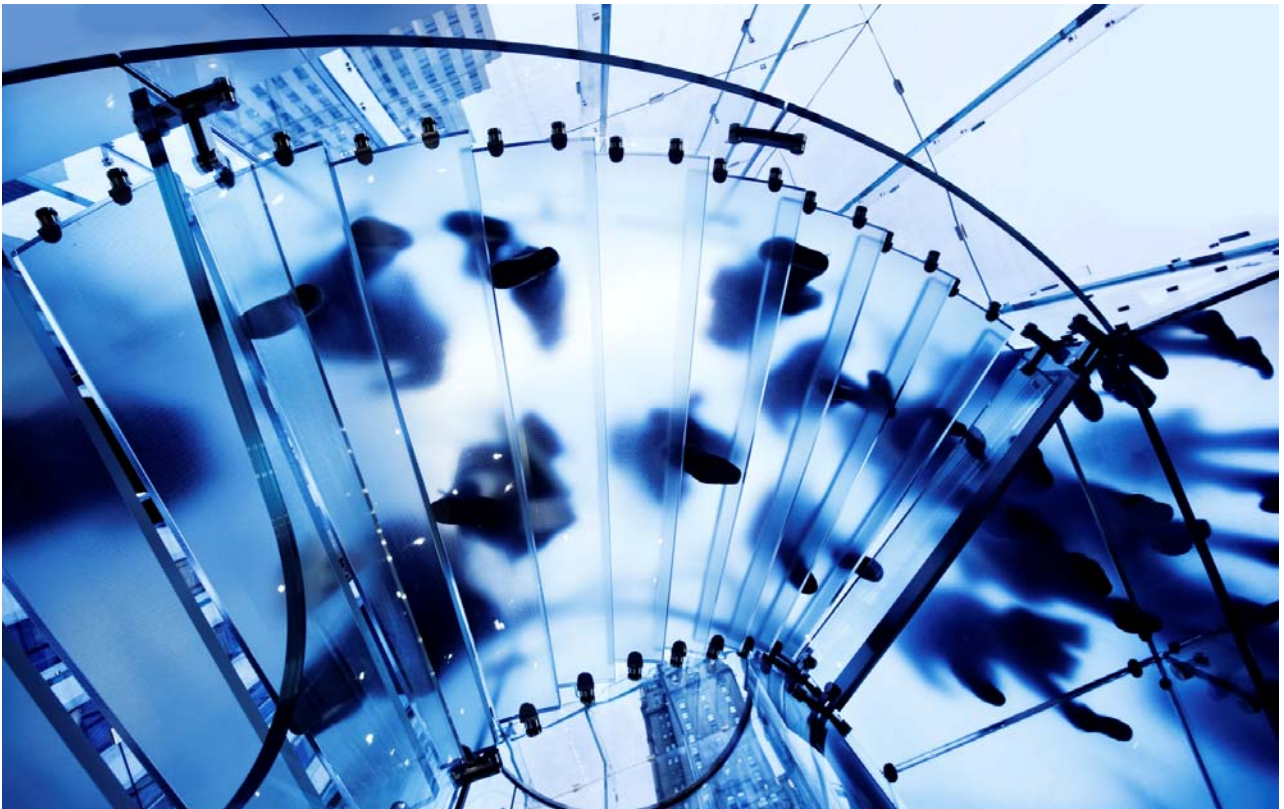




## **DEVELOPING PEOPLE**

Helping individuals, teams and organisations  
to maximise their performance

# PERSONAL DEVELOPMENT



## Management Development and Personal Skills Training Brochure - 2010

**Enquiries**

**Tel: 0845 4092346**



## Introduction

We have a wide range of experience of providing management and personal skills development training to a range of private and public organisations.

All of our courses are tailored to meet the specific needs of your people, organisation and culture. They are branded for your organisation and involve a range of different interventions to ensure that the participants and the organisation gain the maximum benefit from their learning.

Our training sessions can include:

- Pre-prepared work to ensure participants attend with the right 'mind set'.
- Self awareness and feedback tools.
- Psychometric tests (such as MBTI and TMS)
- Essential reading to enhance knowledge further.
- Best practice tools and techniques that will deliver real value in the workplace.
- Practical actions that can be taken back to work.
- Workshop activities, such as exercises and role plays.
- Business improvement initiatives and projects to benefit the organisation.
- Team interventions to ensure common understanding across a work team.
- Personal action plans that allow the participant to implement what they have learned the next working day.
- Distance learning support via telephone and email.

If you require further information or wish to discuss your specific requirements, please contact us on 0845 4092346



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## ASSERTIVENESS SKILLS

### Course Aims:

The course is designed to allow participants to practice the skills of being assertive in a variety of situations thereby dramatically improving their confidence.

### Course Objectives

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

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

### Duration:

- 1 day

What is assertive behaviour?

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

Other types of behaviour

- Assertive, aggressive and submissive behaviours
- Company styles

Obstacles to assertive behaviour

- Low self esteem
- Handling conflict
- Communication skills

Improving self esteem

- Verbal and no verbal communications
- Giving and receiving praise
- Making and receiving requests
- Using I statements

Handling conflict

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

Action Planning

- Transferring learning back to the workplace



## APPRAISAL SKILLS

### Course Aims:

This course is designed to develop practical skills in planning and conducting effective appraisals.

### Course Objectives:

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

- Plan and undertake a structured performance appraisal.
- Be clear about how to review performance and set new targets.

### Duration:

- 1 day

Introduction	<ul style="list-style-type: none"><li>• Why appraise?</li><li>• Experiences of good/bad appraisals</li><li>• Issues and concerns around appraisals</li></ul>
Target setting	<ul style="list-style-type: none"><li>• Overview of target setting</li><li>• Areas to set targets</li></ul>
What should be appraised?	<ul style="list-style-type: none"><li>• Job performance and targets</li><li>• Personal development</li><li>• Knowledge</li><li>• What should not be appraised</li></ul>
Effective skills for appraisals	<ul style="list-style-type: none"><li>• Effective questioning</li><li>• Active listening</li><li>• Building rapport</li></ul>
Preparing for an appraisal	<ul style="list-style-type: none"><li>• Collecting relevant evidence</li><li>• Preparing yourself and the appraisal</li></ul>
Documentation	<ul style="list-style-type: none"><li>• The practicalities</li><li>• Summarising and note taking</li></ul>
Conducting the meeting	<ul style="list-style-type: none"><li>• Establish the right climate</li><li>• Opening the appraisal</li><li>• Giving constructive feedback</li><li>• Inviting feedback</li></ul>
Action Planning	<ul style="list-style-type: none"><li>• Transferring learning back to the workplace</li></ul>



## COACHING SKILLS

### Course Aims:

This course is designed to provide practical experience of developing individuals using a coaching approach.

### Course Objectives:

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

- Identify and demonstrate the skills of coaching
- Plan and conduct an effective coaching session using the C.O.A.C.H model.
- Use coaching as a development tool back in the workplace.

### Duration:

- 1 day

What is Coaching	<ul style="list-style-type: none"><li>• Coaching Vs mentoring Vs teaching</li><li>• Experiences of coaching</li><li>• When to coach</li></ul>
Coaching Skills	<ul style="list-style-type: none"><li>• Skills of an effective coach</li><li>• Active listening</li><li>• Effective questioning</li><li>• Summarising</li><li>• Observation and note taking</li><li>• Constructive feedback</li></ul>
Coaching Skills Inventory	<ul style="list-style-type: none"><li>• What are my skills?</li><li>• What do I need to focus on?</li></ul>
The Coaching Process	<ul style="list-style-type: none"><li>• Coaching as a process</li><li>• The 'COACH' coaching tool</li><li>• Key coaching questions</li><li>• Applying the tool at work</li></ul>
Practical Coaching	<ul style="list-style-type: none"><li>• Skills Practice</li></ul>
Reviewing the Process	<ul style="list-style-type: none"><li>• Reviewing practice sessions</li><li>• Advice for a First Time Coach</li><li>• Individual Development Plans</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning back to the workplace</li></ul>



## COMMUNICATION SKILLS

### Course Aims:

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

### Course Objectives:

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

- Build trust and rapport quickly.
- Understand others more effectively.
- More clearly understood by others.
- Understand and use their body language to good effect.

### Duration:

- 1 day.

What is communication	<ul style="list-style-type: none"><li>• Elements of effective communication</li><li>• How do we communicate?</li><li>• Giving and receiving messages</li></ul>
Behaviour	<ul style="list-style-type: none"><li>• The power of behaviour</li><li>• Why people behave as they do</li><li>• What influences behaviour</li></ul>
Understanding others	<ul style="list-style-type: none"><li>• How we receive messages</li><li>• Active Listening</li><li>• Effective questioning</li><li>• Summarising</li><li>• Reading non verbal communication</li></ul>
Being understood	<ul style="list-style-type: none"><li>• Being clear</li><li>• Holding others attention</li><li>• Using the right language and style</li><li>• Assertive communication</li><li>• Tools and techniques</li></ul>
Developing rapport	<ul style="list-style-type: none"><li>• What is rapport?</li><li>• How to build rapport</li><li>• A practical tool for developing trust</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning back to the workplace</li></ul>



## CONFLICT MANAGEMENT

### Course Aims:

The overall purpose of the workshop is to develop the skills and confidence of the participants to deal more effectively with aggressive behaviour from others at work.

### Course Objectives:

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

- Recognise and understand aggressive behaviour.
- Understand the difference between assertiveness and aggression.
- Be able to predict the escalation of a potential aggressive incident.
- Use a number of tools and techniques to deal with aggressive situations and behaviour.

### Duration:

- 1 day

Conflict	<ul style="list-style-type: none"><li>• What is a conflict situation?</li><li>• How we handle conflict – flight or fight</li><li>• An alternative route</li></ul>
Behaviour	<ul style="list-style-type: none"><li>• What is aggressive and bullying behaviour?</li><li>• Key traits</li><li>• How to deal with bullies</li></ul>
Incidents	<ul style="list-style-type: none"><li>• Phases of an aggressive incident</li><li>• How to calm an aggressive situation</li><li>• Tools and techniques</li></ul>
Assertiveness	<ul style="list-style-type: none"><li>• What is assertive behaviour?</li><li>• Why it is important</li><li>• Assertive techniques</li><li>• Using verbal and non-verbal communication</li><li>• Making and receiving requests</li><li>• Using 'I' statements.</li></ul>
Improving assertiveness	<ul style="list-style-type: none"><li>• Obstacles – understanding self esteem</li><li>• Improving self esteem</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning to the workplace</li></ul>



## 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. Participants 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 participants will be able to:

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

### Duration:

- 1 day

Perceptions of creativity	<ul style="list-style-type: none"><li>• What is 'creativity'?</li><li>• Types of creativity</li><li>• How we prefer to be creative</li></ul>
Creativity as a process	<ul style="list-style-type: none"><li>• Defining the problem</li><li>• Gathering data</li><li>• Convergent Vs. divergent thinking</li><li>• Problem solving activities</li></ul>
Generating ideas	<ul style="list-style-type: none"><li>• Brainstorming variations</li><li>• Brain writing</li><li>• Idea checklists</li></ul>
Finding solutions	<ul style="list-style-type: none"><li>• Evaluating ideas</li><li>• Isolating hits</li><li>• Evaluation matrices</li><li>• Paired comparisons</li><li>• Preparing for action</li></ul>
Creating the right environment	<ul style="list-style-type: none"><li>• What prevents us from being creative?</li><li>• Organisational culture</li><li>• Creating an innovative culture</li></ul>
Making good decisions	<ul style="list-style-type: none"><li>• Issues analysis</li><li>• Diagnosing problems</li><li>• Using sound judgement</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning to the workplace</li></ul>



## 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 participants will be able to:

- recognise 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 focussed' manner.

### Duration:

- 1 day

Excellence in customer service	<ul style="list-style-type: none"><li>• What do customers really need/expect?</li><li>• Achieving customer satisfaction 'plus'</li><li>• Making the difference</li></ul>
Communication skills	<ul style="list-style-type: none"><li>• How do we communicate?</li><li>• Essential communication skills</li><li>• Building rapport</li><li>• Listening and understanding</li><li>• Gathering and passing on information</li></ul>
The power of behaviour	<ul style="list-style-type: none"><li>• How we are judged</li><li>• Positive thinking – positive behaviour</li><li>• Customer focused behaviour</li></ul>
Assertive communication	<ul style="list-style-type: none"><li>• Aggressive, passive and assertive behaviour</li><li>• Rights and responsibilities</li></ul>
Dealing with difficult customers	<ul style="list-style-type: none"><li>• Owning the problem</li><li>• Calming people down</li><li>• Dealing with complaints</li></ul>
Customer service in action	<ul style="list-style-type: none"><li>• Case studies and role play</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning to the workplace</li></ul>



## DECISION MAKING

### Course Aims:

This course is designed to improve the confidence and capability of the participants to make the right choices and decisions.

### Course Objectives:

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

- Resolve issues quickly and accurately
- Utilise excellent judgement in decision making
- Balance competing and sometimes conflicting demands

### Duration:

- 1 day

Personal effectiveness	<ul style="list-style-type: none"><li>• Habits of effective people</li><li>• Being clear about what is important</li><li>• Managing time and priorities</li></ul>
Problem solving process	<ul style="list-style-type: none"><li>• Types of problems</li><li>• Framework for decision making</li><li>• Collecting data</li><li>• Divergent and convergent thinking</li></ul>
Good judgement	<ul style="list-style-type: none"><li>• Identifying and managing risk</li><li>• Separating and prioritising issues</li><li>• Evaluating choices and consequences</li></ul>
Taking Action	<ul style="list-style-type: none"><li>• Preparation and planning</li><li>• Monitoring, control and feedback</li></ul>
Action Planning	<ul style="list-style-type: none"><li>• Transferring learning to the workplace</li></ul>



## FACILITATION SKILLS

### Course Aims:

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

### Course Objectives:

At the end of this course participants 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

### Duration:

- This course can be run as a 1 day or 2 day program depending on requirements.

Role of a facilitator	<ul style="list-style-type: none"><li>• What the role is</li><li>• Expectations</li></ul>
Core facilitation skills	<ul style="list-style-type: none"><li>• Posture and assertive communication</li><li>• Questioning and listening</li><li>• Summarising</li></ul>
Facilitating groups	<ul style="list-style-type: none"><li>• Generating ideas</li><li>• Solving problems</li><li>• Gaining consensus</li></ul>
Group behaviour	<ul style="list-style-type: none"><li>• Encouraging participation</li><li>• Handling disagreements</li><li>• Dealing with difficult situations</li></ul>
Preparation	<ul style="list-style-type: none"><li>• Preparing a discussion</li><li>• Knowing the team</li></ul>
Facilitation in action	<ul style="list-style-type: none"><li>• Facilitation practice</li><li>• Action planning</li></ul>
Action Planning	<ul style="list-style-type: none"><li>• Transferring learning to the workplace</li></ul>



## FINANCE FOR NON FINANCIAL MANAGERS

### Course Aims:

This course is aimed at managers 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 participants will be able to:

- Understand the basic principles and terminology of accounting statements
- Interpret the profit and loss account and balance sheet
- Understand how a budgetary control system works
- Be able to prepare, interpret and act upon budgetary information.

### Duration:

- This course is tailored to suit the financial reporting systems of the client. The length of the workshop will therefore vary between 1 and 2 days depending on content.

Background	<ul style="list-style-type: none"><li>• Why we produce financial information</li></ul>
The Profit & Loss Account	<ul style="list-style-type: none"><li>• How to display results over a period of time</li><li>• Elements included</li><li>• Broken down per cost centre</li><li>• The P&amp;L</li></ul>
The Balance Sheet	<ul style="list-style-type: none"><li>• What is it and why is it important?</li><li>• Snap shot of position at a set time</li><li>• Elements included</li><li>• The balance sheet</li></ul>
General Financial Information	<ul style="list-style-type: none"><li>• Sales per customer / product information</li><li>• Stock holding information</li><li>• Creditors / Debtors</li><li>• Management reports and key business ratios</li></ul>
Cash Flow	<ul style="list-style-type: none"><li>• Being profitable but failing due to poor cash flow</li><li>• How profit and loss account elements effect cash flow</li><li>• How balance sheet elements effect cash flow</li><li>• Methods of controlling cash flow</li><li>• The cash flow statement</li></ul>
Budgets	<ul style="list-style-type: none"><li>• Reason for having them</li><li>• Preparing and setting budgets per cost centre</li><li>• How 'actual to date' plus budget for year gives an indication of year end position</li><li>• Variance analysis (actual v budget)</li><li>• Actions to be taken in response to increased costs / decreased turnover</li></ul>



## GIVING AND RECEIVING FEEDBACK

### Course Aims:

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

### Course Objectives:

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

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

### Duration:

- 1 day

#### What is Feedback

- Role of feedback
- Purpose of feedback
- Feedback as a gift

#### Developing effective interactions

- Conscious competence
- Unconscious incompetence
- Personal disclosure

#### Key skills

- Listening skills
- Questioning skills
- Observation skills
- What you say and how you say it

#### Feedback practice

- Giving feedback
- Receiving feedback
- Group feedback exercise
- Individual feedback exercises

#### What to do when it goes wrong

- Managing disagreements
- Resolving conflicts

#### Action planning

- Opportunities to give/receive feedback
- Transferring learning back to the workplace



## IMPROVING IMPACT & INFLUENCE

### Course Aims:

The course is designed to allow participants to examine their approach to others, particularly how they interact with, and influence individuals both internally and externally to their organisation.

The participants will complete a Myers-Briggs or TMS profile before the workshop.

### Course Objectives

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

- Use their personal preferences to best effect.
- Be more impactful in a range of work situations.
- Understand how to influence others better.
- Demonstrate their understanding of assertive behaviour and use assertiveness techniques.

### Duration:

- 1 day.

#### Understanding self

- What is personal preference?
- Strengths and weaknesses of preference
- How preference can drive impact and influence
- Changing behaviour

#### Being more impactful

- Impactful people – what do they do?
- Demonstrating confidence
- Commanding attention from others
- Ensuring that you are heard and understood

#### What is influence

- Building rapport
- Effective listening and questioning
- Process of influencing
- Influencing tools and techniques

#### Assertiveness behaviour

- Assertive behaviour
- Other types of behaviour

#### Assertive tools

- Verbal and non verbal communications
- Making and receiving requests
- Using I statements.
- Using assertive language

#### Action planning

- Examining own impact and influence
- Transferring learning back to the workplace



## 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 participants 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:

- ½ or 1 day depending on content and client requirements.

What makes a 'good' interview?
Planning and preparation
Establishing the right climate
Practical interviewing skills
Maintaining consistency
Constructive feedback
Specific types of interview – principles
Action planning

- For the interviewer
- For the interviewee
- The interview environment
- Preparing yourself
- The interview plan
- Opening the interview
- Building rapport
- Effective Questioning
- Active Listening
- Note taking and summarising
- The importance of a consistent approach
- How to maintain consistency
- Objective criteria
- Offering feedback
- Effective feedback process
- Giving constructive feedback
- Recruitment
- Appraisal
- Disciplinary
- Other
- Transferring learning back to the workplace



## LEADING TEAMS

### 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.

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

### Course Objectives:

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

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

### Duration:

- 2 days.

Leadership Styles	<ul style="list-style-type: none"><li>• What makes a good leader?</li><li>• Identifying and adapting your leadership style</li><li>• Task, team and individual</li></ul>
Leadership in Action	<ul style="list-style-type: none"><li>• Situational Leadership</li><li>• Directing and Supporting</li><li>• Leadership checklist tool</li></ul>
Improving your own Leadership style	<ul style="list-style-type: none"><li>• Leadership feedback</li><li>• What do you do well?</li><li>• What should you do differently?</li></ul>
Understanding Motivation	<ul style="list-style-type: none"><li>• Personal experiences</li><li>• What motivates you?</li><li>• What motivates your team?</li><li>• Motivation checklist tool.</li></ul>
Motivating your team better	<ul style="list-style-type: none"><li>• Understanding individual needs</li><li>• Setting motivational objectives</li><li>• Reviewing performance</li><li>• Recognition – practical tips</li></ul>
Delegation	<ul style="list-style-type: none"><li>• What is it?</li><li>• What are the benefits of delegation?</li><li>• What are the practical steps?</li><li>• What should I delegate and who should I delegate to?</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning back to the workplace</li></ul>



## MANAGING DIVERSITY

### Course Aims:

This course is aimed at managers to raise awareness about the importance of Diversity in organizations 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 participants will be able to:

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

### Duration:

- 1 day

Diversity context	<ul style="list-style-type: none"><li>• Defining and managing Diversity</li><li>• The business case for Diversity</li></ul>
Current legislation	<ul style="list-style-type: none"><li>• The legislative framework</li><li>• Legislation that underpins Diversity</li></ul>
Key elements	<ul style="list-style-type: none"><li>• Race and sex discrimination</li><li>• Disability discrimination</li><li>• Harassment and bullying</li></ul>
Work environment	<ul style="list-style-type: none"><li>• Creating a positive working environment</li><li>• Impact of stereotyping and prejudice</li><li>• Challenging unacceptable behaviour</li><li>• Developing your staff and providing Diversity objectives and targets</li><li>• Practical exercises</li></ul>
Service environment	<ul style="list-style-type: none"><li>• Identifying the diverse nature of the organisation and the business's client base.</li><li>• Ensuring socially inclusive services</li><li>• Practical exercises</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning back to the workplace</li></ul>



## MANAGING DISCIPLINE & GRIEVANCE

### Course Aims:

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

### Course Objectives:

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

- Understand the disciplinary and grievance processes
- Conduct a disciplinary interview effectively
- Manage discipline more effectively in their work area.

### Duration:

- 1 day

What is Discipline?	<ul style="list-style-type: none"><li>• Performance management and discipline</li><li>• Purpose of discipline</li><li>• Misconduct and gross misconduct</li></ul>
Key Principles	<ul style="list-style-type: none"><li>• Setting standards</li><li>• Being specific</li><li>• Focussing on behaviour and results</li><li>• Using progressive discipline</li></ul>
The Disciplinary Interview	<ul style="list-style-type: none"><li>• Purpose</li><li>• Preparation</li><li>• Conduct</li><li>• Follow up</li></ul>
The Disciplinary Process	<ul style="list-style-type: none"><li>• This section is tailored to the organisation's own disciplinary and grievance procedures</li></ul>
Managing disagreements	<ul style="list-style-type: none"><li>• Model for disagreements</li><li>• Tips for managing disagreements</li><li>• Exercises</li></ul>
Skills practice	<ul style="list-style-type: none"><li>• Disciplinary interview practice</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning back to the workplace</li></ul>



## NEGOTIATION SKILLS

### Course Aims:

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

### Course Objectives:

At the end of this course participants 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:

- 1 day

#### What is Negotiation

- Defining negotiation
- Negotiation as a process
- Win – Win strategies
- The value of Win – Win
- Identifying Key Skills
- Building rapport – tools & techniques
- Questioning & listening
- Reading and responding to non verbal communication

#### Key Skills of an Effective Negotiator

#### Preparing to Negotiate

- Defining objectives and purpose
- Clarifying issues
- Understanding other party and position
- Planning compromises and concessions
- Deciding on 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 to the workplace



## PERFORMANCE MANAGEMENT

### Course Aims:

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

### Course Objectives:

At the end of this course participants 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

Benefits of effective Performance Management
Objective Setting
Reviewing Performance
Structuring the Performance Review
Constructive feedback
Managing Poor Performance
Action planning

- Elements of effective Performance Management
- Commitment -v- compliance
  
- SMART objectives
- Behavioural objectives
- Key Performance Indicators
- Evidence of performance
- When to review
- Formal/informal reviews
  
- The Review “road map”
- Creating Rapport
- Active Listening
- Effective Questioning
- Holding people accountable
  
- Giving constructive feedback
- Inviting feedback.
  
- Handling potential conflict
- Agreeing improvement measures
- Measuring progress
  
- Transferring learning back to the workplace



## PERSONAL EFFECTIVENESS

### Course Aims:

The course is designed to enable the participants to become aware of their personal preferences and behaviour and how this impacts on their effectiveness. In addition, the participants will examine how they spend their time and identify how they can be more effective. The participants will complete a Myers-Briggs or TMS profile before the workshop. The participants will also be encouraged to keep a time log for the two weeks prior to the workshop.

### Course Objectives

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

- Use their personal preferences to best effect.
- Manage their priorities effectively.
- Use simple tools to manage competing demands.
- Use their time more appropriately to deliver better results.

### Duration:

- 1 day.

#### Understanding self

- What is personal preference?
- Impact of preference on behaviour

#### Habits of effective people

- What are the habits of effective people?
- Taking responsibility
- Being proactive
- Focussing key priorities

#### Setting personal standards

- How to set standards at work
- Changing your behaviour
- Leading by example

#### Managing priorities and time management

- What wastes your time?
- Analysis of personal time log
- Establishing priorities
- Spending time doing the right things
- Practical priority management tools
- Planning & diary management

#### Handling competing priorities

- Making good judgements and sound decisions
- Separating and prioritising issues and actions
- Evaluating choices and consequences
- Taking action

#### Action planning

- Transferring learning back to the workplace



## 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 participants should bring with them a presentation that they will need to give in the coming weeks. The participants will be video recorded during their presentations.

### Course Objectives:

At the end of this course participants 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 participants are expected to deliver a number of presentations during the workshop. The length is usually 2-3 days depending on numbers.

Types of Presentation	<ul style="list-style-type: none"><li>• What makes a good/bad presentation?</li><li>• Purpose of presentations</li></ul>
Personal Impact	<ul style="list-style-type: none"><li>• What is impact?</li><li>• Improving the image we portray</li><li>• Use of voice and tone</li><li>• Use of body language</li></ul>
Planning and Structure	<ul style="list-style-type: none"><li>• Planning before the event</li><li>• Identifying the need/type of presentation</li><li>• Identifying the audience</li><li>• Planning the content</li><li>• Structure</li></ul>
Equipment and environment	<ul style="list-style-type: none"><li>• Managing the environment</li><li>• Effective use of audio-visual aids</li></ul>
Preparing yourself	<ul style="list-style-type: none"><li>• Managing yourself</li><li>• Effect of nerves on voice/body language</li></ul>
Managing the audience	<ul style="list-style-type: none"><li>• Reading the signs</li><li>• Handling questions</li><li>• Dealing with disruptions</li></ul>
Skills practice and action planning	<ul style="list-style-type: none"><li>• Practical presentation practice</li><li>• Transferring learning back to the workplace</li></ul>



## STRESS MANAGEMENT

### Course Aims:

The workshop is designed to raise awareness of issues relating to stress in the workplace and how to manage stress in oneself and others.

### Course Objectives:

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

- Recognise the symptoms associated with stress in themselves and others.
- Understand the causes of work related stress.
- Understand the requirements of the Health & Safety at Work Act.
- Use strategies for reducing stress in themselves and others.

### Duration:

- The course can be delivered as a ½ or 1 day program depending on scope (i.e. managing stress in self Vs. others)

What is stress?	<ul style="list-style-type: none"><li>• The difference between pressure and stress</li><li>• Recognising the symptoms of stress</li><li>• Potential sources of pressure</li><li>• Dealing with change</li></ul>
Resilience	<ul style="list-style-type: none"><li>• Concept of resilience</li><li>• Circle of influence</li><li>• Improving your own resilience</li><li>• Improving resilience in others</li></ul>
Managing stress	<ul style="list-style-type: none"><li>• Expressing your feelings appropriately</li><li>• Recognising your own needs and those of others</li><li>• Assertive Vs passive behaviour</li><li>• Goal setting &amp; priority management</li></ul>
Reducing stress	<ul style="list-style-type: none"><li>• Relaxation techniques</li><li>• Personal stress busters – tools and techniques</li></ul>
Health & Safety at Work Act	<ul style="list-style-type: none"><li>• Understanding legal requirements and responsibilities</li><li>• Putting the Act into practice</li></ul>
Personal action planning	<ul style="list-style-type: none"><li>• What will I do differently?</li><li>• What support do I need?</li><li>• Transferring learning to the workplace</li></ul>



## TARGET SETTING

### Course Aims:

This course is designed to help the participants set clear and unambiguous targets. This course is very effective when run in conjunction with a team development event.

### Course Objectives:

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

- Set realistic clear and measurable (SMART) targets
- Set realistic clear and measurable (SMART) learning objectives
- Know how to review targets
- Develop an action plan to improve team effectiveness

### Duration:

- The course can be delivered as a ½ or 1 day program depending on requirements.

Targets	<ul style="list-style-type: none"><li>• What is a target and why we do we have them?</li><li>• Issues setting targets</li></ul>
Definitions	<ul style="list-style-type: none"><li>• Different definitions</li><li>• Targets, objectives, goals</li></ul>
Areas for target setting	<ul style="list-style-type: none"><li>• Business and organisational strategy</li><li>• Team priorities</li><li>• Individual priorities</li></ul>
Setting targets	<ul style="list-style-type: none"><li>• Process for target setting</li><li>• Good Vs bad targets</li></ul>
Reviewing targets	<ul style="list-style-type: none"><li>• Process of review</li><li>• Collecting evidence</li></ul>
Example targets	<ul style="list-style-type: none"><li>• Case studies</li><li>• Work examples</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning back to the workplace</li></ul>



## TEAM BRIEFING

### Course Aims:

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

### Course Objectives:

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

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

### Duration:

- 1 day

Communication	<ul style="list-style-type: none"><li>• Communication and leadership</li><li>• Roles and responsibilities</li></ul>
What is a team brief?	<ul style="list-style-type: none"><li>• Why team brief?</li><li>• Key principles for a successful brief</li><li>• Briefing tools and techniques</li></ul>
Preparation	<ul style="list-style-type: none"><li>• How to prepare a brief</li><li>• Importance of questions and feedback</li></ul>
Delivery	<ul style="list-style-type: none"><li>• Delivering the team brief</li><li>• Use of voice and body language</li><li>• Dealing with conflict in briefings</li></ul>
Exercises	<ul style="list-style-type: none"><li>• Concluding a team brief exercise</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning back to the workplace</li></ul>



## 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 participants and their teams complete our Team Barometer feedback questionnaire before the workshop.

### Course Objectives:

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

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

### Duration:

- 1 day

What is a Team?	<ul style="list-style-type: none"><li>• “Group of people” -Vs.- “A Team”</li></ul>
What makes a Team effective?	<ul style="list-style-type: none"><li>• Examples of high performing teams</li><li>• Characteristics of effective teams</li><li>• Experiences of effective team work</li></ul>
Team development tools	<ul style="list-style-type: none"><li>• Clarity of purpose</li><li>• Team objectives and goals</li><li>• Team roles and responsibilities</li><li>• Team processes</li><li>• How the team communicates, resolves conflicts</li><li>• Team behaviours</li></ul>
Team Barometer Feedback	<ul style="list-style-type: none"><li>• What does the feedback say?</li><li>• What are my team's strengths and weaknesses?</li><li>• What are the key issues?</li></ul>
Stages of Team Development	<ul style="list-style-type: none"><li>• Stages of Team Development</li><li>• Role of the team leaders</li><li>• Identifying the team purpose</li><li>• Managing the team behaviour</li><li>• Clarifying the team roles</li></ul>
Developing an improvement plan	<ul style="list-style-type: none"><li>• Key issues for improvement</li><li>• Stop-Start-Continue</li></ul>
Action planning	<ul style="list-style-type: none"><li>• Transferring learning back to the workplace</li></ul>