

SYNDICATE TRAINING 2011 COURSE SCHEDULE



OPEN/PUBLIC COURSES

020 8766 6080

Pricing

- All Open Courses described in this 2011 Syndicate Training brochure are £449 + VAT per course*
Except the two senior management programmes listed on page 13 which are £898 +VAT.
- 8 delegates on intensive courses
- 12 delegates on general courses
- Preview course materials — before booking a course let your delegates review the delegate pack to make sure the right course is being selected.
We can send you any title listed in this brochure electronically or by post.
- Free 15 minute telephone appointment with a Senior Trainer to help diagnose the right course for your delegate (if required).
- Named Course Administrator — from pre-course booking to post-course evaluation
- Every Open Course is updated yearly.
- City of London Training Venue – nearest tube Old Street

Meet Our Trainers — Open Days in London

Companies frequently ask “What is the quality of your Trainers and the content of your courses?” **Come and see both as our guest.** You will be able to sit in on a variety of live training courses and see the delivery style of 5 Trainers. No two Trainers are the same — some delegates prefer an energetic approach whilst others prefer a more relaxed style or a thoughtful and serious facilitator.

Dates 2011

February 17th

April 28th

June 16th

March 11th

May 19th

October 6th

For more information please call Laurie Bell on 020 8766 6080.

IN-HOUSE TRAINING

020 8766 6080

Pricing

- **Standard**

- £995 + VAT per day delivery

In 2010, 75% of Training Managers who commissioned courses with Syndicate Training felt our off the shelf courses met 100% of their needs.

- **Tailored**

- £995 + VAT per day delivery
- £475 + VAT per day development

In 2010, most bespoke programmes required only one day of development time.

- **Choose Your Trainer**

The success of a Training Programme lies in the hands of the Trainer. We help you to choose the right professional, from our 42 strong Training Team, by listening hard to your needs. We will often suggest 2 or 3 Trainers for you to view live before making a final decision.

- You will be assigned a named Account Director who can meet with you free of charge and as often as you like to discuss your requirements.

Free Course Visits

There is no substitute for seeing a Trainer live on their feet training; facilitating or coaching a group of delegates. It gives you a feel for the Trainer's style, and allows you to test the course content, to decide if tailoring is required. Syndicate Training invites you to attend one or several of our open programmes, free of charge, to make sure our high standards meet yours.

For more information please call Nicola Bowker on 020 8766 6080.

* Contractual Terms and Conditions Apply

FOR FURTHER INFORMATION CALL – LAURIE BELL

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Email: bookings@syndicatetraining.co.uk

Syndicate Training • 65 Whiteley Road • London • SE19 1JU

- 8 delegates for intensive programmes
- 12 delegates for general courses
- pre and post course evaluations
- Central London locations

TRAINING TOPICS

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Appraisal Interviewing/ Performance Management

An appraisal is an opportunity to review individual performance in the light of business needs. This programme provides delegates with a system to ensure the appraisal discussion is useful and valuable to both appraiser and appraisee and provides practice in its use.

OBJECTIVES

By the end of the course delegates will be able to:

- link appraisals with business objectives
- choose an appraisal style
- recognise good performance and motivate staff members through positive feedback during the appraisal
- address performance issues through the delivery of constructive feedback
- set realistic objectives at the end of the appraisal and ensure they are followed up
- review their own performance as an appraiser and continuously develop their skill

CONTENTS

- good and poor appraisals
- evaluating performance with and without rating scales
- appraising against competencies
- clarifying fact and opinion
- dealing with difficult situations — for the appraiser and the appraisee
- reviewing and maintaining performance between appraisals
- transferring the learning to work

SUITABLE FOR

Anyone who appraises staff who wants to increase the value of the exercise for themselves, the appraisee and their business.

£449 + VAT

2 DAYS

Assertiveness at Work

The ability to be assertive is a rewarding skill and makes personal and professional life more fulfilling. This course gives delegates an understanding of assertiveness, and techniques to help them deal with many different and difficult situations more confidently and successfully.

OBJECTIVES

By the end of the course delegates will be able to:

- identify and distinguish between assertive, aggressive and submissive behaviour, and how each impacts on the recipient
- evaluate their own assertiveness level and identify a plan for improvement
- select and apply appropriate techniques to communicate individual situations effectively

CONTENTS

- defining assertiveness in the context of each individual's 'bill of rights'
- responding instead of reacting — focusing on assertiveness as a skill that can be learned, rather than an instinctive behaviour
- achieving objectives through assertive communication
- refusing assertively — negotiating rather than saying no
- giving and receiving criticism
- managing confrontation assertively
- role playing and other exercises to give delegates the opportunity to practise techniques, receive feedback and develop a personal action plan

SUITABLE FOR

Managerial and professional staff who need to communicate more confidently and effectively, whether instructing or influencing others.

£449 + VAT

2 DAYS

Business Proposals - How to Write One

Developing and implementing business proposals is a key function of middle and senior management. This course provides delegates with a structured approach to devising realistic, achievable, relevant and measurable business proposals.

OBJECTIVES

By the end of the course delegates will be able to:

- describe who has an interest in the proposal — and why
- structure a business proposal effectively
- define key strategic and financial implications
- utilise proven techniques in effectively researching the business case
- have the confidence and skill to present a business case to the Board

CONTENTS

- developing a model for business, performance and strategic planning
- policy, mission, vision and objectives — using the right language
- research techniques to accurately identify the strategic needs
- the link between long, medium and short-term plans and monitoring their progress
- structuring and presenting the proposal
- implementation — critical success factors and overcoming barriers to achievement

SUITABLE FOR

Senior and middle managers, and anyone who needs to develop and implement business proposals and are unfamiliar with the process.

£449 + VAT

2 DAYS

Change Management

Successful change programmes result in increased morale and productivity. Ineffective management can result in disaster with emotional and commercial fallout. This course will provide effective methods for overcoming barriers to change.

OBJECTIVES

By the end of the course delegates will be able to:

- engage with the change process in a positive and empowering way
- develop tools to make potentially difficult situations easier for you and your team
- achieve positive outcomes both during and immediately after the change programme
- understand goal and objective setting, so you can put practical action plans in place when you return to your organisation

CONTENTS

- delegates' experience of change
- a fundamental model of change; for organisations, teams and individuals
- analysing the present; my team, my staff, myself
- visualising the future; where do we want to be?
- managing the transition; checklists and tools; unfreezing, moving, and refreezing: Kurt Lewin's three phases of change
- a detailed model for planning change
- barriers to change
- planning your own change programme
- why change programmes fail; the most common errors
- your own change programme; avoiding the most common errors

SUITABLE FOR

Managers who are facing the challenge of leading their teams through a change programme with positive results.

£449 + VAT

2 DAYS

Coaching for Performance

Coaching is an essential skill for managers as it enables them to participate in the development of others, going beyond the formal training environment. This course will build skills and confidence, enabling the delegates to coach others to perform more effectively.

OBJECTIVES

By the end of the course delegates will be able to:

- select the most appropriate coaching and development style for specific individuals and situations
- identify and work with individuals' own learning objectives
- set meaningful and realistic learning objectives
- ask and answer questions effectively
- manage feedback in a learning environment
- handle objections or resistance to coaching
- monitor and evaluate the results of the development process

CONTENTS

- the manager as developer — identifying where coaching can help
- how to provide the essential tools to ensure the best outcome
- the benefits of coaching for the coach, learner and organisation
- learning style profiles
- ensuring that conditions are right for development and that the development programme is effective

SUITABLE FOR

Supervisors and managers who want to take an active role in developing others. No previous experience with coaching or other development tool is required.

£449 + VAT

2 DAYS

Communication Skills for Managers

This course has been developed to help managers to communicate effectively from a position of authority - to motivate your team and achieve performance improvements through them while retaining their respect. You will learn how to communicate under pressure and talk with difficult people more effectively.

OBJECTIVES

By the end of the course delegates will be able to:

- understand the necessities of good managerial communication techniques
- have greater awareness of your own preferred style of communication
- communicate successfully with difficult people and in times of conflict
- enhance personal and team productivity through better working relationships

CONTENTS

- acknowledge and develop your own communication style
- adapt your style to the differing needs of individuals in your team
- overcome barriers to effective communication
- learn to listen actively to your team members
- productive questioning techniques
- develop receptive and open body language
- apply the art and science of influence
- dealing with and diffusing conflict situations
- decide on at least three areas for personal change when you return to work

SUITABLE FOR

First line managers and middle managers who want to improve how they get their message across to their team members and other internal stakeholders.

INTENSIVE COURSE

£449 + VAT

1 DAY

Conflict Management

In a business world of flatter structures and less clearly defined areas of responsibility, the potential for conflict is rising. Therefore, it is imperative that managers and professionals increase their effectiveness in handling conflict.

OBJECTIVES

By the end of the course delegates will be able to:

- describe how conflict and organisational tension can be bridled in pursuit of success
- aid the problem solving process by increasing understanding of emotions
- handle conflict confidently and positively

CONTENTS

- recognising sources of conflict
- strategies for dealing with conflict situations
- understanding reactions and emotions
- enhancing the individual's responses to conflict
- the positive aspects of conflict
- effectively handling different personality types
- strategies for objectivity and motivation in the face of unresolved conflict
- practising conflict handling skills in a low risk environment

SUITABLE FOR

Anyone who wants to develop a better understanding of the dynamics of conflict and who wishes to enhance their skills in this challenging area.

£449 + VAT

2 DAYS

Creative Problem Solving

In the ever changing business world, success depends on innovative and creative thinking. This course will help individuals to develop their own creativity and the creativity of others.

OBJECTIVES

By the end of the course delegates will be able to:

- think beyond the immediate needs
- stimulate innovation in themselves and others
- challenge the norm
- increase confidence in implementing new ideas
- add value to their organisations

CONTENTS

- the need for innovation
- understanding how we think
- challenging traditional notions of creativity
- sources of creativity
- elements of creativity
- a systematic approach to innovation
- communicating your ideas
- problem solving techniques
- establishing a climate of creativity

SUITABLE FOR

Managers, project leaders and anyone whose success at work depends on innovative and creative thinking.

£449 + VAT

2 DAYS

Customer Service - Handling Customers Professionally

A foundation for understanding the principles, attitudes and skills essential for delivering an exceptional customer experience, to gain, maintain and grow existing relationships.

OBJECTIVES

By the end of the course delegates will be able to:

- create a positively memorable service experience
- find ways to manage customers' expectations and where possible to exceed them
- recognise the significance of good and bad service on customers' loyalty, and company's reputation
- fine tune the ability to turn around customer complaints and dissatisfaction
- develop a framework for saying 'no' constructively, and giving 'bad' news

CONTENTS

- meeting and exceeding customers' expectations
- the service balance: competence and care
- building customer relationships and loyalty
- the internal customer service links
- projecting a professional image face-to-face, on the phone and e-mail
- customer service behavioural styles and their consequences
- the 8 A's formula for handling complaints
- best practice for saying 'no' constructively, and giving bad news

SUITABLE FOR

Frontline and Support Staff, whose actions can have a significant impact on a company's reputation and customer satisfaction.

£449 + VAT

2 DAYS

Emotional Intelligence Demystified

This course is about understanding how emotion affects work performance and relationships in the workplace. It demonstrates how to ensure emotions can be controlled and focused into 'enhanced efficiency' and 'relational effectiveness'.

OBJECTIVES

By the end of the course delegates will be able to:

- have an understanding of how working relationships can be improved
- gain an insight into the underlying emotions which shape one's own and others' behaviours
- control and deal with one's own emotions
- read and respond effectively to the emotions of others
- build empathic relationships with others

CONTENTS

- the relationship between emotion and intelligence
- the root cause of emotion
- how emotions can affect everything we think, feel and do
- the three families of emotion
- the difference between emotions and feeling
- why we become emotionally over-sensitive
- the difference between reaction and response
- the relationship between emotion and motivation
- cultivating awareness of others' emotions
- developing emotional literacy
- the difference between empathy, sympathy and apathy

SUITABLE FOR

Anyone working in environments where there are frequent and challenging communication with and customers. Particularly useful for those who need to understand the underlying nature of colleagues and others' responses, and who want to improve the quality of their interactions.

INTENSIVE COURSE

£449 + VAT

1 DAY

Empower & Delegate Effectively

Empowerment and effective delegation result in increased efficiency, higher quality and improved competence. These key skills help to develop lower cost and more responsive, effective structures in which people give their best. This programme provides tools and techniques to improve delegation and addresses how to make the concept of empowerment a reality.

OBJECTIVES

By the end of the course delegates will be able to:

- determine the extent to which empowerment and delegation can take place
- adapt empowerment and delegation to the task and members of staff involved, to their organisation and to their own approach

CONTENTS

- understanding empowerment and delegation: their potential impact, risks and benefits
- identifying your preferred style
- determining what can and cannot be delegated
- how to delegate — the key
- overcoming obstacles to delegation
- delegation as a step to empowerment
- developing an empowered organisation
- ensuring empowerment and delegation is really working

SUITABLE FOR

Everyone who leads or directs teams and wants to make the most of their own and their staffs' time and abilities.

INTENSIVE COURSE

£449 + VAT

1 DAY

Facilitation Skills that Work

Facilitation can be a very powerful method of problem solving in groups. Its success depends on the facilitator's skill to control and guide an event or team towards its objective.

OBJECTIVES

By the end of the course delegates will be able to:

- understand what is expected from a facilitator
- be able to handle difficult situations with confidence and without causing offence
- facilitate in a tricky situation

CONTENTS

- accepting there is a difference between process and content
- understanding group dynamics
- levels of intervention
- setting the ground rules
- ability to stay neutral
- people vs. task issues
- deciding what is expected from the facilitator
- handling difficult situations
- avoiding stress
- acquire mental agility

SUITABLE FOR

Managers and supervisors who want to develop more effective non-directive leadership styles which will help in handling difficult situations more effectively.

£449 + VAT

2 DAYS

Influencing & Persuading - A Competitive Edge

The ability to influence people positively, enables us to achieve more and boosts our personal credibility. This programme will enable delegates to gain the co-operation of others without manipulation.

OBJECTIVES

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

- build self-esteem and confidence in dealing with people
- use appropriate language to persuade
- reduce potential conflict in working relationships
- influence people to change — willingly
- achieve business results

CONTENTS

- influencing and persuading: what they mean
- negative influences: barriers to commitment and willingness and how to overcome them
- building confidence and self-esteem
- the power of persuasion
- how to understand other people's values and motivation
- effective communication
- conflict minimalisation
- converting reluctance and compliance into commitment

SUITABLE FOR

Managers, professionals and specialists who want to improve their effectiveness with staff, colleagues, superiors, customers, clients and suppliers.

£449 + VAT

2 DAYS

Interpersonal Skills for Business

One of the most important skills for managers, or those with management potential, is the ability to communicate effectively. This programme will enable delegates to assess their approach to communication and to develop the interpersonal skills required to communicate successfully.

OBJECTIVES

By the end of the course delegates will be able to:

- identify the choices they need to make as leaders when communicating face to face
- recognise the core skills needed to be a successful communicator
- explain the links between effective communication and high self-esteem
- apply effective interpersonal skills to achieve personal effectiveness
- explain steps of basic assertiveness techniques

CONTENTS

- the effect our behaviour has on ourselves and others
- anticipating reactions, choosing and making our approach
- opening and using the channels of communication
- the skills: observing, questioning and listening
- language, tone and behaviour: the perfect match
- gaining co-operation and commitment from others

SUITABLE FOR

Anyone whose success at work depends on building constructive relationships with customers, clients, colleagues and suppliers.

£449 + VAT

2 DAYS

Leadership for New Managers

Leading and managing are not the same. This course addresses the skills needed to give teams the confidence to achieve success in a common purpose. By considering the steps needed to move from vision to action and results, the course shows how teams can be built and managed to maximise individual and group performance.

OBJECTIVES

By the end of the course delegates will be able to:

- set team goals and describe their vision
- know how to inspire people to make it happen
- plan and manage the action needed to produce results

CONTENTS

- the difference between a leader and a manager
- setting objectives and creating a vision
- balancing the team, the task and the individuals
- leadership styles and identifying individual preferences
- developing the team — stages of team development
- building trust and commitment
- planning the action — leading under pressure
- solving problems, regulating and resolving conflict
- managing change
- managing business politics

SUITABLE FOR

Newly appointed managers and supervisors leading formal or informal teams on a daily basis.

£449 + VAT

2 DAYS

Listening Skills

Effective listening skills are the key to improving performance in the workplace. By developing listening skills, it is possible to reduce misunderstandings, build rapport with others and establish clearer lines of communication.

OBJECTIVES

By the end of the course delegates will be able to:

- identify the benefits of effective listening
- recognise and overcome barriers to listening
- check for understanding
- contribute to improved work performance and better results
- develop trust and relationships with others
- know what questions to ask to get the right answers

CONTENTS

- familiarisation with both the theory and practicalities of listening techniques through high levels of delegate participation
- opportunities for delegates to assess their own ability to listen effectively
- selection and practice of the skills they need most

SUITABLE FOR

Anyone who might benefit from improved listening skills, whether in meetings, interviews, day-to-day interaction with colleagues or any other situation.

INTENSIVE COURSE

£449 + VAT

1 DAY

Management Skills Workshop

Holding a management position is a major achievement and postholders want to give their best. But someone who is experienced in the job doesn't necessarily make a good manager - management has its own knowledge and skill requirements. This course fulfils these requirements in a practical way, giving managers the confidence and skills to get better results.

OBJECTIVES

By the end of the course delegates will be able to:

- identify different management styles, including their own, and recognise where each is most effective
- understand the role of their positions in relation to the hierarchy of their organisations, as well as their teams
- direct and motivate a team using effective communication and delegation, and demonstrate individual coaching and development techniques
- plan and control workload
- apply proven decision-making and problem-solving skills

CONTENTS

- identifying the delegates' job responsibilities and areas for personal development
- managing tasks and people
- planning and prioritising to achieve business objectives
- leadership skills
- ensuring the team is effective
- communicating effectively with team members
- role playing, questionnaire analysis and group discussion to reinforce key learning points

SUITABLE FOR

Managers and senior staff who wish to develop their personal, task and people management competencies.

£449 + VAT

2 DAYS

Managing Diversity Sensibly

Managing diversity is about the differences that people from varied backgrounds offer organisations. This course is concerned with recognising diversity as an opportunity and challenge.

OBJECTIVES

By the end of the course delegates will be able to:

- implement the knowledge to leverage diversity for organisational success
- harness the skills of all groups of people within the organisation
- draft guidelines for interacting effectively with those from other cultures
- promote a culture which encourages different groups to work together without prejudice
- decide best practice for implementing diversity policies

CONTENTS

- defining diversity
- the difference between diversity and equal opportunity
- diversity and discrimination
- key issues affecting different groups in the organisation - education, employment, prospects
- understanding stereotypes
- different cultures and their value to business
- assertiveness v's bullying
- communication patterns across cultures
- negotiation styles across cultures

SUITABLE FOR

HR Professionals and Line Managers who want to gain a better understanding of diversity to discover how to add value to their business through their people.

INTENSIVE COURSE

£449 + VAT

1 DAY

Managing Talent for the Long Term

Talent Management is about attracting, developing and retaining individuals who are of particular value to an organisation. The focus of the course is on the responsibilities of the manager in engaging with key staff to ensure competitive advantage in their marketplace.

OBJECTIVES

By the end of the course delegates will be able to:

- improve your leadership capabilities
- boost the motivation and talent levels of your staff
- develop strategies for rewarding and recognising performance
- provide techniques to develop a culture that maximises commitment and performance
- allow you to create and implement effective succession planning
- ultimately make a significant impact on your bottom-line results

CONTENTS

- understand the alignment between the business plan and talent management strategy
- understand the impact of the economy on internal and external talent pools
- create a talent-focused culture to optimise the attraction and retention of top people
- manage performance through times of organisational change such as mergers, acquisitions, and restructuring
- career and succession planning tools

SUITABLE FOR

This course is aimed at experienced people managers whose number one concern is maximising the calibre and quality of their staff to create a high performance culture.

INTENSIVE COURSE

£449 + VAT

1 DAY

Negotiation Skills - Advanced

Negotiation at corporate or inter-company level is commonplace for today's professional managers. This course aims to build on the basics and allow participants to identify specific areas for improvement.

OBJECTIVES

By the end of the course delegates will be able to:

- demonstrate the use of core negotiation techniques to best advantage
- identify a preferred negotiating style and consider its impact
- understand the principles behind "making the first offer"
- consider the impact of body language
- select appropriate strategies with which to neutralise the opposing sides gambits and ploys
- review and identify the appropriateness of closing techniques

CONTENTS

- complex scenarios, supported by tutorials and discussions
- delegates will be immersed in negotiation situations, emphasis being placed on the practical aspects
- sessions are videoed to allow all participants to review their performance throughout the course

SUITABLE FOR

Anyone involved in more complex and high level negotiations with experience of negotiating.

£449 + VAT

2 DAYS

Negotiation Skills - Beginners

Unsuccessful negotiations can be very costly to organisations in terms of customers, employee relations, productivity and, therefore, money. This course focuses on negotiation as a mutual process which aims to achieve a winning outcome. It covers the concepts and skills of negotiating and influencing for a satisfactory result.

OBJECTIVES

By the end of the course delegates will be able to:

- understand the philosophy, strategies and phases of negotiation
- compile information and knowledge, and plan comprehensively for negotiation
- understand and control the psychological aspects of negotiation and the exchange of information
- understand and apply the principles of concession, compromise and mutual benefit
- bargain, build agreement and conclude negotiations

CONTENTS

- defining negotiation and its strategies and techniques through the use of tutorials and discussions
- role playing and case studies to allow delegates to practise the skills of information exchange, bargaining, concession and agreement building

SUITABLE FOR

Anyone involved in negotiating internally with bosses or subordinates, or externally with suppliers or customers.

£449 + VAT

2 DAYS

People Problems Resolved

Business is about people and people do not always act as expected or desired. This course addresses the negative behaviour and conflict which can exist in the workplace.

OBJECTIVES

By the end of the course delegates will be able to:

- devise appropriate strategies to deal with people problems
- use interpersonal skills more effectively in difficult situations
- describe four conflict approaches
- review their own performance and continuously develop their skills

CONTENTS

- considering the impact of one's own behaviour
- dealing with different personalities
- knowing when to intervene
- using proven performance management processes to get better results
- setting your goals
- developing and using influencing skills, including body language, giving criticism and negotiating
- avoiding clashes, hostility and aggression, and reducing conflict
- how to respond to complaints with confidence and composure
- how to deal with specific difficult issues
- transferring the learning to work

SUITABLE FOR

HR professionals and managers who are faced with problem people and who need to manage conflict to achieve positive change in behaviour.

INTENSIVE COURSE

£449 + VAT

1 DAY

Presentation Skills - Advanced

Professional and managerial staff are often required to deliver influential, high-level presentations to larger and more well-informed audiences. This course is designed to refine the skills of those with some presentation experience. The focus is on improving the power of personal style without the aid of powerpoint technology.

OBJECTIVES

By the end of the course delegates will be able to:

- present confidently, powerfully and with poise
- handle difficult subjects and audiences
- make an impact both personally and with their message

CONTENTS

- optimising guidance and feedback for delegates through the filming of their presentations and personalised coaching
- revising the areas of preparation, structure, vocal techniques and body language
- introduction of more advanced techniques in the above areas
- gearing the structure and content of your presentation to specific audiences
- personal appearance and presentation
- conference and social speaking
- advanced visual aid techniques

SUITABLE FOR

Middle and senior management, professional staff and directors. Numbers are limited to allow delegates maximum practical application of techniques.

INTENSIVE COURSE

£449 + VAT

2 DAYS

Presentation Skills - Foundation

Speaking to groups is a powerfully influential form of communication in business; presentations can clinch that crucial sales contract or persuade companies to "do things differently". Yet the prospect can be daunting for the speaker! This course equips delegates with proven skills and increased confidence, whether for proposals, promotions, meetings or training events.

OBJECTIVES

By the end of the course delegates will be able to:

- successfully plan, structure and prepare a presentation according to the needs of the audience
- control anxiety and feel more at ease in front of an audience
- project their delivery by using proven vocal techniques
- understand the impact of body language in communication, and add professionalism through appropriate non-verbal means
- select and prepare appropriate visual aids

CONTENTS

- coaching in the preparation and planning of presentations
- practising the techniques in front of a video camera so delegates can analyse their own presentation skills and identify areas for improvement
- verbal and non-verbal communication
- using visual aids
- handling audience questions and managing anxiety
- delivery of instant feedback to delegates in a relaxed environment to improve their performance and confidence
- **Powerpoint is not used**

SUITABLE FOR

Anyone whose work requires them to address meetings or make group presentations to internal or external customers.

INTENSIVE COURSE

£449 + VAT

2 DAYS

Project Management - An Overview

All functions within organisations are being run increasingly on a project basis, and project management skills are becoming essential for managers at every level. This course introduces delegates to proven techniques for ensuring that projects are completed with a quality result, on time and within budget.

OBJECTIVES

By the end of the course delegates will be able to:

- identify the characteristics and stages of a project
- set objectives for a project and plan the main elements
- select and prepare a project team and motivate members
- implement measures for monitoring, control and co-ordination
- manage time and finances
- apply the principles of quality management

CONTENTS

- application of the skills through analysis of the delegates' own experiences, and by using exercises and case studies
- project definition
- planning and critical path analysis
- teambuilding and communication
- budgeting and resource allocation
- monitoring and control techniques
- review and evaluation

SUITABLE FOR

Managers, technical and professional staff who need to manage projects or lead project teams.

£449 + VAT

2 DAYS

Secretarial - Personal Development for PA's

This 2 day course will enhance your ability to manage yourself and your manager to meet organisational objectives. It will teach you the personal and interpersonal skills to thrive in any demanding role, enabling you to manage others, gain support, and handle conflict.

OBJECTIVES

By the end of the course delegates will be able to:

- increase visibility and respect and recognition from others
- decide clear goals for your work and personal life
- communicate to be assertive and persuasive
- have confidence to make a bigger contribution to your team's performance
- learn techniques to cope with conflicting demands
- manage stress levels
- recognize what is holding you back and how to break out of those limitations

CONTENTS

- characteristics of effectiveness and high performance
- managing your behaviour and emotions
- developing coping mechanisms to thrive and succeed through change, and learning from experience
- personal power skills: behaviour, voice and appearance
- think before you speak to get what you want
- handling conflict and receiving and giving criticism constructively
- setting goals and strategies
- identifying strengths, weaknesses, opportunities and threats
- increasing your visibility and enlisting your manager's support

SUITABLE FOR

Anyone looking to enhance their visibility, interpersonal skills and personal impact.

£449 + VAT

2 DAYS

Selection Interviewing Strategies

Selection is costly in time and money yet mistakes cost even more. This course provides a structured framework and develops skills to plan and conduct interviews to ensure the right candidate is selected.

OBJECTIVES

By the end of the course delegates will be able to:

- understand and manage the recruitment process
- assess whether candidates can do the job, want the job and will fit in
- use skills to handle selection with confidence

CONTENTS

- defining the job description and person specification
- deciding upon the appropriate selection technique
- reviewing CVs and application forms
- short listing candidates
- planning and preparing the interview
- structuring and managing the interview
- developing interviewing skills
- responding to the candidate's questions
- evaluating the interview and making the decision
- the value of efficient administration
- using references, tests and other selection techniques
- interviews and the law

SUITABLE FOR

Anyone involved with the recruitment and selection process from a full campaign to a single interview.

£449 + VAT

2 DAYS

Supervisory Skills - A Tool Kit

A good supervisor is someone who can achieve results by turning decisions into action. This means effectively managing the team and the task. This invaluable course will develop delegates' personal and supervisory effectiveness by equipping them with a range of proven skills.

OBJECTIVES

By the end of the course delegates will be able to:

- set effective team and individual goals and monitor progress towards them
- understand the concepts of leadership and communication
- motivate and develop team members
- understand and implement the stages of the decision-making process
- manage their time more effectively
- identify and solve problems as they arise

CONTENTS

- identifying delegates' personal leadership styles and developmental needs
- the dynamics of teamworking
- techniques for effective team communication and motivation
- resource management and cost control
- problem solving and decision making
- time management
- tutorials and exercises to reinforce learning points

SUITABLE FOR

Recently appointed supervisors and first-line managers looking to develop sound practical techniques for all supervisory situations.

£449 + VAT

2 DAYS

Teams - Developing Performance

In many organisations the tasks traditionally done by managers and supervisors are successfully becoming the responsibility of teams. This change in emphasis requires new thinking and new skills. This course will equip managers and supervisors to develop the teams they are responsible for.

OBJECTIVES

By the end of the course delegates will be able to:

- understand the role of team leaders
- apply the behaviours that encourage empowerment
- improve teamwork and relationships with other team members
- review and measure team performance
- apply team problem-solving and decision-making techniques
- use coaching skills to help team members to achieve business results

CONTENTS

- a critical review of leadership responsibilities
- encouraging teamwork
- building on interpersonal skills
- conflict management
- coaching skills
- creative problem-solving
- measuring performance

SUITABLE FOR

Experienced managers, supervisors and team leaders who want to build self-managed, empowered teams.

£449 + VAT

2 DAYS

Time Management without the Stress

Good time management is crucial for personal effectiveness, enabling staff to achieve more in both their jobs and careers. This course teaches delegates how to plan and prioritise, and avoid time wasters.

OBJECTIVES

By the end of the course delegates will be able to:

- understand and apply the principles and techniques of good time management
- prioritise tasks and objectives, and plan their time accordingly
- identify and avoid 'time bandits', or limit the effects of these on productivity
- understand their own personal organisation style and identify areas for improvement
- delegate more appropriately and effectively

CONTENTS

- clarifying work objectives and planning and prioritising them
- differentiating between important and urgent tasks
- improving communication skills and delegating effectively
- identifying everyday time wasters
- developing strategies to improve productivity

SUITABLE FOR

Supervisory, managerial and professional staff who need to maximise productivity at work through personal effectiveness and through others.

INTENSIVE COURSE

£449 + VAT

1 DAY

Train the Trainer - Tips & Techniques

To be a successful trainer, your trainees need to learn. To achieve this you need a special set of skills. This practical workshop will enable you to design and deliver professional, cost-effective training that meets business needs.

OBJECTIVES

By the end of the course delegates will be able to:

- develop training programmes which meet your audience's needs
- control nervous tension
- manage difficult audiences
- create a personal impact
- design and produce visual aids which communicate effectively

CONTENTS

- writing clear, concise learning objectives
- planning and structuring a new training programme
- making the material relevant to the needs of your audience
- motivating your audience and maintaining interest
- maximising learning and minimising forgetting
- overcoming nervous tension
- managing diverse and difficult groups
- training delivery and personal style
- effective design and use of visual aids

SUITABLE FOR

Anyone who has responsibility for training others. This course is designed for both new and experienced trainers, including personnel, line managers, and supervisors.

£449 + VAT

2 DAYS

Writing - Business Writing Skills

Written communications are a powerfully influential communication method in the business world, yet many people find it difficult to say what they mean clearly on paper. Waffling, muddled letters and reports waste time and are often ignored. This course teaches delegates to produce the concise, clear, impressive documents that organisations need.

OBJECTIVES

By the end of the course delegates will be able to:

- recognise and meet their readers' needs
- define the objectives of their communication
- adapt the tone and style of their writing to suit their commercial purpose
- structure documents correctly
- plan and organise their material and ideas
- write clearly and concisely

CONTENTS

- drafting documents efficiently and clearly
- planning, organising, structuring and layout techniques
- all types of business communication — memos, letters, faxes, reports and email
- exercises, examples and discussions to reinforce learning points

SUITABLE FOR

Anyone who writes business letters and/or reports. Delegates should already possess the basic skills of good written English.

£449 + VAT

2 DAYS

Writing - Grammar is Fun

Written communication is the backbone of the business world, yet frequently the message fails because of elaborate vocabulary, spelling mistakes and faulty grammar. This workshop helps delegates get their writing right! It provides an essential foundation in correct spelling, punctuation and grammar, and in the skills of lucid, concise writing.

OBJECTIVES

By the end of the course delegates will be able to:

- recognise and correct common grammatical errors
- spell correctly
- use punctuation appropriately
- construct clear, correct sentences
- select appropriate vocabulary to meet their readers' needs
- use clear structure and layout for documents

CONTENTS

- developing the delegates' writing style and abilities
- the principles of correct English
- spelling, punctuation, grammar, sentence structure and use of numerals
- identifying good practice in 'plain English'
- active versus passive structures, sentence and paragraph length, choice of vocabulary

SUITABLE FOR

All professional staff wanting to improve the standard of their written English.

£449 + VAT

2 DAYS

Politics - Managing the Dynamics

In order to succeed in business, it is essential to know how to deal with people at all levels. To do this well you must understand what is important to both sides. This course will help to identify and examine delegates' own strengths and weaknesses in dealing with others and will show them how to use these strengths to a positive advantage in the workplace.

OBJECTIVES

By the end of the course delegates will be able to:

- manage the communication flow, both upwards & downwards
- practice fundamental negotiation techniques
- identify their own preferred style for influencing others
- understand the ways in which we can persuade others
- know when to act and when to hold back in dealing with others

CONTENTS

- corporate networking
- individual sources of power
- positive influencing behaviour
- assertiveness strategies for influencing and persuading
- negotiating win-win outcomes
- choosing your battles

SUITABLE FOR

Experienced managers with focus and drive to achieve, who are keen to improve the way they manage interpersonal relationships at work.

INTENSIVE COURSE

£898 + VAT

2 DAYS

Tools for the Experienced Manager

Many management development programmes are designed to equip new managers with the basic skills needed to tackle their new roles. More senior managers are frequently overlooked when it comes to skills development. This workshop is designed especially for experienced managers and will help to further develop the skills already used, while exploring practices which may also be new to them.

OBJECTIVES

By the end of the course delegates will be able to:

- identify areas for further personal development
- select key areas to focus on back in the workplace
- analyse their own management style
- apply new approaches to problem solving

CONTENTS

- new leadership styles
- influencing others
- measuring and managing performance
- developing others and self
- problem solving techniques
- strategic planning/change management

SUITABLE FOR

Senior managers with several years' management experience, with or without direct reports.

INTENSIVE COURSE

£898 + VAT

2 DAYS

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
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