

Management & Personal Development

Course Portfolio

Contact:

Kieran D. Hatton MBA

Director

Hatton Integrated Training Services Limited ([HITS](#))

3 Broadlake,

Willaston, Cheshire CH64 2XB

Tel: 0151 327 6643

Fax: 0151 200 1066

Mobile: 07929 871746

E-mail: kieran@hits.u-net.com



Managing Your Most Valuable Resource

Whether your company, business unit or team is concerned with achieving competitive advantage or managing knowledge, the single most important resource active in all processes and the ultimate instrument of success is people. How well they are treated and how properly they are equipped with essential management and interpersonal skills will determine their level of motivation, morale and commitment. What makes your workforce so special is that they are unique to your business and as such a crucial factor in achieving competitive advantage.

When an employee leaves an organisation they take with them, possibly to a competitor or rival firm, particular skills and knowledge which they have accumulated. This not only means competitors getting a valuable insight of the former employer company from which they may benefit, but also, it will cost the former employer to recruit a replacement and acclimatise him or her to the culture and objectives of the organisation.

HITS can help you to retain and benefit from the contributions of your managers and workforce. How? By providing you with a multiple choice of courses on various skills and disciplines that will enable your managers and workforce to introduce, exhibit and develop a constructive set of attitudes and behaviours that can support the business's key values, mission statement and long term vision.

All courses are individually tailored to your company's particular circumstances and we customarily incorporate examples or case studies drawn from the company's experience to illustrate points and apply material logically. If you wish you can combine or mix and match course topics to suit your requirements.

Our service includes pre-course assessments/analyses of the issues or skills most appropriate for your business and we will undertake pre-course delegate profiling or training needs analysis, all at no cost to you if you purchase one or more of our programmes. Training and consultancy is structured and delivered by a professional endowed with the practical benefit of extensive general management experience and the inspiration of a Master of Business Administration degree.

We look forward to helping your business and its people reach its true potential.



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Please let us know if you do not see the course you want listed as we may be able to provide what you are looking for



Effective Communication Skills

Duration: 1 day

Who should attend: Anyone responsible for managing or directing others

Course Overview: A one day interactive workshop incorporating group exercises. The key objective of the course is to endow delegates with an awareness of and an ability to employ fundamental communication techniques to ensure clarity and optimisation of delivery and reception of messages

Module Content:

- Why communication is so important
- Ways in which we communicate
- Empathising: (learn to think about the feelings and perspectives of others and how you can adjust your style to take account of them)
- Receiving: (examine the art of listening and processing of both verbal and non-verbal messages)
- Clarifying: (using careful and incisive questioning techniques to successfully translate the words, mannerisms and actions of others)
- Understanding: (how to fully engage in conversation and respond intelligently by making sense of what you hear)
- Reading non-verbal clues: (listening with the eyes – observing body language and assessing tone of voice)
- Feedback – giving & receiving: (get communication, climate, setting and timing right. Know the feedback code of ethics. Getting the person's attention - what's in it for me? Learn how to receive feedback as well as give it)
- Transmitting your message: (ensure that the transmission of information that is important to you is communicated in language that is clear, concise and consistent. Manage the importance of self-esteem, reading and respecting feelings, openness and curiosity and determination of mutual value to communicate well.)
- Communication – Your Plan for Change



Assertiveness

Duration: 1 day

Who should attend: Managers, Supervisors and team members

Course Overview: A one day interactive workshop incorporating group exercises. The objective of this course is to alert delegates to the importance of assertiveness in order to achieve optimal management and inter-personal dealings with people

Module Content:

- Definition of Assertiveness
- The Assertiveness Style Model (recognise 4 assertive styles and the pros and cons of each)
- Defining Your Problem Situation (examine your current assertive style against your ideal style, profile the person(s) with whom it is difficult to be assertive)
- Checking the Gap and the Context (considering the situation and asking who, what, where, when, why, and how?)
- Building Your Confidence (look at various difficult but not dangerous tasks that you may trouble undertaking; what are your assertive rights?)
- Preparing a Script to be More Assertive (learn how to say no, dismiss and redirect, question to prompt awareness, 'fog' , force a choice, ask for specifics, look for a workable compromise and deal with threats)
- The Importance of Rehearsing (visualising encounters and imagine what words and body language you would use)
- Setting the Scene (choosing the right time and location, work out how to deal with interruptions, seek feedback on your performance)
- Communicating Assertively on a Consistent Basis (using 'I' language pro-actively, eye contact and body language)
- Formalising Your Own Performance (showing empathy and respect, look for a win/win situation)
- Evaluating Your Own Performance (what I said well, what I could have said better, what I did well, what I could have done better, what I learned from the other person)



- Committing to Improvement (develop a strategy that is suited to you)



Handling Conflict & Negotiation

Duration: 2 days

Who should attend: Managers and Supervisors, especially those responsible for the implementation of change

Course Overview: A two day interactive workshop incorporating group exercises and role play. Delegates will be introduced to and be able to practice the art of effective conflict management and negotiation

Module Content:

- Understanding Conflict (context, conflict style, overt & covert conflict, constructive and destructive conflict, manifest, hidden and displaced conflict)
- Varieties of Conflict & Conflict Behaviour (conflict spiral, the conflict style model, conflict behavioural responses, interpersonal empathy)
- Power and Conflict (power in organisations, 4 visible forms of power, invisible power)
- Ways of Managing Conflict (diagnosis and assessment, ease of conflict resolution, preparing for integrative discussions, establishing genuine dialogue and discussion, building & rapport, proposing potential solutions, moving towards agreement, review the agreed solution, implement the solution)
- Preparing for Negotiation (separate people from the problem, focus on interests not positions, invent options for mutual gain, insist on objective criteria)
- Negotiation Styles (the negotiation style model, behaviours used by skilled negotiators)
- Key Stages in the Negotiation Process (be clear about your objectives, assess the other party's needs, separate major from minor issues, determine your opening strategy, build bridges and rapport, 'trading' your concessions, read and use negotiating ploys, ask probing questions and listen, confirm your understanding, attain mutual agreement)



Problem Solving

Duration: 1day

Who should attend: Managers and front-line staff expected to deal with colleague, supplier and customer needs

Course Overview: A two day interactive workshop involving group exercises. The course objective is to steer delegates towards a range of tools and techniques that they and through them their colleagues, can employ to competently and professionally deal with problems as they arise

Module Content:

- Critical & Lateral Thinking
- Data gathering and Processing (know what you want & where to get it)
- Tool Selection Skills (framing and re-framing problems)
- Lateral Conceptualisation (drawing upon ideas, hypotheses and conceptualisations that are not immediately obvious)
- Alternative Weighing Ability (combining experience, information, options and possibilities to reach the best decisions)
- Risk Assessment Skills (calculating the implications of taking various courses of action)
- Perception & Judgement (assimilating all that is seen, heard, sensed and researched to ensure a viable course of action)



Customer Service

Duration: 1 day

Who should attend: Anybody directly or indirectly involved in service to customers

Course overview: A one day interactive workshop involving group exercises and individual role play. The aim of the course is to enlighten those contributing to an organisation's service delivery of the skills and etiquette that can enable them increase their image among customers and accrue benefit to the company

Module content:

- Service Vision, Leadership and Commitment (looking at service excellence, developing a suitable model and getting 'buy-in' from the workforce)
- Feedback and the Voice of the Customer (channelling views, opinions and feedback from all front-line and back-office links to customers to ensure that needs and expectations are understood and met)
- Service Standards (establishing and profiling service standards across the whole organisation)
- Empowerment for Service (giving staff the 'freedom' to act and to exercise initiative and innovation to deliver 'warm' service)
- Customer Serving Processes and Systems (aligning resources and systems to ensure that the proposed service quality is delivered properly and consistently)
- Rewards and Recognition for Service Excellence (recognise and broadcast service achievements and look to successful employees to act as role models for others)
- Action Planning (getting the right formula for you)



Motivational Skills

Duration: 1 day

Who should attend: Managers responsible for appraisals and the development of others

Course Overview: A one day interactive workshop incorporating group exercises. The core objective of the course is to introduce delegates to various criteria that can affect their own motivation and that of others plus tips on how to manage the subject of motivation successfully

Module Content:

- The Pattern of Personal Needs (Maslow's Hierarchy): (how do personal needs, values, goals and action influence motivation? Recognise factors both inside and outside the workplace that can affect motivation.)
- Expectancy Theory & Equity Theory: (getting back what you put in, how to get noticed and rewarded. Learn how to balance expectations and compromise.)
- Intrinsic & Extrinsic forms of Motivation: (what other ways apart from money can help motivation?)
- GAPS (Goals & Values, Abilities, Perceptions and Success Factors): (establish goals or objectives that are SMART. If you are not meeting your targets what options are open to you? Engage both objective and subjective means of measuring your progress.)
- Performance Management Systems & Motivation: (resources available to develop your capabilities, increase your confidence and performance and to reach your true potential)
- Developing your own framework for motivation



Organisational & Time Management Skills

Duration: 1 day

Who should attend: Managers & Supervisors who need to make more effective use of their time

Course Overview: A one day interactive workshop incorporating group exercises. The course will acquaint delegates with a series of skills and disciplines necessary to achieve effective and productive use of time

Module Content:

- The Essentials of Time Management
- Time Management Paradoxes: (what methods and regimes obstruct time management? How does 'the way we do things around here' influence use of time in your company?)
- Predisposition: (what is your instinctive predisposition, temperament or internal drive levels? Recognise the three types of character and time management styles of each.)
- Preparation Skills: (get prepared for important tasks or personal priorities. Identify events and tasks arising in the course of a typical day and establishing a 'things to do' log.)
- Organisational Ability: (take time to think, plan, talk, read, write, reflect and relax)
- Pressure Management Skills: (keeping your head when all around you are losing theirs! How you set priorities – what must, should or would be nice to do. The 'Pareto Principle' – 20% of what is done produces 80% of results.)
- Delegation: (what does it mean to delegate? When should you delegate. Is delegation a one-way process? Give clear instructions and obtaining feedback.)
- Interruption Management: (factor in flexibility and contingency into daily time-plans to deal with unexpected events or interruptions)
- Results Orientation: (how to distinguish between what is urgent and what is important. Tips for remaining focused on scheduled tasks.)
- A Personal Time Management Plan for You



Delegation & Empowerment

Duration: 1 day

Who should attend: Managers, particularly those who are 'hands-on' disposed and find it difficult to delegate or, enable members of their team to exercise their initiative to satisfy the requirements of the job

Course Overview: A one day interactive workshop incorporating group exercises. Delegates will discover a number of options that can contribute to less pressure on their time, scope to tackle the most important tasks and more job satisfaction for themselves and members of their teams

Module Content:

- Management – 'The Classical View': (planning, decision making, control)
- Directing, Delegation or Empowering?: (effective use of time, getting the best out of others)
- Organisational Culture: (open or closed, hierarchical/status orientated or autonomous)
- Personal accountability and responsibility
- Managerial Competence: (the balance between concern for the task and concern for people, goals and action, leadership, HR management, role model, representing your unit or team)
- Job Design & Evaluation: (recruitment, selection, induction, job specification)



Building an Effective Team

Duration: 1 day

Who should attend: Managers and Supervisors seeking to implement team development skills

Course Overview: A one day interactive workshop incorporating group exercises. Delegates will learn key guidelines for establishing and running successful teams

Module Content:

- What is the Difference between a Group and a Team?: (stages of Team Growth - Forming, Storming, Norming, Performing, getting together, 'testing the water', terms of reference, co-operation, getting it together)
- Vision & Directional Focus: (how well do you and other members of the team understand your purpose and direction?)
- Alignment of Values: (individual and team values, likes and dislikes, issues of importance to the team)
- Team Role & Competency Clarity: (decide the required individual and team skills and job roles. Discover the need for a skills audit and allocating goals and responsibilities.)
- Groundrules Determination: (establish problem solving and team action procedures and systems. By what behavioural standards will the team function?)
- Performance Appraisal Effectiveness: (ensuring openness, honesty and fairness in measuring and tracking the performance of both individuals and the team as a whole)
- Team Learning & Results Focus: (how efficiently does the team learn from its successes and failures in order to make tactical changes that will contribute to more effective results? Focus on the goals and not the playing field!)



- Boundary Management: (recognise the on-going presence of opportunities and threats at or beyond team boundaries. Understand the team's role in the supplier to customer chain.)
- Belbin Team Roles: (linking natural traits such as leadership, generating ideas, measuring ideas and suggestions, implementing tasks etc. to team roles)



Creativity & Innovation

Duration: 1 Day

Who should attend: Anyone wanting to move away from precedent and embedded attitudes to planning and problem solving by seeking alternative approaches to generating ideas and solutions

Course Overview: A one day interactive workshop incorporating group exercises. The focal point of the course is to show that it is possible and indeed desirable in a constantly changing world to challenge conventional wisdom whether tackling problems or seeking new ways of establishing competitive advantage

Module Content:

- Creative Consciousness (recognise your internal personal drive towards being creative and your level of active interest in being innovative)
- Levels of Curiosity (the states of natural inquisitiveness and a strong desire to know 'how' and 'why' as much as possible)
- Pattern Breaking Skills (find new and different angles or perspectives on old or existing problems and issues)
- Idea Nurturing Ability (carefully reflect on the quality of ideas and feed and support their growth and development)
- Willingness to Experiment & Take Risks (push the boundaries to find effective ways to test ideas such as prototyping or pilot schemes, by applying them in relatively protected environments where they can be strengthened and developed)
- Courage & Resilience Levels (managing to break with tradition and be prepared to stand alone in pursuit of an idea in the face of criticism and attack)
- Energetic Persistence (tenaciously maintaining a 'can-do' attitude when breaking new ground or doing something in a different way for the first time)



Presentation Skills

Duration: 1 day

Who should attend: Anyone delivering routine or periodical presentations

Course Overview: A one day interactive workshop incorporating group exercises. The course will provide delegates with an understanding of the skills and techniques for delivering effective presentations

Module Content:

- What is the purpose of the Presentation? (your perspective (what you want to achieve) and the audience's perspective (what's in it for them?))
- Specific Objectives (what exactly do you want to happen, how and by when?)
- Structure the Message: (opening, introduction, 'getting attention', key points, conclusion, managing questions, checking that the message has been received and understood, help the audience to assimilate the message)
- The 4-MAT System: (think of your audience – why should they listen? What are you telling them? How can this be useful to them? What if they adopted the information you are giving them?)
- Communication: (bring life to the presentation, channels of communication – visual, verbal, vocal, interpreting audience feedback)
- Preparation: (key stages in the path to success)
- Rehearsal: (what facilities or resources do you need to drive home the message?)
- Mental Rehearsal: (imagine the location, the room lay-out and the people in attendance and how you are going to use the space and time allocated)
- Delivery: (make an impact)
- Summary & Conclusion: (how did you do? What might you do differently next time?)



Change Management

Duration: 2 days

Who should attend: Managers and supervisors who have to implement change

Course Overview: A two day interactive workshop incorporating group exercises. Delegates will be given an insight into the key factors that arise during a process of change, to recognise the identity, fears and needs of those involved in or affected by change, and to develop a planned approach to successfully tackling a programme of change from conception to post-implementation

Module Content:

- Proactive Thinking: (examine your ability to maintain a conscious awareness of events and situations around you and to take action to be ready when you see change on the horizon)
- Organisation for Change: (conditioning yourself and encouraging others to take co-ordinated action to tackle small or large-scale when it arrives)
- Involving Others: (how to succeed in talking and consulting with others to gain and impart useful information on handling change)
- Visualising the Future: (taking time to think about the medium to long-term future in order to identify a positive and compelling vision of what could be)
- Communicating Clearly: (discover how to describe change in simple language and in understandable and appealing ways for every individual and stakeholder affected by change)
- Breaking from the Past: (ease yourself and others away from the comfort and familiarity of past approaches towards the benefits of the 'new' or changed organisation)
- Consolidating New Learning: (Recognise, Evaluate, Verify, Identify, Expect, Work – REVIEW. Deal with unpredictability, make use of images, metaphors, and stories to convey 'new' values, beliefs, standards and processes linked to change)



One to One Training - Mentoring & Coaching Skills

Duration: 2 days

Who should attend: Managers, Supervisors and team members required to nurture the skills and development of others

Course Overview: A two day interactive workshop involving group exercises and role play. The aim of the course is to equip delegates with the key tenets and practices associated with successful coaching and mentoring

Module Content:

- Understanding the Roles of Coach and Mentor: (note the difference between coaching and mentoring. Why do companies need coaches and mentors? Why learning is important. Identifying and developing individual abilities.)
- 10 Values of a Successful Coach
- 5 Step Coaching Model: (assess present performance, performance and coaching, performance and mentoring, counselling, team involvement)
- Pitfalls to Coaching Success: (attitude, behaviour, assumptions, choosing the right words, follow-up, reward)
- 6 Ways People Think: (learning how to motivate people by the way they accept or receive knowledge and the way they think)
- 3 Key Phases of Successful Mentoring: (observe, participate, conduct)
- 10 Essentials for Dealing with 1:1 Counselling: (work towards mutual benefit and results from maintaining confidentiality to agreeing minimum performance standards)
- How to Recognise the Results of Successful Counselling: (consider the issues of ownership, inclusiveness, learning from history but not repeating it, overcoming obstacles)



Performance Management & Measurement

Duration: 2 days

Who should attend: Managers and Supervisors responsible for monitoring and measuring their own and the performance of others

Course Overview: A two day interactive workshop incorporating group exercises. Delegates will develop an understanding of and techniques for how best to manage their own performance and that of other members of their teams

Module Content:

- Defining what is to be Measured (measure what is important to the organisation to achieve, focus on goals that are tangible and specific, stretching but achievable, select measure that are relevant to the team or group using them, focus on 'lead' rather than 'lag' indicators)
- Focus on Key Success Factors (determine key success factors for each measure used, cover the 4 critical areas of customer satisfaction, look outside the organisation at 'best practice' before setting targets and milestones)
- Involving People in the Process (encourage groups of employees to discuss key strategic measures and how they contribute as a team, brainstorm the most relevant measures for the team to adopt, allow the group to design specific measures and how they should be used)
- Communicating Performance Measures to the Team (develop a single pyramid hierarchy of measures for every team in the organisation in critical areas, communicate team measures to every individual and how they link to overall organisational objectives, develop single graphical representations of each measure, include targets on measurement charts)
- Running a Pilot Scheme (choose a key corporate objective that is easy to measure over a short time frame, develop separate measures of the objective and determine what constitutes the key success factors, set demanding targets at frequent intervals and for the end of the pilot)
- Re-defining and Confirming Measures (agree how to measure goals and critical success factors with the team making modifications as



necessary, establish easy to control and understandable indicators, get the team to design to charts and graphs to track progress)

- Data Collection and Results Assessment (gather all data and feedback from the pilot, review progress achieved and the value of the measures, consider what could have been measured more effectively to influence outcomes)
- Establishing Standards and Protocols (record the steps in the pilot measurement process, develop charts and graphs for people to use in their team, create one page charts or forms that show the linkages to key organisational goals)
- Application of Learning (train everyone to measure in each of the 4 critical organisational areas, consider how learning from the pilot scheme can be applied to all measurement factors, assign responsibility for developing full and integrated key performance indicators)
- Roll-out the Performance Measurement System (choose a cross functional team of people to communicate the measurement process, assign a measurement coach to every organisational team, design a regular graphical performance indicator update system for each key corporate goal)
- Feedback on Key Performance Indicators (get teams to openly discuss KPI's once published, analyse reasons for variance and missing or exceeding targets, encourage team members to develop new lead sub-indicators, rewards for performance success)
- Post System Implementation and Review (examine changes inside and outside the organisation that may alter KPI's in use, monitor trend data over time and look for long-term improvements, learn from what has been measured and revert to plan phase at least annually)



Demystifying Knowledge Management

Duration: 3 Days

Who should attend: Decision makers and implementers seeking to understand the world of Knowledge Management and how it can benefit their organisations

Course Overview: An intensive 3 day workshop incorporating practical case studies drawn from the delegates' organisation. The course objective is to provide delegates with an awareness of the main building blocks to establishing an organisational Knowledge Management ethos and the challenges posed by such a task.

Module Content:

Knowledge Management – what is it all about?

- What is Knowledge Management?
- Recognising what you know and discovering what you never thought that you knew
- Why Knowledge Management should be of concern now
- Examples of Knowledge Management used in organisations
- Knowledge Management – Activities and Issues
- The distinction between Knowledge Management and Information Management
- Understanding the differences between Data, Information and Knowledge?

Communication and Knowledge Management

- Why Communication is central to Knowledge Management
- The link between Ethnic Culture and Knowledge Management: what can you learn from others?
- Communication and Learning – the path to Knowledge Management
- Overview of Communication Technology and Knowledge Management



Knowledge – where does it come from and what is needed to obtain it?

- Energy and resources needed to obtain useful knowledge information from a set of information sources
- Sources of Information
- Making sense of information and transferring it into knowledge – gathering, analysing, filtering, interpreting and packaging information for general understanding, application and warehousing

Knowledge Management in an Organisation

- The fit between Knowledge Management and learning in an organisation
- What drives Knowledge Management in an organisation?
- Knowledge transfer
- Knowledge sharing – how to go about it
- Learning and knowledge sharing as part of organisational culture
- Options for 'Capturing' internal and external knowledge in an organisation
- Organisational memory – storing and recalling what has happened and what is known for re-use

Putting Knowledge Management into practice

- Establishing a case for Knowledge Management in your organisation
- Key factors in planning for Knowledge Management
- Implementation of a Knowledge Management Plan – which way is best?
- 'Testing the water' - using a pilot scheme
- Mobilising resources and developing processes
- Defining Critical Success Factors
- Why Knowledge Management succeeds or fails

Getting buy-in! Human Resources issues in Knowledge Management

- Identifying the knowledge elements of the job
- What is meant by a 'Knowledge Worker' and what does he or she contribute?
- Constructive HR practices for knowledge work and innovation



- How to manage workers and their individual and collective knowledge
- Establishing the right culture for knowledge awareness, development and sharing from recruitment to retirement
- Strategic HR Integration – “one for all and all for one”

Knowledge Assets – what are they and how can they add value?

- Intellectual Capital – what is it and how can it be used to competitive advantage?
- The strategic relevance of brands, patents, copyright, trademarks and design rights
- Evaluating Knowledge Assets

Knowledge Management and Innovation

- Knowledge challenges and how to tackle them
- What is meant by Innovation in the context of Knowledge?
- Problem Solving – using knowledge creation and innovation to effect
- Linking Knowledge Creativity and Innovation to strategy

Technology and Knowledge Management *

- Knowledge Management – the role of ICT
- Representation and interpretation of information – how should information be recorded? How can it be understood by those who access it?
- Knowledge Management - systems design implications
- Organisational memory systems
- Integrating memory systems into work-flow
- Mapping: knowledge categories, who knows what
- Connecting people to people

Knowledge Management: The Future

- Trends in Knowledge Management
- Ethics, power and knowledge – how far can we go?



Knowledge Management – What it means for me and my organisation

- Aligning individual and collective knowledge values
- Putting it all together – a Knowledge Management system for us:
Where are we now? Where do we want to be? How do we get there and when should we get there?

*** There is an optional 1 day Course on Knowledge Management - Practical Technology Issues**



Emotional Intelligence

Duration: 2 days

Who should attend: Managers and Supervisors responsible for the development and well being of others

Course Overview: A two day interactive workshop with group exercises and role play. This course objective is to explore the complex world of human behaviour, particularly in the workplace, and to apply a number of tips and techniques to successfully manage one's own emotions and deal with that of others

Module Content:

- What is Emotional Intelligence?
- The Emotional Intelligence Style Model: (reflective, conceptual, organised, empathetic)
- The Range of Emotions: (sanguine, melancholy, choleric and phlegmatic and how they are exhibited in human personality)
- Links between Feelings and Behaviour: (distinguish between physiological and biological emotions and emotional reactions and cognitive emotions. The link between context and emotion)
- Emotional Intelligence Strengths and Limitations: (recognising and understanding different personality types. The characteristics of emotionally intelligent people)
- The 4 Emotional Intelligence Types: (intuitive reaction style. Know your feelings and how they can affect or interact with traditional intelligence (IQ) e.g. impair judgement. The dimensions of emotional intelligence style)
- Learning Self-Control and Adaptability: (acting upon or suppressing feelings, changing the situation, using feelings as a barometer of relationships with others. The link between moods and emotions and how to express feelings)
- Personal Accountability and Commitment: (engineering or controlling emotions. Developing a 'personal throttle' for dealing with emotions)
- Open Vs. Systems Mindedness: (spot open/conceptual and systems/organised emotional styles)
- Feelings Vs. Facts Focus: (the pros and cons of each)



- Personal Responses and Reactions (direct attention to pressing concerns, making decisions, anticipating feelings in certain situations, facilitating certain kinds of thinking or moods)
- Emotional Intelligence Competencies (self-awareness, social skills, self-regulation, empathy – pulling them all together)



Workplace Ergonomics

Duration: 1 day

Who should attend: Managers and Supervisors wanting to provide a safer and healthier working environment for their personnel

Course Overview: A one day interactive workshop incorporating group exercises. In an age when incidents of stress and litigation against employers are rising, delegates will acquire an appreciation of the Health & Safety aspects of the workplace environment that impact on the productivity and overall well-being of the workforce

Module Content:

- The Background to Ergonomics
- Equipment Design and Layout: (checking that the physical design, configuration, and placement of equipment in the workplace is entirely fit for the purpose it was intended to serve)
- Force and Velocity of Tasks: (establish whether equipment or tasks require individuals to use or experience high levels of force, pressure or acceleration over and above relatively tolerable levels)
- Posture, Comfort and Position: (examine the extent to which every task is performed in relative comfort and in a posture or position that requires no over stretching, twisting, turning or other straining movements)
- Duration and Repetition of Tasks: (structuring workloads to avoid long periods of concentration or attention, high levels of repetitive action that might lead to human injury or eventual health problems)
- Rest Breaks/Recovery Time: (incorporating appropriate rest breaks and encouraging people to avail of them to allow mind/bodily recovery, and prevents stress, possible injury or longer term health deterioration or future productivity performance shortfalls)
- Work Environment: (designing a pleasant work climate and environment conducive to the tasks to be performed within it and free from health or safety risks)
- Control Effectiveness: (what ergonomic controls are evident in the organisation and who is responsible for them?)



Successful Report Writing

Duration: 1 Day

Who should attend: Persons with responsibility for writing reports.

Course Overview: A one day interactive workshop involving group exercises. The course will enable delegates to properly think about, plan, prepare and produce reports that will succeed in meeting their objectives

Module Content:

- Common Features of all Reports
- Planning Your Report: (target audience, purpose, remit)
- Research Tips: (labelling information for each piece of data recorded)
- Presenting a Report: (headings, illustrations, charts and diagrams, spacing)
- Choosing a Typeface: (fonts, display script)
- Write in Plain English: (tips for keeping your writing user friendly)
- Classical Errors and Helpful Tips



Basic Telesales Skills

Course Duration: 1 day

Who should attend: Anyone contemplating or presently active in telesales needing to develop effective skills to enhance their impression among customers and sales capture

Course overview: A one-day interactive workshop incorporating group discussion and role play. Delegates will acquire an understanding of fundamental telesales skills required for effective and successful selling by telephone

Module content:

- Essential Telephone Skills (the pros and cons of using the telephone, transmitting a positive message, voice tone techniques, vocabulary techniques, keeping motivated and sounding fresh)
- Outbound Calling: (preparing a 'plan', client profiling, identifying the decision maker, getting past gatekeepers, product features and benefits)
- Targeting the Customer – What's in it for them?: (it start's with the opening!, probing to determine buyer intentions, viewing the product from the customer's perspective, dealing with objections and obstacles, closing the sale)
- Your Personal Action Plan



Essential Business Administration for PA's

Course Duration: 2 days

Who should attend: Executive secretaries, PA's, and senior administrators who need to grasp the fundamentals of business administration in order to effectively discharge managerial tasks and additional responsibilities delegated to them by their line managers

Course Overview: A two day interactive workshop incorporating group exercises. The course is aimed at endowing individuals charged with responsibility for assuming managerial duties delegated by their line managers with management attributes to do the job effectively

Module content:

- The Art of Management: (planning, decision making, setting objectives and performance standards, directing or empowering people?, successful or effective management, coping with pressure, understanding management roles, where you manage, what you manage and who is managing)
- Organisational Culture – the way we do things around here: (the communications climate – open or closed, information networks, learning, office politics)
- Effective Communication: (the best climate and occasion, face to face, telephone and e-mail –pros & cons, preparing for and handling meetings, top down/bottom up and horizontal communication, giving and receiving feedback, successful report writing and delivering presentations)
- Developing your Leadership Skills: (different leadership styles, being an ambassador and a role model, adapting style to different circumstances, maintaining morale, cohesion and commitment)
- Dealing with Problems, Handling Conflict and Negotiation: (critical and lateral thinking, data gathering and processing, problem definition and risk assessment, perception and judgement – what is desirable Vs what is acceptable, conflict – diagnosis and assessment, applying best resolutions, when to negotiate, identifying negotiation styles, building bridges, win/win for all)



- Effective Team Working: (team cycle - forming, storming, norming and performing, skills audit and gap analysis, team roles, team values and operating guidelines, measuring performance)
- Organisations and the External Environment: (organisational infrastructure – management, processes & systems, environmental and organisational change, strategic planning)
- Budgeting and Financial Planning: (understanding accounting methodology, constructing and managing a budget)
- Change Management: (visualising the future – where do we want to be?, breaking from the past – challenging mind-sets, consulting and involving stakeholders, preparing for change – attitudes, behaviour, practices, maintaining open and clear channels of communication)
- Project Management: (what is a project?, the project life-cycle, setting targets and monitoring performance, accessing resources and expertise, maintaining control, planning for contingencies)
- Raising your Importance and Getting Recognition: (getting the job done, walk the job – see and be seen, involving others, using networks, dealing successfully with barriers to progression, exploiting strengths and managing weaknesses, think long term)



Project Management

Duration: 2 days

Who should attend: Managers assigned to lead or participate in specific projects

Course Overview: A two day interactive workshop incorporating group exercises. The course will provide delegates with a clear overview of the process of project management and tips on carefully managing, monitoring, measuring and maintaining momentum on the project

Module Content:

- What is a Project?
- Project Main Characteristics
- The Project Life-Cycle: (from concept to post-implementation review)
- The Project Definition Document: (project specifications requirements)
- Goals & Objectives: (time, target, budget, why is the project being done?)
- Project Management Process: (objectives orientation, change focus, multi-disciplines, opportunity, control orientation, performance orientation, questioning)
- The Role of Project Manager: (general and specific tasks, personal qualities)
- The Project Sponsor: (why have a project sponsor? Who should it be and what is expected and required of a project sponsor?)
- Planning and Controlling the Project: (estimating, identifying dependencies and dependency networks, responsibilities and resources, using Gantt charts, refining the plan)
- Managing Resources: (using a work breakdown schedule – WBS to calculate the number of human resources needed, skills/expertise, deal with project slippage etc.)
- Project Risk Analysis: (identifying the risks, their likelihood and impact upon the project, measures that can be adopted to prevent or minimise their effect)
- Building the Project Team: (forming, storming, norming, performing, key team roles etc.)



- Project Management Tools: (WBS, PERT, Matrix approach, Gantt chart, milestones)
- Managing Project Meetings: (types and purpose of meetings and proper planning for each)
- When things go wrong: (unexpected incidents, conflict etc.)
- Reporting Systems: (progress reports, one-to-one progress meetings, group meetings, use of ICT)
- Concluding & Presenting the Project Checklist
- Project De-briefing: (measure the success of the project, determine the need for any further work, identify lessons learned)
- Essential Project Management Traits: (Perseverance, Relationship Building, Organisation, Judgement, Ethics, Communication, Team & time)