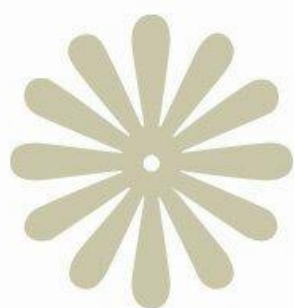


# Skills Development

## Directory 2013

From



janehirst  
developing your potential





helping you to be the best you can be

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## Foreword

Our Skills Development Directory outlines the types of learning activities we can now offer. We hope that it will stimulate your thoughts and enable you to think of additional ways in which you can extend your team's potential.

Most of our work is about self awareness because we feel that if you can feel it and understand it for yourself you can empathise with others and then help them to develop too. Because we create climates of learning and support at all our events, it encourages and motivates each person to try out their new or refined tools in a 'safe' environment. This provides them with lots of opportunities to practice their skills and find out what works for them so that they are authentic when they bring it to life in the workplace.

What we do is fun, participative and extremely interactive. When you enjoy what you do it encourages retention of information long after the learning has ended which makes sure that the money you spend on development is a sound investment. As well as spending time putting the models into practical use, we also include energisers and games to bring it all to life.

We also provide material for you to take away. This can be in the form of workbooks and/or handouts so that you can reflect on what we've said and done at a later date.

The learning that you receive depends on the intensity you require. You may want feel that two hours is enough or perhaps even half a day. Some workshops work better as one, two or three day sessions. However, that's up to you and what results you'd like to achieve as we write the materials specifically to meet your needs.

As always, if there are activities that you are looking to undertake where you need extra help to develop your people, please give me a call. Although this directory gives you an idea of what we do, our skills are aligned to providing you with bespoke solutions to meet your specific development needs. If we're not the right people to help you, I'm likely to know someone who is!

I hope that you enjoy reading the material. If you have any questions or comments, please do get in touch as it would be great to hear from you.



**Jane Hirst**  
**People Specialist**

## Follow me leadership

Isn't it great having a fabulous leader? And you know what I mean by this; someone who has a clear vision of where they want the organisation to be. They know what it will look and feel like to be in that place and inspire and engage with you and me to be there with them, to work hard and achieve the goals and have pride in what we do. Great leaders treat people with genuine regard, they recognise the need for high challenge to continually improve and move the organisation forward but also know that it is necessary to provide the relevant support mechanisms so that you don't stumble along the way.

These types of leaders aren't just born that way. They have developed through hard work, persistence and often huge amounts of patience to become leaders in their own rights. You don't have to be at the top of an organisation to be a leader – you can be a leader at any level and this one day workshop provides you with the toolkit to help you on your journey.

### Outline of the workshop

- What is leadership
- The role of the leader
- The difference between managers and leaders
- Modelling the way you want others to be
- How to inspire a shared vision
- The key to challenge
- Why enabling others to act is so important
- How to encourage the heart to maintain engagement

### Benefits

- Recognition of the difference between management and leadership
- Understanding the importance of congruency
- Find out why creating the right environment is crucial to enable others to act
- Understand why your behaviour has a direct influence on the performance, morale and satisfaction of your team
- See why it is crucial to be authentic as a leader
- Appreciate the need for high challenge and high support to improve your business
- Realise the benefits of being a visible, approachable leader

### Who should attend?

- Anyone who is in a role where they need to influence others. You may be new to leadership, a project manager or just needing to brush up on your current skill set.

## Managing Change Positively

Did you know that between 60-80% of large organisational change fails through not enough time and energy being spent on the emotional impact of change? This means that you can have the best plan of action, but if you haven't considered how you engage your people and the impact the change will have on them, in terms of their emotional reactions, you will be setting yourself up to fail.

Our focus is to build self awareness for each delegate so that they can understand how they react in certain situations. By using tried and tested models and techniques we work through the various stages of change to help delegates recognise why they may feel the way they do at certain points along the journey. This technique also helps them to understand that what they (or others) are experiencing is not only an important but a natural part of managing and embracing change. We then set to work on building your levels of resilience!

### Outline of the workshop

- Recognising how you feel about change
- Understanding your proactive or reactive tendency and the impact it has
- Where do you spend most of your time during periods of change
- The emotional cycle of change and how you may be impacted at any stage
- Building levels of resilience

### Benefits

- To understand that emotional process that we need to go through so that we can plan for the emotional change journey
- To understand that it's normal to react and feel the way we do to change, but to also gain an appreciation of why people react differently and what we can do to help them
- To become more self aware of how we handle situations so that we can recognise it in others and provide support as required
- Building resilience helps us to bounce back from setbacks more quickly and cope with the ongoing pressures of day to day life – we'll focus on what we can do rather than what we can't do to make a better use of time
- Learn to integrate emotional as well as systematic change planning to achieve success!

### Who should attend?

- Whether you are experiencing the change yourself or managing others in your team through it, this workshop will provide you with the strategies, tools and techniques to support and influence the experiences you have.

## Building a customer focused service

Organisations that take customer service seriously realise that they will always have the competitive edge as their customers don't do business with them because they have to.... they go to them because they want to! If you're an organisation that takes your customer seriously you think about the service you provide, making it easier for your customers to do business with you at every opportunity. Every contact with your customer is seen as an opportunity to improve, whether it's a compliment or a complaint – it helps you be more aware of what the customer really wants from you.

This workshop isn't a 'show you how to do' service event. It's a workshop that makes you think about your customer service strategy and the experience that you want your customers to receive. The day will help you to focus on who your customer is, why they shop with you and how you cater for their needs. It will also start you to think about the structures that you need to have in place to show that you are serious about providing excellent service.

### Outline of the workshop

- Who are your customers and are they the ones you target?
- What is their experience of you? (People, service and environment)
- Recognising and understanding the customer touch points
- What is your customer service strategy for face to face, over the phone and written contact in respect of minimum expectations, going the extra mile and when you get it wrong?
- What stops you providing a consistently good level of service?
- Linking the internal service chain
- Being clear about future challenges?

### Benefits

- To put the customer at the centre of your decision making
- Clarity of the service that you should be providing as a bare minimum ... and consistently getting it right
- An understanding of how what happens on the inside of the organisation will be replicated with your external customers
- Knowledge of how complaints should be recovered
- An understanding of what will help and hinder your organisation in the future

### Who should attend?

- Anyone who has the responsibility for providing excellent customer service within your organisation. This workshop is excellent for senior management teams to focus on the service proposition for the whole organisation.

## Customer Care Skills that make you stand out from the crowd

In a day and age where we have all the technology to provide an excellent service, why do we constantly hear so many tales of companies getting it wrong? It's because service is not just about what you do, it's about the way you do it. It's the personal touch and the emotional experience that your customers feel when they've had contact with you.

Businesses cannot exist without customers – they are their lifeblood. If you don't understand your customers and treat them well, they won't stick around giving you lots of chances – they'll soon vote with their feet and move to your competitor. This workshop provides you with the essential tools and techniques to ensure your customers love doing business with you. We will show you how to create positive and memorable service experiences for your customers each and every time they contact you. We all get it wrong sometimes, but it's the way we put it right that counts, so we'll also be sharing techniques to turn unhappy customers into loyal ones.

### Outline of the workshop

- What are you like as a customer?
- What does amazing customer service look and feel like?
- Who are your customers and what do they expect from you?
- The essential customer care skills
- Creating first and lasting fantastic impressions of your business

### Benefits

- To focus on yourself and the service skills you use, including your attitude and behaviour to make sure that you are providing the best possible service to your customers
- To understand your customers requirements and have strategies in place to satisfy them
- To identify ways in which you can improve your internal working relationships that will enable you to provide a seamless service to your customers
- To establish the little things that make all the difference and examine ways in which you can provide the wow factor to all your customers
- Recognition that behaviour doesn't have to breed behaviour!

### Who should attend?

- If you would like to improve your passion and energy for service delivery, this is the workshop for you. It is focused on front-line staff but will make anyone attending reflect on what they can do to provide a better level of service for their customers.



## High Performing Teams don't just happen

High performing teams don't just happen, they have a common sense of purpose and a commitment from everyone within the team. They also gain more than other teams because they have a high level of trust in one another's capabilities and achievements. They know what is expected of them, are constantly looking at ways in which they can improve and involve others along the way. Successful teams are perceptive to one another's differences, recognising that the strength of the team is so much more than that of the individual. High Performing Teams manage conflict well and are quick to find resolution using a wide variety of problem solving techniques, however as with any thriving team, they still need direction, challenge and support to achieve the goal.

### Outline of the workshop

- Define the characteristics of high performing teams and measure yourself against the criteria to identify opportunities for improvement
- Decipher the role you play in your team and examine whether it's the role that others see you play
- Find ways to work more collaboratively as a team, opening up lines of communication to achieve the best possible results
- Take the emphasis away from the 'I' to the 'We'
- Understand why recognition plays a large part in team building
- It's got something to do with your motivational techniques

### Benefits

- Everyone will leave the session with a better understanding of themselves and their peers
- They will have an understanding of what their team can achieve
- Understand what motivates themselves and others so as to get the best results
- Recognise the benefits of working collaboratively with all internal customers to provide a better external service to their customers
- Learn how to focus on the intrinsic elements of recognition that motivate the team
- Teams will understand the importance of praising public to improve performance
- Motivation is much more than money – you'll learn the models and translate them in to practical tools for you to use in the work place

### Who should attend?

- Teams that are either newly formed or who are going through the storming part of their team building.

## Get more out of your meetings – be a great facilitator

Facilitation isn't just about meetings. A manager who takes a more facilitative approach when leading their team will support and enable them to recognise opportunities in their workplace and resolve problems or issues using their own knowledge and skills. Many organisations are now adopting this approach in the workplace as it enables all employees to cope and manage change more effectively. Good facilitation makes life easier, gains involvement from others and minimises conflict. If a meeting is facilitated well, you'll find it more effective, more enjoyable and you'll also retain the information for a longer period of time. Everyone who attends will feel that they are a valuable part of the group and that they've made a real contribution. How many meetings can you think of that can be described in such a way?

This workshop will provide you with the skills, tools and techniques to be more facilitative in your approach, whether it is a special meeting that you are running or in your day to day management of your team.

### Outline of the workshop

- The role and context of facilitation
- The role of the facilitator
- Preparing, planning and running productive meetings
- The problems facilitators face – minimising conflict etc
- Facilitation tools
- Participation techniques

### Benefits

- A full understanding of the role of the facilitator and how it differs to chairing a meeting
- A clear view of the different roles during preparation and facilitation of a session
- A knowledge of how their style can be adapted to become more facilitative and what impact it will have on their own team
- A tool bag of hints, tips and techniques to use whether holding a one to one meeting, team meeting or organising a large meeting
- The ability to lead people through processes towards an agreed objective in a way that encourages contribution, participation and ownership by all involved.

### Who should attend?

- Anyone who wants to be more engaging in their style whether in a meeting or in their day to day management style.

## Delegation Skills

Delegation is often regarded as pushing work onto others to do the job rather than getting on and doing it yourself. However, when work is delegated properly it has really positive impacts and is one of the most important management skills. Initially it frees you up to get on with the work that really requires your full attention and secondly it expands your team members' knowledge and skill set.

To delegate effectively and ensure that you are getting the right results you need to remember some key pointers so that your team don't feel that you are dumping additional work on them. This workshop looks at the areas you need to be aware of and provides you with some practical solutions.

### Outline of the workshop

- Understanding what stops you from delegating
- Taking control of your own time
- Developing your team to deliver more
- Effective delegation techniques – what should and shouldn't be delegated
- Levels of delegation
- Your role as the delegator
- Selecting the individual
- What happens at the end of the delegated activity

### Benefits

- Recognising that it takes time to free up time
- To understand how delegation can have a win/win effect – you free up time while developing others
- To learn and complete the steps to successful delegation so that you don't just dump work on others and think that's the end of your part
- To recognise the emotions that you may experience eg guilt, frustration etc
- To see delegation as a positive management tool
- To understand your role as well as that of the individual

### Who should attend?

- If you are new to managing a team or find it difficult to share your workload with others, this workshop is ideal for you. It will give you a much better understanding of how and when to delegate work so that your team are able to achieve much more as a result.

## Appraisals that count

When appraisals are used in the right way they can be highly motivating. So why is it that most people don't find this to be the case; they find appraisals stressful, demoralising and a waste of precious time. This is often because it is seen as the 'make or break' discussion that's held once a year and linked to performance bonuses.

Appraisals should be a two way process where you discuss the person's role and objectives, their career, aims and development. It's a meaningful discussion that provides both parties with an update as to what is going well and what requires additional support. A good manager will meet regularly with their team members as they realise that it's the only way to recognise in a timely manner as well as alter actions if they are going down the wrong track.

### Outline of the workshop

- Recognise the importance of regular two way appraisal meetings
- The various stages of an appraisal
- Setting SMART objectives
- How to manage non achievement of objectives – task or behaviour
- Scoring objectives
- Keeping close to action points
- Making it easy to ask questions

### Benefits

- By meeting more often the process won't seem so stressful
- Walking through the process of organising an appraisal will make sure each element is anticipated and planned, such as the venue and the way it is set up or just the way you close the interview
- Working through a variety of examples of objectives will help each person to write ones that are Specific, Measurable, Agreed, Realistic, and Timely
- By practising appraisal interviews each person will understand the words and phrases that encourage and those that don't contribute to a successful appraisal

### Who should attend?

- Whether you have one team member or a number of people reporting to you, conducting appraisals is an essential management skill. When you get it right you encourage your team to work to their optimum levels ... when you get it wrong, you have team members who feel unappreciated and lacking in motivation to do a good job.

## Attendance Management

Did you know that if you take a more passive view towards managing attendance within your team you are more likely to have a higher rate of absenteeism? Although bouts of illness are unavoidable as we all get poorly from time to time, it is how you manage the absence that enables you to create an environment where people jump out of bed in a morning to come to work, rather than pull up the duvet when they have the a sniffle. Absenteeism costs business and industry on average £11 billion per year. CBI figures state that 171 million days are lost to non-attendance, through an average of 11.9 days being taken per employee per year. This one day workshop will help you to feel more confident in managing short and long term absence.

### Outline of the workshop

- To understand why people are absent from work
- To realise the cost to your business of non-attendance
- To work with data and identify patterns of absenteeism
- To be aware of the employment laws regarding non attendance including sick pay
- To know what paperwork is required and at what stage of the process eg the fit note
- To identify strategies for managing short and long term absenteeism
- Where disciplinary proceedings fit into the attendance management process

### Benefits

- To become more proactive when managing attendance taking into account attendance management policies as well as environmental factors that could influence staff
- To be aware of underlying issues that may be influencing staff to take additional time off work and what can be done to improve the situation
- To be knowledgeable about what is considered as concern for the individual and what may be classified as harassment
- To feel confident in chatting to staff on their return to work so that both parties understand the reasons for the absence and how it was managed within the team
- To understand the legal implications of being absent, timescales for providing paperwork and the effects on salary
- To determine how you manage long term absenteeism for the member of staff and the business.
- To establish at what stage you should be looking to invoke disciplinary procedures when managing attendance

### Who should attend?

- Anyone who manages people to enable them to fully aware of their role and responsibilities so that they can take a proactive role in managing attendance.

## Letter writing

Letter writing can be the make or break of any organisation. If your communications are littered with poor grammar, spelling mistakes and inaccurate information, your customer will soon lose confidence in your abilities. Your communications should also be easy to understand, written in a language that is easily recognised and not incorporating your internal jargon. Your customers should be able to read your communication and know exactly what to do as a result of it. If they need to contact you to ask additional questions – you’ve failed!

Whether it’s a letter or an email, the key to writing good communications is to make sure that it always follows your ‘house’ style and links closely to your brand. In this workshop we will cover what your brand is all about and how you want your customers to feel as a result of receiving any information from you .

### Outline of workshop

- What constitutes a good piece of written communication
- The aim of writing
- Clarity, accuracy and structure
- Sentence construction
- The correct use of grammar and language
- Reader focus
- The image you are wishing to portray
- Getting the facts right

### Benefits

- The importance of making your first paragraph count
- Maintaining the customer as your focus throughout
- Getting your message across without using your company jargon
- Structures for managing complaints
- Communications that are written in active tense rather than passive

### Who should attend?

- If you need to communicate regularly with customers in writing this workshop will help you structure your communications in such a way that they customer will understand what you are saying first time, every time.

## From complaint to loyalty

What comes into your mind when you talk about complaints? Is it that it's going to take time and energy, there will be some allocation of blame, conflict and usually someone having to lose out of the whole scenario?

This shouldn't be the case, should it? We don't go out of our way to get things wrong, sometimes it just happens. No one and no company is perfect so there are bound to be complaints. However when we receive them, the most important element is to take ownership of the situation and recover them quickly. And this is where we often fail. Too many customers are given the run around, not taken seriously or are dealt with in a 'one of many' way. Communications don't relay the information in a way that customers understand which then means the cycle becomes more elongated than necessary.

Although complaints can tarnish an organisation's reputation, they also create opportunities. They present us with a chance to improve and produce better services for our customers.

### Outline of the workshop

- Complaints from a customer's point of view – why they are demanding or difficult
- The importance of ownership and understanding without judgement
- The five step approach to managing complaints
- Problem solving and conflict management techniques
- Recognition of the various channels for complaint and the effect they have
- The compensation principle

### Benefits

- To understand the journey that customers take when they complain and your role as the service provider so that you remain professional and don't take things personally
- To recognise the difference between understanding where the customer is coming from but being able to stand your ground so that you reach solutions that are beneficial to customer and organisation
- Confidence to use tools and techniques that help you to solve problems, diffuse conflict and deal with unacceptable behaviour
- Ability to communicate in a way that is understood by your audience using positive and active language to portray your message

### Who should attend

- Anyone managing the interaction between customers and the organisation.

## Communication skills that are understood first time

Communications are full of ambiguities. Is there any wonder that we give and receive mixed messages when there are so many barriers put in our way to stop us communicating effectively? This workshop will look at all forms of communication, whether it's face to face, over the phone or in writing and decipher what the key components are that give you communication skills that make you stand out from the crowd. Understanding the way you communicate and what impact it has on others will help you to develop communications that are right for every situation.

You'll have a greater understanding of the impact your communications have now and what steps you need to take to increase their impact in the future.

### Outline of the workshop

- Why communication skills are so important
- Understanding the differences and what we are trying to achieve by each communication method
- Barriers to communications
- Creating lasting positive impressions
- Active listening
- Questioning techniques
- Building rapport

### Benefits

- To recognise how you can improve your communication skills to have the impact you require
- To build confidence in communicating with others whether it is face to face, over the phone or in writing
- To understand the barriers to communicating well and putting methods in place to either reduce or remove their impact
- To build rapport by understanding the way you and others communicate
- To create clear, concise and accurate communications which ensure the receiver understands the message in the same way as the sender intended
- To build a toolkit of techniques that make your communications stand out from the crowd

### Who should attend?

- Leaders who want to gain more from their communication skills. It could be to gain more confidence, help build rapport more easily or simply to build on existing skill sets.



## Telephone Techniques

We all use telephones as part of business and personal life and so it is imperative that we come across in the best possible way. It's incredible how easily we can pick up on whether someone is happy or stressed just by the sound of their voice, even if we don't know them. This one day telephone techniques workshop helps you to be aware of all the different elements that can take a call from the depths of despair, for the customer, into an arena of expertise, professionalism and confidence.

We will identify what makes someone sound professional on the phone and work together to make sure this is focused on whenever the delegates have to make or answer a call.

### Outline of the workshop

- Understanding what your telephone voice says about you?
- The key stages of a call, including putting on hold, transferring or taking a message
- How the tone, attitude and body language comes across on the phone
- Call control and handling skills
- How to listen and question without sounding harsh or robotic
- Managing the different types of caller – waffling, angry, no detail people

### Benefits

- Recognising how you sound so that you can come over as calm and professional, even if you don't feel it at the time.
- Learning call control techniques will help you to move through the various stages of the call so that you come to a solution without having to waste too much unnecessary time on the call
- Learning the art of listening and questioning can help you to arrive at the right solution for the customer rather than fixing the symptoms
- Having some sound techniques to use with various types of customers will help you to sound professional rather than patronising at all times.

### Who should attend?

- If you spend a lot of your time on the telephone this practical workshop will help you to create a professional image and generate confidence in the customer that you are the expert they need to speak to.

## Time Management

When we make the best use of our time we feel that we've achieved so much more, so why don't we let time management become a habit rather than something we do once in a blue moon? Did you know that 80% of unfocused effort only achieves 20% of the results? How often do you wonder where time has gone? You've completed a couple of things and now you're under pressure to finish the rest.

So why does this happen? It can be a number of things – writing yourself too long a 'to do' list which in itself is off putting, misjudging how long it will take to complete a specific activity, or even underestimating the various elements of a task to take it through to completion. You may have to do things that aren't in your comfort zone or preference so the dreaded procrastination takes over. Whatever your barrier is to managing time efficiently and effectively, we'll have some methods to manage it so that you can be in control of your destiny!

### Outline of the workshop

- The consequences of being a poor time manager
- Creating a structure that's right for you to plan more effectively
- Prioritising your work
- Dealing with deadlines
- Recognising what robs your time .. procrastination, people, doing things you don't like
- Is there anyone out there who can help

### Benefits

- You will be able to plan your day so that you can achieve more and still have time to do the little extras
- Recognise the way you work so that you can create relevant strategies to stop you wasting time and getting distracted
- Identify your time wasters, either people or activities, and the reasons that you procrastinate so that you can deal with them before they get under your skin
- Find out how to give each task the right priority level so that you don't leave the big task that you don't like doing right to the end
- Help you to understand yourself – are you being realistic with what you want to achieve in the time available?

### Who should attend?

Do you find yourself constantly busy but not achieving the right results or have a problem saying 'no' when you're already snowed under? This workshop is definitely for you!

## Presenting with Impact

Making presentations and speaking publicly are often the most stressful times of our lives, and that's because, for a lot of people, public speaking doesn't come naturally. The good news is that you can become more aware of the impression you create and learn how to make sure that the messages you are sending to your audience are the ones that you intended. Self-confident people inspire confidence in others, whoever their audience may be. We provide you with a wealth of tools, techniques, hints and tips to be the most effective you can be when delivering any presentation. We help you to concentrate on the presentation, your audience and you as the presenter so that you can use your learning as a checklist template for every presentation you make in the future.

### Outline of the workshop

- Creating logical sequences for your presentation
- Providing 'attention grabbing' openers and 'call to action' closures
- Story-telling to create a visual picture for your audience
- Use of visual aids that help rather than hinder your presentation
- Management of timings so that you don't over/under run
- Handling questions professionally
- Engaging with everyone in the room
- Tailoring your message bearing in mind impact and interpretation
- What your posture and body language say about you
- The first impressions you create by what you wear
- Gaining clarity and control in your voice

### Benefits

- The final part of the day allows you to present to the rest of the group whilst being videoed. This enables you to not only receive feedback from a range of people but also to see yourself in action. As we are often more critical of ourselves, seeing yourself on the video will enable you to point out what you think works well and what can still be improved.

### Who should attend?

- Anyone who would like to feel calmer and more confident in front of their audience, whether it be their team or a large conference. This workshop focuses on structure, audience and the person as a presenter

## Managing Difficult Conversations

There are often occasions when the message we need to deliver may not be a pleasant one, whether it's telling someone that they are going to be made redundant, they're not performing well, or they may have a sensitive personnel issue. However, the most considerate thing to do is to make time to have the conversation sooner rather than later. The longer it rattles around in your head, the harder it actually becomes. The issue grows, the anticipation of the reaction becomes bleaker and in the end we have a conversation that goes one of two ways – it's either confrontational or skirts over the actual issue. In both scenarios the outcome is negative. From the confrontational aspect you gain anger and disillusionment and from the 'skirting' you don't get any change as the person is still unaware of the issue!

In this workshop we establish what happens to you at the thought of having to have the conversation and the process that you need to go through to manage yourself first. Although you will never welcome having to have these conversations, you will not steer away from them in the future!

### Outline of the workshop

- What constitutes a 'difficult' conversation
- Why do you worry about having the conversation?
- Managing your own anxiety
- Techniques to help you stay in control
- Communication tools that help you manage every aspect of the issue – topic, audience, timing
- Forward thinking and next steps

### Benefits

- By understanding what stops you having the conversation sooner rather than later, you can make sure it isn't a barrier in the future.
- Maintaining positive regard for the other person at all times helps you to remain objective and open as to where the conversation may lead
- To learn and practice the tools and techniques in a safe environment so that you can gain feedback on how you may improve or do things differently
- To develop our thinking around stereo typical situations so that we remain open minded

### Who should attend?

- If you have difficult people to manage in your team and the thought of having to have a conversation with them about something that isn't deemed to be positive sends you into 'procrastination' mode, this is a workshop for you.

## Conflict Management

Conflicts arise for a variety of reasons and are often inevitable. However, when they're managed well can often stimulate innovation and lead to better decision making. It's up to you and how you deal with conflict that determines whether it will help or hinder your organisation.

In this workshop we work from the basis that conflict is normal. We then work through a process to define the steps which take the issue through to the resolution phase involving the necessary parties. By bringing an issue out into the open and having frank discussions about it, means that office politics are kept to a minimum

### Outline of the workshop

- What is conflict and why does it occur?
- What are conflicts about and who do they involve?
- The characteristics of politically motivated individuals and how to manage them
- A step by step process to manage conflict
- Increasing communications to reduce ambiguity
- Turning negative language into positive
- Spending time on what you can do rather than what you can't

### Benefits

- To understand where conflict comes from and why it may arise so that you can recognise the signs
- Skills to control your own anxiety so that it isn't projected onto others in your team
- To enable issues to be voiced objectively rather than coming across as personal attacks
- To help people work towards win/win situations
- Using conflict to stimulate innovation
- Scenarios that are linked to the issues you face so that you can practice managing them in a safe environment
- An overview of where mediation may help you achieve the right outcomes

### Who should attend?

- If you feel that you aren't managing the various people in your team well and they are beginning to have a negative impact on the rest of the group – this workshop will provide you with the relevant tools and techniques to manage conflict positively.

## **Stress Management - bringing the balance back into your life**

Stress means different things to different people. You can have high or low tolerance levels but at the end of the day, stress is what we feel when we think we've lost control of events. Whether it's your workload or general pressures in life getting on top of you, this one day workshop will enable you to recognise the triggers and use the appropriate tools and techniques to manage the symptoms and deal with the root cause.

The workshop uses various models, tools and techniques to give all delegates practical activities to take away and use in both home and work life. It is interactive, thought provoking and full of hints and tips to manage stress levels more effectively.

### **Outline of the workshop**

- To understand what stress is and what causes it
- Analysis of your stressors
- Understand how the various stress management techniques can help you
- Using positive think and self imagery
- Bringing balance the back to your life
- Building confidence to tackle the issues that will make a difference to you

### **Benefits**

- You will understand which stressors affect you positively and which ones create a negative reaction
- Define your stressors and how they make you feel so that you can develop strategies to combat them
- Developing a proactive rather than reactive approach to managing your stress levels
- To find the tools that work for you and the times when you should use them
- To increase levels of self confidence so that you can let others know how you are being affected by their actions

### **Who should attend**

- If you often find yourself feeling that you are not in control of the way that you feel, this workshop will provide you with some practical tools and techniques that can be used both at work and home.

## Mentoring Skills

Mentoring is becoming more common in businesses because of the triple win effect it has of those involved. The mentor shares their knowledge and expertise, the mentee fast tracks their development which positive impacts their productivity while the organisation gains from the increased knowledge base created by the sharing of information whilst reducing development costs.

Mentoring is a wonderful opportunity to work more closely with someone to help them achieve their potential, but it also requires a structure so that you can both achieve meaningful objectives. Eric Parsloe from The Oxford School of Coaching & Mentoring describes mentoring as 'to support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become the person they want to be'.

This workshop will enable you to find optimum levels of support and challenge to help you develop strategies that bring out the best in your relationship with your mentee.

### Outline of the workshop

- The role and commitment of a mentor
- A clear understanding of the mentoring cycle
- Recognition of great role models in your life
- Planning for meetings – the stages
- Building trust and rapport before measurement
- What if... ? scenarios
- The balance between support and challenge

### Benefits

- Ability to create relationships that stretch the individual while ensuring they have your support
- The importance of creating open and honest relationships
- Improved listening skills as you recognise the importance of hearing what's not being said
- A clear understanding of your 'role model' responsibilities
- What to do if relationships aren't working out as anticipated
- Helps you to break down the barriers that status in the organisation may create
- Refocuses your role as an expert and develops a culture of sharing knowledge

### Who should attend?

- If you would like to share knowledge and wisdom through mentoring within your organisation, this is ideal for you

## Writing CVs that get you an interview

During the last couple of years the economic climate has changed rapidly and we have seen many organisations restructuring and losing staff as a way of keeping their heads above water. If the media is right there are more people than ever applying for the same jobs, some fresh from education and some with years of experience, producing an extremely competitive market place.

This means that it's imperative that your CV grabs the attention of the recruiter and compels them to find out more about you. As you only have 20 seconds maximum to create a great impression of yourself on paper, you need to be able to demonstrate your skills and achievements in a way that makes the recruiter add your CV to the pile 'for interview'. Your CV is your passport to success; it's like a personal advertisement to the rest of the world and it's one of the most important documents you will ever have to produce if you want to get that job.

### Outline of the workshop

- The importance of a CV in creating eye catching, easy to read material
- How to layout your career history and key achievements
- What should and shouldn't be included in a CV
- Managing career gaps
- Template styles including visual signposting
- Creating your unique selling point

### Benefits

- Ability to produce material that is eye catching and professional
- Use of words that describe you whilst creating a positive impact for the reader
- Covering letters that make the recruiter want to find out more about you
- CVs that profile your career history focusing on your strengths and what you will bring to the role

### Who should attend?

- Anyone who is going to be entering the job market and needs help putting together their covering letters and CVs so that they stand out from all the other applications.



## Interview Skills

Why is it, that when you say you're meeting someone to have a chat we are often at ease and manage the whole scenario well, but as soon as we mention the word 'interview' it seems to conjure up all sorts of things in our mind and we become anxious? We let the negative voices in our head take over, become jittery and start talking about subjects that are of little consequence!

An interview should be a two way process where the company discover all they need to know about you and you find out all you to know about them. As a result you can both make objective decisions about whether you are right for the role. It's the research, planning and preparation for the actual interview that often lets you down. As the saying goes 'fail to plan and you plan to fail'. When you are put on the spot and made to feel nervous in an interview, it's usually down to the lack of anticipation of what the interview will entail.

### Outline of the workshop

- The importance of research
- Thinking of questions you may be asked
- Reviewing your covering letter and CV – what would you ask if you were the recruiter
- Ways to explain gaps in your CV
- Turning your weaknesses into opportunities/strengths
- How to manage experience 'v' credentials
- Building rapport
- Being aware of your nerves and managing them
- The professional you – body language, voice and clothes

### Benefits

- A clear structure for preparing for an interview
- An understanding of what recruiters are looking for
- Awareness of the impact you create at an interview
- Ability to try out some of your newly learned skills
- Feedback from other delegates on your style and performance

### Who should attend?

- If you are going to be attending interviews in the future and feel nervous about the prospect of describing your skills and attributes to others or find it difficult to sell your skills and experience to others, this workshop will be ideal for you

## Being the most confident you

There are times when we all wish we were able to act more confidently, whether it's going for the all important job interview, or giving a presentation to an important audience. Well the great thing is that you can learn techniques to appear more confident even if you feel like a bag of jelly inside. By adopting new strategies we can nurture our self confidence and feel extremely capable of tackling all types of situations.

The great thing is that you have all the resources within you and we'll learn how to develop them. Whether it's listening to your 'self talk' and finding strategies to manage the voice of doom and gloom or helping you to focus on what you can achieve rather than what you can't, you will develop ways to become more assertive in yourself and create the impact you desire.

### Outline of the workshop

- To recognise how being assertive plays a large part to being confident
- Understanding the voices you hear and where they come from
- Recognising the parts that our subconscious play
- The benefits of being able to visualise situations
- What you're saying to your audience, without opening your mouth
- Various tools and techniques to manage your 'state'

### Benefits

- Recognition of the benefits of acting assertively
- Models to help manage crises of confidence
- Checklists to reduce the levels of anxiety in any situation
- Exercises to understand how assertively you react to situations
- Confidence booster techniques that will remain with you long after the session has finished
- Techniques to help you feel more positive about yourself and the environment around you

### Who should attend?

If you suffer from low self esteem, have a crisis of confidence when asked to take on new challenges, or need to act more assertively, then this is the workshop for you.

## Get the most out of Networking

Networking has become a way of working life and a key leadership skill. Building relationships through your business contacts can help create new streams of income as well as increase your profile in the community. However, networking is not a one off activity. You shouldn't expect to turn up one day and then expect to get lots of work the next. The key to networking is **building the relationship** and it takes time!

There are plenty of pitfalls that you need to be aware of if you are going to succeed and this practical workshop will provide you with all the hints and tips of what you should and shouldn't do when you are in networking situations. It will also provide you with the skills that ensure you are remembered by others for all the right reasons. Think about the three Ps – patience, persistence and pest. Which one portrays you?

### Outline of the workshop

- Understanding your objectives for attending the networking event
- How to enter a room full of strangers and choose who to talk to
- Knowing what to say about **you**, whilst creating a powerful 'first impression'
- Making small talk - what to talk about - using the right ratio of mouth to ears
- Leaving conversations politely
- Knowing what to do after the event

### Benefits

- Ability to choose the right networks to meet your needs so that you don't waste time and effort with people that can't help you
- Making the most out of every conversation, so you are clear about how you can help them and how they could help you
- Creating elevator pitches that have clarity and impact so that people come to talk to you after the introductions to find out more about your expertise
- Building relationships long after the event has finished through email and other social media so that you keep in touch and remain at the forefront of their minds when they need someone with your skill set in the future.

### Who should attend?

- This workshop is packed with practical tips that will be invaluable for anyone whose role involves meeting other people either in a social or professional surrounding.

## Project Management Skills

You don't have to be called a Project Manager to run a project. These days we all have such hectic lives where we have to juggle so many activities at the same time, finding the most effective and cost efficient way, which really makes us project managers of our own lives! We often forget this when we're asked to project manage an activity in business life and may think that we don't have the skills required, but whether you're running a small or multi-faceted project, the same principles apply.

In this workshop we look at all elements of a project starting with the mapping out of what is required right through to ways of managing risk so that your project doesn't fail.

### Outline of the workshop

- Project management staples such as frameworks, structure, documentation and involvement
- The roles people play such as Project Sponsor, Project Manager and Stakeholders
- The importance of gaining clarity of what results the project should bring
- How to write key documents such as the Project Initiation Document so that all stakeholders are aware of what is in and out of scope, the phasing, costs and involvement required.
- A focus on quality management to measure progress using various tools such as task and activity plans, RAG status, User Acceptance Testing
- Managing people so that performance expectations are met and conflicts kept to a minimum
- An understanding of why projects fail

### Benefits

- To understand the cycles of change that a project will go through so that all activities may be anticipated and planned when scheduling the various activities and timescales for the project
- To create well thought out plans and written documentation that cover all aspects of the project so that all Stakeholders are fully aware of what the project is about, anticipated results and the role they, or their people, will play to make it a success
- To deliver project benefits to the organisation without all the pain that is usually associated with change so that the project is accepted and embraced by the people it affects
- To understand the different tools that will keep the project on track, enable you to create contingencies and mitigate the risk of slippage
- To be aware of the pitfalls that cause so many projects to fail

### Who should attend?

If you are managing lots of projects or starting out on your first one, this workshop will give you the structures and models to plan and manage effectively so that you deliver the right results for the organisation while managing everyone's expectations!

## Complementary Activities

Developing people comes in all sorts of guises and we have a number of complementary activities that we use with organisations to bring out the best in people.

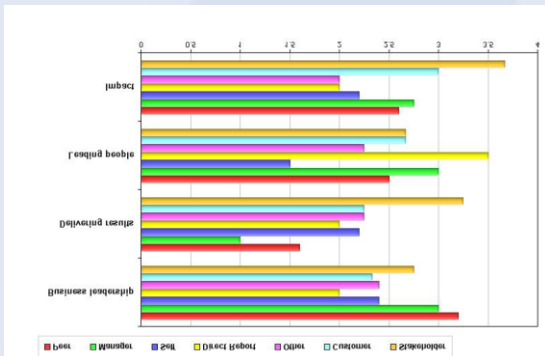
### Customer Supplier Meetings

This links nicely to our managing conflict workshop but is very specific to building better relationships between internal teams. We use a well tried and tested approach to facilitate the links between two teams which results in a better service for your external customers. This is achieved by:

- **creating focus** for the teams to achieve a **common goal**
- **reducing wasted efforts** by **streamlining processes**
- improving **clarity** between functions **erasing common myths** and misunderstanding
- driving down **turnaround times**

The outcome is that you have **increased internal** and **external customer satisfaction levels** with enhanced collaboration between your teams.

### Performance Management



Managing performance has always been something that is close to our hearts and we embrace all the ways to do it. Whether you are looking to set up **Balanced Scorecards** that reflect your vision and values, or introduce **Appraisals** that take into account individual task and behaviour for each goal, or **360° appraisals** to provide you with the perceived views of all stakeholders, we work with you to create easy to understand and use systems. We've also introduced contact

centre monitoring recently to ensure you have consistency in approach. Individual, team and business improvement has never been easier. You can even determine your future succession planning from the questions you pose in your 360°s!

### Facilitation of your meetings

There are often times when it is better to bring in an external facilitator to help you focus on the subject in hand. It may just be a case of you wanting to play a full part in the meeting, or it could be that having me there will enable you to tackle some sticky issues. Having an impartial view means that I can often ask questions that may otherwise go unquestioned. Whatever the situation, I make your life easier by working with you to reach the best outcomes.

## A snapshot of feedback

"Jane was brilliant. She helped me to believe that I had the right personality, skills and qualities to go into the interview and absolutely nail it. In addition she encouraged me to break down everything that I was scared of and tackle it piece by piece. My confidence, delivery and presentation grew in leaps and bounds. I couldn't have done it without her!" **Individual**

"I learnt much more because it was safe to experiment. Yesterday task was a real challenge but when I had done it I felt much more confident. I recognise I can use these techniques in all situations at work" **Individual**

"I would turn to Jane to step change any Customer Service/Leadership programme time and time again. Tenacity and drive to ensure goals and objectives are met are second to none. What drives my confidence further is that she **IS** part of the team. She makes sure the changes stick and that her objectives as to why you hired her are never treated as a "tick box" exercise that fade away once she has gone" **Bovis Homes**

Jane is an excellent leader of people and culture programmes. Her work at Mortgage Express led to deliveries of the highest quality and most importantly had sustainability. The ongoing measurement ethos that was always in place post implementation ensured that performance was monitored and progress maintained. Her friendly and enthusiastic style is supported by great knowledge, business understanding and management skills. This ensures engagement at all levels of the business and a timely delivery. **Mortgage Express**

"Jane's energy and enthusiasm are her greatest assets, but coupled with her experience and knowledge, make her a fantastic professional. I worked with Jane delivering customer service training and she was unflappable, empathetic, a great facilitator and an inspiration" **Tenet Group**

"The practical nature of the training made it very interesting and easy to understand. Jane was really motivating and you felt that she genuinely cared about what we wanted to achieve. It's been a real confidence booster and very valuable in enabling me to get a job" **Business in the Community**

"Jane brings great enthusiasm, knowledge and creativity to the table, particularly around customer service improvements and the power of positive communication" **Her Majesty's Court Services**

"We decided to ask Jane to help us run a 360° feedback process and it's one of the best HR decisions we ever made. Jane is a development specialist who is professional, balanced, sensitive to team dynamics and fun to work with. I trust Jane not only because of her depth and breadth of development experience but also because she can engage and communicate with anyone at any level" **LEAD International**

"Jane has been an absolute pleasure to work with. She demonstrated genuine interest in our specific needs and was flexible regarding the content and delivery of her training. She has been very well-received by all the participants, creating an atmosphere of fun and constant interaction which helped the session flow really smoothly" **GE Capital – Global Banking**



Jane has the winning combination of being a successful leader and skilled organisational change agent whose expertise has delivered positive change solutions in numerous organisations across the private, public and voluntary sectors. With over 25 years experience of people development, both at a tactical level and in the design and delivery of workshops, Jane has provided businesses with creative learning interventions that have achieved exceptional results. Whilst extremely personable, she is a strong and resilient initiator, having the ability to develop business cultures that complement their strategic requirements. She has a passion for generating exceptional customer service both internally and externally by enabling people to be the best they can be.

Jane's well honed organisational and project management skills have evolved over the period of working with senior managers to take their businesses through various levels of transformation. She uses her excellent communication and facilitation skills to encourage and motivate people to find sustainable solutions for their business and then enables them to create the ideal platform for the change to take place.

We're so much more than just workshops ... please contact us to find out how we can help you achieve the right solutions for your people and your organisation.