Management Training Outlines

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Table of Contents

Managing, Leading & Supervising 4

Appraisal 5
Assertiveness at Work 6
Business Planning 7
Change at Work 8
Change Management 9
Effective Communication Skills 10
Delegation 11
First-Line Manager Development 12
Influence and Persuasion 13
Interpersonal Skills 14
Introduction to Management 15
Leadership in Management 16
Management By Objectives 17
Managing Difficult Staff 18
Meetings at Work 19
Middle Manager Development 20
Minutes and Agendas 21
Negotiating Skills 22
Performance Management 23
Personal Effectiveness for Managers 24
Powerful Presentation Skills 25
Recruitment-Interviewing and Selection 26
Report Writing 27
Senior Manager Development 28
Stress in the Workplace 29
Supervisory Skills 30
Team Leadership 31
Teamwork 32
Time Management and Prioritisation 33

Personal Effectiveness & Communication 34

Business Writing 35
Listening Skills 36
Public Speaking 37
Stress Management 38
Telephone Techniques 39
Writing for Results 40

Continued……

Sales, Marketing & Customer Care **41**
- Account Management 42
- Closing the Sale 43
- Customer Care 44
- Customer Care for the Receptionist 45
- Customer Relationship Management 46
- Dealing with Complaints and Aggression 47
- Developing Major Accounts 48
- Essential Selling Skills 49
- Introduction to Marketing 50
- Managing Customer Care 51
- Maximising Sales on the Telephone 52
- New Business Prospecting 53
- Powerful Sales Presentations 54
- Sales Manager Development 55
- Sales Negotiation Skills 56
- Sales Skills for Sales Support & Customer 57
- Writing Sales Proposals 58

Specialist Business Skills **59**
- Creative Problem Solving and Decision Making 60
- Creativity and Innovation 61
- Facilitating in the Workplace 62
- The Effective Secretary 63
- The Personal Assistant 64
- The Senior Secretary 65

Trainer Development **66**
- Essential Skills of Training 67
- Train the Trainer 68
- One-to-One Instruction 69

MANAGING, LEADING & SUPERVISING

Appraisal

Duration:	2 Days
Who will benefit:	Those who conduct formal performance appraisal reviews with staff. Delegates will learn how to get the best from their people by providing constructive feedback and by setting realistic and achievable targets.
Objectives:	Understand the aims of appraisal and performance management. Identify the relationship between appraisal, performance, development and organisational effectiveness. Prepare and conduct effective appraisals. Set SMART objectives.

Content:

The Purpose and Benefits of Appraisal

- ✓ Appraisal as an effective management tool; why appraisal sometimes does not work; the appraisee's view; continuous appraisal.

Reviewing the Job

- ✓ The key results areas; the job holder's perception of their role; clarifying standards; encouraging the appraisee to prepare for the review.

Preparing to Appraise

- ✓ Using job descriptions as yardsticks to assess performance; establishing ideal aims versus acceptable standards of performance; assessing the job holder's performance; preparing the job holder.

The Appraisal Interview

- ✓ The structure; reviewing performance - making praise genuine; and making criticism constructive; helping job holders appraise themselves; handling disciplinary issues assertively; getting the job holder's commitment to improve; getting the job holder to participate; using questions; listening skills; managing 'difficult' appraisees.

Setting Targets

- ✓ Agreeing meaningful targets and objectives with established deadlines and standards; sticking to targets - reviews, follow-ups, moving goalposts; establishing training and development needs.

Completing the Paperwork

- ✓ The importance and relevance of the appraisal form; the advantages of alternative formats; useful contributions and avoiding the 'school report'.

Common Problems

- ✓ Apathetic staff who won't 'join in'; defensive staff who won't accept criticism; appraisal and pay; common disciplinary situations in appraisal; the high flyer to whom we have little to offer.

Action Plan

- ✓ *Participants* plan *and discuss what they will do on return to work*

Assertiveness at Work

Duration:	Two Days
Who will benefit:	This course is designed for anyone who has to deal with a variety of delicate issues, which may potentially result in difficult people situations if not handled confidently and skilfully. The assertive person will achieve their aims whilst, at the same time, taking full account of the feelings of others and ensuring that they are happy and content with their own involvement in the dialogue.
Objectives:	To help you cope calmly with aggression and hassles. Arrive at successful personal outcomes in a variety of demanding situations. Appreciate the importance of non-verbal behaviour when interacting assertively. Communicate effectively in group situations.

Content:

Rights and Behaviour

- ✓ Understanding how your style of behaviour emanates from the rights you give to yourself and others.

Non-Verbal Behaviour

- ✓ Clarifying non-verbal aspects of assertion, aggression and non-assertion.

Inner Dialogues

- ✓ The relationships between the things we say to ourselves and how we behave. The importance of getting things right in our head.

Assertive Outcomes

- ✓ How to achieve win/win or remain firm when things are non-negotiable, ie saying 'no'.

Assertive Options

- ✓ How to make your assertions - those for everyday use and others when firmness is needed.

Aggression from Others

- ✓ Understanding how to deal successfully with 'put-downs' and sustained forms of aggressive behaviour from others.

Workplace Application

- ✓ How to make your contribution in meetings.
- ✓ Balancing your rights and responsibilities.
- ✓ How to influence the outcome of the meeting.

Communicating in Groups

- ✓ Acquiring skills for getting a fair hearing from others and influencing the outcome of events.

Action Plan

- ✓ *Participants plan and discuss what they will do on return to work.*

Business Planning

Duration:	Two Days
Who will benefit:	Those who are involved in the development of the business through the formulation of effective business plans.
Objectives:	To learn the benefits of logical business planning. Understand the processes supporting a business plan. Identify short and long term aims. The importance of financial control. Communicate the plan.

Content:

Why use Business Plans?

- ✓ Why do it?; what should be in it?; SWOT analysis; PESTLE analysis; benefits to the business.

Planning the Future

- ✓ Developing strategies for the future; long and short term aims.

Top Level Objective Setting

- ✓ Mission statement; strategic objectives; planning documents; constraints and requirements for the plan period.

The Sales and Marketing Plan

- ✓ Expected sales by time period; marketing and sales methods; using the marketing mix - product, price, promotion and place; associated costs; required revenue and profit.

Supporting Plans

- ✓ Divisional and departmental plans; service improvements; quality and operations improvement; resourcing requirements; capital expenditure plans; cost reduction and productivity plans; acquisitions and disposals; organisational development; supply chain management.

Communication

- ✓ Involving others, keeping them informed; selling the plan; dealing with conflict.

Budget and Financial Planning

- ✓ Expenditure forecasts; budgets and cash flow plans; divisional plans and financial implications to the business; action plans; approvals.

Approval of Plans and Allocation of Budgets

- ✓ Departmental objectives for plan period; budget acceptance; cascading objectives; devolving budgets.

Monitoring and Control

- ✓ Responsibilities; cash flow monitoring; statistical information; dated action plans.

Using the Business Plan

- ✓ Importance of reviews; meeting the planned objectives; understanding justified assumptions.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work
- ✓

Change at Work

Duration:	One Day
Who will benefit:	Those people who are working in a changing environment and need to come to terms with the changes and the effects that it has on them.
Objectives:	To understand the processes of change and be clear about the stage they are in. Gain the ability to use positive 'inner dialogues' to help them deal with the changes. Identify any 'barrier beliefs' they have about change. Visualise and cope with their role in a changed environment.

Content:

The Change Curve

- ✓ Shock, denial, blame; overview of people's reactions to change; identifying your own and your colleagues' reaction to change; coping with the differences and building support for each other.

Dealing with Shock and Denial

- ✓ Overcoming the initial shock and facing up to fears; different forms of denial; strategies for gaining acceptance of the need for change; skills for coping with cynics and sceptics; identifying where you are on the change curve.

Getting Beyond Blame

- ✓ Identifying the mystery 'they'; adjusting your own 'running commentaries'; clarifying what management is entitled to change; identifying what has really happened; developing appropriate responses.

Inner Dialogues

- ✓ The relationships between the things we say to ourselves, and how we behave; the importance of getting things right in our head.

'Letting Go'–Visualising

- ✓ Dealing with your own 'video nasties'; creating your own 'video winners'; few things are ever as bad as they first seem.

'Letting Go'– Beliefs and Values

- ✓ Developing beliefs for moving on; personal values – the key to individual change; drawing out the beliefs and values that will underpin your future.

Developing a Positive Outlook

- ✓ Encouraging yourself to succeed; developing positive thought patterns; how to motivate yourself; making commitments to yourself; moving from 'can't do' to 'can do' to 'I've done it'.

Action Plan

- ✓ Delegates plan and discuss what they will do upon return to work.

Change Management

Duration:	Two Days
Who will benefit:	Managers who need to be able to introduce change successfully into their organisation or department. The course is particularly relevant for those who are required to manage the introduction of new strategies or different systems, new procedures or new services, or who are involved in relocation.
Objectives:	Appreciate how individual attitudes and perceptions affect people's response to change. Utilise techniques to reduce resistance to change. Create an environment in which people welcome and respond positively to change.

Content:

Organisational Change

- ✓ Confirming the need for change; anticipating change; background to change; degrees of change; communication; motivation and leadership; who makes it happen?

Individual Responses to Change

- ✓ Perceptions and attitudes; uncertainty and doubt; avoiding the pitfalls; dealing with resistance.

Effective and Ineffective Change Strategies

- ✓ Link to organisations' strategies; approaches that have been tried in other organisations; analysis of success criteria; major pitfalls.

Creating an Empowered Climate

- ✓ Building trust and giving support; encouraging open and constructive confrontation; maintaining task achievement; gaining commitment; the stages of the change process that are key to success.

Creating a Positive Climate for Change

- ✓ Communicating intentions; dealing with uncertainty and doubt; the need for strong leadership.

Participative Techniques

- ✓ Structuring expectations; gaining acceptance through participation; identifying situations where participative techniques are most appropriate; strategies for handling varying attitudes to change.

Communicating Confidently

- ✓ Communication skills; practising the influence strategy chosen; verbal and non verbal factors; questioning techniques.
- ✓ Consolidation and Follow-up
- ✓ Benefits to be achieved; how change is monitored; how to extend change to its full scope.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Effective Communication Skills

Duration:	Two Days
Who will benefit:	Those who need to deliver clear, easily understood messages. The objective is to clarify the effects that poor communication can have on the smooth running of an organisation.
Objectives:	Develop the skills to be able to communicate clearly and confidently. Build rapport with, and respect from, peers, reports and managers. Recognise the implications of poor organisational communication.

Content:

Self Awareness
- ✓ Identify a range of verbal and non-verbal factors which affect others Assessing personal strengths, weaknesses and opportunities.

Communicating Style
- ✓ Understanding the process
- ✓ Preferred style
- ✓ Using style effectively
- ✓ Assessing your style

The Communication Chain
- ✓ Upward, downward and lateral communication
- ✓ Failures in the chain

Communication Techniques
- ✓ Conveying ideas and information effectively
- ✓ Clarity and brevity
- ✓ Building rapport and trust
- ✓ Dealing with misunderstandings
- ✓ Effective questioning
- ✓ Active listening

Positive Messages
- ✓ The importance of positive messages
- ✓ Confidence and positive beliefs

The Power of Persuasion
- ✓ Sharing ideas and visions
- ✓ Creating empathy
- ✓ The use of reason and logic
- ✓ Gaining commitment
- ✓ Building trusting relationships
- ✓ Making assertive demands
- ✓ Arguing a case appealing to logical and emotional responses

Conflict Resolution
- ✓ Resolving unproductive conflict
- ✓ Personality clashes
- ✓ Handling difficult people
- ✓ Avoiding and handling destructive situations
- ✓ Managing 'the grapevine'

Interpersonal Techniques
- ✓ Selecting appropriate techniques to cope with situations ranging from selling ideas to managing conflict
- ✓ Considering approaches for modifying behaviour

Action Plan
- ✓ Participants plan and discuss what they will do on return to work

Delegation

Duration:	One Day
Who will benefit:	Those who require the confidence and ability to delegate tasks to staff. A key benefit of effective delegation is that more time is made available to devote to creative and strategic work. In addition staff become motivated, enjoying opportunities for self-development.
Objectives:	To improve efficiency through systematic delegation. Participants will be able to make better use of their own and their staff's time, and will prepare a delegation plan.

Content:

Delegation Outline

- ✓ The meaning of delegation and the advantages; the power of empowerment - giving staff the freedom and authority to act; how the lack of delegation prevents promotion; delegation - not abdication; the need for instruction and routine; the right to be wrong; degrees of delegation.

Practical Delegation

- ✓ Identifying activities to be delegated; link with planning and control of work; developing the employees' sense of responsibility; selecting the right staff; training and developing staff; what authority is given; checking progress at agreed points; offering help; giving constructive feedback; what cannot be delegated.

Practical Delegation Exercises

- ✓ The lessons; you cannot be in two places at once; how tight should control be.

Barriers to Delegation

- ✓ Lack of trust; fear of losing job; fear of losing face; unnecessarily high standards; fear of taking decisions due to poor training; the skill of facilitating.

The Management of Time

- ✓ Time planning with relation to delegation; the essential logic of good time management; strategies that minimise the misuse of time and allow you to delegate effectively; establishing good time practices.

The Ultimate Reason for Delegation

- ✓ Delegation and staff development; individual and team development; link with leadership and style of management; effects of delegation – development achieved, load transferred, risk taken and motivation achieved.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

First-Line Manager Development

Duration:	Three Days
Who will benefit:	Those who have been in a first-line management role for some time and who wish to enhance their current skills.
Objectives:	Clarify the managerial role. Increase personal effectiveness. Enhance communication skills. Improve the effectiveness of their own team. Use a variety of management skills and techniques to achieve results.

Content:

The Responsibilities of Management

- ✓ Role of the manager; communicating your vision; communicating with staff, customers and peers effectively.

Personal Awareness

- ✓ Personal authority; recognising the effect you have on others; predicting behaviour.

Teamwork

- ✓ Characteristics of effective teamwork; managing conflicts; strengths and weaknesses; effective communication within the team.

Trust, Motivation and Leadership

- ✓ Manager as leader and motivator; motivation from personal goals; communication; group motivation; leadership style; authority; attributes of a leader; job satisfaction; job enrichment.

Managing Change

- ✓ Creating a positive climate for change; implementation strategies; evaluation methodologies

Delegation

- ✓ Meaning and advantages; identifying activities to be delegated; selecting appropriate staff; barriers to delegation; the link between delegation and leadership style; the difference between accountability and authority.

Performance Management

- ✓ Structuring employee expectations; communicating your vision; planning and target setting; evaluating performance; individual potential.

Staff Development

- ✓ Coaching techniques; transforming employee potential; coaching styles; constructive feedback.

Problem Solving

- ✓ Tools and techniques to facilitate both logical and creative solutions.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Influence and Persuasion

Duration:	Two Days
Who will benefit:	Anyone who needs to gain the agreement, commitment and co-operation of others, whether they are staff, colleagues or managers.
Objectives:	Examine strategies for achieving results through others using the skills of influence and persuasion. Practise and develop the skills of implementing these strategies. Recognise tactics used by others.

Content:

Influencing Style

- ✓ Understanding the influence process; preferred influencing style; using influence effectively; assessing personal strengths and weaknesses; assessing your own style; examining current work relationships and identifying problems; building trust; identifying and using your power base.

Communicating Confidently

- ✓ Communication skills; practising influence strategy chosen; verbal and non verbal factors.

Bargaining

- ✓ Planning a strategy; how to analyse, respond, test and conclude the bargaining process.

Joint Problem Solving

- ✓ Increasing the readiness of others to accept proposals; practising coping with aggression; blocks to the influence situation; seeking differing options.

Being Persuasive

- ✓ The use of reason and logic; how to gain commitment; building trusting relationships; making assertive demands; arguing a case appealing to logical or emotional responses; gaining support from others.

Questioning Techniques

- ✓ Questioning styles; how effective questioning and listening can enhance the influence process.

Interpersonal Techniques

- ✓ Selecting appropriate techniques to cope with situations ranging from selling ideas to managing conflict; considering approaches
- ✓ for modifying behaviour.

Assertiveness

- ✓ How to achieve better understanding without damaging relationships; accommodating behaviour, avoidance and aggression.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Interpersonal Skills

Duration:	Two Days
Who will benefit:	Those who need to build effective working relationships with people at all levels. Good interpersonal skills ensure co-operation from others, paving the way to future success.
Objectives:	Enhance relationships with others. Understand your interpersonal style and how you are perceived by others. Increase sensitivity to the interpersonal styles of others. Develop a range of interpersonal skills. Develop confidence when interacting with others.

Content:

Personal Awareness
- ✓ A self-perception inventory; how you are perceived by others.

Effective Interaction
- ✓ Personal authority; building relationships; building trust; implementing the skills of personal interaction.

Listening Skills
- ✓ Hearing and understanding; the power of effective listening; listening and interpersonal relationships.

Questioning Skills
- ✓ Questioning styles; how effective questioning and listening can enhance interpersonal interaction.

Being Persuasive
- ✓ The use of reason and logic; gaining commitment; the use of group pressure in influencing results.

The Communication Chain
- ✓ Upward, downward and lateral; failures in the chain; two-way communication.

Assertiveness
- ✓ A positive and straightforward style; making and refusing requests; giving and receiving criticism.

Communication Techniques
- ✓ Conveying information and ideas effectively; clarity and brevity; group communication; team briefing; communicating difficult or unpopular messages; effective two-way communication; giving feedback.

Managing Conflict
- ✓ Healthy confrontation; constructive criticism; personality clashes; managing difficult people.

Interpersonal Techniques
- ✓ Participants practise techniques to cope with a variety of interpersonal situations.

Action Plan
- ✓ Participants plan and discuss what they will do on return to work.

Introduction to Management

Duration:	Five Days
Who will benefit:	Those taking their first steps into management, and those with some experience but little formal training. Participants will cover the fundamental principles of management and be introduced to a wide variety of skills and techniques that are aimed at helping them to get the most from their staff to enable them to achieve their organisational objectives.
Objectives:	Develop a solid foundation of management skills. Understand own management style and be aware of the effect it can have on others. Achieve tasks and attain goals through others. Enhance communication skills. Understand the principles of leadership and identify own style. Adapt management style in order to achieve results. Build an effective team. Lead and motivate their people.

Content:

The Managerial Challenge
- ✓ The key issues of management; the management framework; practical skills and knowledge; effective techniques; the impact of organisational visions, strategies and objectives on the role.

The Responsibilities of Management
- ✓ The responsibility to plan, organise, monitor, control and evaluate; communicating with staff, peers and internal and external customers effectively.

Planning Skills
- ✓ Prioritising; setting objectives, standards and targets; time management; scheduling; developing contingencies; analysing; decision making.

Objective Setting
- ✓ Setting SMART objectives; work objectives; quality objectives; personal objectives; short and long term targets.

Resource Management
- ✓ Understanding your available resources; utilising resources effectively; empowerment; using the strengths of your staff; goal-oriented resource management; scheduling tasks and staff; managing performance.

Delegation
- ✓ The meaning and advantages of delegation; identifying activities to be delegated; selecting appropriate staff; barriers to effective delegation; the link between delegation and leadership style.

Personal Awareness
- ✓ Examining current work relationships and identifying problem areas; exploring and satisfying individual needs; personal barriers; assessing personal strengths, weaknesses and opportunities.

Listening Skills
- ✓ Avoiding misunderstanding; understanding levels of retention; reading the signs; the ability to understand what is not said; the effects of distractions and/or an inappropriate environment.

Teamwork – an Essential Resource
- ✓ Behaviours and characteristics of effective teamworking; difficulties of working as a team member; identifying types of teams; co-ordinating the team.

Interpersonal Techniques
- ✓ Delegates select appropriate techniques to cope with various situations; consider approaches for modifying behaviour of individuals at work; earning respect.

Assertiveness
- ✓ Developing a positive and straightforward style; conversation skills; stating your case; making and refusing requests; giving and receiving criticism.

Communication Skills
- ✓ Enhancing communication skills; building rapport; getting your message across; the barriers to communication; building confidence.

Organisational Communication
- ✓ Understanding the management communication chain; team briefing & other communication channels; giving team performance feedback; obtaining employee commitment to future plans; presenting your case in logical stages.

Employee Relations
- ✓ The role of the HR Department; current employee relations issues; employment legislation.

Managing Staff
- ✓ Effective delegation; coaching staff; identifying training needs; problem solving; decision making; conflict management.

Managing Grievance and Discipline
- ✓ The link between discipline and grievance; the legal requirements; maintaining sound procedures; analysing causes as well as their effects; the need for prompt resolution.

Participative Problem Solving
- ✓ Creativity and innovation; establishing when and how to involve employees; problem analysis; creative and analytical problems; determining alternative courses of action; helping employees take responsibility.

Motivation – Improving Individual Performance
- ✓ Standards of performance/behaviour; providing opportunities for personal growth; individual motive drivers; clarifying the relationship between rewards & performance; rewards available to managers; aligning individual & organisational needs; employee motivation; performance.

Leadership
- ✓ Maintaining respect and authority; effective leadership; styles of management; leading by example.

Staff Development
- ✓ Coaching techniques; transforming employee potential; attitude development; types of staff development; constructive feedback; the mentor role.

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Leadership in Management

Duration:	Three Days
Who will benefit:	Managers, team leaders and specialists who need to provide an appropriate style of leadership in current less formal organisation structures and work settings. The course places leadership within the framework of management and shows how both are used together effectively. It identifies different styles of leadership and helps delegates to assess their own capabilities, preferences and strengths.
Objectives:	Assess own leadership capabilities and style preference. Contribute to teamwork by focusing on own strengths and style. Motivate and develop individuals as a means of improving team performance. Resolve conflict. Create a leadership action plan.

Content:

The Characteristics of Leadership

- ✓ Clarifying the nature of leadership; what happens to leaderless groups?; behaviours of different leaders; leaders v managers.

The Roles of a Leader

- ✓ Examining the main roles of the leader - providing a sense of purpose, giving direction, providing support, facilitating positive outcomes, providing positive feedback.

Leadership Styles

- ✓ Identifying the range of leadership styles and their strengths and weaknesses; identifying and maximising your own preferred styles.

Building and Leading a Team

- ✓ Selecting and shaping teams; understanding team roles; creating teams from scratch; shaping and developing existing teams; building consensus; recognising, understanding and using non-verbal communication; building trust and rapport.

Mobilising Teams

- ✓ Using clear and concise communication; creating and maintaining a motivating climate within which to operate; gaining commitment and co-operation; group problem solving in the team.

Dealing with Conflict

- ✓ Analysing the causes and effects of conflict within teams; finding ways of resolving such conflict;

The Individual

- ✓ Identifying and satisfying the needs of individual team members.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Management By Objectives

Duration:	Two Days
Who will benefit:	Those with managerial responsibility for staff.
Objectives:	To understand the vital importance of initiating corporate objectives at board level and cascading down through the organisation while making a clear link to departmental and individual performance objectives at each stage.

Content:

Management by Objectives

- ✓ The seven steps in the MBO cycle; analysis, planning, defining, articulating, the formal review, the informal review, reaching mutual agreement.

Goal Analysis

- ✓ A systematic approach; understanding the key actions required to meet individual goals; organisational objectives; identifying areas where training may be required.

The Goal Setting Process

- ✓ Intrinsic and extrinsic rewards; process options; attributes of the goal; commitment and acceptance; employee and organisational outcomes.

Objective Setting

- ✓ SMART; work objectives; quality objectives; personal objectives; short and long term targets.

Aims and Objectives of Team Briefing

- ✓ The features and benefits of well structured and regular briefings keeping staff informed; team briefing as a powerful management tool; effective and regular communication as a team motivator.

Motivation and Communication

- ✓ Communication skills; the importance of effective motivation; situational leadership.

Standards of Performance

- ✓ Setting the standard; agreeing the standard; measuring the standard; applying the standard; standards of behaviour.

Performance Management

- ✓ Developing performance measures; job analysis; continuous assessment; coaching for success.

Appraisal

- ✓ Performance appraisal methods; documentation; the joint discussion; reaching agreement.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Managing Difficult Staff

Duration:	Two Days
Who will benefit:	Anyone who is faced with the task of dealing with difficult members of staff - one of the more complicated and less welcome tasks of management.
Objectives:	Deal with and motivate difficult staff. Understand how your own behaviour and attitude can affect others. Work with difficult staff and achieve positive results from them.

Content:

What's the Problem?
- ✓ Understanding why people are difficult; the triggers of problem behaviour.

Self-Perception
- ✓ Personal authority; a self-perception inventory; recognising the effect you have on others.

People at Work
- ✓ Individual differences; focus of control; the role of job satisfaction.

Motivation
- ✓ Motivating difficult staff; why motivations change; dynamics of motivation; meeting the needs of the individual; the value of job enrichment.

Difficult Behaviour
- ✓ What is it? types of people and types of behaviour; where does the problem lie?; taking action; dealing with facts not opinion, and behaviour not personality.

Communicating Confidently
- ✓ Impact; skills of questioning and listening; the barriers to effective communication.

Assertiveness
- ✓ Developing a positive and straightforward style; stating your case; making and refusing requests.

Problem Solving Approach
- ✓ Understanding the conflict cycle; handling angry people with empathy; facing the issues; a joint solution.

Constructive Confrontation
- ✓ Generating a positive consequence following non-performance; challenging without damaging relationships; controlling anger; where the disciplinary procedure fits in.

Achieving and Maintaining Standards
- ✓ The advantages of continuous assessment and feedback; maintaining dignity and respect.

Enabling
- ✓ Providing authority, time and resources; reviewing custom and practice; process improvements; enhancing working environments; clarity of vision.

Action Plan
- ✓ Participants plan and discuss what they will do on return to work.

Meetings at Work

Duration:	One Day
Who will benefit:	Those who attend or chair meetings and who wish to ensure that they are effective business forums.
Objectives:	Increase the efficiency of meetings. Lead and control meetings effectively. Make effective contributions to meetings. Deal with difficult people in the meetings environment.

Content:

The Purpose of the Meeting

- ✓ Preparation; setting agendas; pre-meeting discussions to enhance quick agreement.

The Role of the Participants

- ✓ The responsibilities of the chair and participants; do they all need to be there?

Participating at the Meeting

- ✓ Being persuasive; clarity and brevity; structure of input; minute-taking; confidence building.

Assertiveness

- ✓ Developing a positive, persuasive style; stating your case; giving and receiving criticism.

Personality Factors

- ✓ How people interact in groups; resolving unproductive personality conflicts; handling silence and multiple inputs; questions; involvement and commitment.

Communicating Confidently

- ✓ Body language; the art of being influential; obtaining agreement and commitment; constructive contributions; challenging contributions; active listening.

The Skill of Chairing the Meeting

- ✓ Personal qualities; getting contributions from all who attend; controlling the discussion; dealing with conflict; ensuring understanding; keeping to time; getting agreement; agreeing actions; managing the minutes.

Facilitation in the Meetings Environment

- ✓ The reasons for facilitation; the effects of inadequate facilitation.

Problem Solving

- ✓ A systematic approach; creative and analytical problem identification; analysis; evaluation; willingness to change or compromise; brainstorming; participative decision making.

Closing the Meeting

- ✓ Summarising; points of action; ways in which decisions will be implemented.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Middle Manager Development

Duration:	Three Days
Who will benefit:	Middle managers who manage staff through other leaders, either first-line managers, supervisors or team leaders.
Objectives:	Meet the needs of the business and their staff. Develop strategy and implement changes. Develop their direct reports. Enhance leadership skills. Resolve business process problems effectively.

Content:

The Middle Manager Role
- ✓ The strategy, business change and management skills link; the reason to change; managing change; taking the initiative; planning to make things happen.

Implementing Change
- ✓ The link between vision and strategy and the implementation of changes; need for a change process; creativity and innovation.

Self Appraisal
- ✓ Management questionnaire to identify strengths and weaknesses; action plans developed; earning respect.

Communication
- ✓ Impact; developing confidence; team briefing; interpersonal techniques.

Motivation and Leadership
- ✓ The role of the manager; motivation from personal goals; communication; group motivation; leadership style; accountability and authority; the difference between management and leadership; attributes of a leader.

Working with Groups
- ✓ Group objectives; a clear understanding of working standards; the size of working groups; building teamwork; the encouragement of new ideas; group consultation.

Problem Solving
- ✓ Types of problems; planning and the principal stages of the process; problem analysis.

Performance Management
- ✓ communicating your vision; planning and target setting; team performance.

Staff Development
- ✓ Coaching techniques; effective delegation; counselling staff; identifying training needs.

Delegation
- ✓ The meaning and advantages of delegation; identifying activities to be delegated; selecting appropriate staff; barriers to effective delegation; where does empowerment sit?

Management Forum
- ✓ Individual difficulties discussed and action agreed.

Action Plan
- ✓ Participants plan and discuss what they will do on return to work

Minutes and Agendas

Duration:	One Day
Who will benefit:	Those who are involved in constructing meeting agendas and taking minutes at informal and formal meetings
Objectives:	To help participants develop their skills and confidence for compiling agendas, taking notes at meetings and practising the techniques for writing clear and accurate minutes..

Content:

Preparation

- ✓ Working with the chairperson; defining the purpose of the meeting; the key factors of preparation.

Agendas

- ✓ Purpose; the objectives; timing; variations; format and layout; drafting the agenda; agenda practice.

Minutes

- ✓ Main purpose and objectives; responsibilities of writer and chairperson; managing the minutes; comparison with agenda; formal and informal minutes; resolution or decision; points of action and responsibilities; summarising.

Listening Skills

- ✓ The essence of communication in listening; hearing and understanding.

Communication

- ✓ Asking for clarification; summarising key points; assertive communication skills.

Note Taking

- ✓ Techniques to adopt; reflective listening; cross checking; knowing what to include; isolating the salient points; getting notes down in a manageable format; participants complete a note taking exercise.

Writing the Minutes

- ✓ Organising the material; getting the format right; writing clearly and concisely; the need for precise wording; punctuation; spelling; using headings; identifying action points; using a suitable style.

Minute Taking in Action

- ✓ Practical workshop in taking notes and writing up minutes; participants will practise taking minutes on a one-to-one basis and at a simulated meeting and writing them up as minutes afterwards.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Negotiating Skills

Duration:	Two Days
Who will benefit:	Those who need to negotiate effectively with colleagues, suppliers and customers. The course examines different forms of negotiation, and then concentrates on a strategy in which both parties can win.
Objectives:	Understand the need for preparation. Appreciate the importance of give and take. Make and obtain concessions. Discover the other side's strengths and weaknesses. Make deadlines work. Cope with and use psychological pressure.

Content:

The Process of Negotiation

- ✓ The value of negotiating; how negotiating differs from selling; when selling stops and negotiating begins.

How to Plan the Strategy

- ✓ Targets – your bottom line and optimum aim; tactics and objectives; planned concessions; the limits of both parties' power; establishing the climate; pursuing a 'win-win' outcome; retaining flexibility.

The Negotiation

- ✓ Understanding the other side's needs and motivation; interpersonal skills and body language; presenting your case; opening bids and offers; dealing with objections and rejections; how to avoid deadlock or how to make deadlock work for you; give and take – the skills of negotiation; the importance of summarising; bargaining; dealing with intimidating tactics.

Clinching the Deal

- ✓ Going for commitment; how to close; developing a long term relationship and preparing the climate for future negotiations.

Telephone Negotiation

- ✓ Voice and personality projection; using silence; controlling the call; how to implement the negotiating process using the telephone.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Performance Management

Duration:	Two Days
Who will benefit:	Those who manage the day-to-day performance of staff. The course equips delegates with the skills and techniques to ensure staff perform to the peak of their abilities. It covers dealing with the 'Star', the 'Average', the 'Peaked' and the 'Poor' Performer.
Objectives:	Understand the aims of performance management. Identify acceptable standards of performance. Conduct effective reviews of performance. Set SMART objectives. Manage the performance of the 'Star', the 'Average', the 'Peaked' and the 'Poor' employee.

Content:

What is Performance Management?

- ✓ Responsibility for getting the best results from staff; performance not personality; structuring expectations; importance of planning; reasons for managing performance.

Standards of Performance and Behaviour

- ✓ Considering the circumstances; the skills needed; understanding the skills; assessing the skills; setting the standards; SMART objectives; team and individual objectives.

Types of Performance

- ✓ Approaches for managing the performance of the four types of employee - the 'Star', the 'Average', the 'Peaked' and the 'Poor'; in addition, managing the performance of those who think they are brilliant but who actually are mediocre!

Leadership

- ✓ The role of the leader; attributes of a leader; maintaining authority and respect; leadership styles; achieving results through others; improving individual performance.

Motivation - the Vital Ingredient

- ✓ Motivation factors; motivational techniques; practical steps in
- ✓ motivation; different people with different needs.

Managing Performance

- ✓ The value of ongoing performance management; evaluating
- ✓ progress and achievement; maintaining flexibility to business change; recognising and closing performance gaps; revising standards; the role of coaching in performance management.

Coaching

- ✓ Developing a planned strategy; adapting your style; organisational alignment; making skilled interventions; giving constructive feedback and praise; link to appraisals.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Personal Effectiveness for Managers

Duration:	Two Days
Who will benefit:	Managers who wish to succeed in competitive working climates by having the confidence to interact positively with people at all levels, both inside and outside the organisation.
Objectives:	Gain an awareness of the ways in which your behaviour can affect others. Enhance interpersonal techniques. Remove blocks to personal energy. Gain sufficient confidence to allow more positive personal achievement.

Content:

Profile for Success

- ✓ Personal effectiveness; reflecting achievement; self image and external perception.

The Need for Self-Perception

- ✓ Building confidence; individual needs; objective
- ✓ self perception.

Effective Interaction

- ✓ Communication; overcoming the barriers; questioning techniques and active listening; presenting ideas to others.

Personal Marketing

- ✓ Personal development; positive projection; seizing the initiative; self-empowerment; the power of energy; beyond the stereotype; the importance of individuality; finding a personal style.

Assertiveness

- ✓ Analysing behaviour; assertive styles; prompting valid criticism; listening responses; making and refusing requests; applying an assertive style; approaches for modifying behaviour; managing conflict; developing business relationships.

Motivation

- ✓ Motivation needs analysis; why motivations change; meeting the needs of the individual; dynamics of motivation; motivation in practice.

Influencing Skills

- ✓ The influencing process; assessing personal strengths and weaknesses; examining current work relationships; identifying strengths, weaknesses, opportunities and threats.

Implementing Your Strategy

- ✓ Increasing the readiness of others to accept proposals; resolving conflict.

Networking

- ✓ Personal and group commitment; successful integration; communication and motivation skills; creating an autonomous and motivated environment.

Action Plan

- ✓ *Participants plan and discuss what they will do on return to work.*

Powerful Presentation Skills

Duration:	Two Days
Who will benefit:	People whose jobs require them to inform or persuade business audiences. It covers the skills involved in making an effective presentation, from preparation and planning, through delivery to dealing with questions
Objectives:	Make presentations that capture and hold audiences' attention. Use a logical approach. Improve voice projection. Practise question and answer techniques. Overcome anxiety.

Content:

Structuring and Planning
- ✓ The three phases – a beginning, a middle, an end
- ✓ A logical approach

The Objective and Purpose
- ✓ The reason for the presentation
- ✓ When to reveal your objective
- ✓ Logical format

Assessing Your Audience
- ✓ Is it relevant to the audience?
- ✓ The use of language
- ✓ Resisting the temptation to include everything
- ✓ Practising the skills
- ✓ Retaining flexibility

Notes
- ✓ The prompt card and notes
- ✓ Techniques to adopt

Personal Presentation and Impact
- ✓ How to overcome anxiety
- ✓ Handling nerves
- ✓ Building confidence levels
- ✓ Projecting enthusiasm and personal commitment
- ✓ Use of hands and eyes
- ✓ Body language
- ✓ Assertive Styles
- ✓ Developing a positive and straightforward style rather than being aggressive or submissive

Visual Aids
- ✓ Preparing and using visual aids and handouts

Audience Participation
- ✓ Questioning techniques
- ✓ Dealing with objectives
- ✓ Planning for participation
- ✓ Introducing a controversial note
- ✓ The skills of facilitation
- ✓ Closing

Audience Control
- ✓ Audience motivation
- ✓ Achieving effective audience management
- ✓ Dealing with questions positively

Personality Projection
- ✓ Making an impression
- ✓ Body language.

Action Plan
- ✓ Participants plan and discuss what they will do on return to work

Recruitment-Interviewing and Selection

Duration:	Two Days
Who will benefit:	Those involved in the planning of recruitment campaigns and the interviewing and selection process for new staff.
Objectives:	Understand the law as it relates to recruitment. Write job descriptions and person profiles. Screen applicants. Structure an interview. Conduct an interview using effective questioning techniques. Make an objective assessment of candidates.

Content:

The Cost of Recruitment and the Legal Aspects
- ✓ The law on recruitment; what you can and cannot ask.

The Process
- ✓ How to adopt a systematic approach; removing bias; recruit or restructure?

The Job Description
- ✓ The importance of the job description; how it influences the person specification.

The Person Specification
- ✓ A clear, objective profile.

Effective Advertisements
- ✓ What to write and where to advertise; dealing with agencies.

Initial Selection Techniques
- ✓ The application form; telephone screening.

Self-Assessment
- ✓ Self-awareness; strengths and weaknesses.

Questioning Techniques
- ✓ Probing; open questions; controlling the interview through effective communication.

Assertiveness
- ✓ *Developing a positive and straightforward style; handling difficult people.*

Communication Skills
- ✓ Verbal and non-verbal behaviour; dealing with questions in a concise, informative way.

Planning the Interview
- ✓ Approach; preparation; structure; benchmarking criteria; designing and working to a predetermined plan; focusing on relevant information; uncovering evidence.

The Interview
- ✓ Opening the interview; creating the right atmosphere; background data; past performance; probing techniques; listening; control; gathering information.

The Assessment
- ✓ Examining the evidence for each selection criterion; assessing each candidate; following up references.

Action Plan
- ✓ Participants plan and discuss what they will do on return to work.

Report Writing

Duration:	Two Days
Who will benefit:	Those who are required to compose and write reports and who feel a more organised approach would be effective.
Objectives:	Produce memos and large format reports that are clear, concise and effective. Adopt a systematic approach. Structure a report. Use illustrations, charts, graphs and tables. Create an appendix. Distinguish between conclusions and recommendations.

Content:

Key Points

- ✓ Barriers to communication through the written word; understanding the objective of the report; getting the brief right; the format; the advantages of a systematic approach.

Planning and Preparation

- ✓ Establishing precise terms of reference; the scope and purpose; time limits; who will read it?; confidentiality; financial constraints; how detailed should the report be?; the collection, selection and arrangement of the material.

Structure and Sequence

- ✓ The synopsis; layout; table of contents; list of appendices; the introduction; management summary; the body of the report; conclusions; recommendations; list of references; bibliography.

Writing

- ✓ The need for precise wording; punctuation; spelling; the use of headings in the report; establishing a suitable language style; clarity and brevity.

Illustrating the Report

- ✓ The validity of the illustration; the use of diagrams and tabulations; labelling; impact; the use of professionals.

Checking

- ✓ Proofreading; layout analysis; typing problems; page numbering; the covering letter.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Senior Manager Development

Duration:	Two Days
Who will benefit:	Senior managers who need to review their current management style and take a more strategic and planned approach to their roles.
Objectives:	Understand the concept of, and to provide some tools for, strategic analysis and planning of participants' business activities. Review current management style and suggest some ways of enhancing it.

Content:

Taking a Strategic View

- ✓ How to create a vision and mission; how business strategy is formed; the link between the external and internal business environments; SWOT and PESTLE analysis; company strategic objectives and their relationship to departmental objectives; taking an overview of your department and formulating some strategic plans; business process and plans; management information requirements.

Managing Change

- ✓ Creating a positive climate for change; implementation strategies; evaluation methodologies; preparing for rapid change driven by market forces.

Setting Objectives, Planning and Control

- ✓ Setting objectives and plans; involving others and getting their commitment; setting up controls; delegating and reviewing.

Management Style

- ✓ Review of management and leadership styles; selecting an appropriate style and demonstrating it; managers as leaders; motivating self and others.

Managing Performance

- ✓ Getting the best from individuals and teams; teambuilding and team maintenance.

Coaching

- ✓ A planned strategy; adapting style; organisational alignment; making skilled interventions; linking to succession planning.

Influencing Skills

- ✓ Influencing colleagues and staff; improving personal communication styles.

Problem Solving, Creativity and Innovation

- ✓ Helping yourself and your team to solve business problems in a methodical way and to be creative when faced with new challenges.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Stress in the Workplace

Duration:	One Day
Who will benefit:	Human resources personnel and line managers who have responsibility for ensuring employees are not subjected to unreasonable levels of stress in the workplace.
Objectives:	Recognise the problem. Understand the causes of stress and the problems that result from stress. Determine legal and human ramifications. Develop effective strategies.

Content:

What is Stress?

- ✓ Recognising the signs; symptoms of stress; the source of stress; how is stress perceived?; raising awareness.

The Causes of Stress

- ✓ Style of living; job content; workload; working environment; work schedules; change; fear of the future; bullying and threats; harassment; company culture; management style.

Working Relationships

- ✓ Overcoming the barriers; questioning techniques; managing information; making choices; active listening; learning to limit your personal contribution; gaining support from others; managing potential conflict.

Reactions to Stress

- ✓ The effects on logical thinking and emotions; physical effects; work rate and output; absenteeism; the effects on actions; negative relationships.

Health and Safety

- ✓ General measures; regulations; codes of practice; risk assessment.

Legal Implications

- ✓ Civil and criminal liabilities; negligence.

The Manager's Role in Stress Management

- ✓ Identifying sources of stress and taking action; spotting employees displaying signs of stress; taking appropriate action; employee appraisal; employee consultation; work loads; monitoring sickness absence.

The Stress Representative

- ✓ The concept; advantages and disadvantages; role and responsibility; nominating and supporting the role of the stress representative.

Stress Forum

- ✓ Participants raise specific issues from the programme with the trainer providing appropriate advice and guidance.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Supervisory Skills

Duration:	Two Days
Who will benefit:	New supervisors and those about to be promoted to the role. The course reviews the key roles and functions of the supervisor's job. Delegates learn the skills and techniques needed to support effective performance in the job. Delegating, giving feedback, handling difficult situations and coaching are introduced and practised.
Objectives:	Facilitate the transition from team member to team leader. Understand the role and responsibilities of supervision. Use a variety of practical 'people' and 'task' skills to become an effective first level manager.

Content:

The Supervisor's Role

- ✓ Defining the job; the 'hands off' versus the 'hands on' role; identifying alternative styles of management and leadership; fire-fighting or delegation.

Planning and Organising

- ✓ Planning tasks; setting objectives; prioritising goals; managing time; managing resources; agreeing and meeting deadlines; solving problems; taking decisions; accepting and sharing responsibility for achieving the task.

Managing the Team

- ✓ Communicating clearly; giving instructions; delegating effectively; co-ordinating team goals and team effort.

Team Skills

- ✓ Leading the team; different roles within the team; creating and sustaining morale; motivating staff; handling conflict within the team.

Monitoring and Evaluating Performance

- ✓ Factors which affect performance; why people achieve; why others fail to meet required standards; evaluating results; improving performance through praise; giving constructive criticism; handling discipline assertively.

Managing Your Manager

- ✓ Communicating upwards; making requests assertively; negotiating deadlines and specifications; responding constructively to unrealistic demands; making your case persuasively.

Personal Awareness

- ✓ Considering your own management style; the effect of personality; avoiding personality clashes; how to manage confrontation.

Supervisory Challenges

- ✓ 'Am I part of management or a member of the work group?'; 'How do I manage colleagues who were my friends before I was promoted?'; and 'How do I supervise people who are my friends outside work?'; 'How do I handle absenteeism/lateness/a negative attitude to work?'.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Team Leadership

Duration:	Two Days
Who will benefit:	Team leaders whose success is dependent upon the efforts of their team and teamwork.
Objectives:	To assist delegates to develop, build and lead a productive team and create a teamworking climate.

Content:

Leadership in Management

- ✓ The role of the leader; aligning leadership style to organisational climate.

Creating an Empowered Climate

- ✓ Building trust and giving support to the team; allowing employees to take risks in a controlled environment; open and constructive confrontation; maintaining task achievement in such a climate; providing adequate resources to employees.

Leadership

- ✓ The principles of leadership; situational leadership; leadership styles and behaviours.

Performance Management

- ✓ Structuring employee expectations; planning and target setting; evaluating individual and team performance; assessing individual potential; objective setting.

Participative Problem Solving

- ✓ Establishing when and how to involve employees; problem analysis; determining alternative courses of action; helping employees to take responsibility; the use of participative problem solving.

Staff Development

- ✓ Coaching techniques; transforming employee potential; providing opportunities for personal growth; the mentor role.

Motivation - Improving Individual Performance

- ✓ Clarifying the relationship between performance and motivation; aligning individual and organisational needs.

Organisational Communication

- ✓ Team briefing and other formal communication channels; giving feedback on team performance; obtaining employee commitment.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Teamwork

Duration:	Two Days
Who will benefit:	Those who wish to explore the art of co-operation with fellow team members in greater detail.
Objectives:	To assist delegates to develop their team role and the effectiveness of their contribution to the team. Understand how to adapt to the changing demands of the team.

Content:

Teamwork - an Essential Resource

- ✓ Characteristics of effective teamworking; difficulties of working as a team member; identifying types of teams.

Team Membership

- ✓ The role and responsibilities of a team member; clarifying individual objectives; working towards the organisation's aims; individual work planning.

The Role of the Individual

- ✓ Creating a niche within the team; the team member as an individual; affirmation of style; building on strengths.

Team Development

- ✓ Stages of a team's effectiveness; features of an effective team member; team dynamics and the effect on work routines and individual behaviour.

Dealing with Conflict

- ✓ Helping to find constructive alternatives; mutual respect and co-operation; accepting the views and the needs of others.

Communication within the Team

- ✓ Overcoming barriers to effective communication; negating feelings of superiority; trust and accepting constructive criticism; developing an interest in the professional welfare of others.

Problem Solving in the Team

- ✓ Analysis of situations; brainstorming; participative decision making.

Taking Initiatives

- ✓ Developing a self-confident approach; understanding the role and views of others; accepting responsibility for your actions.

Assessing Team Effectiveness

- ✓ Reviewing the team's performance; achieving results consistently in a team.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Time Management and Prioritisation

Duration:	One Day
Who will benefit:	Those who wish to improve their personal time management and prioritisation and, hence, their effectiveness.
Objectives:	Establish priorities. Define objectives. Review how time is consumed. Identify time wasters. Plan to reduce time wasters. Delegate effectively and develop a personal plan for the future.

Content:

Delegates Explain Their Time Problems

- ✓ Specific problems analysed and dealt with

The Essential Logic of Good Time Management

- ✓ View and identify key learning points from the case study regarding the utilisation of time

Essential Stages in Good Time Management

- ✓ Clarifying job objectives
- ✓ Writing a job definition
- ✓ Establishing key goals
- ✓ Watching how time is consumed
- ✓ Keeping a time log
- ✓ Sticking with high priority tasks

Delegation

- ✓ The freedom and authority to act
- ✓ Delegation, not abdication
- ✓ Self-analysis

Time Wasters

- ✓ The casual caller
- ✓ Meetings
- ✓ The social client
- ✓ 'Corridor meetings'
- ✓ Poor planning
- ✓ Procrastination

Developing Strategies for Effective Time Management

- ✓ Making choices
- ✓ Managing the paperwork
- ✓ Organising the desk
- ✓ Information handling
- ✓ Improving telephone techniques
- ✓ Learning to limit your personal contribution

Establishing Good Time Practices

- ✓ Sticking with As not with Cs
- ✓ Dealing with change
- ✓ Setting yourself target
- ✓ Owning the problem
- ✓ Being assertive with time wasters
- ✓ Keeping a disciplined and positive approach to time

Meetings

- ✓ Avoiding time wasting meetings
- ✓ Chairmanship

Action Plan

- ✓ Participants plan and discuss what they will do on return to work

In order to make best use of the day, participants are asked keep a time log during the weeks prior to the course.

PERSONAL EFFECTIVENESS & COMMUNICATION

Business Writing

Duration:	One Day
Who will benefit:	Staff who communicate business information to customers and colleagues using the written word.
Objectives:	Write a business letter, a circular, a memo and an email message, each of which fully satisfies a writing quality check. Avoid redundant phrases, unnecessary jargon, clichés and bias. Use sentences and paragraphs correctly.

Content:

Effective Business Writing

- ✓ Identifying the characteristics of business writing that works; ensuring clarity and brevity.

Spelling, Punctuation and Grammar

- ✓ Developing skills and techniques to improve spelling; avoiding common pitfalls in punctuation and grammar.

The Hit List

- ✓ Eliminating redundant phrases, clichés and unnecessary jargon; avoiding biased language and inferences.

Structuring a Letter

- ✓ Addressing business letters; planning, sequencing and structuring the content; writing a letter from brief instructions.

House Style

- ✓ Preferences of the organisation; the image of the organisation; internal and external correspondence.

Inter-Office Written Communication

- ✓ Identifying the features of effective memos; identifying basic rules for electronic messages.

Legal Implications

- ✓ Identifying when written confirmation is essential; deciding when a fax needs to be supported by a hard copy in the mail; avoiding potential legal problems; editing a letter of confirmation.

Skills and Spills

- ✓ A portfolio of challenging exercises to check and emphasise what has been learned.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

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Listening Skills

Duration:	One Day
Who will benefit:	Those whose work depends on effective relationships with others where misunderstandings and poor judgment are to be avoided.
Objectives:	To analyse and increase understanding of the techniques of effective listening. Discuss the skills of communication and focus on the art of active listening.

Content:

Self Appraisal

- ✓ Identify a range of verbal and non verbal factors which affect others; examine current work relationships and identify problem areas; explore and satisfy individual needs; personal barriers.

Conversation Openers

- ✓ The first impression; the importance of the initial stages of conversation; how a lack of listening at this stage can prove to be damaging.

Passive Listening

- ✓ The use of eyes and acknowledgement tools; learning to be controlled when confronted with a passive listener; the tendency to over-compensate with unneeded phrases and words; holding the listener's gaze.

Acknowledgement Responses

- ✓ Appropriate expressions and kinesics; paralinguistics; supportive acknowledgement responses; keeping the speaker at ease.

Communication Breakdown

- ✓ Background interference; how misunderstandings, misconceptions and poor judgment are the probable outcome of interference; judgmental interference; critical responses.

Active Listening

- ✓ Reflective listening – rephrasing pertinent points and returning them to the speaker; using reflective listening in conjunction with passive listening and acknowledgement responses; the prevention of misunderstanding.

Listening Skills

- ✓ The essence of communication in listening; hearing and understanding; the fundamental advantage of reflective listening.

Practical Application at Work

- ✓ How to apply a listening style; participants agree upon methods of implementation and discuss their own strengths and weaknesses as listeners.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Public Speaking

Duration:	Two Days
Who will benefit:	Those who have to deliver information to large audiences.
Objectives:	To enable participants to confidently deliver clear and concise presentations to major audiences so that the information they contain will be remembered and memorable.

Content:

The Purpose of the Presentation

- ✓ Isolating the message(s); who is in the audience?; expectations of the audience.

Structuring the Story

- ✓ Developing a theme; logical format – a beginning, a middle, an end.

The Content

- ✓ Making sure the content is relevant to the audience; collating information; using everyday language; differences between the written and spoken word; writing it down; how to make notes; brevity as the soul of wit.

Technological Options

- ✓ Deciding on and using visual aids – computer generated graphics, 35mm slides, films, overhead projection, back projection, television monitors; sound aids – fixed microphones, radio microphones.

Vocal Skills

- ✓ Breathing and relaxation; pitch, tone, pace and rhythm; emphasising key words; clear articulation; being expressive; avoiding 'difficult' words.

The Delivery

- ✓ Developing a good and high impact opening line; overcoming nerves and anxiety; building confidence; projecting confidence and enthusiasm; being motivational; repetition for impact; talking to the audience on an individual basis; the importance of the 'pause'; use of humour; using hands and eyes; being assertive and straightforward; avoiding aggression and conflict.

Personality Projection

- ✓ Using personal strengths; making an impression; body language; avoiding bad habits.

Handling the Audience

- ✓ Developing an empathy; planning for participation; dealing with questions; handling objections; handling individuals with care; how and when to close.

The Three Ps

- ✓ Prepare – practise – perform. The entire course is fully participative and the participants will be aided by the use of video recording to help them towards becoming positive and polished public speakers.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Stress Management

Duration:	Two Days
Who will benefit:	Anyone who plans to improve their personal effectiveness by developing good stress management and those who feel that managing their own health will improve their performance.
Objectives:	Understand stress and its effects. Analyse the sources of stress. Cope with change, interpersonal relationships and leadership. Increase energy levels. Improve performance.

Content:

What is Stress?

- ✓ Self assessment exercise to help recognise the signs; symptoms of stress; the sources of stress.

Raising Awareness

- ✓ Awareness is 90% of the solution; recognising stress signals; style of living exercise to identify the effect on health; constructing a stress profile; the winner/loser behavioural mood.

Reactions to Stress

- ✓ The effects on logical thinking and emotions; physical effects; actions; positive areas.

Common Causes of Stress

- ✓ Identification of the problems of a 21st century lifestyle; self assessment to identify sources of negative stress; threats; demands.

Coping with Change

- ✓ Reactions to change; resistance.

Interpersonal Relationships

- ✓ Patterns of communication; behaviour breeds behaviour; positive and negative attitude.

Leadership

- ✓ What are the pressures?; approaches to leadership; how to maintain peak performance on a more constant basis.

Perspective and Control

- ✓ Lateral thinking; patterns of behaviour; listening responses; developing self-assertion; making and refusing requests; the importance of control.

Stress Management

- ✓ Being your own worst enemy; everything in moderation; self-motivation; stress as a positive source of energy; exercises in reducing negative stress.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Telephone Techniques

Duration:	One Day
Who will benefit:	All staff who communicate with customers and colleagues by telephone.
Objectives:	Handle customer calls with courtesy, enthusiasm and friendly efficiency. Establish rapport effectively. Note caller needs, and respond with questions designed to elicit other information. Control calls. Close calls by summarising outcomes and agreed actions.

Content:

Telephone Techniques

- ✓ Making and receiving telephone calls; giving and receiving feedback.

The Telephone Detective

- ✓ Understanding customers' moods and feelings; using techniques to identify how to establish maximum rapport.

Projecting a Positive Image

- ✓ Identifying how to project a positive and pleasant personality; voice and manner; choosing words and phrases with care; holding and transferring calls; using techniques to minimise tension.

Problem Solving

- ✓ The art of asking questions; call holding; transferring; how to react to different types of people.

Efficiency on the Telephone

Taking complicated messages accurately; the importance of self-preparation; controlling a call effectively; using word drills to draw out callers' requirements; identifying appropriate questioning techniques; assertiveness on the telephone.

Dealing with Angry Callers

- ✓ Adopting a positive attitude to complainers; helping the customer to save face; using techniques to convert complainers into loyal customers.

Course Method

- ✓ The use of telephone role-play equipment will give delegates the opportunity to practise telephone skills and relate to their own work situation.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Writing for Results

Duration:	Two Days
Who will benefit:	Those who are required to produce creative and persuasive written work for either the internal or external market.
Objectives:	Produce effective written work which achieves the stated objectives. Produce bright, clear and interesting copy. Gain enjoyment from using the written word as a medium of communication.

Content:

The Art of Writing

- ✓ Aspects of effective style; arresting openings; hooks; visual writing; benefits of show and tell.

The Building Blocks

- ✓ Increasing word power; understanding grammar; effective punctuation.

Setting the Objective

- ✓ Why are you writing?; who will read it?; what result do you want?; a clear and focused objective.

Collecting Information

- ✓ What must you have?; where will you get it?; how will you get it?; keeping a focus on the objectives.

The Planning Process

- ✓ Schematic planning; mind mapping; inspiration and perspiration.

Psychology of the Written Word

- ✓ The influence process; involving the readers.

Persuasive Writing

- ✓ Showing that you understand the issues; objective not subjective statements; anticipating and dealing with objections; when and how to break the rules.

Visual Writing

- ✓ Power packed words; opportunity words; action words; together words.

Putting it all Together

- ✓ Setting the scene; telling the story; a memorable ending.
- ✓ Presentation: adding visual appeal; layout; captions; headlines.

Methodology

- ✓ Throughout the course, delegates will participate in practical exercises to consolidate their new skills and techniques.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

SALES, MARKETING & CUSTOMER CARE

Account Management

Duration:	Two Days
Who will benefit:	Those sales people who have moved or are about to move into an account management role and whose responsibilities include maximising sales from a portfolio of key clients.
Objectives:	To acquire or enhance the skills required to develop and maintain an account. To identify and interpret the client's needs. To build and develop sound, effective working relationships with the main contacts in the client's company.

Content:

Understanding the Customer

- ✓ Assessing and understanding the importance of personality and behaviours in enhancing the relationship; how to use this information; types of decision maker; the organisational cultures and how to handle them; the cost of change.

Developing the Relationship

- ✓ The importance of power and influence; the account manager's impact on the client; the relationship model and how to use it; importance of assertiveness within the relationship.

Developing the Account

- ✓ The types of information required and how to obtain it.

Consultancy Skills

- ✓ The consultancy framework and cycle; how to contract with clients; the consultative techniques required to account manage.

Negotiation Skills

- ✓ The process and stages of negotiation; how to value and trade concessions; signalling – the hidden language; tactics and ploys used.

Account Planning

- ✓ The importance of account planning; the use of business plans, reports and accounts; analysing the customer's market and competitor activity using SWOT and PESTLE.

Forecasting

- ✓ Assessing current trends; predicting future trends; capturing the information.

Activity Planning

- ✓ Contact plans; support activity plans; internal services plan; how to prioritise the activities; gaining the budget for the activities proposed.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Closing the Sale

Duration:	One Day
Who will benefit:	New or relatively inexperienced sales staff who require the skills, techniques and confidence to close more sales. This is a highly participative course in which delegates will practise selling and closing sales for their own products.
Objectives:	To develop credible sales presentations; recognise the importance of selling advantages and benefits; match clients needs to the advantages and benefits; handle objections effectively; recognise buying signals; ask for the order.

Content:

All About you

- ✓ Developing a deep sense of personal awareness and understanding how your personality, behaviour, prejudices and attitudes can impact on the sales process.

The FAB Approach to Sales Success

- ✓ Knowing your product in terms of Features – 'what it is' (what it's made of, its size, shape, weight, etc),
- ✓ Benefits – 'what it does' (it's quicker than, reduces waste, takes up less space)
- ✓ Advantages – 'what it does for the customer' (produces more, in less time, for half your current costs, saves you money, makes your 20% extra profit);
- ✓ Delegates review their own products and for each feature, identify the advantages and benefits.

Through the Eyes of the Customer

- ✓ Who are your customers?
- ✓ What do they need and expect?
- ✓ What do they like and dislike?
- ✓ The importance of research; matching the customers' needs to the advantages and benefits you can offer.

I Want to Tell you a Story

- ✓ Delegates develop a sales presentation for their product(s) designed to overcome most objections. It will have a beginning (focused on features) a middle, (focused on advantages), an end (focused on the benefits to the customer) and will conclude with helping the customer to say 'Yes'.

Objection Handling

- ✓ Questioning and listening skills - the keys to overcoming objections; recognising and overcoming 'spoof' objections; probing to discover the real problem; presenting a real solution.

Does it Come in Blue?

- ✓ Recognising and acting on buying signals.
- ✓ Pause for Thought: hearing when the customer is not saying 'No' – sign here please!

Getting to 'Yes'

- ✓ If you don't ask, you don't get; closing skills – the assumptive close, the alternative close, the conditional close; developing the confidence to risk rejection – and start again!

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Customer Care

Duration:	Two Days
Who will benefit:	Everyone in an organisation who communicates with customers and colleagues, either on a face-to-face basis, or on the telephone. Therefore, all employees will benefit from this course.
Objectives:	Project the right impression. Improve customer satisfaction. Enhance the organisation's reputation. Improve attitudes and develop techniques to handle rudeness and complaints positively and assertively. Develop a 'customer-led' approach to business.

Content:

The Successful Customer-Led Company

- ✓ The policies, methodology and results achieved by organisations that have adopted a specific 'culture'.

Working Cohesively

- ✓ Changing attitudes; encouraging teamwork and 'ownership' of difficulties.

Your Obligation to the Customer

- ✓ Striving for complete customer satisfaction; problem solving – root cause analysis; how to implement the plan.

Communication

- ✓ Telephone voice and manner; how to deal with enquiries; how to avoid problems and ensure customer satisfaction; how to ensure that the relationship with the customer is positive.

How to Project the Right Image

- ✓ How to instigate and maintain a professional customer-led image; the first impression; appearance, attitude and approach; the need to establish rapport; the importance of listening and two way communication; enhancing the reputation of the organisation.

Dealing with Difficult Customers

- ✓ Dealing with complaints effectively; taking responsibility for the customer; complaints received by telephone.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Customer Care for the Receptionist

Duration:	Two Days
Who will benefit:	Those people who present the 'first impression' of their organisation to customers.
Objectives:	To add value to the organisation's image. Answer the telephone effectively. Draw out caller requirements. Take accurate messages. Use tact, discretion and initiative when dealing with telephone calls and visitors. Organise and complete reception registers.

Content:

Role and Responsibilities

- ✓ Key tasks and responsibilities; adding value to the organisation's image and product reputation; the factors which influence an organisation's image.

Through the Eyes of the Customer

- ✓ What the customer needs and expects; striving for complete customer satisfaction.

Information Back-up

- ✓ Identifying the information needed to support a professional receptionist or telephonist.

Telephone Communication

- ✓ Making and receiving telephone calls; maximising the effectiveness of telephone responses; dealing with irate callers; using drills to draw out exact caller requirements; handling threatening calls calmly and efficiently.

The Reception Area

- ✓ Designing and equipping the reception area; logging the constant flow of people and packages; designing registers for use in reception; identifying systems for self organisation.

Security Arrangements

- ✓ The eyes and ears of the company; feeding back vital information; enhancing company security.

Reception of Visitors

- ✓ How to greet visitors; identifying visitors' needs; talking to visitors; importance of body language and image; escorting and directing visitors; dealing with delays; dealing with difficult visitors; dealing with telephone calls and visitors simultaneously.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Customer Relationship Management

Duration:	Two Days
Who will benefit:	Managers and senior staff who provide the link between their own organisation's sales operation and their clients. The course is particularly relevant for people who are the key internal contacts for major customers.
Objectives:	To develop the skills required of an effective Customer Relationship Manager. Understand the benefits of high level CRM and the part it plays in client retention. Build excellent customer relationships.

Content:

Personal Awareness

- ✓ Personal authority; a self-perception inventory; recognising the effect you have on others; building on your strengths and addressing your weaknesses.

Relationship Management

- ✓ Developing skills to maximise account potential; developing relationships; attitude, manner and further developing a strong business relationship.

Client Centred Needs Identification

- ✓ Organisational business and strategic needs; a systematic approach.

Communication Skills

- ✓ Understanding the process; identifying, assessing and using your own style effectively; the communication chain; avoiding breakdowns in the chain; conveying information effectively; clarity and brevity; dealing with misunderstandings; effective questioning and listening; delivering positive messages; implication of the telephone.

The Art of Being Persuasive

- ✓ The use of reason and logic; how to gain commitment; building trusting relationships; arguing a case appealing to logical or emotional responses.

Moments of Truth

- ✓ Taking total responsibility for customers and their problems; dealing with difficult situations; knowing when and how to break the rules whilst protecting the interest of the business; exceeding customer expectations.

Customer Retention Management

- ✓ Strategic importance; tactical considerations; dimensions of influence; understanding needs; needs anticipation; needs and expectations; reducing defections.

Internal Links

- ✓ Working with the sales team; agreeing and setting the ground rules; working as a united team; dealing with conflict; ensuring open and honest two-way communications.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Dealing with Complaints and Aggression

Duration:	Two Days
Who will benefit:	Those who deal with 'difficult' people on a 'face-to-face' basis or by telephone.
Objectives:	Deal with 'difficult' people situations. Understand how own behaviour and attitude can affect and influence the behaviour of others. Recognise tactics and strategies used by others. Ensure personal safety.

Content:

Personal Awareness

- ✓ Identify a range of verbal and non-verbal factors which affect others; examine current work situations and identify problem areas; explore and satisfy individual needs; personal barriers.

Attitude

- ✓ Flexibility; responsiveness to requests; understanding the needs of the other person; empathy; using an effective complaint handling method.

Interpersonal Techniques

- ✓ Delegates select appropriate techniques to modify the behaviour of individuals at work.

Assertiveness

- ✓ Developing a positive and straightforward style; conversation skills; stating your case; making and refusing requests; avoidance; aggression.

Reason and Logic

- ✓ Making requests specifically and directly; refusing requests; practising saying 'no' clearly and directly; building trusting relationships.

Influencing Styles

- ✓ Understanding the influence process; assessing personal strengths and weaknesses.

Body Language

- ✓ The first impression; appearance; aggressive and submissive body language.

Voice and Manner

- ✓ Using jargon; voice and personality projection; adapting your manner to suit the situation.

Violent Confrontation

- ✓ When negotiation breaks down; evasive tactics; safety advice; controlling revenge; keeping a controlled appearance; not letting your emotions show.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Dealing with Complaints and Aggression

Duration:	Two Days
Who will benefit:	Senior sales staff who deal directly with major clients, often in the role of a consultant or business advisor.
Objectives:	To understand the strategic issues of the role. Develop client focused strategic plans. Build lasting business partnerships. Take a proactive approach to managing and building the business platform.

Content:

Personal Awareness

- ✓ Personal authority; a self-perception inventory; recognising the effect you have on others.

Strategic Account Management

- ✓ Skills to maximise account potential; achieving credibility and strong business relationships; prioritising resources; attitude and manner.

Client Centred Needs

- ✓ A systematic approach to identifying client priorities; organisational and strategic needs.

Account Strategy Plans

- ✓ Identify key areas of opportunity; the partnership concept; account potential; market trends; planning for growth; resources required; success criteria.

Customer Trend Analysis

- ✓ Buyer priorities and strategies; building plans for client growth; predicting and planning for product 'tail off'.

Planning for Results

- ✓ The 80/20 rule; clear focus and prioritisation; categorising clients using time versus potential criteria; allocating appropriate contact time; prioritising; recording and monitoring plans.

Commercial Acumen

- ✓ The profit principle; cost of sales; making cost-effective sales; working the client's account division.

The Strategic Adviser

- ✓ Adding value through effective consultancy skills; understanding the issues through logical questioning and active listening; taking a proactive approach to providing a range of options that are 'needed' and 'heeded'.

The Partnership Concept

- ✓ Working with clients to seek solutions; product innovation; sharing enthusiasm; maintaining good long term and lasting relationships; mutually profitable partnerships.

The Small Print

- ✓ Negotiating contract terms and conditions; understanding the legal aspects; working with procurement staff and other specialist departments.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Essential Selling Skills

Duration:	Two Days
Who will benefit:	Those who are new to selling, or relatively inexperienced.
Objectives:	To improve performance. Develop 'relationship' building skills. Develop the professional sales approach. Improve planning, closing techniques and confidence.

Content:

Preparation - a Vital Stage
- ✓ Systematic preparation; researching prospects; the utilisation of time.

Industry Awareness
- ✓ Exploring the strengths and weaknesses of competitors; increasing your market share.

Selling Styles
- ✓ How to open the conversation and retain attention; how to motivate your client; the ability to match your style to the client; choosing a successful strategy; creating impact; improving image.

Sales Communication
- ✓ Voice and manner; non-verbal communication; getting your message across; effective two-way communication; non-verbal behaviour.

Questioning Techniques
- ✓ Probing; open questions; listening skills; flexibility.

Features and Benefits
- ✓ Positive presentations; the importance of benefits to the customer rather than features.

Matching Needs to Benefits
- ✓ Identifying real needs; selling the benefits; gaining commitment.

Tentative Closing
- ✓ Buying signals and obtaining commitment; dealing with objections – adopting techniques to turn the objection into an opportunity to close.

Handling Objections
- ✓ How to overcome objections.

Closing Skills
- ✓ Techniques developed and practised; asking for the order; when and how to close.

After-Sales Service
- ✓ Customer care and the importance of providing a full service; developing relationships; using this opportunity to develop further business.

Territory Planning and Personal Organisation
- ✓ Journey planning; managing the paperwork; organising the desk and the car; information handling

Action Plan
- ✓ Participants plan and discuss what they will do on return to work.

Introduction to Marketing

Duration:	Two Days
Who will benefit:	Those who are involved, or about to be involved, in the process of getting the right products or services to the right customers will benefit from this workshop. Obviously this includes Managing Directors and marketing staff, but it also applies to managers in other areas.
Objectives:	To examine the full implications of the word 'marketing'. Guide you on how to find out about your customers and their needs and wants. Look at the choices you have in marketing and how they relate to each other. Consider the ways of contacting the market.

Content:

What is Marketing?

- ✓ The concept and role of marketing; what it means and how it can be put to work; the scope of marketing activity; marketing in context.

The Market-Place

- ✓ Defining and segmenting markets; analysing market opportunities; identifying customers - who they are, what they want and how they buy.

Market Information

- ✓ Sources of information on customers; competitors and market trends; methods of market research.

The Tools of Marketing

- ✓ An introduction to the marketing mix; advertising - preparing and executing an advertising campaign; public relations - how to plan and stage a public relations campaign; market research.

The Offer

- ✓ Using the marketing mix - product, price, promotion and place; creating the 'right 'offer and creating 'different 'offers for different markets.

Reaching the Market

- ✓ Contacting the market and customers; making the product available to buy.

Putting Marketing into Action

- ✓ Setting objectives; marketing expenditure and allocating resources; determining strategies; marketing in different situations.

At the end of the two days you will have a set of usable marketing documents and will have produced an actionable plan. You will also have benefited from discussing ideas for improved marketing with the Workshop Director.

Managing Customer Care

Duration:	Two Days
Who will benefit:	Managers who are instrumental in ensuring that the concept of customer care is implemented and maintained.
Objectives:	To ensure staff adopt a customer care culture. 'Sell' the concept to staff. Support the concept of customer care on a day-to-day basis.

Content:

The Manager's Role

- ✓ What customers like and dislike, and why; what can managers do to improve customer relations.

A Customer Care Plan

- ✓ Ensuring that a customer care culture is adopted by staff; the support of culture by management; in-house publicity; implementation; monitoring.

Internal and External Customer Care

- ✓ Internal liaison as a key to external excellence; the responsibility of management to ensure commitment.

Imparting the Concept

- ✓ 'Selling' the concept to staff; how to ensure commitment from all staff; confronting resentment and ill-feeling; managing the change of approach and philosophy.

Leadership

- ✓ The role of the leader; maintaining authority and respect; leadership styles; achieving customer orientation through others; individual performance.

Teamwork

- ✓ Characteristics of the most effective teams; difficulties of working as a team member; clarifying individual objectives; working towards the customer's aims; methodical approach to individual work planning.

Motivation

- ✓ Ways of getting better results through people; motivation needs analysis; why motivations change; meeting the needs of the individual; matching your style to the needs of the team; developing a practical plan.

The Leader as a Coach

- ✓ Coaching as a powerful motivator and management tool; identifying situations where coaching is appropriate; the importance of constructive feedback; coaching the team; overcoming the barriers; building trust and confidence.

Training

- ✓ Customer care training; planning and implementing team training; individual training needs; the advisor's role.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Maximising Sales on the Telephone

Duration:	Two Days
Who will benefit:	Internal and external sales staff who are responsible for making outgoing sales calls to customers or potential customers. The course is relevant for those who make appointments, deal with customer enquiries, make 'cold' calls, deal with complaints and take repeat orders.
Objectives:	To enable delegates to develop and practise professional selling skills. To enhance motivation and enthusiasm which, in turn, will lead to increased sales and profitability. Deal with objections and turn complaints into sales opportunities.

Content:

How to Communicate Effectively on the Telephone

- ✓ Dealing with misunderstandings; voice and personality projection; the use of jargon; call holding; transferring; creating the right impression.

The Sales Call

- ✓ Planning the call and personal time management; establishing who is the decision maker; the full introduction and how to maintain attention; questioning techniques to establish the prospects' needs and criteria for ordering; selling benefits - delegates assess what benefits they are able to offer and how they should be presented; how selective scripts can help; presenting the price - realistic methods of packaging the price are investigated, agreed and practised; gaining a commitment to positive action; the close - methods examined and practised.

The Follow-up Call

- ✓ Planning the call and introducing systems; closing.

Making Appointments

- ✓ Planning and research; detailing specific objectives; dealing with the secretary; when to close.

Dealing with Objections and Complaints

- ✓ The techniques to adopt; developing rapport; dealing with the objection or complaint; turning complaints into sales opportunities.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

The entire course involves full participation using telephone role-play equipment.

New Business Prospecting

Duration:	One Day
Who will benefit:	Sales managers and other senior sales staff who are responsible for gaining new customers through proactive prospecting techniques.
Objectives:	These are to help participants to identify likely sources of new customers. Plan and prepare a prospecting campaign. Identify and maximise the potential within your allocated geographical sales area. Communicate effectively with potential clients. Build a personal network of support with existing clients. Deliver an excellent service to retain new customers.

Content:

Getting Started

- ✓ The concept of prospecting; determining where new clients can be found; qualifying potential new clients.

The Planning Stage

- ✓ Ensuring complete understanding of what you have to offer; understanding your competitors and their strengths and weaknesses; identifying and targeting geographical areas of weakness; reviewing existing sources of client information; creating a prospecting budget; developing a systematic approach; planning your time.

Getting to Clients

- ✓ Methods of contacting prospects; buying in and using databases; developing a mailshot campaign that works; using email campaigns; maximising your website to enhance your profile; using the press – advertising and editorials; the value of attending exhibitions; running seminars; obtaining referrals from existing clients; using rewards and incentives; building strategic alliances which lead to cross-selling opportunities; telemarketing; making it easy for clients to contact you; the importance of follow-up.

Evaluating Success

- ✓ Recording results scientifically; determining which methods have actually worked for you; using real data to assess results; modifying methods to improve success rates.

Follow–up

- ✓ Contacting new clients to ensure satisfaction levels and customer retention; contacting prospects who did not respond to establish the reasons why; reviewing campaigns based on client feedback.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Powerful Sales Presentations

Duration:	Two Days
Who will benefit:	Those who are required to make persuasive sales presentations to groups or individuals.
Objectives:	To make persuasive sales presentations. Plan and prepare the material. Gather information and put it in the right order. Adapt style to meet the needs of the client. Handle questions with confidence. Develop a professional approach to the 'Beauty Parade'.

Content:

The Structure and Plan

- ✓ The three phases – a beginning, a middle and an end; identifying objectives; gathering and arranging the facts.

The Content

- ✓ Relevance to the client; resisting the temptation to include everything; presenting user-friendly information; retaining flexibility; presenting the key features and benefits clearly.

Matching Needs to Benefits

- ✓ Identifying the client's real needs; selling the benefits; gaining agreement.

The Delivery

- ✓ Voice, relaxation and nerve control; delivering in effective clusters; use of humour; demonstrating confidence, sincerity, conviction and commitment; speed of delivery; body language; staying on track; the importance of repetition.

Influencing Skills

- ✓ Understanding the influencing process; the persuasive presentation; the use of reason and logic.

Question Handling

- ✓ Anticipating questions and objections; using tact; avoiding direct confrontation; handling disagreement constructively.

Inspiration

- ✓ Generating enthusiasm; the dynamics of positive behaviour; charismatic styles; developing a personal style.

The 'Beauty Parade'

- ✓ Do's and don'ts; helpful 'tricks of the trade'; common problems.
- ✓ Practice: the amount of practice will be significant and video recording will be used.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Sales Manager Development

Duration:	Two Days
Who will benefit:	Managers who are directly responsible for the recruitment, training and motivation of sales staff.
Objectives:	These are to help delegates to develop the skills of sales staff motivation. Understand how to support staff to achieve results on a long term basis.

Content:

The Role of the Sales Manager

- ✓ Understanding and reacting to the constantly changing role of the Sales Manager; the transition from sales to sales management.

Adviser Role

- ✓ Consultancy skills; logical questioning and active listening; generating a range of options and solutions.

Recruitment

- ✓ Effective screening and selection.

Leadership

- ✓ The role of the leader; maintaining respect and authority; effective leadership; creating the right environment for success – in good times and bad times; styles of management and the needs of the individual.

Motivating Sales Staff

- ✓ Moving away from the 'carrot and stick' approach; the effect of money; dealing with pressure.

Team Development

- ✓ The benefits and difficulties of working as a team; communication skills; decision making; team improvement plans; team briefing.

Training

- ✓ Sales training; planning and implementing training for the team; individual training needs; coaching; field accompaniment.

Utilising Financial Information

- ✓ Budgeting; presentation of financial information to the sales team.

Time Management

- ✓ Clarifying job objectives; territory management; monitoring how time is consumed; effective delegation; keeping a disciplined approach to time.

The Professional Sales Manager

- ✓ Looking at the image of the Sales Manager; how to achieve maximum impact and how to project professionalism.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

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Sales Negotiation Skills

Duration:	Two Days
Who will benefit:	Those sales people who need to negotiate effectively with buyers in order to obtain a win-win situation.
Objectives:	Understand the difference between selling and negotiation. Understand the need for effective preparation. Appreciate the importance of give and take. Deal with the various tactics and ploys used by buyers. Cope with the pressure.

Content:

Negotiation

- ✓ What is it?; The difference between selling and negotiation; the critical mistakes; the negotiator's bill of rights; the structure of a negotiation; the negotiation arena; the importance of the bottom line.

Preparation

- ✓ Use of SWOT, PESTLE and LIM analyses; the factors to consider; understanding the buyer's personality and behavioural traits; assessing and valuing concessions; compiling SMART objectives.

Discussion

- ✓ Communication skills; the hidden language of negotiating – signalling; understanding the impact of non-verbal communication.

Proposing

- ✓ Compiling a package; maintaining control; use of links; controlling movement; use of personality and behavioural analysis to make propositions more effective.

Bargaining

- ✓ Maintaining the package; handling tactics and ploys; use of concessions to secure movement.

Closing and Agreeing

- ✓ Use of summaries; gaining commitment; preparing for the next negotiation; the importance of effective follow-up both with the external and internal customers.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Sales Skills for Sales Support & Customer

Duration:	Two Days
Who will benefit:	Sales Support and Customer Service personnel who are expected to sell add-on services.
Objectives:	To develop the techniques of successful 'needs development' or 'consultancy style' selling. Establishing the customer's needs. Projecting a professional image. Building rapport and trust. Applying the six step approach to successful 'win-win' sales outcomes. Adding value to the sale. Overcoming objections and closing the sale.

Content:

The Psychology of Selling

- ✓ Why people buy; the 'head' and the 'heart' drivers in a successful sale; long term value as opposed to winning a fast buck; the ways of maximising your sales potential.

Establishing Sound Foundations

- ✓ Projecting a professional image; building rapport and establishing a relationship of mutual respect and trust; creating a winning style.

The Process of Selling

- ✓ Identifying the approach to successful selling.

Preparation

- ✓ The importance of good product knowledge; preparing for the discussion; learning to sell the product or service.

Opening the Encounter

- ✓ Projecting the right image; creating an atmosphere of mutual interest.

Establishing the Customer's Needs

- ✓ Using questions to maximum effect; developing a complete understanding of their needs through probing questions and active listening; detecting buying signals.

Proposing the Solution

- ✓ Selling solutions not products, benefits rather than features; adding value to your sale; 'up' and 'cross' selling; the basic guidelines of impartial selling.

Closing the Sale and Overcoming Objections

- ✓ Developing appropriate closing techniques; identifying and overcoming genuine and false objections; turning the objection into an opportunity to close.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Writing Sales Proposals

Duration:	Two Days
Who will benefit:	Sales managers, sales people and specialists who need to write effective proposals and/or need to respond to tenders in order to win business.
Objectives:	Produce sales proposals that are clear, concise and effective. Produce an executive summary which sells the company and its products or services.

Content:

Defining Sales Proposals

- ✓ The opportunity to sell your product or service through the written word; the difference between a proposal and a tender.

Preparation and Planning

- ✓ Ensuring that you understand your client's precise requirements; defining the content of a proposal; designing a logical structure; research on the client; planning before you write.

Getting it Down on Paper

- ✓ The need for precise wording; the use of headings; using a logical section numbering system; getting the language style right; clarity and brevity; producing an executive summary of the key selling points; appendices; adding visual appeal.

Persuasive Writing

- ✓ Showing that you understand the issues; objective not subjective statements; dealing with potential objections; presenting your organisation in the best light.

Checking

- ✓ Grammar, spelling and punctuation; layout analysis; page numbering; table of contents; cross-referencing points; has additional information been included – samples, brochures, financial information, etc.

Responding to Tenders

- ✓ Pre-tender questionnaires; understanding the reader; meeting deadlines; ensuring your facts are correct; the importance of meeting all of the requirements of an invitation to tender; following the client's format; making it easy for the client; seeking clarification of questions and the client's precise requirements; reviewing the terms and conditions.

The Covering Letter

- ✓ What to include; personalising.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

SPECIALIST BUSINESS SKILLS

Creative Problem Solving and Decision Making

Duration:	Two Days
Who will benefit:	Anyone who is involved in ensuring that business processes run smoothly by identifying and resolving multi and cross functional problems.
Objectives:	Gain an understanding of the skills, tools and techniques required to identify and resolve a range of business problems, either solo or as part of a multi functional team.

Content:

Creativity
- ✓ What is it?; what stops us being creative?; how creative are we now?; how does the brain work?; what is mind mapping?

Personality
- ✓ How our personality can help or hinder us being creative.

Team Work
- ✓ How understanding team roles can help us.

Problem Solving Models
- ✓ The main models used by businesses today for reactive and proactive problem solving.

Methodology
- ✓ Identifying and evaluating the options.

Tools and Techniques
- ✓ Flow charting; brainstorming; list reduction; cause and effect charts; Pareto analysis; force field analysis; FMEA.

Generating Solutions
- ✓ The identification, analysis and selection of solutions.

Decision Making
- ✓ The process to follow; the factors to consider; criteria to use; successful team decision making; gaining consensus.

Continuous Improvement
- ✓ The proactive method of problem solving and its links to total quality initiatives.

Action Plan
- ✓ Participants plan and discuss what they will do on return to work.

Creativity and Innovation

Duration:	Two Days
Who will benefit:	Anyone who is faced with the challenge of resolving business problems.
Objectives:	To enable delegates to apply a variety of creative thinking tools and techniques to actual business problems and situations so they arrive at innovative and creative solutions.

Content:

What is Creativity?

- ✓ The creative process; creativity measures; developing the techniques of creative thinking.

Patterns of the Mind

- ✓ Natural; logical; mathematical; lateral; a wider awareness.

Encouraging Creative Thinking

- ✓ Approaching the problem and how to remain open minded; suspending judgment to avoid obvious solutions; risk taking; sharing problems.

Forward Thinking

- ✓ Chaos, risk, experiences and growth; thinking the unthinkable; patterns of the mind; reconceptualisation of patterns within the organisation; new action possibilities; a new view of organisational reality.

A Problem Solving Approach

- ✓ The psychology of problem solving; problem solving styles; analysis of the problem; removing the blinkers; breaking out of constraints; freewheeling; evaluation of ideas.

Methods of Problem Solving

- ✓ Tools and techniques; applying creative thinking techniques; how to create a choice of solutions; an open mind.

Decision Making

- ✓ What will be achieved?; what is the purpose?; what are the options?; challenging the status quo; decision making and effective implementation.

Workshop Session

- ✓ Working with actual examples, delegates determine a creative and innovative approach to arriving at the best decision.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

Facilitating in the Workplace

Duration:	Two Days
Who will benefit:	Those involved in the group facilitation process who need to develop the skills of guiding and managing discussions to achieve productive outcomes.
Objectives:	Understand the ways in which people interact in groups. Acquire the skills to focus processes, guide discussions and clarify outcomes.

Content:

Defining Facilitation

- ✓ The purpose; the process; the reasons for facilitation; areas and issues needing intervention by the facilitator; the role of the facilitator; what happens without an effective facilitator?

Levels of Control

- ✓ The case for tight control by the facilitator; the case for allowing the group to freewheel.

Achieving Results

- ✓ Establishing and clarifying the group purpose; mutual agreement on the process; problem solving process; brainstorming; keeping on track.

Observing, Listening and Recording

- ✓ Watching; active listening; taking notes; the importance of accurate and objective observation; developing sensitivity.

Giving Feedback:

- ✓ Reflecting your observations back to the group; suspending judgment; explaining consequences; distinguishing between process and content, facts and opinion.

Interpretative Feedback:

- ✓ Expressing opinions and value judgments sensitively.

Encouraging Participation

- ✓ The use of questions to bring out discussion and involvement; key questions which always work; handling questions; building a climate for open communication.

Interventions

- ✓ When to intervene; when to 'let it ride'; how to intervene – using observations.

Managing Conflict in the Group

- ✓ Healthy confrontation; constructive criticism; personality clashes; avoiding and handling destructive situations; managing difficult personalities.

Clarifying Outcomes

- ✓ Recording and agreeing results; deciding what comes next.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

The Effective Secretary

Duration:	Three Days
Who will benefit:	Recently appointed secretaries and those without formal secretarial training.
Objectives:	To enhance confidence and communication. Organise and prioritise work. Develop telephone and people skills. Handle correspondence. Deal with difficulties and handle pressure.

Content:

The Role of the Secretary

- ✓ The main duties of a secretary; proactive versus reactive; the difficulties delegates face in the workplace; presenting a positive business image.

Telephone Communication

- ✓ The problems associated with telephone communication; using word drills to extract complete and accurate telephone messages; developing a strategy for dealing with irate callers; screening managers' telephone calls.

Written Communication

- ✓ An examination of the features of a good letter; writing emails; writing memos and answering formal invitations; grammar, spelling and proofing.

Face-to-Face Communication

- ✓ Working with assertive, submissive and aggressive behaviours; the behaviour cycle: beliefs, behaviour and result.

Maximising Communication Skills

- ✓ The basis of effective questioning; techniques to improve rapport at work when communicating face-to-face.

Organising the Office and Managing Time

- ✓ Exploring current work practices; identifying viable time management systems; matching solutions to time management problems; dealing proactively with incoming mail; using diaries; making appointments; preparing and planning for meetings; planning for unplanned absences; travel arrangements and itineraries.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

The Personal Assistant

Duration:	Three Days
Who will benefit:	Secretaries who have recently been promoted to personal assistant and who need to learn how to fulfil the role effectively.
Objectives:	Organise time and priorities. Communicate confidently with managers and business contacts at all levels. Research and write short reports. Originate correspondence. Monitor department budgets and interpret budget figures.

Content:

The Role of the PA

- ✓ Defining the role and responsibilities of the PA in the context of today's changing business needs; keeping up to date with the latest business jargon.

The Manager/PA Partnership

- ✓ Acknowledging the role of management; highlighting the need for PAs to work on a proactive basis; establishing the PA's requirements to be proactive; laying the foundations of an effective working partnership.

Written Communication

- ✓ Analysing the principles of good business writing; planning and structuring correspondence; establishing good email etiquette; replying to invitations; issuing a press release.

Meetings

- ✓ Preparing for a business meeting; following up after a meeting.
- ✓ Verbal Communication: identifying the barriers to verbal communication; listening actively; building rapport in face-to-face encounters; establishing ways to make telephone communication more effective; using effective questioning techniques.

Report Writing

- ✓ Establishing the structure and features of a report; identifying a structured system for collecting relevant information; writing a report.

Time Management

- ✓ Identifying delegates' principal time management problems; devising strategies for overcoming time-stealers; delegating successfully.

Budgets

- ✓ Identifying why budgets are essential: analysing how budgets are constructed and their use as a financial tool; analysing and interpreting budget figures; identifying three financial statements and analysing the information they provide.

Travel Plan Organisation

- ✓ Organising and planning a travel itinerary; coping with changes; co-ordinating random information; drawing up checklists; originating correspondence; handling time effectively.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

The Senior Secretary

Duration:	Two Days
Who will benefit:	Senior secretaries who are keen to develop their personal effectiveness and potential.
Objectives:	To review the senior secretary's role. Explore the responsibilities of management. Improve communication skills. Increase self confidence and adopt a positive attitude.

Content:

The Senior Secretary's Role

- ✓ The secretary's role as part of the management team, and the way in which secretaries play a major part in influencing the manager's effectiveness.

Communication Skills

- ✓ Conversation skills; making and refusing requests; listening; conflict.

Interpersonal Skills

- ✓ Developing interpersonal relationships; how to motivate and influence people; the importance of being strongly self-motivated; the high achievement factors; the types of people you meet and how to handle them.

Planning and Prioritising

- ✓ How to build in systems which strengthen credibility and confidence.

Problem Solving

- ✓ Solving problems in everyday situations. Projecting the Right Image: the first impression; appearance, attitude and approach; the need to establish rapport; acting as the organisation's ambassador.

Accepting Responsibility

- ✓ Identifying specific activities; agreeing objectives; identifying specific training needs; working to deadlines; effective feedback.

The Working Partnership

- ✓ Examining your current work relationships and identifying problem areas; personal barriers.

Working Better Together

- ✓ Ways you can increase your understanding of people at work; changing attitudes in your own environment; encouraging teamwork.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

TRAINER DEVELOPMENT

Essential Skills of Training

Duration:	Three Days
Who will benefit:	Those who are involved or about to be involved in training who require a thorough understanding of the techniques of instruction in a group situation.
Objectives:	To give delegates the vital skills of training. Understand the principles of presenting to groups and individuals. Develop overall communicative effectiveness.

Content:

Communication Skills

- ✓ The barriers to effective communication; clarity; interpersonal skills; listening.

Influencing Skills

- ✓ Influencing style; communicating confidently; techniques that influence others; the use of reason and logic; gaining commitment to the task.

Personal Presentation and Impact

- ✓ How to overcome anxiety; building confidence levels; projecting enthusiasm.

Training and its Purpose

- ✓ How and why people learn; the use of the senses in training; the logical stages in training; the acquisition of skill; the transfer of knowledge to skill through practice.

How to Get Ready to Train

- ✓ Practising the skill; dividing into stages; selecting key points; organising the event; aids to training.

How to Train

- ✓ Preparation and trainee motivation; stressing key points; communication skills and pace of instruction; encouraging questions and feedback.

The Skills of Instruction

- ✓ Commitment and participation; skills of presentation; dealing with misunderstandings and objections; structuring exercises; learning styles.

Motivating Learners

- ✓ Analysing common training problems and selecting solutions; encouraging self development.

Training in Action

- ✓ Presenting well organised training sessions; selecting the training room layout; improving style and impact.

Assessing Methods

- ✓ Identifying and using methods of validation and assessment.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

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Train the Trainer

Duration:	Three Days
Who will benefit:	New and existing trainers who need to learn how to prepare their material thoroughly, and to deliver training sessions effectively and professionally to small groups. The course covers the techniques and methods that enable people to become confident and successful trainers. Everything learned is practised thoroughly in two complete training sessions that are prepared and delivered by each delegate. Full tutorial feedback is given in a constructive and positive way. The course is ideal for all who are required to plan, prepare, deliver and evaluate structured training sessions for given groups of trainees.
Objectives:	Link the systematic approach to training to the trainer's role in a business-driven training environment. Write training objectives. Select, sequence and structure the training content to achieve training objectives for particular trainee groups. Deliver effective training sessions. Select and use visual aids to support training sessions. Identify solutions to difficult situations which can occur during training sessions. Apply evaluation methods to confirm training objective achievement, and to assess changes in competence.

Content:

Introduction to Training

- ✓ Why organisations train; linking training needs to business performance; developing a systematic approach; ensuring training meets business needs; qualities of a successful trainer.

Competencies

- ✓ Identifying the knowledge, skills, attitudes and values that are present in every competence.

The Learning Process

- ✓ How people learn; how the trainer can capitalise on this learning process; impact of trainees on your training event.

Learning Styles

- ✓ Preliminary discussion of learning styles and the psychology of how people learn; completion of the learning styles questionnaire; the four dimensions of learning style and learning preference, and the implications for the trainer and their trainees.

Objectives in Training

- ✓ How to establish a target and measuring mechanism to ensure training events are a success.

Structuring a Training Session

- ✓ Deciding scope and sequence of materials; devising the structure and features; understanding how questions aid the learning process.

Visual Aids

- ✓ Effective use of the main trainer aids, eg whiteboard, computer projection, overhead projectors, and the flip chart.

Alternative Training Methods

- ✓ An overview of principal training methods; matching training objectives and learning styles with training methods; use of video as a training method.

Trainee Problems

- ✓ Analysing and solving common problems and overcoming difficult situations that can sometimes occur.

Evaluating Training

- ✓ How to measure learning outcomes; did you meet training objectives?

Giving Instruction

- ✓ Delegates develop and deliver two training sessions and receive feedback and help from the trainer; they also give constructive feedback on sessions delivered by others on the course.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.

One-to-One Instruction

Duration:	Two Days
Who will benefit:	Those who are required to conduct task training sessions, either on a one-to-one or one-to-two basis.
Objectives:	Identify the skills required for particular tasks. Design a task training session to match who will benefit. Prepare a structured plan for teaching a skill. Practise one-to-one training. Correct the mistakes of others.

Content:

Identifying Training Needs

- ✓ How to identify and record group and individual competencies to reveal training needs; establishing the division of jobs into competencies, units and elements.

Deciding on the Training Objectives

- ✓ Identifying what staff must be able to do after training; writing training objectives.

Deriving Training Content From the Objectives

- ✓ Using a scalar diagram or mind map to identify what must be covered to achieve the objectives of a training session.

Learning Principles and Practical Implications

- ✓ Analysing how people learn; identifying the implications; exploring memory, perception, generalisation, recall and performance.

Structuring a Training Session

- ✓ How to establish a structure for a training session.

Analysing Practical Skills

- ✓ Examining a competence to show how skill, knowledge, attitudes and experience combine for every activity; introducing a 'do-describe' chart to identify and sequence the skills, knowledge, attitude and values that must be covered to reach the training objectives.

Structuring a Skills Session

- ✓ Using a model to ensure that the skills transfer is always effective.

Coaching and Giving Feedback

- ✓ Identifying the qualities of a successful coach; introducing the coaching model; the self debriefing concept; the importance of sensitive and honest feedback.

Action Plan

- ✓ Participants plan and discuss what they will do on return to work.