

Typical Leadership and Business Topics

Achieving More by Effective Delegation

- What is delegation?
- Delegation v abdication
- The benefits of delegation – individual, team, organisation
- Fears and concerns of delegating tasks
- Promoting a positive response from your direct report
- What to delegate and why
- Common problems with delegation
- Identifying who to delegate to and who not to
- How to delegate effectively
- Action planning

Assertiveness and Influencing for Success

- Understanding Assertiveness
- Reasons to use assertive techniques
- Types of behaviour, first and last impressions
- Interpreting and using body language
- Individuals rights and responsibilities at work
- Putting yourself across effectively and making a positive impact.
- Influencing/Personal Impact Styles - Aggressive/Assertive/Passive – advantages and disadvantages
- Positive thinking
- Making assertive statements
- Self awareness - understanding and managing 'self-talk'
- Handling aggressiveness & submissiveness in others
- Managing conflict

Building an Engaged Workforce

- Staff surveys, feedback, suggestion schemes, quality groups and staff associations
- Communication strategies
- Involving staff in the running of the business
- Succession planning as part of a rewarding career
- Rewards which are motivational and appropriate
- The manager's role in employer credibility
- Learning at work
- Managing those who refuse to engage
- Work-life balance and employee's wellbeing
- Recruiting the right people for future engagement
- Practical planning for greater engagement

Business Innovation and Enterprise

- Inspiration for those bright ideas
- An introduction to the essentials of business planning
- Researching the market
- Considering opportunities
- Cost benefit analysis and financial budgeting and planning
- Testing the market
- Considering outside investment
- Launching your products and services
- Measuring the impact of your product launch
- Reviewing business performance
- Taking the hard decisions for future business direction

Business Writing

- Improving business report-writing skills
- Producing a report to achieve the desired result in a style appropriate to the audience – including internal business related/operational reports for senior managers and members of the Board
- Looking at writing to achieve your objectives:-
 - Purpose
 - Audience
 - Frequency and timing
 - Planning the content
 - Planning the structure
 - Language
 - Writing the report
 - Editing
 - Final checking
- Writing more powerful letters;-
 - Planning
 - Collecting the information
 - Structuring a letter or proposal
 - Effective use of grammar
 - Using plain English
 - Making it easily readable

Change - How To Plan It

- A model for strategic change
- Understanding the external and organisational drivers for change
- Managing information and knowledge
- Change and corporate strategy
- Building the change agenda – where we want to be v where we are now
- Identifying the needs for culture change – target v current culture
- Stakeholder mapping – identifying the key planner and their needs
- Building the business case for change
- Creating a compelling vision
- The practical tools and techniques for planning change
- Identifying and planning for the organisational and people obstacles
- Action planning

Change - How To Implement It

- How to change impacts – individuals, team and organisation
- Building shared commitment
- Aligning policies, systems and procedures to the change effort
- Understanding and overcoming resistance
- Managing communications – creating an effective communications framework
- Taking care of business during change initiatives
- The impact of leadership style – the role of the manager
- Responding to problems – maintaining momentum and managing risks/issues
- Maintaining your personal energy and commitment
- Reviewing and measuring the impact of the change effort
- Action planning

Coaching For Success

- The aims and benefits of coaching.
- The role of the coach
- How coaching compares to our day-to-day roles
- The challenges associated with coaching – the barriers to effective coaching in the workplace and how to overcome them
- How to set meaningful goals and objectives for coaching sessions
- Encouraging the coachee to take ownership
- Creating meaningful personal development plans
- Balancing the need for 'support' and 'challenge' to create a high performance culture
- Understanding our personal coaching styles
- Understanding individuals' career drivers and the implications for workplace coaching

Communication Skills and Assertiveness

- Barriers to effective communication
- Overcoming barriers to communication
- How to listen actively
- Using questioning techniques
- Interpreting body language
- Putting yourself across effectively
- Definition of assertiveness
- Reasons to use assertive techniques
- Passive – aggressive continuum
- Rights and responsibilities at work
- Positive thinking
- Making assertive statements
- Self awareness – understanding and managing “self-talk”
- Handling aggressiveness & submissiveness in others
- Skills practice

Communication Using Emotional Intelligence

- We will focus on what communication really means to us and our personal experiences of communication
- We will look at the five 'domains' of EQ
 - Knowing your emotions
 - Managing your own emotions
 - Motivating yourself
 - Recognising and understanding other people's emotions
 - Managing relationships and the emotions of others.
- We will consider how our personalities affect the way we communicate
- The principles of Transactional Analysis
- Empathy and Trust as a platform for effective understanding, communication and relationships
- Exploring perceptions using Johari Window
- Maslow's Hierarchy of Needs and its relevance to EQ
- Communication skills including
 - Knowing your emotions
 - our choice of words
 - our ability to listen to what is being said to us
 - our ability to respond
 - our interpretation of body language
 - the impact we are having on others

Complaint Management and Service Recovery

- The definition of a 'complaint'
- Respecting the customer, meeting their needs and understanding and managing their expectations when a complaint is made
- The effect our attitude has on a caller and the difference between good and bad communication skills, especially in a challenging situation
- We will look at common causes of complaint, both verbally and in writing and how to select the most appropriate type of response.
- Attitudinal and environmental barriers to listening, friendly questioning and response skills and ensuring effective communication
- Creating the right climate when handling complaints, especially in confrontational situations including the behaviour needed to gain control or diffuse aggression
- Personal skills including using voice and personality effectively, writing skills, looking at empathy and ownership and techniques to handle pressure.

Conflicts and How To Resolve Them

- Understanding behaviour and its' effects
- Understanding the root cause of conflict
- Basic communication skills
- Communication techniques for specific situations
- How to manage and resolve conflict
- Identifying and dealing with behaviours, which trigger conflict
- Dealing with "difficult" subordinates
- Dealing with "difficult" colleagues
- Dealing with "difficult" superiors
- Separating the person from the problem
- Effective ways of resolving conflict between teams
- Challenging situations
- Action Planning

Customer Relationship Management

- Your role and responsibilities as a manager
- Your impact on individuals, behaviours and culture
- Creating a customer-focused culture within your organisation
- Understand how employee experience mirrors the customer experience
- Build commitment within your team to deliver quality service
- Importance of understanding your organisation's product and services
- Identifying customers' needs and issues
- Demanding customers - exploring options and alternatives
- Why set customer service standards?
- Monitoring customer satisfaction - continuous improvement
- What does the team need to do to meet customer expectations?

Data Security

- Data Protection Act Overview
- The Information Commissioner
- The Responsibilities of an Individual
- Reliance on Technology
- Risk Assessment
- Fraud and Data
- IT Access Rights
- Security and Confidentiality
- Internet and Portable Equipment
- Premises Access
- Disposal of Data
- Implications for Businesses of
 1. Recruitment and selection
 2. Maintaining employment records
 3. Staff monitoring
 4. Recording of sensitive data

Delegation Skills

- What is delegation?
- Delegation v abdication
- The benefits of delegation – individual, team, organisation
- Fears and concerns of delegating tasks
- Promoting a positive response from your direct report
- What to delegate and why
- Common problems with delegation
- Identifying who to delegate to and who not to
- How to delegate effectively
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Diversity and Inclusion

- Understanding what equality and diversity really are
- Direct and indirect discrimination and who is affected
- Exploring equality and diversity in the context of the organisation, individuals and teams in the workplace
- Exploration of what it means to be included or excluded, using personal perspectives and reflection.
- Exploring reasons why people are or feel included or excluded.
- How to understand discrimination and deal with it effectively
- Creating an environment that offers equal opportunity and values diversity
- Cultural issues and taking account of them
- Why is diversity helpful and positive?
- Assumptions, attitudes and stereotypes
- Understanding personal styles
- Complaints of discrimination

Facilitation Skills

- The benefits and pitfalls of different styles of meetings and discussions
- Managing attendance and making sure messages are communicated
- Agreeing and then focussing on the desired outcomes
- Effective planning and preparation
- Chairing meetings
- Understanding behaviour in meetings
- Promoting constructive involvement and conduct
- Understanding and promoting consensus
- Ensuring participation and control - staying focused and on track – managing digressions
- Review and Following up – agreeing actions and responsibilities and documenting the content and output
- Managing the progress outside of meetings
- Continuity from one meeting to the next

Feedback and Coaching Skills

- What is feedback?
- The benefits of feedback – individual, team and organisation
- Awareness and perception – johari window
- How to get closer appreciation of individuals' needs
- How to give feedback effectively
- Typical responses
- Handling performance and conduct problems constructively
- Receiving feedback
- Skills practice
- What is coaching?
- Benefits of coaching – individual, team and organisation
- How to use a structured model for coaching people
- How to use advanced coaching techniques
- Skills practice

Finance Made Understandable

- The main aspects of Financial Accounting will be introduced and explained.
- The structure and construction of the 'balance sheet' the 'profit and loss account' and the 'cash flow statement' will be explored.
- The financial flows in a business will be explored through a simple business model.
- The basics of pricing will be discussed in the context of underwriting an entire account rather than case underwriting
- Financial regulations will be explored.
- Procurement will be discussed from a financial viewpoint
- The concept of Management Accounting will be explained.
- Methods of budgeting and control will be examined.
- Simple financial exercises will be used to consolidate the understanding of the financial operating principles

Financial Crime Awareness

- Introduction
- Money Laundering
- Fraud
- Clients you must not deal with
- How would I recognise Potential Financial Crime
- Financial Crime Legislation
- FSA & other organisations fighting financial crime
- Reporting

Handling Sensitive Issues

- Creating the right atmosphere and making sure the discussion is productive
- Creating a softer edge to the investigation of hard edged issues
- Building rapport and understanding whilst retaining professional distance and detachment
- Questioning skills which are appropriate and reflect the discussion
- Body language – giving the right signs and also interpreting the unspoken communication
- Listening skills to ensure nothing is missed whilst keeping the discussion moving
- Reacting to revelations and admissions and dealing with that information
- Following up after the discussion and the best way to communicate

Influencing Others

- The difference between manipulating and influencing
- Strategies for building influence
- Typical approaches for influencing others: Consultation, Inspiration and Persuasion
- Influence styles and the use of those styles in various situations
- Effective influencing skills and techniques
- Bases of organisational power and assessing organisational dynamics
- How to acquire and maintain influence
- Selecting the right approach for the right situation
- Building relationships, trust and credibility
- Techniques for influencing at meetings
- Challenging situations involving influencing others
- Identifying individual action plans for their return to the workplace

Health and Safety in the Workplace

- Perceptions of Health and Safety
- Workplace accidents and illness
- Reasons why accidents happen
- Who is at risk?
- The law and its implications
- Roles and responsibilities
- Accident reporting
- Risk Assessment, video and practical exercise
- First Aid
- Safe systems of work
- Provisions of work equipment regulations
- Electricity at work
- Fire
- Safety signs
- Occupational health
- Control of substances hazardous to health
- Display screen equipment
- Manual handling and ergonomics
- Noise
- Consolidation

HR for Non-HR Managers

- A look at the development and effects of employment legislation
- The key areas in which a lack of HR knowledge can cause problems for those with responsibility for other people
- Recruitment best practice from identifying the real nature of the vacancy to drawing up job descriptions and person specifications and adverts or agency briefs
- Interviewing which complies with legislation and avoids accidental discrimination
- Understanding employment contracts
- Dealing with grievances and disciplinary processes
- The do's and don'ts of managing absence, both official and unofficial
- Measuring staff turnover and implementing measures to reduce it including feedback from exit interviews
- Monitoring HR implications during times of change for the business
- Case studies to bring the subjects to life

Leadership Uncovered

- Building a culture of leadership
- Perceptions of leadership
- Managers v's Leaders
- New Style v Old style of management
- Roles, responsibilities of managers
- Key: leadership skills, business skills and people skills
- Personal attributes of leaders
- Leadership in practice
- Action Centred Leadership – task/team/individual needs
- Situational Leadership – developing flexibility, when and how to adapt
- Achieving business results through people
- Inspiring high performance
- Leadership styles and corporate culture – understanding your impact
- Managing upwards
- How to motivate others
- Skills practice

Managing Absence

- What is the role of the Manager, HR and Occupational Health
- Causes of absence
- Calculating absence – Bradford Factor
- What information would help the manager
- What action should the manager take
- What is the Purpose of the Return To Work Interview?
- What are the benefits of this?
- Preparing for RTWI and the key points to cover
- Formal & informal 'interviews'
- Need for accurate and fair records
- What support is available to Managers?
- What support available to employees?
- What does the law say i.e. maternity, disability, confidentiality?

Managing High Performance

- Using performance management to achieve business results
- How to make performance management a positive experience
- Developing SMART objectives
- Using competencies for superior performance
- Creating a learning and self development culture
- Identifying of ongoing training and development needs beyond appraisal
- Options for developing people
- Monitoring progress and evaluation
- How to deal with difficult situations
- Disciplinary action and remedial planning
- Skills practice

Marketing for Managers

- What is marketing?
- How marketing led is your business?
- Product, Pricing, Place and Promotion
- Sustainable Competitive Advantages versus Unique Selling Points
- Using the Features and Benefits of your products and services
- The difference between Product-led, Sales-led and Marketing-led businesses
- Planning, visions, missions and objectives
- Marketing Planning
- Segmenting and positioning in the market
- Pricing and price strategies
- Customer driven marketing strategies
- The hierarchy of needs and why people buy
- Sales, PR, Direct Marketing, Sponsorship, Advertising,
- How advertising can work for you
- Awareness, image and perceptions

Meetings and Briefings Made Effective

- Using meetings/briefings as part of the strategic communications process
- A structured approach to two-way communication in the business
- The benefits and pitfalls of meetings
- Understanding behaviour in meetings
- Promoting constructive involvement
- Decision making styles in meetings
- Understanding and promoting consensus
- Effective planning and preparation
- Staying focused and on track – managing digressions
- Following up – agreeing actions and responsibilities
- Typical problems and how to prevent/cure them
- Helpful and unhelpful team working behaviours in meetings
- The impact of team styles (ref Belbin)

Motivation and Goal Achievement

- What motivates?
- The importance of motivation in a changing environment
- Options
- Motivational theory
- Motivating for change
- Target assessments
- Gaining a better insight into the behaviour of the individual
- The importance of setting clear and realistic objectives
- Action planning

Negotiating for the Win/Win

- Communication Skills, including:
 - How we communicate
 - Giving a positive impression
 - Obtaining information
 - Listening
 - Gaining agreement
- Preparing for Negotiation
 - Setting objectives
 - Gathering information
 - Planning the negotiation
 - Identifying key contract conditions
- Carrying out the Negotiation, including
 - Assertive, aggressive and passive behaviour
 - Dealing with Senior Executives and CEOs
 - Working with outside organisations
- Handling Conflict and Objections
- Assessing when the best deal has been done
- Review and Action Planning

Personal Safety Workshop

- Planning and Preparation
- Threat Assessment and Risk Limitation
- Body Language
- Communication
- Street sense
- Confrontation
- Self Confidence
- Personal safety devices

PR and Networking Skills

- What is PR?
- How does PR work?
- What is the difference between PR and advertising?
- How do you write an interesting article?
- What is networking?
- Why does it work when other marketing fails?
- Personal attributes of networkers
- How do you create the opportunity to network?
- Where and how does networking take place?
- Why will people remember you and your organisation?
- When networking doesn't seem to work
- Trying something new

Practical Applications of Influencing and Persuasion

- Real communication skills in influencing and persuading
- The difference between manipulating and influencing
- Practical ideas for building influence and persuasion
- How to apply various methods of influencing: Consultation, Inspiration and Persuasion
- Influence styles and the use of those styles in various situations
- Effective influencing skills and techniques
- Building relationships, trust and credibility in a day to day environment
- Techniques for influencing at meetings
- Handling objections and countering counter-arguments to your own
- Discussions around real issues faced and situations encountered
- Role play if desired to practise application of techniques

Presenting Successfully

(this workshop does not necessarily use video recording of delegates)

- How to plan and prepare for presentations
- Developing SMART objectives
- Meeting the needs of the audience
- How to structure your presentation
- Speaking with confidence
- How to use your personal skills to make an impact
- How to keep the audience engaged
- Using questions effectively
- Making an impact with your support materials
- Audience reaction
- Evaluation of your performance
- Skills practice
- Action planning

Problem Solving and Decision Making

- Identifying current problems and the impact they have
- Defining the problem
- Clarifying objectives and outcomes
- Creativity in problem solving
- Problem solving models, tools and techniques
- Approaches to decision making
- How beliefs, values and ethics influence decisions
- Coping with dilemmas – right v's right
- Situational leadership – when and how to use different decision making styles
- Involving others – group problem solving
- Decision making in groups – promoting consensus
- Case study
- Action planning

Problem Solving in The Workplace

- Cause and effect framework
- Force-field analysis
- Pareto analysis
- Matched pairs analysis and nominal techniques
- Action planning grids
- Decision-making tables
- 5-Why's
- Affinity diagrams/'meta planning'

Project Management Essentials

- Create clear vision statements
- Identify the expectations of those who have a primary interest in the project and who is affected and influenced by the project and its deliverables
- Creating and Managing schedules, resources, and costs
- Breaking the project into manageable pieces to create a plan
- Identify the necessary resources for the project
- Building the team - the roles and responsibilities of the sponsor, steering group, manager, team members and 'project support'.
- Personal competencies and skills required by Project Leaders/Managers.
- Managing stakeholders - identifying the project's stakeholders and their needs, and promoting their commitment.
- Effective communication - Communicate and delegate information and tasks to the right people at the right time
- Effective time, organisation and resource management tools and techniques
- Solving problems
- Evaluating a project's success and increase the success of future projects
- Summary, Review and Personal Action Plans

Recruitment and Selection

- The opportunities presented by a vacancy
- Using a job and person specification to identify key features of the job against which to match job applicants
- Identify key competencies needed to be able to do the job
- Successful interviewing - planning and questioning techniques
- Questioning, listening, observing, body language and note taking
- The sequence of the interview
- Use of behavioural questions to elicit the right information
- Opening, closing and managing the interview
- Evaluation of applicants and decision making
- Recruitment and equality and diversity.
- Summary, Review and Personal Action Plans

Retaining and Developing Staff

- Identifying future skills and competence requirements
- Identifying the types of people needed to meet those requirements
- Identifying those suitable for future development
- Using appraisal as one way of implementing succession planning
- Setting suitable goals and targets
- Ensuring personal development is available for all with ability
- Evaluating the performance of those identified for career development
- Ensuring the management vision is shared by those with potential
- Involving those with potential in the next level of control
- Setting up support networks and mechanisms
- Encouraging creativity and initiative
- Inspiring others to become prospects for the future
- Ensuring career rewards are in place, not just financial recognition
- Exploring alternative options for those no longer requiring full time work

Speed Reading and Memory Skills

- How fast do you read?
- How People Read
- Maintaining Comprehension levels
- Enhancing the ability to read more for longer periods
- Organising your thoughts
- How effective are you at absorbing information
- Stimulate your imagination
- Be more confident
- Problem solving and creativity

Strategic Planning

- Strategic planning models and planning cycles and the key components of forward looking strategic planning.
- Methodologies for process and prioritising of alternatives such as 'investment appraisal' and 'cost-benefit analysis'.
- Constructing a viable business plan
- Dispelling the myths about the perceived complexities of business planning and jargon busting.
- The significance of 'vision – mission' statements
- Effective communication and the practical cascade process of unrolling strategic planning
- Allocation and the commitment of resources will be discussed.
- 'Strategic implementation on a project basis' and 'strategic implementation through continuous management'
- Achieving a successful implementation and fulfilment of the business plan in partnership with the business.
- Performance measures and key indicators to enable assessment of strategic success.

Stress Awareness and Management

- What is stress?
- What are the effects of stress?
- Benefits of managing stress
- Different levels of stress - low, optimum, high
- Identifying the main causes of stress
- Analysing your own stress levels
- Recognising high levels of stress
- Identifying the main causes of stress
- Framework stress and Live stress
- Managing stress
- Stress coaching
- Combating negative stress
- Stress Busters - A plan for working and managing differently

Succession Planning

- Identifying future skills and competence gaps
- Identifying the types of people needed
- Identifying those suitable for future development
- Using appraisal as one way of implementing succession planning
- Setting suitable goals and targets
- Ensuring such development is available for all with ability
- Evaluating performance of the prospects
- Ensuring the management vision is shared by potential promotees
- Ensuring competencies and behaviours are appropriate
- Involving potential managers in the next level of control
- Setting up support networks and mechanisms
- Encouraging creativity and initiative
- Inspiring others to become prospects for the future
- Feedback for promotees

Team Building and Working in Teams

- What is a team?
- Benefits of working as a team
- Characteristics of an effective team
- SWOT analysis
- Common team problems
- Stages of team development
- Developing high performance teams
- Focusing energy on shared goals
- Encouraging and maintaining teamwork
- Identifying opportunities for working in teams
- Building and getting the best from temporary teams
- Team decision making styles
- Managing inter-team relationships
- Team working styles
- Managing conflict
- Diversity as a strength
- Skills Practice
- Action planning

Thinking on Your Feet

- Organising your thoughts
- Structuring ideas
- Communicating effectively
- When you are put on the spot
- Be more confident
- Preparing for the 'what ifs'
- Handling objections
- Problem solving and creativity

Time Management, Organisation and Planning

- Identifying how time is managed
- Time management survey
- Prioritising your workload – Urgent v Important
- A model for time management
- How to keep focused on priorities
- Long and short term planning
- Handling the unexpected – managing interruptions
- Identifying your personal “time thieves”
- Planning and organising in crisis situations
- Using basic project principles in task planning
- Planning and monitoring in teams
- Work/life balance – keeping things in perspective
- Action planning

Time and Workload Management Using Project Principles

- Self awareness – how you work best and how you can be most effective
- Identifying the necessary resources for success
- Time, organisation and resource management tools and techniques
- Building the team and promoting strong relationships between those also supporting the meeting of your business objectives
- Managing stakeholders - identifying those who have a stake in what you are doing and meeting their needs, managing their expectations and gaining their commitment.
- Creating and managing schedules, resources, and costs
- Effective communication - communicating information and delegating tasks to the right people at the right time
- Risk assessment and risk management and their place in success at work
- Dealing with issues beyond your control
- Evaluating a project’s success and increase the success of future projects
- Summary, Review and Personal Action Plans

Training and Development

- Assessing training needs and setting objectives
- Building training plans and desired outcomes
- Delivering the training plan
- Analysing successes and failures
- Training management and its role in the wider business
- Selling the benefits of training to the workforce
- Setting, justifying and managing training budgets
- Reviewing training spend against achievements
- Managing external training providers

Train the Trainer

- The role of a trainer
- Golden rules of training
- What you need to know before you start to train, planning and preparation
- Designing and structuring training
- Creating your own material
- Objectives and setting clear tasks
- Leading and pacing a training session
- How adults learn – guidelines for effective learning
- Training techniques – the skills needed to successfully deliver training
 - Lecture, Demonstration, Technical
 - Effective communication skills
 - Body Language
 - Interactive training - discussion, role play, questioning, group training
- Feedback and the rules
- Common challenges when training and how to overcome them
- Drawing the session to a close – testing and assessing success, evaluation, motivate trainees commitment to continue learning
- Practice the skills learnt - each delegate to train the group in a simple task or activity to practice the skills learnt within the course
- Feedback on training sessions
- Summary, Review and Personal Action Plans