing understanding
	  5. Matching FABs
	  6. Presenting solutions
	  7. Closing the sale
	  8. Wrapping up the call
	  9. After call actions

Buying Signals	▪ Listening out for buying signals and learning what to do with them
Trial Closes	▪ How to test the water by using trial closes
Handling Objections	▪ They can pop up at any time – what's the best way to deal with them?
Action planning	▪ Transferring learning back to the workplace

Contact us on: 0800 280 2346

WRITING WINNING SALES PROPOSALS

Course Aims:
Sales proposals play a huge part in the sales process, so it is vital we know how to best write them to move the process to an agreed sale. This course will take delegates through a step-by-step guide on how to amend Sales Proposals they are currently working on to an engaging sales proposal with clear benefit and value to the client to encourage sales.

Course Objectives:
At the end of this course delegates will be able to:
- Explain the parts of the proposal template that must remain already determined by the organisation and those parts that they are able to adapt accordingly.
- Be able to structure a proposal into clear, logical sections with the customer in mind.
- Add features, benefits, and value statements to the proposal.
- Incorporate clear calls to action.
- Understand how to rewrite a previous proposal with the new skills in mind.

Duration:
- 1 day

Introduction	▪ Course objectives and agenda ▪ Delegate objectives
Identify current challenges	▪ Discussion to identify individual business challenges
Your standard template	▪ There is no standard template, but there are parts in your current template that must remain, and others that need to be adapted
Top tips for writing a quote	▪ Discuss, share, identify tips for writing a great quote
The Front Cover	▪ Review other organisation's proposals ▪ Discuss what should be on yours
Your Executive Summary	▪ What should be included in an engaging and informative Exec Summary? ▪ What if that's as far as some Key Stakeholders get to?
What should be in the body of your Proposal?	▪ Discuss and identify what should be included in the Proposal
How do you structure what you are proposing	▪ One size does not fit all – learn about Sweet Spot Pricing to offer the best range of what's on offer to suit different budgets
Getting to a "let's go for it" response	▪ Discuss and identify how best to close the deal ▪ As a group create great 'Closing Calls to Action'
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 or 2 x 3-hour virtual sessions

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 handing conflict - Improving the process to handling difficult people
Action planning	- Transferring learning back to the workplace

Contact us on: 0800 280 2346

COMMUNICATING WITH 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 or 2 x 3-hour virtual sessions

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 & embedding 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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or delivered in a number of virtual sessions

Introduction	- What is a crucial conversation? - What crucial conversations do you have? - Key elements of a crucial conversation
Personal presence and impact	- Impactful people – what do they do? - Power of behaviour and body language - Commanding attention from others - Demonstrating confidence
Preparing for a Crucial Conversation	- Avoiding the 'fools' choice' - Being clear about what you want - Understanding the other person's wants & needs - Planning approaches
Giving feedback that sticks	- Purpose of feedback - What to give feedback on (and what not to!) - OSCAR – a tool for giving feedback - Tips for giving feedback - Holding people to account
Having a difficult conversation	- Understanding why people react badly - STATE – a tool for having sensitive conversations - Speaking persuasively and tentatively - Agreeing actions and follow up
Handling difficult situations	- Avoiding silence or 'attack' - Handling your own emotions and stress levels - Tools for dealing with emotional and volatile people and situations
Skills practice	- Participants are given challenging crucial conversation scenarios to role play and practice - Feedback and review
Action planning	Transferring learning back to the workplace

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 4 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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 or 2 x 3-hour virtual sessions

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