

# Course Directory 2007

We are  
the key  
ingredient



fresh

Thinking  
Training that works



## Improving personal & organisational effectiveness

### About us

**f**resh Thinking is a vibrant training company based in Northampton, offering exciting training, coaching and consultancy in personal development, communication, management and selling skills.

At **f**resh Thinking we recognise the need for training that is person specific and is relevant to an organisation's business needs.

Training tells each of your employees that you value them as an important member of your team and want to help them attain their highest career goals. Training is a process, not an event, it requires continuous reinforcement.



**f**resh Thinking specialises in training that is exciting, relevant, practical, and of immediate use; essential if participants and organisations are to gain the maximum benefits from their training investment.

We offer scheduled training courses at training facilities in Daventry, Northants. For corporate clients these courses can also be delivered in-house or at your choice of venue. Additionally, we offer a consultancy service for bespoke training solutions and a range of training support services.

**f**resh Thinking provides training solutions for a broad range of successful organisations, from leading banks to manufacturers.

Our client base is pan European and enables us to learn from our customer's experiences and business situations, which in turn strengthens our knowledge pool. This range of experience and knowledge is reflected in the quality of our course content.

Our trainers have worked in a variety of industries including pharmaceutical, health, IT, software development and the internet, further education, manufacturing, logistics,

engineering and house-building. We have a great deal of experience that enables us to target more specifically the training that we provide, ensuring greater success for you. Our customers regularly tell us how delighted they are with the training or training services we have provided for them. You can read their testimonials section on our website.

### Our approach

**f**resh Thinking aims to provide organisations a return for their training investment by providing:

- Training that is relevant, practical and of immediate use to the participant and of value to the organisation
- Courses that are highly participative, enjoyable and not 'talk and chalk'.
- Real situations that reflect today's working environment
- Training that provides excellent value for money and includes:

Bound course manual  
Lunch  
All day refreshments  
Course completion certificate

Our scheduled training courses take place at our bespoke training facilities in Daventry, Northants. Size does matter - with a maximum of 12 participants for each course we create and maintain an effective tutor/participant relationship which provides an optimum environment for learning.



## If you want more.....

At **fresh** Thinking we recognise that you may have particular needs that call for very specific solutions.

**f**resh Thinking is experienced in assisting organisations in areas where they do not have the expertise in-house, e.g. :

**Change management** - helping and supporting senior management in the identification, research, strategy and implementation of a change management programme. This would also include methods of evaluating success and a parallel communication strategy to ensure all staff and stakeholders are updated and feedback is collected.

**Competency frameworks** - competencies are descriptions of behaviour that can be used to show staff what is expected of them in their jobs. They are often sub-divided into core and technical or role-specific competencies, in some cases, organisational competencies may also be added.

Widely used core competencies include those related to decision-making and communication skills.

**f**resh Thinking can help you identify, collate and implement your own competence based frameworks that will help with:



- recruitment and selection
- appraising employee performance
- identifying training needs
- identifying and planning personal and career development plans

and even as a

- contributory factor in determining salary increases

**360 degree feedback** - a system of evaluating staff, using competencies, that allows feedback to be given in an objective and supportive environment. Individuals are

evaluated by their peers, supervisor/manager and staff and the information combined with their own evaluation of themselves used to identify development opportunities.

**f**resh Thinking can help you develop your own system that will help your staff reach their potential.



**f**resh Thinking can also provide expertise in:

- training needs assessment
- workshops
- seminars
- conferences
- scheduled and customised courses and training evaluations
- training and development research
- training strategy
- action plans
- policy advice to enable your organisation to specify, identify, select and develop your staff

We can design and deliver tailored programmes to meet your own requirements. Call us and discuss your needs, we'll be happy to help you with a fresh approach.

Tel: **01604 451459**.

Visit our website at

**[www.freshthinking.co.uk](http://www.freshthinking.co.uk)**

**for more detailed information on each course.**



## Personal Development

Assertiveness Skills	10
Creative Thinking Techniques	20
Handling Difficult and Demanding Customers	11
Negotiation Skills	13
Presentation Techniques	9
Problem Solving and Decision-Making Techniques	15
Report Writing	19
Teambuilding	17
The Effective Receptionist	22
Time Management Skills	14
Understanding and Managing Stress	16

## Communication

Appraisal Skills	9
Assertiveness Skills	10
Effective Interviewing Skills	10
Personal Influencing Techniques	13
Presentation Techniques	9
Train the Trainer Skills	12

## Management Skills

Appraisal Skills	9
Coaching Skills for Managers	11
Conflict Resolution	18
Effective Interviewing Skills	10
Effective Leadership Skills	15
Essential Management Skills	12
Group Interviewing Skills Workshop	21
Introduction to Process Improvement	18
Management of Change	14
Meetings: Leading, Chairing and Participating	21
Negotiation Skills	13
Presentation Techniques	9
Problem Solving and Decision-Making Techniques	15
Project Management	22
Recruitment Skills & Interviewing Techniques	19
Time Management Skills	14
Understanding and Managing Stress	16

## Sales

Handling Difficult and Demanding Customers	11
Selling Effectively on the Telephone	16
Selling Through Customer Service	17



## Presentation Techniques

2 days

### Course Aims

90% of business presentations are done for a purpose over and above information giving – they are done to make the audience take some specific action. With this in mind this course takes a different approach to presentations skills and focuses upon the actions that the presenter wishes the audience to take after the presentation.

### Assumed Knowledge

The reader must know the topic and some background information concerning a specific presentation that they have to give within the next six weeks.

### Course Audience

Anyone needing to make presentations that require the audience to undertake actions following the presentation.

### Course Summary

- **What is a Presentation?** - WIIFM Statement - B COZ Statements - What is a Presentation? - End Result of a Presentation
- **The Audience** - Research and Questioning - Attitude - Prior Knowledge - Friendships/Fears
  - Influence with the Decision Makers – Power
- **You - The Presenter**
- **Introductions**
- **Structure of Presentation** - Body of Presentation - Call for Action - Argument Flow
- **Organizing Supporting Materials**
- **Comparing Different Forms of Support Materials**
- **Using Support Materials** - Flip Chart - Overheads - Slides
- **Preparing the Presentation** - 'Set' Appearance - Appearance of the Materials - Your Appearance - Putting Impact into a Presentation
- **Rapport** - Sense Types
- **Handling Audiences**
- **Questions**

## Appraisal Skills for Continuous High Performance

2 days

### Course Aims

In order to be sure that the needs and overall goals of the organisation are being met, Managers are given targets. By utilising the skills of their team, managers can delegate work that will ensure that the targets are achieved. To do this properly, managers need to review their staff's performance, given them feedback on their overall performance and discover each individual's aspirations.

### Course Audience

Recently appointed managers and supervisors who have to set objectives for and appraise staff.

### Course Summary

- **Introduction to Appraisals** - What is Appraisal? - Functions of Appraisals - What Makes an Effective Appraisal?
- **Three Key Areas of Appraisal** - Past Performance - Future Potential - Competencies - Individual Career Aspirations - Time Allocation
- **Creating Trust and Openness** - Values of Trust and Openness
- **Setting Objectives and Achievable Outcomes** - Setting Objectives - Three Prime Areas of Objectives - SMART Objectives
- **Motivation** - Motivation Theories
- **Preparing for an Appraisal** - Steps in Appraisal Interview Preparation - Manager's Preparation - Appraisee's Preparation
- **Communications Skills - Active Listening** - What is Active Listening? - Main Areas of Active Listening
- **Communication Skills - Questioning Techniques** - Types of Questions - Tips on Asking Questions
- **Communication Skills - STAR Interview Technique** - STAR Interview Example
- **Feedback Skills** - Giving Feedback - Receiving Feedback
- **Dealing with Poor Performers** - Collecting Evidence - Classifying Evidence - Setting out the interview - The Interview - Creating an Improvement Plan

## Effective Interviewing Skills

1 day

### Course Aims

A one day course for managers and team leaders who want to identify and recruit the best staff through an effective interview and selection process. Participants work on processes and procedures that will enable them to identify the best candidate for the job through the use of group and individual activities, exercises, formal inputs etc.

### Course Audience

All individuals who have, or are about to have, direct reports - managers, supervisors, team leaders.

### Course Summary

- **Recruitment and Selection Issues** -  
Legislation - Common Message - Fair Treatment - Over-reliance on Qualifications and Past
- **Interviewing and Assessment**
- **Competencies** - When are Competencies Used? - Types of Competency
- **Using Competencies in Selection** -  
Analysing the Job - Identifying the Critical Job Requirements - Competency Examples for Job Position - Secretary - Use Past Behaviour to Predict Future Behaviour - Advantages of Using Past Behaviour
- **Questions to Identify Behaviour** -  
Characteristics of Behavioural Questions
- **The Interview Format** - Open an Interview - Conducting the Key Background Review - Asking Planned Behavioural Questions - Closing the Interview - An Interview Guide - Advantages of Using an Interview Guide
- **Designing an Interview Guide** - Creating an Interview Guide - Sample Interview Guide
- **Conducting the Interview** - Recording Interview Responses - Active Listening - Observing - Maintaining the Applicant's self-esteem - Advantages of Maintaining self-esteem - Controlling the Pace of the Interview - Collecting Less Detail - Collecting More Detail
- **Making the Hiring Decision** - Meeting the other Interviewers - Scoring System - Tidying Up - Sample Integration Grid

## Assertiveness Skills

1 day

### Course Aims

The Oxford English dictionary defines 'assert' as: 'maintain, declare one's claim to rights' and 'assert oneself' as: 'insists on one's rights'. Assertiveness training therefore, focuses on understanding, acknowledging and learning how to declare one's rights. This training course involves participants in realising their own rights and the right of others in the workplace. Practical activities allow participants to practice expressing their views, opinions and ideas and to listen the views, opinions and ideas of others. Participants will also learn to recognise differences and when not to be assertive.

### Course Audience

Anyone who feels they need to be more personally effective in one to one or group situations, making requests, expressing personal opinions or coping with criticism effectively.

### Course Summary

- **What is Assertion?** - Definition of Non-Assertive Behaviour - Definition of Aggressive Behaviour - Verbal Aspects of Behaviour - Non-verbal Aspects of Assertion, Aggression and Non-Assertion - Your Assertiveness Rights
- **How Assertive are You?**
- **Assertive Techniques** - Types of Assertive Behaviour - Basic - Empathetic - Self-disclosure - Negative Feelings - Consequence - Responsive - Questioning - Agreeing with the Truth - Workable Compromise - Broken Record
- **Beliefs** - How do Beliefs Affect our Behaviour? - Modifying Beliefs
- **Starting to be More Assertive** - Making Requests - Refusing Requests - Disagreeing and Stating your Views - Giving Praise - Receiving Praise - Giving Bad News
- **Other Ways of Becoming More Assertive** - Personalising Pronouns - Changing Verbs - Changing Passive into Active - Changing Questions into Statements
- **Your Assertiveness Development Plan**

## Coaching Skills for Managers

2 days

### Course Aims

This 2 day course is designed to improve participant's skills and knowledge in coaching others and enable them to cascade the coaching process through their areas of responsibility.

### Course Audience

For directors and managers who want to create a supportive learning environment helping staff to improve their skills and knowledge.

### Course summary

- **Distinguishing between Coaching, Mentoring and Counselling**
- **Defining Coaching**
- **What Helps and Hinders the Learning Process** - how to assist it
- **Setting Coaching Session Objectives** – working with clarity
- **Creating an Environment for Development** – how simple words and actions can reinforce the coaching plan
- **Feedback and Challenging** – as part of the coaching process
- **Managing the Coaching Process**
- **Practising Listening Skills** – for effective, honest communication
- **Clarifying the Language**
- **Confronting the Issue of the Manager as a Coach**
- **Coaching Practice**
- **How to Apply Personal Learning**
- **Action Planning**

## Handling Difficult & Demanding Customers

1 day

### Course Aims

Participants will learn how to effectively respond to all types of difficult customers through proactive service techniques. Learning to take control of difficult situations and still give the customer what they want participants will learn the value of developing win/win strategies and turning difficult customers into ambassadors for their organisation.

### Course Audience

All staff who have contact with their customer either face-to-face and/or via the telephone will benefit from attending this course.

### Course Summary

- **Communication Skills** - What is Effective Communication? - Body Language
- **The Key Elements in Effective Communication**
- **Effective Telephone Communication**
- **The Barriers to Communication** - Physical Barriers - Psychological Barriers - Semantic Barriers
- **Overcoming the Barriers to Communication** - The Receiver's Task
- **The Four Customer Types**
- **How the Four Types Vocalize**
- **The Effective Telephone User** - Creating the Right Impression - Attitude - Voice - Words - Handling Incoming Calls Efficiently
- **Assertive Techniques**
- **Controlling the Situation - Overcoming Fear**
- **Relax!**
- **The Angry Customer**
- **Understanding Your Customer**
- **Creating Win/Win Outcomes**
- **What is Important to Customers?**
- **How to Keep Customers** - Never Tell Customers Your Problems - Problems = Opportunities
- **Final Guidelines For Handling Complaints**

## Train the Trainer Skills

2 days

### Course Aims

Professional trainers produce professional results. This course will provide participants with a solid foundation of skills and knowledge of process of learning, the role of the individual trainer and issues of importance when working with groups.

### Assumed Knowledge

Knowledge of the subject(s) they will be training and understanding of the training role in their organisation

### Course Audience

New and intending trainers

### Course Summary

- **Learning Styles: General Descriptions** - Activists - Reflectors - Theorists - Pragmatists
- **The Learning Cycle**
- **The Learning Curve**
- **Successful Training Aims and Objectives** - Aims - Objectives - Purpose - SMART Objectives
- **How Master Trainers Get That Way** - Accepting Difference - Using Silence - Knowing When You Do not Know - Cultivating Variety - Endurance and Openness
- **Communications** - Body Language - Reference Systems Indicators
- **Visual Aids** - Designing Visual Aids - Making Technical Courses Relevant - Clarity of Explanations - Use Your Imagination! - Making Courses Interesting
- **How to Plan a Training Event** - Setting the Stage - Preparing the Delegates in Advance - Rehearsal
- **Trainer Conduct and Control** - Prepare - Keep to Time - Look and Act Professionally - Use Eye Contact - Speak Clearly - Stand Well
- **Questioning Technique** - Placing Questions - Handling Answers - Dealing with Questions - Questions to Avoid
- **Ways of Working With Adult Learners**
- **Control Techniques**
- **People Handling** - Good Delegates - Poor Delegates
- **What to Do When Things go Wrong**
- **Fixing Problems**
- **Groups** - Stages - Issues in Group Life Cycle

## Essential Management Skills

2 days

### Course Aims

To discuss, understand and practice some of the essential management skills needed to operate in today's working environment

### Course Audience

For recently appointed managers and supervisors who have to manage staff in the changing working environment of openness and empowerment.

### Course Summary

- **Introduction to Management** - What is management? - What is effective management?
- **Leadership and/or Management** - What is leadership? - Basis of good leadership - **Leadership versus management**
- **Creating Trust and Openness** - Values of trust and openness - Johari Window - Self disclosure
- **Setting Objectives and Achievable Outcomes** - SMART objectives - Setting SMART objectives - Establishing evidence procedures
- **Communication Skills** - Active Listening - Questioning Techniques - Significance of non-verbal communications - Observation techniques –
- **Motivation** - Approaches to motivation - Motivational tools
- **Feedback Skills** - Giving and receiving feedback - Feedback rules - Coaching and counselling skills - Difference between coaching and counselling - Importance of coaching - Coaching ideas
- **Dealing with poor performers** - Collecting evidence - Classifying evidence - Setting out the interview - Creating an improvement plan
- **Action Planning** - Individual action planning

## Personal Influencing Techniques

1 day

### Course Aims

To introduce participants to the meaning of 'personal influence', what it is and how it can be used to enable them to get what they want from situations where they need to be influential.

### Assumed Knowledge

No prior formal knowledge or experience is required.

### Course Audience

Anyone who feels they would like to be more influential when dealing with other people.

### Course Summary

- **Personal Influencing Techniques**
- **Skills Development Cycle**
- **The Johari Window**
- **Giving and Receiving Feedback** - Introduction - Giving Feedback - Receiving Feedback - What Are Inter-personal Skills?
- **Assertive/Responsive Model**
- **A Model for Influencing Others**
- **A Model for Personal Effectiveness** - Expressing Views and opinions - Stating Needs and Wants - Using Incentives and Pressures - Active Listening - Drawing Out - Building on Common Ground

## Negotiation Skills

2 days

### Course Aims

Too often a group will meet to negotiate an arrangement and fail to come to a reasonable position - entrenched positions will stop useful negotiation and poor use of interpersonal skills leads to "stand off" positions and win-lose type situations. Aggressive behaviour wins out and the result is not implemented. Win-lose can lead to a future of even less useful meetings. This Course offers the opportunity to learn to negotiate to a position of success.

### Course Audience

Sales and managerial staff and anyone whose role involves them having to reach agreements on a variety of subjects including price, time, delivery, standards of performance.

### Course Summary

- **What is Negotiation?** - What is Negotiation? - Influencing? - Bargaining? - What Makes a Good Negotiator? - Six Stages of Negotiation
- **Stage 1: Preparation** - Identify the Key Issues - Outcomes - Negotiation Range - Best Alternative To Negotiated Agreement - Final Exit Point - Negotiating Authority - Communications - NLP Communication Indicators - Language - Recovering Choices - Gathering Information - General and Specifics
- **Stage 2: Discussions** - Active Listening - How Can we Improve our Listening? - Active Listening Steps - Active Listening Techniques - How to Improve your Listening Skills - Avoiding Commitment - Establishing Rapport - Identifying Language Patterns
- **Stage 3: Regroup** - Meeting Evaluation - Sources of Evaluation - Self-Evaluation by the Negotiator - Evaluation by a Trained Observer - Evaluation by Participants - Evaluation After the Meeting - Benefits of Evaluation - Value Added - Power
- **Stage 4: Negotiate for Resolution** - The Big Picture First - Concessions - Compromise
- **Stage 5: Reach Consensus** - Re-state Final Conclusions - Check on Authority to Sign - Check Individually with Each Person
- **Stage 6: Close**

## Time Management Skills

1 Day

### Course Aims

To enable participants to make the most productive use of their days through the use of simple control tools

### Course Audience

Anyone needing to manage their time and work patterns better in order to be more productive during their working hours

### Course Summary

- **What is Time Management** – What it and What it Isn't, the Facts
- **The Central Shift in Attitude** – Change calls for Commitment
- **How Much is your Time Worth?**
- **Dealing with Clutter** – Remove all the Clutter and Identify what Really Needs to Done First!
- **How Planning Helps you to use your Time Effectively**
- **Understanding Importance & Urgency**
- **Introduction to Planning Skills**
- **Generating New Ideas** – Tools for Identifying Solutions and Ideas
- **Using Time more Effectively**
- **Getting the Most out of Meetings** – Effective Meetings in the Shortest Time
- **Using Waiting Time Effectively** – Fill in the Time Gaps
- **Improving your Reading Techniques**
- **Improving Reading Skills**
- **Using Reading Strategies to Read more Quickly and Effectively**
- **Dealing with Mail Effectively** – Simple rules to deal with paper
- **Procrastination** – How to overcome the delaying process
- **Creating More Time**
- **Time-Wasters** – Identify what your real Time-Wasters are
- **Writing Skills** – Learn the Rules for Effective Letter Writing
- **Ten Tips for Effective Email** – Getting to Grips with Managing Email

## Management of Change

2 days

### Course Aims

Individuals are suspicious of change since it inevitably involves different actions and practices than those which they are currently familiar with and used to. The course involves participants working on their own specific change events and creating plans and procedures which will help smooth their change processes through group and individual feedback, exercises & formal inputs.

### Assumed Knowledge

Managers and supervisors who have to implement change but may have had little to do with the change decisions. They are now implementing decisions of others and need to know how to deal with the problems of implementing the change and living in a changing environment.

### Course Summary

- **Recognising Change** - The Context of Change - Effects of Change
- **Tools for Analysing a Recent Change** - Force Field Analysis - Force Field Diagram - Methodology to Undertake a Force Field Analysis
- **Key Implementation Activities** - Communicate - Gain Commitment - Provide Assistance - Involve - Manage Perceptions - Avoid Over-organising
- **Drivers for Change** - Influencing Decisions - Winners and Losers - Hard and Soft Information - Dimensions of Influence
- **Change and Individuals: The Transition Curve** - Seven Stages of a Transition - Tactics for Un-Blocking Resistance
- **Change and Individuals: 'Anchors'** - Anchors - Significance for Managers
- **Change and Individuals: Defence Mechanisms & Stress** - Change and Defence Mechanisms - Stress and Reactions to Change
- **Change and the Views of Organisations** - Mechanistic Change - Organic Change - Types of Change - Other Options
- **Successful Change Management** - The ABCD's of Managing Change - Resistance - Stages to Move from Ignorance to Adoption - Danger Signals - Management Strategies to Assist Change
- **Sustaining Change** - Sustaining a Change Focused Climate
- **Action Planning**

## Effective Leadership Skills

1 day

### Course Aims

To consider the principles of leadership and practice the personal skills involved in effective team leadership.

### Assumed Knowledge

A basic understanding of teams and team dynamics gained from attendance on a Team Building course or from past experience.

### Course Audience

Anyone who has to lead a team in the changing working environment of openness and empowerment.

### Course Summary

- **What is Leadership?** - The Born Leader - The Taught Leader - The Basic Requirements - What You Have to Be or Become - Functions of Leadership
- **Leadership Skills** - Diagram of Leadership Elements - A Working Model for a Leader - Achieving the Task
- **Meeting Individual Needs**
- **Maintaining the Team**
- **JOHARI WINDOW** - Introduction - Johari Window Diagram
- **Giving & Receiving Feedback** - Introduction - Giving Feedback - Receiving Feedback - Feedback Characteristics - Values & Skills - Style Analysis Scoring
- **Leadership Styles** - Leadership Styles
- **Management Styles** - Blake & Mouton Management Styles - Typical Managerial Behaviour in each Style
- **Belbin Team Roles** - Belbin's Eight roles - Significance of Belbin's Roles for Leaders
- **Stages of Team Development** - Team & Group Stages - Issues in Team life Cycle - Behaviours in Team life Cycle
- **Action Planning** - Individual action planning

## Problem Solving & Decision-Making Techniques

1 day

### Course Aims

To learn a rational process for problem-solving, learn and practice creative techniques for generating solutions to business problems and learn a rational process for making decisions.

### Assumed Knowledge

No previous formal knowledge or experience of Decision Making is required

### Course Audience

Anyone whose work involves solving problems and making decisions

### Course Summary

- **Solving Problems** - What is a Problem? - Steps in Defining a Problem
- **Brainstorming Metaplan** - Metaplan Equipment - Metaplan Technique
- **Your Mind Is Better Than You Think!**
- **The 'Fishbone Diagram'**
- **Force-Field Analysis**
- **The Steps in Applying Force-Field Analysis**
- **The Six Thinking Hats** - Why Hats? - Use of the Hats Other Ideas for Solving Problems - Use all Your Senses - Switch Off - Let it Simmer - Use Music or Nature to Relax - Sleep on it
- **Decision Making** - What is a Decision - The Decision Process - Style and Intuition - Systematic Approach - Intuitive Approach - Indecisiveness
- **Tools of the Trade** - Decision Analysis
- **Group Decision-Making**
- **Ten Decision Life-Savers**

## Understanding and Managing Stress

1 day

### Course Aims

To understand the nature of 'stress', how it impacts us mentally and physically and how we can manage it for our benefit.

### Assumed Knowledge

No previous formal knowledge of Stress Management is required.

### Course Audience

Anyone who feels they would like to gain control of any negative stress in their life.

### Course Summary

- **Understanding and Managing Stress** - What is Stress? - Range of Problems
- **Recognising Stress**
- **Some Bodily Reactions to Stress** - Physiological Response - Some Physical Symptoms
- **Recognising the Warning Signs**
- **Stress at Work** - Examples of Work Stressors - Factors Intrinsic to the Job
- **Ways of Coping**
- **Some Strategies for Coping with Stress**

## Selling Effectively on the Telephone

1 day

### Course Aims

This course will give participants the knowledge to develop to skills associated with effective selling using the telephone. Using easy to remember procedures and techniques participants will learn how to sell their range products and services in a planned, methodical and profitable way.

### Assumed Knowledge

No previous formal knowledge of selling using the telephone is required.

### Course Audience

Sales staff who regularly use the telephone to sell their products and services and wish to improve their 'hit rate' and overall telephone selling effectiveness.

### Course Summary

#### Telephone Selling

- The Seven Stages of the Selling process
- Four types of approach
- The Customer's four stages of the buying cycle
- Customer questions that must be answered
- The 5 elements of credibility
- Rules to be successful
- Effective listening
- Closing like you've never closed before
- Gaining commitment
- Getting repeat business
- Up-selling

#### Time Management

- Dealing with mail/email effectively
- Call planning
- Dealing with clutter
- Procrastination

## Selling through Customer Service

1 day

### Course Aims

Anyone who has contact with your customers has the opportunity to sell your products and services. This course will enable participants to capitalise on all customer contacts.

Participants will learn how to identify buying signals and match customer's needs to their organisation's products and services.

### Assumed Knowledge

No previous formal knowledge of selling is required but some experience of dealing with customers would be useful

### Course Audience

This course is aimed at staff that regularly have contact with external customers either via the telephone or face-to-face but who are not experience in sales.

### Course Summary

- **Customer care and Selling**
- **Developing a positive attitude for effective customer care**
- Customers buy people before they buy their products and services. How do you measure up?
- **Preparing to sell**  
Knowing all our USPs (unique sales propositions) so they can be applied to customer needs.
- **Who buys what, and why?**  
Selling to existing customers, the benefits, looking for new sales opportunities.
- **Customer personalities and how to work with them**
- **Seven steps to selling**
- **Identifying triggers and customer needs**  
How to look for and recognise the 'triggers' in customers' lives that make them open to what's on offer.
- **How customers buy**
- **Overcoming Customer resistance**
- **The best ways to deal with objections**
- **Getting customers ready to buy**
- **Knowing when and how to refer a customer to an expert colleague**
- **Selling and the telephone**  
The importance of the telephone as a customer care and sales tool. Basic telephone techniques to encourage positive customer decisions.

## Teambuilding

1 day

### Course Aims

To introduce team leaders and team members to the activities and techniques that make for effective team building. This course focuses on individual actions and team actions that help build effective teams.

### Assumed Knowledge

No previous formal knowledge working in a team or team leadership is required

### Course Audience

Anyone who is in a team or about to form part of one, whole teams and new or existing team leaders

### Course Summary

- **Introduction to Teams** - Why use teams?
- **Team Dynamics** - Task versus Process - Task Achievement in Teams
- **Team Communication Skills** - Creating Trust and Openness - Giving and receiving feedback - Feedback rules - Johari Window - Self disclosure
- **Team Roles**
- **Belbin Team Roles**
- **Team Relationships** - Competition, Co-operation, Collaboration Team Development - Tuckman's Team development model - Analysis of current team
- **Team Effectiveness** - What makes an effective team? - Personal Effectiveness in Teams
- **Leadership** - Consideration of different styles - Creativity in Groups
- **Influencing Team Members** - Techniques for influencing others - Support and Challenge
- **Action Planning - Individual action planning**

## Introduction to Process Improvement

1 day

### Course Aims

To give participants an awareness of the fundamentals of process improvement and a system for improving processes and how this can be applied in their own work environment to bring about increased efficiency and effectiveness.

### Course Audience

Directors, managers and supervisors who wish to identify how to change existing practices and systems to improve organisational effectiveness and quality of service and/or products.

### Course Summary

- **Quality & Customers** – How to hear what your customers aren't telling you
- **The Quality Triangle**
- **Process Thinking** – A Different View of How Your organisation Works
- **Improving Processes** – Evaluating current performance and Identifying measurable changes
- **Transforming the Organisation** – Engaging the organisation to identify, implement and measure improvements
- **Continuous Improvement** - Fundamentals of Process Improvement
- **Tools for Process Improvement** – Simple and Effective Tools that will Guide those Involved in Improving Processes
- **Application of Process Improvement in their Own Work** – How all Staff can Apply the Process Improvement tools
- **The Benefits of Process Thinking** – How Process Thinking can Change an Organisation
- **The Role of Leadership in Process Improvement** – The Critical Role for Directors and Managers in the Implementing, Managing and Supporting Process Improvement

## Conflict Resolution

2 days

### Course Aims

Managers and team leaders can spend at least 25% of their time trying to resolve workplace conflicts. Too often they end up avoiding the conflicts until they escalate-often creating missed deadlines, turnover, project delays and customer dissatisfaction. This course provides managers and team leaders with the tools for assessing, diagnosing and intervening in workplace conflicts effectively.

### Course Summary

- **The manager-as-mediator** — a better way to handle communication problems and personality clashes, negotiation and creating a win/win solution
- **Consequences of conflict** — measuring the cost of conflict in your organization
- **Types of conflict** — boss-employee, employee-boss, and employee-employee
- **When managerial mediation works** — and when it won't
- **Preliminary meetings with employees** — the surprising purpose of "getting the facts."
- **Effective Communication** – the use/abuse of body language and how to use it effectively, listening skills and assertive behaviour
- **Managing the context** — mostly common sense, but vitally important and often overlooked.
- **Problem Solving** – the use of problem solving strategies to identify appropriate outcomes to conflict resolution scenarios.
- **The three tasks of the manager-as-mediator** — made simple and practical
- **Assertiveness**
- **Contracting for agreement** — making deals that stick
- **Practice by learners** — constructive, guided feedback to build practical skill

## Recruitment Skills and Interviewing Techniques

2 days

### Course Aims

The course involves participants working on processes and procedures that result in successful selection and recruitment decisions through the use of group and individual activities, exercises, formal inputs etc.

### Course Audience

All individuals who have, or are about to have, direct reports - managers, supervisors, team leaders.

### Course Summary

- **Recruitment and Selection Issues** - Legislation - Common Message - Fair Treatment - Over-reliance on Qualifications and Past
- **A Selection System** - Steps in a Successful Selection
- **Creating a Position Profile**
- **Sourcing of**
- **Psychometric Profiling and Ability Tests** - Why are Psychometric Profiling and Ability Tests Important? - Importance to the Business Community
- **Interviewing and Assessment**
- **Competencies** - When are Competencies Used? - Types of Competency
- **Using Competencies in Selection** - Analysing the Job - Identifying the Critical Job Requirements –
- **The CADI Concept** - What is CADI? - False CADIs –
- **Questions to Identify Behaviour** - Characteristics of Behavioural Questions
- **The Interview Format**
- **Designing an Interview Guide** - Creating an Interview Guide - Sample Interview Guide
- **Conducting the Interview** - Recording Interview Responses - Active Listening - Observing - Maintaining the Applicant's self-esteem - Advantages of Maintaining self-esteem - Controlling the Pace of the Interview - Collecting Less Detail - Collecting More Detail
- **Making the Hiring Decision** - Meeting the other Interviewers - Scoring System - Tidying Up - Sample Integration Grid

## Report Writing

1 day

### Course Aims

This course gives participants an easy, structured framework that will enable them to produce accurate and informative reports, allowing readers to gain quick access to the key information.

### Assumed Knowledge

No previous knowledge is required

### Course Audience

Manages, supervisors, project leaders, sales staff and anyone who is required to write informative, easy to read and convincing reports.

### Course Summary

- **The Ingredients for Good Business Writing** -The Need for a Report - Understanding the Reader's Needs
- **Creating a Good Report** - Creating Clear Objectives - Report Checklist - Structuring your report - Report Layout
- **Before You Start Writing** - Report Objectives
- **The 6 Stages of Report Writing**
- **Language and It's Power** - Giving readers what they want - What Readers Dislike - Your Approach to Writing - How to Avoid Common Mistakes - Office Speak - Simple Expression - Using Clichés - Rules – Rules - More Common Mistakes

## Creative Thinking Techniques

1 day

### Course Aims

Sometimes our thinking gets stuck and we need to find unusual and different ways of getting around a problem. This course provides some of those techniques. A number of different techniques are introduced and practiced during the day. It is common for individuals to like and enjoy some of the techniques and find others difficult. The purpose of the course is to provide a wide choice of options.

### Course Audience

Anyone wishing to learn different ways of thinking to help them approach problems and decision-making from a new perspective.

### Course Summary

- **Creative Thinking** - What is Creative Thinking? - Your Mind
- **Preparing for Creative Thinking** - Equipment - Yourself (and Others)
- **The Techniques** - Techniques Funnel - Individual Techniques in the Funnel
- **Left Brain Techniques** - Not-ing - Musts and Wants - Boundary Relaxation
- **Right Brain Techniques** - Faerie Pictures - Object d'art - Similes - Dictionary - Mottoes and Sayings
- **Sorting Technique** - YNW
- **References**

## Professional Business Writing

1 day

### Course Aims

The course is for staff who have to produce effective written communication that is logical, easy to read and will have the required impact on the reader.

### Course Summary

- **Know your audience** – write to achieve maximum impact with minimum effort
- **Getting to the point** – writing clearly and concisely
- **Using Passive and Active voice appropriately** – preventing overuse
- **Culture differences** – dealing effectively with cultural differences
- **Content** – ensuring that you have all the information with out the clutter
- **Organization** – organizing the content to ensure arguments and other information are in a logical format
- **Testing your assertions** - what you claim and want the reader to believe is true
- **Adding power to your writing**
- **Be assertive in your writing** – getting what you want, when you want it
- **Common Problems** – punctuation, problem expressions, weak introductions
- **Email** – setting out, rules, and managing
- **Additional tips for writing more effective business letters**

## Meetings: Leading, Chairing and Participating

1 day

### Course Aims

This course is designed to give participants guidelines on the necessary planning, preparation, structure and processing of meetings to ensure successful outcomes. It will also provide participants with opportunities to practice chairing and participating at meetings.

### Course Audience

For anyone who leads or chairs formal or informal meetings who wants to structure them effectively and make them more productive.

### Course Summary

- Common problems associated with meetings
- Responsibilities of the meeting leader
- Planning the meeting: the purpose(s) and objectives
- Deciding the type of meeting, level of formality and leading/chairing style
- Planning the structure: drawing up a sequential, informative, timed agenda
- Skills of leading meetings: positive, motivational introductions, clarifying ground rules/objectives.
- Introducing agenda items, clarifying and gaining agreement with objectives
- Processing discussions: use of statements questions, listening, acknowledging, clarifying, summarizing, confirming
- Gaining positive participation
- Concluding positively: by gaining agreement on actions, accountabilities and deadlines
- Exploring different situations/behaviour: reviewing options for handling these appropriately
- Participation: the importance of planning, preparation and presentation
- Making a constructive contribution, stating your case and listening
- Supporting individuals, building on their contributions and ideas
- Supporting the leader, particularly if they are inexperienced/unskilled
- Action planning.

## Group Interviewing Skills Workshop

2 days

### Course Aims

To give managers and supervisors the knowledge and opportunity to develop the skills required to manage, facilitate and evaluate group selection interviews.

A highly participative and enjoyable course in which delegates learn and practice the skills needed to formulate and conduct effective group interviews

### Course summary

- Basic principles of group interviews
- Contexts in which group interviews can be used
- Advantages/disadvantages of group interviews
- Basic rules and conditions of group interviews
- Identifying candidate selection criteria and selecting suitable candidates
- Competency based evaluations - influencing skills, interpersonal skills, team work, leadership skills, verbal communication, quality of contribution
- Structuring group interviews – observable outcome, written, group and one-to-one assessments
- Group interview roles - mediator, facilitator, interviewer and team leader
- Key elements of moderation, facilitation and interviewing
- Making the decision – evaluating the evidence
- Communication and listening
- Non verbal communication
- Questioning Skills
- Practice, feedback and review of key group interview skills

## The Effective Receptionist

1 Day

### Course Aims

To give receptionists the skills and knowledge to effectively manage the reception area and communicate effectively with visitors and staff.

This is an excellent course that will help the receptionist promote the organisation through effective and professional communication

- **Communication Skills:** What is Effective Communication & Body Language
- **The Key Elements in Effective Telephone Communication:** Posture, Gestures, Voice and Vocal Variety, Language, Pauses, and Non-Words, Verbal communication, Listener Involvement, Using Humour, The Natural Self
- **The Barriers to Communication:** Physical Barriers, Psychological Barriers, Semantic Barriers
- **Managing Visitors and staff:** Managing staff arriving/leaving the building, Managing Visitors/ Deliveries and Couriers, Keeping track of Visitors
- **The Effective Telephone User:** Creating the Right Impression, Attitude, Voice, Words, Handling Incoming Calls Efficiently, Planning & Making Outgoing Calls, Taking and passing on messages, Managing Call Rates, Understanding Assertive Behaviour, Being more Assertive, Dealing with the Angry Caller
- **Understanding Your Customer:** What is Important to Customers? How to Keep Customers, Some Final Guidelines for Handling Complaints

## Project Management

2 days

### Course Aims

A highly participative course with plenty of 'hands-on' exercises and examples. This course is suitable for staff with some exposure to project management or those who are moving into the field. No prior knowledge of the subject is required, although familiarity with projects and a need to plan projects in the future would be of benefit to the participant.

- **Defining the Project:** Why do we need project management? Benefits, Types of projects: Independent or Team project, Defining the scope / project requirements, Identifying the executive sponsor, Determining the team members, Listing the assumptions, Determining budget and other resource requirements
- **Developing a Project Plan:** Determining the schedule, Including key tasks, Determine dependencies, Identify milestones, List resource requirements
- **Tracking Progress/Managing Change:** Managing Risk, Conducting Team meetings, Creating Status Reports, Building Issues Lists, Defining the Escalation Process
- **Software Tools:** MS Project vs. Excel, How to select which one to use
- **Communication Skills:** Leadership Skills, Conflict Resolution, Motivating/Coaching team members, Using Listening skills
- **Putting in all together:** Finalising your project plan, Providing Feedback, Evaluating Progress, Dealing with Problems

