

COURSE DIRECTORY



ACUMEN
DEVELOPMENT CONSULTANTS



CONTENTS

1. Management Development
2. Managing a Customer Focused Team
3. Coaching for Success
4. Producing results with others
5. Recruitment and Selection
6. Creative Thinking & problem solving
7. Managing Customer Service
8. Telephone Techniques
9. Personal effectiveness
10. Training Needs Analysis
11. Time Management
12. Team Leadership
13. Teamwork
14. Supervisory Skills
15. Stress Management
16. Project Management
17. Presentation Skills
18. Managing Difficult People
19. Effective Meetings workshop
20. Managing Change
21. Management by Objectives
22. Facilitation Skills
23. Discipline and Grievance Issues
24. Communication Skills
25. Assertiveness
26. Appraisal Techniques
27. Train the Trainer
28. Emotional Intelligence



MANAGEMENT DEVELOPMENT

PROGRAMME BENEFITS

Based on specific areas identified from team member feedback, participants will be able to develop their skills of Management, which will lead to an increased understanding and confidence. Improvements are cost effective because Managers are responding to clearly identified and relevant needs and both experienced and newly promoted Managers will benefit from understanding how management skills fit within the organisational context, and gain feedback to help them manage more effectively. The programme will lead to a more focused approach bringing improved team performance and results.

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand the purpose and role of Management
- Identify their own style of Management and identify strengths and weaknesses as identified by their team
- Analyse their attitudes to managing and the impact of these on their behaviour
- Manage work activity by understanding the [Performance Management Cycle]
- Use a range of motivational and communication techniques
- Demonstrate a range of social skills to manage people effectively q Produce a development plan

METHODOLOGY

This programme typically makes use of the following techniques:

- Comprehensive pre-course questionnaires (Life styles Inventory)
- Trainer led input
- Group work and discussion
- Simple models
- Case studies
- Constructive feedback
- Individual coaching
- Personal development planning
- Remeasure to evaluate progress

DURATION

Two days



MANAGING A CUSTOMER FOCUSED TEAM

PROGRAMME BENEFITS

Managers need to create a customer-focused environment if service excellence is to be achieved. Their teams must have the appropriate attitudes and skills in order to provide excellent service, both to external and internal customers. This programme will help Managers to understand the impact of their behaviour on creating a service focused team.

OBJECTIVES

By the end of the programme, participants will be able to:

- Define the role the Manager plays in managing service excellence
- Identify the characteristics required by a service group
- Define appropriate levels of service in their own department
- Identify and develop the key skills for managing a customer focused team
- Be aware of Management processes that may help or hinder service efficiency

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Discussions
- Group work
- Video
- Work on current business problems

DURATION

One day



COACHING FOR SUCCESS

PROGRAMME BENEFITS

As Managers our results come through those who work with us. Managers have a powerful influence on their teams as a role model and through their working relationships. Most of our learning occurs at work: we learn through those who manage us. Coaching is a method of development through work contact. This programme will help Managers to develop their teams by using day to day work as a learning experience.

OBJECTIVES

By the end of the programme, participants will be able to:

- Explain what coaching is, why and when we should do it
- Apply a more structured approach to coaching
- Demonstrate an increased awareness of options for learning and motivation
- Identify opportunities for coaching
- Develop a range of skills including agreeing objectives, listening skills and providing constructive feedback
- Developing a coaching action plan

METHODOLOGY

This programme typically makes use of the following techniques:

- Practice sessions
- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials

DURATION

Two days



PRODUCING RESULTS WITH OTHERS

PROGRAMME BENEFITS

The ability to develop productive relationships and recognise the potential for conflict is an essential skill. The programme develops interpersonal skills to improve working relationships. This will reduce the incident of destructive conflict and assist in influencing others. The programme allows participants to identify different communication styles and improves their versatility in working constructively with others.

OBJECTIVES

By the end of the programme, participants will be able to:

- Identify the different styles of behaviour used when communicating
- Assess their own preferred style
- Recognise the style used by others
- Determine ways to manage the weakness of their own style
- Work more productively with other styles
- Resolve conflict more effectively

METHODOLOGY

This programme typically makes use of the following techniques:

- Pre-course questionnaires
- Trainer led input
- Support and constructive feedback
- Group work and discussion
- Video support
- Personal development planning

DURATION

One day



RECRUITMENT AND SELECTION

PROGRAMME BENEFITS

Business success is directly linked to the calibre of people involved. Selecting the wrong team can be costly, in terms of reputation as well as time and money. This programme enables participants to conduct effective selection interviews and reduce the risk of recruitment errors. The selection process will be structured and more professional.

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand the recruitment process
- Analyse a job description or person specification to determine qualities required
- State the characteristics of a good interviewer, prepare and structure an interview so as to allow for gathering of specific, factual and relevant information
- Conduct an effective interview using a range of skills including: questioning, listening, observation and employment law knowledge

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Demonstration
- Practice sessions
- Constructive feedback
- Video support

DURATION

Two days



CREATIVE THINKING & PROBLEM SOLVING

PROGRAMME BENEFITS

This programme is designed to equip delegates with the tools and techniques to substantially enhance their performance and results through generating ideas and solutions to problems and tasks in a creative and imaginative way. They will recognise their lateral and logical abilities and gain self-confidence to deal with day to day issues, problems and challenges.

WHAT THEY WILL LEARN

- Lateral thinking techniques
- Benefits of creative thinking
- Individual and group problem solving
- Generating solutions
- Conventional problem solving q Idea generation
- The creativity cycle

COURSE CONTENT

- Benefits of systematic idea generating
- Assessing your own creative potential
- Developing the brain, developing the right brain and right brain activities and whole brain thinking
- Six principles of creative thinking
- Devices for decision making
- Generating ideas in teams
- Understanding mind sets and the concept of [stuckness]
- Power of positive thinking
- Creativity in action [- a case study
- 16 methods of generating creativity i.e. [provoking provocation

METHODOLOGY

The workshop will be challenging, enjoyable and thought provoking. Input from the facilitator will be balanced with group discussions, individual exercises, syndicate work, video[s, case studies and practice sessions. Throughout, the focus will be practical and fun. All sessions will be supported by resource material.

DURATION

One day



MANAGING CUSTOMER SERVICE

PROGRAMME BENEFITS

As managers we are instrumental in ensuring that the concept of customer care is implemented effectively within the company. This programme develops skills to ensure the participants are equipped to support the concept of Customer Service when managing their own teams on a day to day basis.

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand the importance of customer service and what they can do to improve customer service
- Develop techniques in complaint handling, such as rapport as a complaint handling tool; taking action; turning the complaint into a positive opportunity to enhance credibility with the customer; management involvement in complaint handling
- Demonstrate the skills of rapport and responsibility by; the first impression; attitude and approach; the need to establish rapport; two way communication; taking responsibility for the customer
- Impart the concept of excellent customer service by communicating the concept to their teams; how to ensure commitment from all team members; confronting resentment and ill feeling; managing the change of approach
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Practice sessions
- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials
- Video support

DURATION

One day



TELEPHONE TECHNIQUES

PROGRAMME BENEFITS

This programme is designed for non managerial staff whose work involves telephone communication and is intended for those who have customer contact. The programme develops effective telephone skills, and improves confidence. It also will consider telephone voice and manner and learn how to make their calls more time efficient and business like.

OBJECTIVES

By the end of the programme, participants will be able to:

- Create the right image by understanding the importance of telephone voice and manner
- Professionally answer an incoming call
- Plan and commence an out going call by preparing, setting objectives and by explaining requirements
- Demonstrate excellent communication skills by speaking effectively, using voice projection, tact and initiative
- Effectively taking messages by agreeing action and projecting confidence
- Understand the importance of problem solving, call holding, transferring and reacting to different types of people
- Deal with complaints by developing rapport, taking action, turning the complaint into a public relations or sales opportunity
- Ensure that the caller is content and impressed at the end of the conversation
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Demonstration
- Practice sessions using telephone role play equipment
- Constructive feedback
- Video support

DURATION

One day



PERSONAL EFFECTIVENESS

PROGRAMME BENEFITS

In today's fast paced, competitive environment, this is a programme for Managers who wish to succeed. The programme gives participants the knowledge to gain awareness of the ways in which behaviour can affect others; develop interpersonal techniques; remove blocks to personal energy and gain confidence to allow more positive personal achievement.

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand the profile for success that relates to personal effectiveness and produce an action plan for self development
- Develop effective interaction skills, involving understanding the communication model, questioning techniques and active listening as well as presenting ideas and solutions to others
- Demonstrate an understanding of their own motivation style by use of an analysis tool and how this works in practice and the implications for other people
- Assess their strengths and weaknesses in influencing other people and examine current work relationships

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Management diagnostic tool
- Discussions
- Group work
- Video
- Work on current business problems

DURATION

Two days



TRAINING NEEDS ANALYSIS

PROGRAMME BENEFITS

This is a programme that would benefit anyone who is involved in the analysis of company or departmental training requirements. Participants will produce short and long term training objectives, gain commitment from Senior Management, evaluate and re-assess training.

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand the advantages of training, statutory requirements; individual and corporate needs
- Identify areas where training may be required; training needs survey; examining systems of appraisal; establishing a method of systematic evaluation and different techniques of assessment
- Produce clear and concise training objectives and liaise with management
- Develop strategies for increasing management commitment to training by using persuasive skills
- Select and produce appropriate programmes and produce written material for each course
- Examine the efficiency and relevance of each course and understand the advantages and dis-advantages of methods of evaluating training programmes
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Practice sessions
- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials
- Video support

DURATION

One day



TIME MANAGEMENT

PROGRAMME BENEFITS

This is an ideal course for those that wish to improve their personal time management and effectiveness and will cover all aspects of the subject including, establishing priorities; defining objectives; reviewing how time is consumed; identifying time wasters; delegating effectively and developing a practical action plan.

OBJECTIVES

By the end of the programme, participants will be able to:

- Delegate in a professional and efficient manner
- Clarify job objectives and understand the importance of keeping a time log and sticking to high priority tasks
- Identify and provide solutions to time wasters
- Develop strategies for effective time management through use of a case study
- Provide solutions to real, specific problems identified in the work place by way of a help desk exercise

METHODOLOGY

This programme typically makes use of the following techniques:

- Practice sessions
- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials
- Help desk discussions
- Case studies

DURATION

One day



TEAM LEADERSHIP

PROGRAMME BENEFITS

This is a programme ideally suited to team leaders whose success is dependent upon the efforts of their team and teamwork. The programme will be aimed at assisting delegates to develop, build and lead a productive team and create a working environment.

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand the role of a leader and the importance of aligning leadership style to the organisational climate
- Create an empowered climate by building trust and giving support to the team; allowing employees to take risks in a controlled environment; encouraging open and constructive confrontation; maintaining task achievement in such a climate and providing adequate resources to employees
- Demonstrating the principles of action centered leadership; situational leadership and leadership styles
- Develop a working knowledge of the Managing Performance Cycle and understand the importance of planning and target setting; evaluating individual and team performance and assessing individual potential
- Provide opportunities for personal growth by clarifying the relationship between performance and motivation
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Practice sessions
- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials
- Case studies
- Video support

DURATION

Two days



TEAMWORK

PROGRAMME BENEFITS

Will benefit those that wish to explore the art of co-operation with fellow team members in greater detail. The programme will concentrate on how to assist delegates to develop their team role, the effectiveness of their contribution to the team and understand how to adapt to the changing demands of the team.

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand the role and responsibilities of a team member
- Demonstrate the characteristics of effective team working and explore the difficulties of working as a team member
- Explore the role of an individual by creating a niche within the team and building on strengths
- Identify the stages of an effective team and therefore the features of an effective team member
- Have a working knowledge of team dynamics and the effect on work routines and individual behaviour
- Deal with conflict situations in a constructive way by developing mutual respect and co-operation
- Develop effective communication channels to overcome negative feelings of superiority and accepting constructive criticism
- Analyse and provide solutions to problem solving situations
- Understand the role and views of others and accept responsibility for your actions
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials

DURATION

One day



SUPERVISORY SKILLS

PROGRAMME BENEFITS

This programme has been designed for delegates who have been newly promoted to the position of supervisor as key management skills are essential to obtain a good start in the new position. The programme enables the supervisor to make the transition from team member to team leader as well as introducing the responsibilities of supervision. It also equips delegates with the basic skills to become an effective first level manager.

OBJECTIVES

By the end of the programme, participants will be able to:

- Define the role of a supervisor and the difference between [hands on] and [hands off] approach; alternative styles of management and leadership; fire fighting or delegation; what skills does a supervisor need
- Constructively handle discipline assertively; delegate effectively; motivate teams; respond to unrealistic demands q Understand the different roles within the team and handle conflict in the team
- Develop a working knowledge of the Managing Performance Cycle and understand the importance of planning and target setting; evaluating individual and team performance and assessing individual potential
- Effectively communicate upwards and make requests assertively; negotiate deadlines and specifications; making your case persuasively to management
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Group work and discussion
- Simple models
- Case studies
- Constructive feedback
- Individual coaching
- Personal development planning

DURATION

Two days



STRESS MANAGEMENT

PROGRAMME BENEFITS

Anyone who plans to improve their personal effectiveness by developing good stress management and those who feel that managing their own health will improve their performance. The programme enables delegates to understand stress and its effects; to raise awareness; to analyse the sources of stress; to cope with change; interpersonal relationships and leadership; increase energy levels and improve performance.

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand what is stress by way of a self assessment exercise to help recognise the signs and source
- Develop a recognition of stress signals and be able to construct a stress profile
- Identify the problems of lifestyle and constructively deal with real situations
- Cope with change and reactions to change
- Maintain peak performance on a more constant basis by understanding the pressures and approaches to leadership
- Reduce negative stress and increase self motivation
- Produce a transactional analysis to productively deal with interpersonal relationships
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Comprehensive pre-course questionnaires
- Trainer led input
- Group work and discussion
- Simple models
- Case studies
- Constructive feedback
- Individual coaching
- Personal development planning
- Help desk discussions

DURATION

One day



PROJECT MANAGEMENT

PROGRAMME BENEFITS

Ideally suited to those who are responsible for the planning and control of projects which involve achieving results through peers, team members and superiors. The programme gives participants an overview of the many facets of project management and the tools and techniques used. In addition, delegates will understand the need for effective communication with senior management.

OBJECTIVES

By the end of the programme, participants will be able to:

- Define the term 'project management' and understand the objectives as well as the scope and range of projects
- Collect data, define problems, provide and determine the best solution
- Plan by way of project management tools in a constructive and professional manner
- Control a project using the tools discussed. (This will be simulated in an exercise during the programme)
- Understand resource allocation
- Examine common problems and be able to offer efficient problem solving solutions
- Ensure effective communication throughout the team by motivation and team briefing techniques
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Practice sessions
- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials
- Case studies
- Video support
- Help desk discussions

DURATION

Two days



PRESENTATION SKILLS

PROGRAMME BENEFITS

Would suit all those involved in making presentations to clients, teams, peers or superiors. The programme ensures that participants will be able to make a presentation that will capture and hold the audience's attention; develop a logical approach; improve voice projection; practice question and answer techniques; make use of visual aids and overcome anxiety.

OBJECTIVES

By the end of the programme, participants will be able to:

- Structure and plan a presentation in three phases
- Provide meaningful objectives for the presentation in a logical format
- Understand the relevance of the content to the audience and resisting the temptation to include everything
- Overcome anxiety, build confidence levels and project enthusiasm and personal commitment
- Confidently use visual aids
- Develop techniques for audience participation. Including questioning techniques, dealing with objections, planning for participation and the skills of facilitation
- Effectively manage audiences and deal with questions positively
- Personal project to make an impression
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Group work and discussion
- Practice sessions
- Constructive feedback
- Individual coaching
- Personal development planning

DURATION

Two days



MANAGING DIFFICULT PEOPLE

PROGRAMME BENEFITS

This programme is designed to equip delegates with the skills and knowledge to manage difficult people and their behaviour more effectively. The programme will examine the importance of handling difficult people in a constructive way as well as encouraging delegates to produce an action plan of their learning[s].

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand the [conflict management] model and be able to apply the learnings in a practical way in the work place
- Constructively deal with [personality clashes] by understanding the impact your emotions have on your behaviour by way of a self assessment exercise
- Identify the emotional triggers that can cause conflict in interpersonal situations
- Empower others to manage differences and solve problems together
- Identify the practicalities of managing difficult people and their behaviour and be able to provide solutions by joint problem solving
- Develop an action plan based around the [process for collaboration]

METHODOLOGY

This programme typically makes use of the following techniques:

- Comprehensive pre-course questionnaires
- Trainer led input
- Group work and discussion
- Simple models
- Constructive feedback
- Individual coaching
- Personal development planning
- Video support

DURATION

One day



EFFECTIVE MEETINGS WORKSHOP

PROGRAMME BENEFITS

This is a programme ideally suited to those who attend or chair meetings. The programme will increase efficiency of meetings; lead and control meetings effectively; make an effective contribution to a meeting; be able to deal with difficult people.

OBJECTIVES

By the end of the programme, participants will be able to:

- Prepare for the meeting by establishing criteria and minimising hidden agendas
- Understand the role and responsibility of both the meeting leader and of those that attend
- Develop skills for chairing meetings such as acquiring contributions from all who attend, keeping to time scales, getting full agreement, agreeing actions, setting the agenda and managing the minutes
- Control the discussion and handle difficult people in a constructive and professional manner
- Structure and plan by understanding the importance of preparation
- Obtain agreement and commitment by developing influencing skills
- Approach problem solving situations in a systematic way
- Close the meeting by summarising and producing points of action

METHODOLOGY

This programme typically makes use of the following techniques:

- Practice sessions
- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials

DURATION

One day



MANAGING CHANGE

PROGRAMME BENEFITS

In these times of the continuously changing business environment, this is an ideal programme for those who are leaders of their own teams and who wish to implement change. The programme will develop an understanding of how individual attitudes and perceptions affect people's responses to change; utilise techniques to reduce resistance to change; create an environment in which people welcome and respond positively to change.

OBJECTIVES

By the end of the programme, participants will be able to:

- Understand organisational change processes that include creativity and innovation through motivation, leadership and excellent communication
- Deal with resistance to change and individual perceptions and attitudes involving uncertainty and doubt
- Compare effective and ineffective change strategies from approaches that have been tried in other organisations with an analysis of the success criteria
- Create an empowered climate, building on trust and giving support, whilst at the same time maintaining task achievement
- Develop a positive climate for change by communicating intentions and dealing with uncertainty and doubt
- Communicate the strategy chosen by influencing
- Monitor the change process and how to extend to its full scope

METHODOLOGY

This programme typically makes use of the following techniques:

- Practice sessions
- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials
- Video support

DURATION

One day



MANAGEMENT BY OBJECTIVES

PROGRAMME BENEFITS

Will benefit all those who have managerial responsibility for teams. The programme encourages delegates to understand the importance of initiating corporate objectives at board level and cascading down through the organisation while making clear links to departmental and individual performance objectives at each stage.

OBJECTIVES

By the end of the programme, participants will be able to:

- Practically apply the stages of the Managing by Objectives cycle in the work place
- Develop a systematic approach to goal analysis, by understanding the key actions required to meet individual/ organisational goals and identifying where training may be required
- Apply the goal setting process by gaining dual commitment and acceptance
- Set S.M.A.R.T. work objectives
- Understand Situational Leadership and the importance of effective motivation
- Develop performance measures; job analysis; continuous assessment and coaching methods
- Provide a meaning full review process that includes documentation
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Practice sessions
- Exercises and discussion
- Trainer led input
- Simple models
- Concise support materials
- Video support

DURATION

One day



FACILITATION SKILLS

PROGRAMME BENEFITS

This is an ideal course for personnel involved in the group facilitation process, who need to develop the skills of guiding and managing discussions to achieve productive outcomes. The programme enables participants to understand the way in which people interact in groups and to acquire the skills to focus processes, guide discussion and clarify outcomes.

OBJECTIVES

By the end of the programme, participants will be able to:

- Define facilitation, the purpose; the process; the reasons for facilitation; areas and issues needing intervention by the facilitator and the role of the facilitator
- Understand the case for tight control and also the case for allowing people to freewheel
- Establish and clarify the group purpose by mutual agreement on the process
- Observe, listen and record and develop sensitivity
- Give quality feedback; reflecting observations back to the group; suspending judgement and explaining consequences
- Encourage participation by the use of questioning techniques
- Understand when to and not to intervene
- Manage conflict constructively in the group
- Clarify out comes by agreeing and recording
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Group work and discussion
- Practice sessions
- Constructive feedback
- Individual coaching
- Personal development planning

DURATION

One day



DISCIPLINE AND GRIEVANCE ISSUES

PROGRAMME BENEFITS

This programme is designed for those who are faced with dealing with grievance and discipline issues in the workplace. The programme ensures delegates are aware of the specific responsibilities and procedures to take in grievance and disciplinary issues.

OBJECTIVES

By the end of the programme, participants will be able to:

- Define the discipline and grievance procedure, whose responsibility it is to enforce policy and reasons for consistency
- Understand employment law legislation with regard to employee's rights and industrial tribunals
- Manage the process required and understand the stages in the process; misconduct/capability; dismissal – fair, constructive, unfair dismissal
- Use questioning techniques in a constructive way
- Plan the interview
- Structure the interview
- Assess the information provided in a clear and unbiased manner
- Understand the rights of employees, the company policy guidelines, legal implications and Industrial Tribunals (Procedure and format)
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Demonstration
- Practice sessions
- Constructive feedback
- Video support

DURATION

One day



COMMUNICATION SKILLS

PROGRAMME BENEFITS

Would suit all those who need to focus on being able to deliver and influence clear messages that are easily understood by the receiver. The programme develops the skills to be able to communicate clearly and confidently; develop rapport with and respect from peers, team members and superiors.

OBJECTIVES

By the end of the programme, participants will be able to:

- Identify a range of verbal and non-verbal factors which affect others by assessing personal strengths and weaknesses through the communication model and questionnaire
- Understand your preferred communication style and be able to use that style effectively in a flexible manner
- Convey ideas and information effectively with clarity; building rapport and trust; dealing with mis-understandings
- Resolve unproductive conflict and to constructively deal with [personality clashes]
- Select appropriate techniques to cope with situations ranging from selling ideas to managing conflict
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Comprehensive pre-course questionnaires
- Trainer led input
- Group work and discussion
- Simple models
- Constructive feedback
- Individual coaching
- Personal development planning

DURATION

One day



ASSERTIVENESS

PROGRAMME BENEFITS

This is a programme that would benefit all levels of staff who need to achieve results through peers, team members and superiors. The programme enables participants to understand how their own behaviour and attitudes can affect and influence the behaviour of others around them and improve co-operation from others at work.

OBJECTIVES

By the end of the programme, participants will be able to:

- Identify types of behaviour that affect current work relationships and explore areas for improvement
- Achieve better understanding without damaging relationships and examines the effects of non-assertion including accommodating behaviour, avoidance and aggression
- Develop a positive and straightforward style rather than be aggressive or passive
- Deal with unjustified criticism
- Make and refuse requests in a constructive, non-aggressive manner
- Explore practical ways to apply an assertive style back in the work place that reflects their own individual style
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Demonstration
- Practice sessions
- Constructive feedback
- Video support

DURATION

One day



APPRAISAL TECHNIQUES

PROGRAMME BENEFITS

Is an ideal course for those that are involved in the appraisal of their team members. The programme ensures that delegates are aware of the aims of appraisal and performance management; prepare and conduct effective appraisals. The focus of the course will be on the skills involved in the entire appraisal process, including objective and target setting, performance review, outcomes, interviewing and motivation.

OBJECTIVES

By the end of the programme, participants will be able to:

- Identify the appraisal as an effective management tool and why appraisals sometimes do not work
- Review the job and the key result areas as well as the job holders perception of their role
- Prepare for an appraisal using job descriptions, establishing aims versus acceptable standards of performance and preparing the job holder's
- Structure an appraisal interview
- Agree meaningful targets and objectives with established deadlines and standards to be reached
- Demonstrate the importance of the appraisal documentation and to avoid the school report comparisons
- Understand the common pitfalls when it comes to appraisals
- Produce an effective and practical action plan for use in the work place

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Demonstration
- Practice sessions
- Constructive feedback
- Video support

DURATION

One day



TRAIN THE TRAINER

PROGRAMME BENEFITS

This is an ideal programme for all those that roles include a training or coaching function. The programme is practically based and centres around the systematic training cycle and develops participants in the skills of development such as planning, designing, implementing and evaluating.

OBJECTIVES

By the end of the programme, participants will be able to:

- Describe a systematic approach to managing training activities
- Explain what is meant by a systematic approach to training
- Describe the four stages of learning and the support required at each stage
- Design and deliver training sessions using different participative approaches to enhance learning
- Having delivered a training session, participants will have at least four specific action points that they can implement to make a lasting improvement to their training skills

METHODOLOGY

This programme typically makes use of the following techniques:

- Trainer led input
- Demonstration
- Practice sessions
- Constructive feedback
- Video support

DURATION

One day



EMOTIONAL INTELLIGENCE

PROGRAMME BENEFITS

In the changing world of highly competitive work environments, it has been highlighted that there is more to being a manager than process. This programme concentrates on achieving one's own goals through the ability to manage one's own feelings and emotions as well as be sensitive to and influence other key people. The basis for the programme is a self analysis questionnaire that has been highly researched and validated and is used to demonstrate to participants the importance of knowing one's self before they manage other people.

OBJECTIVES

The overall concept of emotional intelligence could be grouped under the following headings:

- Self Awareness-awareness of own feelings and ability to control them
- Emotional Resilience-performing consistently in a range of situations under pressure and to appropriately adapt behaviour
- Motivation-drive and energy to achieve results, to make an impact and to balance short and long term goals
- Interpersonal Sensitivity-interpersonal sensitivity with respect to other's needs and perceptions when arriving at decisions
- Influence and Persuasion-the ability to persuade others to change a viewpoint where necessary
- Decisiveness-the ability to arrive at clear decisions and to drive their implementation when presented with incomplete or ambiguous information, using both logic and emotion
- Conscientiousness and Integrity-the ability to display clear commitment to a course of action in the face of challenge and to match words and deeds

METHODOLOGY

This programme typically makes use of the following techniques:

- Comprehensive pre-course questionnaires
- Trainer led input
- Group work and discussion
- Simple models
- Case studies
- Constructive feedback
- Individual coaching and personal development planning
- Remeasure to evaluate progress

DURATION

One day



OTHER SERVICES

1. Recruitment/development assessment centre design
2. Assessor training
3. Assessment centre management
4. Administration and marking of ability tests (Level A qualified)
5. Administration and interpretation of personality inventories (Level B qualified)
6. Myers Briggs Type Indicator administration and feedback
7. Employee Relation training q N.V.Q. assessment and organisation, including funding management
8. Assessment for professional qualifications i.e. I.P.D. D.M.S.
9. Team Building and development events at an off site venue
10. Customer Focused Culture change programmes
11. Performance Coaching
12. Company conference presentations





www.askacumen.com

07770 943636 | simon@askacumen.com