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**DEVELOP THE TOOLS
TO LEAD YOU, YOUR TEAM
AND YOUR ORGANISATION
TO LASTING SUCCESS**



MANAGEMENT TOOLKITS

Pick 'n' mix for managers – save over £1,000

With our management toolkits you can pick one of our core programmes for new or existing managers and mix with the most relevant specialist topics according to the skills you need.

The more you learn the more you save. Our toolkits help you get the best prices on management training, and help you find the most relevant courses to continue to develop your skills.

What's more, if you attend more than five days' training you can attend any additional courses from your toolkit absolutely free.



STEP ONE: CHOOSE ONE OF OUR CORE COURSES

Introduction to supervision & team leadership

For those who supervise others but may still have similar responsibilities to the team **P.40**

OR

Introduction to management

For new managers with people management responsibilities **P.39**

OR

People & team management

For more experienced managers looking to develop their skills and reaffirm what they are doing **P.41**

STEP TWO: ADD IN TOOLKIT COURSES

- P.14** Professional presentation skills (2 days)
- P.22** Time management (1 day)
- P.16** Effective communication (1 day)
- P.27** Problem solving (1 day)
- P.44** Coaching foundation (1 day)
- P.49** Motivational techniques (1 day)
- P.45** Effective delegation (1 day)
- P.47** Art of conducting meetings (1 day)
- P.21** Essential business writing skills (1 day)
- P.16** Essentials of personal development (2 days)

- P.47** Coaching for performance (2 days)
- P.46** Managing difficult people (2 days)
- P.18** Facilitation skills (2 days)
- P.54** Regional and remote management (2 days)
- P.45** Communication skills for managers (2 days)
- P.59** Managing successful projects (2 days)
- P.81** Essentials of employment law (1 day)
- P.84** Recruitment and selection (2 days)
- P.86** Managing diversity (1 day)
- P.51** Microsoft Excel for managerial analysis (1 day)

- P.14** Professional presentation skills (2 days)
- P.17** Communication excellence (2 days)
- P.47** Coaching for performance (2 days)
- P.19** Report writing for business (1 day)
- P.44** Conflict resolution (1 day)
- P.51** HR for non-HR managers (2 days)
- P.26** Persuading and influencing (2 days)
- P.83** Effective interviewing skills (2 days)
- P.83** Conducting effective appraisals (1 day)
- P.48** Making effective decisions (1 day)
- P.66** Finance for non-financial managers (2 days)

STEP THREE: CALCULATE THE COST AND SEE YOUR SAVINGS

	COST	RRP	SAVING*
Core course + 1 day training from the toolkit	£1,000	£1,445	£445
Core course + 2 days training from the toolkit	£1,450	£1,923	£473
Core course + 3 days training from the toolkit	£1,850	£2,401	£551
Core course + 4 days training from the toolkit	£2,150	£2,879	£729
Core course + 5 days or more	£2,300	£3,357	OVER £1,057

*All training days must be booked at the same time to receive toolkit price, and courses booked must be attended by the same individual





REED LEARNING 360° REVIEW TOOL

Free online demo at www.reedlearning.co.uk/360

WHY GET INVOLVED IN A 360° REVIEW?

The 360° review process and final report offer benefits to the individual whose performance is being reviewed, their colleagues, and the organisation as a whole.

1. Benefits to the individual:

- Increased self awareness, especially around unrealised strengths and hidden weaknesses
- More reliable multi-dimensional assessment of competence and performance
- Increased awareness and relevance of competencies
- Confirmation of strengths to give focus for own development
- Increased awareness by senior management of their own development needs

2. Benefits to their colleagues:

- An opportunity to give feedback
- Greater openness in workplace relationships
- Improved teamwork

3. Benefits to the organisation:

While the value of 360° review feedback is often seen in terms of individual development, aggregate reporting of all recipients' results can provide valuable information for the organisation as a whole. Benefits include:

- Greater appreciation within teams and better relationships
- A culture of open, honest feedback
- Cost effective use of development resources
- Clear focus for individual development plans
- More accurate succession planning

HOW CAN I USE A 360° REVIEW?

The Reed Learning 360° tool can be incorporated effectively into a number of development programmes:

- Regular appraisal process
- Development programmes (especially management development)
- Training Needs Analysis for both individuals and teams
- Evaluation of performance improvement over time (through use of a 360° review before and after a given period)

“The whole process was very useful. It’s always good having your eyes opened like this – it can only benefit me in the long run. I look forward to doing one of these again in a year or two to see how I improve.”
Editor, FT Business

WHY CHOOSE REED LEARNING’S 360° REVIEW?

- We are a learning organisation, not just a database provider. This means that the 360° review process can easily be incorporated into other learning and development programmes
- Each 360° review comes with a **Personal Development Planning Guide** which provides a clear framework for ongoing development. This includes support for action planning and follow-up
- We provide a **Manager’s Guide** to assist them in supporting the individual’s development. This toolkit includes information on feedback, coaching and development planning
- Organisations can choose to use their own competencies in the review process, tailoring the review to their own unique needs. We can provide consultancy services in the refinement and development of competencies where required
- Alternatively, organisations can choose to review performance against our own standard competency framework (turn to p.136)
- Our system is designed in line with best practice HR & learning expertise
- The Reed Learning 360° review is very competitively priced

COST

Prices for a full 360° review start at just **£54 per report**. Included in the price:

- Reed Learning’s management standards



- Web-based automated system



- Personal summary report



- Personal development planning guide



- Manager’s guide



Available as add-ons:

- Competency development
- One-to-one coaching sessions
- Consultancy on future training solutions
- Training trend reports (compiled statistics across the organisation)
- Telephone support



CHARTERED MANAGEMENT INSTITUTE MANAGEMENT QUALIFICATIONS

Full suite of management qualifications from Level 3 to Level 5

Who is it for?

Working in partnership with the Chartered Management Institute we are now offering qualifications for three separate levels of managers: from first line managers up to experienced leaders. All are mapped to the Qualifications & Credit Framework, which is a new way of recognising achievement through flexible study routes.

Qualifications Framework

Level	Equivalent standard
3	A-Level
4	Certificate of Higher Education
5	Bachelor's Degree

What will I get out of it?

- A recognised management qualification from the Chartered Management Institute at your chosen level
- Student membership of the Chartered Management Institute for one to three years, depending on the level selected
- Full learning support and all course materials
- A blended learning experience allowing you to continue to develop skills in the workplace
- The option to repeat any module as a free refresher

Flexible study

We have built choice into the structure to enable you to select specific areas of management that best fit your individual learning requirements. With no fixed start and end date and courses running frequently, you can fit your learning around work and life commitments.

CMI membership benefits

Whilst studying towards these qualifications, you will be a registered student member of the CMI, and as such will have access to all of the valuable benefits this entitles you to, including:

- Access to a wide range of online resources, news and research to assist you in consolidating your learning
- Free legal helpline for practical advice on specific issues
- Subscription to Professional Manager magazine, published six times a year
- Discount rates on member events and conventions for information and networking
- Access to the CMI library of management publications
- Interactive online Continuing Professional Development system to plan and monitor your ongoing learning



LEVEL 3 CERTIFICATE IN FIRST LINE MANAGEMENT

CMI accredited qualification for supervisors and new managers

Communicating Developing capability
 Inspiring Delivering (Skills focus: p136)

Who is it for?

The Level 3 Certificate in First Line Management is designed for existing or aspiring supervisors and line managers who wish to develop their understanding of management practices and build a set of management skills.

As part of the qualification you will also receive copies of our 'Learning on the Go' audio modules, allowing you to learn when it suits you best. With the Level 3 Certificate you will receive the following modules:

1. Delivering results
2. Effective communication
3. Learning to learn
4. Managing difficult people

Assessment

To gain your Level 3 qualification you will need to complete two written assessments relating to the topics covered in your chosen specialist modules. All assessments can be submitted electronically.

Core management

Introduction to management (2 days, p39) **OR**

Introduction to supervision & team leadership (2 days, p40)



Specialist modules 1

Developing team performance (2 days, p43) **OR**

Conducting effective disciplinary investigations (2 days, p82)



Specialist modules 2

Recruitment & selection (2 days, p84) **OR**

Communication skills for managers (2 days, p45)



Elective

1-day elective



Assessment

2 assignments



Duration & cost

7 days
£2,516 + VAT

Accredited by the Chartered Management Institute



LEVEL 4 INTRODUCTORY DIPLOMA IN MANAGEMENT

CMI accredited qualification for managers with some experience

Reasoning Communicating Developing capability
Inspiring Delivering (Skills focus: p136)

Who is it for?

The Level 4 Introductory Diploma in Management is aimed at existing managers who have some experience leading teams but would like to consolidate their knowledge and skills and gain formal recognition of their learning.

As part of the qualification you will also receive copies of our 'Learning on the Go' MP3 audio modules, allowing you to learn when it suits you best. With the Level 4 Diploma you will receive the following modules:

1. Dealing with time bandits
2. Engaging an audience
3. Inspiring your team
4. Building relationships

Assessment

To gain the level 4 qualification you will need to complete one written assignment, demonstrating the application of best practice across all the topics and incorporating additional learning from supplementary reading materials. All assessments can be submitted electronically.

Core management

People & team management (2 days, p41)



Specialist modules 1

Time management (1 day, p22)

AND Effective communication (1 day, p16) **OR**

Persuading & influencing people (2 days, p26) **OR**

Professional presentation skills (2 days, p14)



Specialist modules 2

Finance for non-financial managers (2 days, p66) **OR**

Successful budgeting (1 day, p70)



Elective

2-day elective



Assessment

1 assignment (plus supplementary reading)



LEVEL 5 CERTIFICATE IN MANAGEMENT & LEADERSHIP

CMI accredited qualification for practicing middle managers

Reasoning Decision-making Communicating
Developing capability Inspiring Delivering (Skills focus: p136)

Who is it for?

The Level 5 Certificate in Management & Leadership is designed for practicing middle managers who wish to develop their core management capabilities and competencies in specialist areas.

As part of the qualification you will also receive copies of our 'Learning on the Go' MP3 audio modules, allowing you to learn when it suits you best. With the Level 5 Certificate you will receive the following modules:

1. The art of leadership
2. Appraising your staff
3. Dealing with change
4. Developing the future

Assessment

To gain your Level 5 qualification you will need to complete two written learning assessments relating to the topics covered in your chosen specialist modules. All assessments can be submitted electronically.

Core management

Management excellence (2 days, p54) **OR**

Developing team performance (2 days, p43)



Specialist modules 1

Managing successful projects (2 days, p59) **OR**

Conducting effective appraisals (1 day, p83) **OR**

Strategic marketing planning (2 days, p106)



Specialist modules 2

Strategic marketing planning – if not taken (2 days, p106)

OR

Effective interviewing skills (2 days, p83)



Elective

2-day elective



Assessment

2 assignments



Duration & cost

7 or 8 days
£2,995 + VAT

Accredited by the Chartered Management Institute



Duration & cost

7 or 8 days
£3,250 + VAT

Accredited by the Chartered Management Institute



CERTIFICATE OF HIGHER EDUCATION (Cert.HE) IN MANAGEMENT

Delivered in partnership with Royal Holloway, University of London (RHUL)

Reasoning Decision-making Communicating Developing capability Inspiring Delivering (Skills focus: p136)



Royal Holloway, University of London is a top 10 research-led university. The School of Management offers a truly international learning experience, and performs at the cutting edge of strategic innovation.

To discuss your background or for more information call 0800 132 448 or visit www.reedlearning.co.uk/rhul for FAQ's.

What is it about?

This dynamic, flexible, modular programme delivers a unique mix of practical business skills and cutting edge academic theory drawn together to deliver real value to your business.

Business improvement project

- Central to the success of the Cert. HE is the business improvement project, where you will use all you have learned in the classroom and at the campus workshop in a formal plan to improve an aspect of your organisation.
- You can choose areas of special interest around the core modules to ensure that your learning is best suited to you and your organisation. And you can take the business improvement project back to your boss to show tangible benefits in return for their investment in your development.

The Cert.HE is a nationally recognised qualification (Level 4 on the QCA framework) which includes 50 hours' face-to-face training, a campus workshop at the RHUL's site (pictured) and the academic and practical tutor support you need to make the crucial transfer of learning back to work.

What will I get out of it?

- Ability to set new standards in your organisation with this comprehensive entry level management programme
- A valuable academic qualification from a leading management school
- Over 50 hours face-to-face training combined with ongoing academic support
- Work with experts in your field on a business improvement project that will improve your personal and departmental performance
- 120 credits towards further study at undergraduate level
- Flexible start dates; most of the core modules in this programme run at least once a month to give you flexibility to study at a pace convenient to you

Programme modules

1. Management skills

- Introduction to management (2 days, p39) OR People and team management (2 days, p41)

2. Self management

- Persuading and influencing (2 days, p26)

3. Specialisms

Delegates must select two of the following three courses:

- Strategic marketing planning (2 days, p106) OR HR for non-HR managers (2 days, p51) OR Finance for non-financial managers (2 days, p66)

4. Campus workshop

- Thinking tools AND Business planning

5. Business improvement project

- Take your learning back to work with the business improvement project
- Deliver quantifiable performance benefits to your organisation under the expert guidance of a tutor
- Former students' projects have included:
 - Development of a new product range
 - Business planning for geographic expansion
 - Asset-based efficiency review

"I found the course personally very beneficial. I used the business improvement project to tackle a company issue and the final report conclusion was eventually incorporated into our company business plan."

Mike Stones, Finance Director, EA Shaw

Duration & cost

9 days, £3,149 + VAT

Location

Modules are delivered from Reed Learning's training venues. The campus workshop takes place at RHUL.

Start dates are available throughout the year.

Developed and delivered in partnership with Royal Holloway, University of London



INTRODUCTION TO MANAGEMENT

Master the five key areas of modern management:
Communication – goal setting – effective time management
– performance management – motivating your team

Communicating  Developing capability  Delivering (Skills focus: p136)



Who is it for?

Newly appointed or soon to be appointed managers. The course is ideal for those in their first managerial role or anyone looking for a comprehensive overview of latest theory and practice in management.

What is it about?

The course offers an immersion in the fundamentals of management. You'll gain a thorough understanding of what is required to motivate and manage your team successfully and clear structures and tools to enable you to do this. You'll leave with techniques to manage your team, and yourself, for optimum results, and the motivation to put your learning into practice back at work.

What will I get out of it?

- Vital interpersonal skills for becoming a successful, respected manager
- Tried and tested techniques to get the best out of your team
- An awareness of your own communication style
- Motivational techniques
- Communication skills that work upwards and downwards through your organisation
- The confidence to give useful feedback and tackle conduct issues
- The ability to manage your time and delegate with confidence
- Assertive techniques to deal with conflict and say 'no' when required
- Tools to help you handle stress and conflicting demands on your time
- **A blended learning experience allowing you to continue to develop skills in the workplace**
- Materials co-written with Royal Holloway, University of London



THREE-STAGE
BLENDED LEARNING
PROGRAMME

 Forms part of the certificate of higher education in management (p38)

 Forms part of the certificate in management, accredited by the Chartered Management Institute (p36)

 Includes 'Learning on the go' modules



Stage 1 – The course

Roles and responsibilities

- Why do managers manage?
- Meet the expectations of your team
- A manager's five key responsibilities

Leadership and communication

- Identify your communication style
- Improve communication upwards and downwards
- The importance of regular meetings
- Develop assertive behaviour
- The myths of leadership and the five dimensions of an authentic leader

Management style and team dynamics

- Use the appropriate style of management depending on the team, task and individual
- Building your team
- Motivating others through delegation
- Making delegation work and avoiding common pitfalls
- Manage your own time effectively

Motivation and reward

- Motivators: theoretical approaches
- Define performance standards and use appropriate tools/indicators
- Linking reward to results
- Setting goals and SMART objectives
- Delivering both motivational and developmental feedback
- Competency frameworks
- Dealing with difficult situations and people: role play and discussion
- Coaching
- Retaining talent
- Benefits of 360° review

Feedback and dealing with difficult situations

- Structure for constructive feedback
- Do's & don'ts of feedback
- Motivational and developmental feedback
- Conduct & capability issues
- Practical exercises

Self-management

- Self analysis for managers
- Assertiveness: golden rules of saying no
- Managing conflict within teams
- Time and stress management: procrastination and displacement activity and the prioritisation matrix

Stage 2 – MP3 Learning bites

- 1 Inspiring your team
- 2 Getting the best
- 3 Delivering results
- 4 The art of leadership
- 5 Developing the future

Stage 3 – e-learning

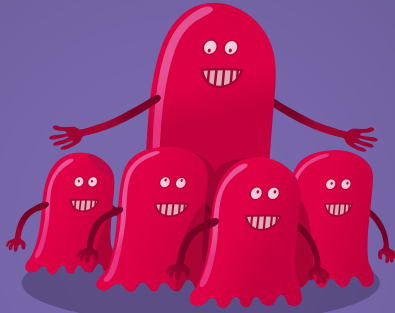
After you have attended the course, a modular e-learning programme will be delivered to your inbox. These interactive, bite-sized follow-ups can be completed in your own time, and will cement the learning from the course, plus prepare you for the advanced stages of management.

Duration & cost	2 Days, £967 + VAT (Belfast £695)
Belfast	Mar: 11-12 May: 11-12
Birmingham	Jan: 15-16 Feb: 23-24 Apr: 1-2 May: 7-8 Jun: 15-16
Bristol	Jan: 15-16 Apr: 16-17
Edinburgh	Mar: 5-6 Jun: 3-4
Leeds	Jan: 28-29 Apr: 29-30
London	Jan: 22-23 Feb: 2-3, 10-11, 16-17, 25-26 Mar: 3-4, 10-11, 18-19, 26-27 Apr: 8-9, 16-17, 27-28 May: 5-6, 12-13, 18-19, 26-27 Jun: 1-2, 8-9, 17-18, 23-24, 29-30
Manchester	Feb: 2-3 Apr: 1-2 Jun: 2-3
Code	ITM

INTRODUCTION TO SUPERVISION & TEAM LEADERSHIP

Gain practical skills to link management strategy and effective team performance

🗨️ Communicating 📈 Developing capability (Skills focus: p136)



Who is it for?

The course is designed for newly appointed or soon to be promoted supervisors and team leaders. It's ideal for anyone new to managing other people who wants to establish themselves in the role with confidence, credibility and an awareness of their management style.

What is it about?

You will learn how to motivate and develop your team to continuously improve performance whilst growing your own skills in dealing with difficult situations decisively. An awareness of current theory and practice combined with practical exercises during the course will give you confidence in your management style. You'll leave equipped with the skills to tackle the team leader role head on.

What will I get out of it?

- An insight into the roles and responsibilities of a supervisor
- An understanding of authority and how to get it
- Models for effective leadership and the skills to apply them
- Techniques to get the best from other people
- Management approaches for difficult people and difficult situations
- An understanding of the best way to delegate
- Time management and ways to deal with time bandits
- Appropriate communication styles for diverse people and situations
- Skills to motivate others and lead your team to success
- **A blended learning experience allowing you to continue to develop skills in the workplace**
- Recommended reading list

Now includes

- **Even more practical hints and tips**
- **The GRIPS model**
- **Useful follow-up reading list**

Stage 1 – The course

The modern supervisor

- The skills of an effective team leader
- Understand the supervisor's position within the organisation
- The responsibility and authority of a supervisor
- The five key areas of team supervision: lead; communicate; organise; plan; control

Effective team leadership

- Meet the expectations of your team
- Leadership style and roles
- Learn the GRIPS model of team leadership
- Set SMART goals and objectives
- Appreciate the three key components of goal setting: task, team and individual

Develop your management style

- Learn different management styles for different situations
- Pinpoint your own management style and evaluate for effectiveness
- Time management – time bandits and prioritisation
- Delegation: structure, pros and cons, do's and don'ts

Motivating and developing others

- Giving feedback, conduct and capability issues
- Setting performance standards
- Practical exercises
- Difficult situations: assertive responses
- Team roles
- Theories of motivation

Stage 2 – MP3 Learning bites

- 1 Inspiring your team
- 2 Getting the best
- 3 Delivering results

Stage 3 – e-learning

After you have attended the course, a modular e-learning programme will be delivered to your inbox. These interactive, bite-sized follow-ups can be completed in your own time, and will cement the learning from the course with further practical exercises related to supervising your team.

 Forms part of the certificate in management, accredited by the Chartered Management Institute (p36)

 Includes 'Learning on the go' modules

Endorsed for CPD purposes by
CIMA Mastercourses



Duration & cost 2 Days, £967 + VAT (Belfast £695)

Belfast Jan: 29-30 Mar: 31-1 May: 28-29

Birmingham Jan: 21-22 Feb: 26-27 Apr: 2-3 May: 13-14 Jun: 17-18

Bristol Feb: 19-20 Apr: 23-24 Jun: 25-26

Edinburgh Mar: 10-11 Jun: 8-9

Leeds Mar: 12-13 Jun: 10-11

London Jan: 19-20, 29-30 Feb: 5-6, 17-18, 26-27

Mar: 5-6, 11-12, 18-19, 30-31 Apr: 8-9, 20-21, 30-1

May: 11-12, 21-22, 28-29 Jun: 8-9, 18-19, 29-30

Manchester Feb: 16-17 Apr: 20-21 Jun: 17-18

Code ISTL

PEOPLE & TEAM MANAGEMENT

Enhance performance by applying best practice to the management of teams

Communicating Developing capability Delivering (Skills focus: p136)

Now includes

- SNIPP model of feedback
- A practical structure for appraisals
- An introduction to coaching

Who is it for?

Managers with limited experience who wish to reaffirm what they are doing well and develop new skills to manage their team more effectively.

What is it about?

Driving the performance of individuals and teams is a big responsibility. While the team must work together to achieve objectives, it is important to also recognise the needs of the individuals within it. This course will give new managers reassurance that they are on the right track and have a clear strategy for future development.

What will I get out of it?

- A clear understanding of your role and requirements
- The ability to inspire confidence in your leadership
- An assessment of your managerial style and the knowledge to adapt this as appropriate
- The skills to put motivational theories into practice to improve team performance
- A structured framework for feedback and delegation
- The skills to recognise the strengths of your team and use these to the team's advantage
- A happier, stronger and more effective team
- **A blended learning experience to improve retention and assist the transfer of learning outcomes back in the workplace**



Stage 1 – The course

The management role

- What is required of you as a manager
- Key skills of successful managers
- Understanding, assessing and adapting management styles
- Action-centred leadership

Team dynamics

- Characteristics of an effective team
- Understanding team roles and identifying them within your team
- Team-building
- Promoting co-operative behaviour

Managing team performance

- Developing the team's strengths
- Setting targets and objectives
- The importance of equal stake-holding
- Dealing with conflict and difficult situations
- Effective communication within the team

Managing and developing individuals

- Evaluating individual's strengths and areas for development
- Effective feedback
- Delegation as a development tool
- Motivation
- Coaching skills

Stage 2 – MP3 Learning bites

- 1 Inspiring your team
- 2 Getting the best
- 3 Appraising your staff

Stage 3 – e-learning

After you have attended the course, a modular e-learning programme will be delivered to your inbox. These interactive, bite-sized follow-ups (completed at a time to suit you) will cement your learning from the course and allow you to apply your new management skills in practice.



THREE-STAGE
BLENDED LEARNING
PROGRAMME

 Forms part of the certificate of higher education in management (p38)

 Forms part of the diploma in management, accredited by the Chartered Management Institute (p37)

 Includes 'Learning on the go' modules



Duration & cost 2 Days, £967 + VAT (Belfast £695)

Belfast Jan: 26-27 Mar: 26-27 Jun: 1-2

Birmingham Mar: 3-4 Jun: 2-3

London Jan: 26-27 Feb: 19-20 Mar: 9-10, 30-31
Apr: 21-22 May: 13-14 Jun: 4-5, 25-26

Code PTM

ESSENTIALS OF MANAGEMENT

Swamped by work, juggling tasks and under conflicting pressures?
This residential course will provide the solutions

🗨 Communicating 📈 Developing capability 🎯 Delivering (Skills focus: p136)



Now includes

- 5-step structure of delegation
- Coaching skills
- Selected reading list for all delegates

Who is it for?

This course is perfect for newly promoted managers from all disciplines and backgrounds, especially those who are making the transition from being one of the team to taking on people management responsibility.

What is it about?

Set in the tranquil Cotswolds, this residential course will remove you from the distractions of the office and give you a complete toolkit in the fundamental skills of management. It will de-mystify the role of the manager and provide clear techniques to set objectives, manage time and tasks and develop your team both as a whole and as individuals.

What will I get out of it?

- An understanding of management styles and the skills to adapt your personal style as required
- Insights into what motivates the individual, and the manager's role in this process
- A definition of the talents required for different team roles, and how to use this as a benchmark for performance management
- The do's and don'ts of constructive feedback
- A clear, practical structure of delegation
- The tools to develop assertive behaviour
- Confidence to demonstrate how to manage difficult people and difficult situations
- **A blended learning experience to improve retention and transfer learning back to the workplace**

Stage 1 – The course

Fundamentals of management

- The purpose and responsibilities of management
- Setting SMARTER goals
- The relationship between the task, the team and the individual
- Management styles – adapting your approach

Team development

- Build a successful and high performing team
- Lead the team through its development stages
- Understand individuals to improve workplace performance
- Run team meetings for better results

Personal development

- Communicating with impact to increase responsiveness
- Assertive behaviours and the management of expectations
- Facilitation techniques – develop a 'pull' style to gain 'buy-in'
- Time management – maximising your time and that of the team

Performance management

- Motivation techniques
- Delegating for achievement – a winning five-part structure that minimises risk
- How to run an effective appraisal session
- Delivering quality feedback, as a motivational and developmental tool
- The difference between conduct and capability issues
- Dealing with challenging people
- An introduction to coaching skills

Stage 2 – MP3 Learning bites

- 1 Delivering results
- 2 Managing difficult people
- 3 Dealing with time bandits

Stage 3 – e-learning

After you have attended the course, a modular e-learning programme will be delivered to your inbox. These interactive, bite-sized follow-ups (completed at a time to suit you) will cement the learning from the course and allow you to apply your learning in practice.



Includes 'Learning on the go' modules



Duration & cost 3 Days, £1,770 + VAT (inc accom)

Cotswolds Jan: 19-21 Feb: 16-18 Mar: 16-18
(Residential) Apr: 13-15 May: 13-15 Jun: 8-10

Code EOMR

THE FIVE-DAY MANAGEMENT PROGRAMME

Acquire the complete management toolkit

Reasoning Communicating Developing capability
Inspiring Delivering (Skills focus: p136)

Who is it for?

Managers from any discipline who wish to learn, revise or develop their management techniques.

What is it about?

This is our most comprehensive management development course, consolidating key skills such as team development, performance management, coaching and self management into a clearly structured programme. Banish 'beige' management and really inspire your people to achieve.

What will I get out of it?

- Techniques to build a team for excellent workplace performance
- Skills to achieve positive results from difficult situations
- The ability to communicate with greater assurance to get points across and achieve objectives
- Improved personal impact
- Interaction with experienced actors who will role-play skills and theory in practice

Course overview

- The purpose and expectations of management – why is it so important?
- What is a manager's role in relation to the task, team and individual
- Three key management styles
- Team dynamics and leadership
- The essentials of self-management
- How to manage performance of the team and the individual
 - Role clarity, objective setting and review
 - The importance of feeding back correctly – the difference between motivational and developmental feedback
- Communication
- How to deal with conduct and capability issues
- Handling difficult situations assertively for positive outcomes
- The principles of workplace motivation and the key elements of motivation
- Interviewing skills for managers
- How to conduct an appraisal and why they are important
- How to coach your staff and provide support to help them achieve their own personal objectives
- Delegating with confidence
- Running a team meeting and making it effective
- Managing upwards
- Observe actors applying learning points in practice

DEVELOPING TEAM PERFORMANCE

Lead, manage and encourage your team to achieve

Communicating Developing capability
Inspiring (Skills focus: p136)

Who is it for?

This course is for managers and team leaders of big teams needing a suite of performance management skills and a structured approach to dealing with all levels of performance.

What is it about?

Sometimes team leadership can feel like herding cats. This course is designed to give team leaders and managers a combination of practical management techniques and approaches to lead, encourage, cajole and demand performance from their teams.

What will I get out of it?

- A good grasp of the internal and external dynamics of a team
- Analysis techniques to measure team progress
- The discernment to use management, motivation or leadership techniques appropriately
- Confidence to motivate and inspire your team towards organisational goals

Course overview

- Effective team working
 - The four stages of successful team building; measurement tools, the priorities and motivations of individuals, what makes teams fail and how to avoid this

"Best course I have been on – really think it will make a difference."

**Michelle Munday,
BSkyB**

- Manager or leader?
 - The roles and responsibilities of a manager and a leader and how to apply them in your role, practical exercises to introduce the five key leadership attributes
- Communicate for success
 - Enrich and refine team briefings and communication skills; being assertive in difficult situations; overcoming barriers; the 'magnificent seven' facilitation techniques; delivering feedback
- Manage team and individual performance
 - When to delegate; empowering individuals; assess the three different management styles and hone your own style; develop your training and coaching skills; situational leadership

Follow-up courses

Coaching foundation p44. Managing with emotional intelligence p49. Communication skills for managers p45.

Duration & cost

5 Days, £1,999 + VAT

London

Jan: 26-30 Mar: 9-13

Apr: 27-1 Jun: 8-12

Code

MAN5

Duration & cost

2 Days, £841 + VAT

London

Jan: 21-22 Mar: 5-6

Apr: 22-23 Jun: 11-12

Code

DT



Forms part of the certificate in management, accredited by the Chartered Management Institute (p36)

COACHING FOUNDATION

Support for beginners – a complete working knowledge of best practice

 **Communicating**  **Developing capability**
 **Inspiring** (Skills focus: p136)

Who is it for?

Supervisors or managers who are responsible for the performance of others, and those who wish to take the first step to becoming an accomplished coach.

What is it about?

This course is about acquiring the tools you need to develop individual performance within your organisation. It will provide you with some foundation coaching techniques to enable you to inspire, motivate and develop your people.

What will I get out of it?

- The knowledge to set developmental goals for your people
- The ability to handle one-to-one discussions more effectively
- The ability to find constructive ways to address development needs
- An understanding of how to motivate individuals and groups
- The confidence to provide effective feedback
- Practice in delivering a coaching session with the help of our specialist actors



Course overview

- Role of the manager as coach
- Verbal/non-verbal communication
- Building rapport
- Setting individual goals and creating action plans
- The coaching model
- Different motivational techniques
- Appropriate questioning within the GROW coaching structure
- Giving difficult and negative feedback effectively
- Facilitated coaching practice session

Follow up courses

Developing team performance p43.
 Managing with emotional intelligence p49.



NOW ACCREDITED
BY THE ECI

Duration & cost

2 Days, £859 + VAT

London

Feb: 2-3 **Mar:** 30-31
May: 28-29

Code

COA1

Accredited by the European Coaching Institute



CONFLICT RESOLUTION

Prevent, manage and resolve conflict to stop it harming your organisation

 **Communicating**  **Developing capability** (Skills focus: p136)

Who is it for?

Managers, supervisors, team leaders, or anyone who struggles to consistently obtain positive outcomes from conflict situations. Equally useful for more experienced managers who would like to pick up new techniques for dealing with communication failure or personality clashes.

What is it about?

Conflict is not a bad thing. However, the way that individuals and organisations deal with it (or fail to deal with it) often is. This course is designed to give you a positive approach to managing, resolving and, where appropriate, preventing conflict. You will acquire and practise established techniques for managing and resolving conflict in a variety of situations.

What will I get out of it?

- More positive ways to promote change and collaboration
- Ability to identify and deal with causal behaviours which trigger and escalate conflict
- The confidence to confront people in a way that minimises defensiveness and hostility, every time
- Skills to control your own anxiety, anger and fear in a conflict situation to build trust and respect
- Knowledge of mediation techniques for a conflict situation

Course overview

- Recognise and understand
 - Learn the seven home truths of conflict
 - Know the two primary reasons why conflict occurs
 - Spot the red flags which indicate conflict is brewing
 - Uncover the seven types of conflict and learn different strategies for dealing with them
- Dissolve and resolve
 - Work through the seven steps to co-operative resolution
 - Learn the essential rules for open communication
 - Discover proven ways to prevent conflict from escalating
 - Separate the person from the problem – what this means and how to do it
 - Mediate effectively in a conflict situation
- Behaviours and barriers
 - Break the automatic link between emotions and actions
 - Use the power of influence to overcome obstacles
 - Build trust and respect

Follow-up courses

Managing with emotional intelligence p49. Anger management p28.
 Coaching foundation p44.

Duration & cost

1 Day, £484 + VAT

London

Jan: 19 **Feb:** 26 **Apr:** 9
May: 15 **Jun:** 16

Code

CR

Endorsed for CPD purposes by
CIMA Mastercourses



EFFECTIVE DELEGATION

Increase motivation and achieve success through others

 Reasoning  Communicating
 Developing capability  Delivering (Skills focus: p136)

Who is it for?

Managers, supervisors or team leaders who need a better understanding of how and when to delegate.

What is it about?

This practical course provides an insight into one of the core skills all managers must possess – delegation. As well as exploring what to delegate and when, it will also provide immediately useful coaching and development techniques that are fundamental to delegating effectively.

What will I get out of it?

- Recognition of what should and shouldn't be delegated
- The ability to empower and develop individuals
- Competence in techniques to overcome resistance and delegate in practice

Course overview

- Managing empowerment
 - The 3 greatest sins
 - Why we avoid delegating
 - The benefits of delegating
 - Focusing on objectives rather than tasks
 - Using delegation as a motivational tool



- How to delegate
 - Introducing a detailed structure on how to delegate effectively
 - Ensuring a successful outcome for all involved
 - How to maximise the skills of your team members
 - What should and should not be delegated
- Coaching individuals
 - Analysing the different management styles
 - Improving your listening and coaching skills
 - How to deal with different ability and confidence levels
 - How to give developmental feedback and appraise your staff
- Putting it all into practice
 - Case studies
 - Role plays

Follow-up courses

Motivational techniques p49.
 Developing team performance p43.
 Coaching foundation p44.

Duration & cost

London

Code

1 Day, £499 + VAT

Feb: 9 **Mar:** 10 **Apr:** 7
May: 8 **Jun:** 8

ED

Endorsed for CPD purposes by
 CIMA Mastercourses



COMMUNICATION SKILLS FOR MANAGERS

Listen and talk to your team as a manager should

 Communicating  Developing capability
 Inspiring (Skills focus: p136)

Who is it for?

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

What is it about?

This is a course that has been developed specifically with the needs of today's manager in mind. It looks at how to communicate effectively from a position of authority – to motivate your team and achieve performance improvements through them while retaining their respect. It also looks at how you can communicate under pressure, and how you can talk to difficult people in your team.

What will I get out of it?

- An understanding of the necessities of good managerial communication techniques
- A greater awareness of your own preferred style of communication
- A range of responses to communicate successfully with difficult people and in times of conflict
- Enhanced personal and team productivity through better working relationships

Course overview

- Communication styles
 - Acknowledge and develop your own communication style
 - Adapt your style to the differing needs of individuals in your team
 - The unique responsibilities of a manager: choosing the right approach for the right situation

- Practical communication strategies:
 - Portray natural confidence in your messages
 - Overcome barriers to effective communication
 - Learn to listen actively to your team members
 - Productive questioning techniques
 - Communicate as a manager and leader should and earn respect
 - Represent the interests of your department to internal and external stakeholders
 - Develop receptive and open body language
 - Apply the art and science of influence
- What to do when things aren't going well
 - Dealing with and diffusing conflict
 - Communicating with those who don't want to listen
 - Using communication to drive performance improvements in individuals
 - Decisive communication within the disciplinary process
- Consolidation
 - Role play and discussion with other delegates to reinforce your learning
 - Decide on at least three areas for personal change when you return to work

Follow-up courses

Coaching for performance p47.
 Liberating leadership p56.

Duration & cost

London

Code

2 Days, £995 + VAT

Feb: 25-26 **Apr:** 27-28
Jun: 11-12

CSM



Forms part of the certificate in management, accredited by the Chartered Management Institute (p36)

MANAGING DIFFICULT PEOPLE

Turn difficult unproductive staff into motivated, productive team members

 **Communicating**  **Developing capability** (Skills focus: p136)

Who is it for?

Managers who consider one or more members of their team to be difficult and HR professionals who are looking to learn best practice in this area.

What is it about?

Dealing with difficult people is a challenge that can consume your time, energy and resources. To avoid this, you need a strategy that helps you deal with the problem behaviour, and helps them become cooperative and productive members of the team. This interactive course uses case studies, role-plays and group feedback to help you find the best approach to facilitate workplace harmony.

What will I get out of it?

- A better understanding of the root causes of difficult behaviour
- The confidence to stop one member of the team demoralising the others
- The skills to adapt your management style to suit different personalities.

Course overview

- Learn management strategies to get the best from those who:
 - Say they will do things but don't deliver
 - Disrupt the team's performance
 - Are ambitious but easily frustrated
 - Are often aggressive
 - Are overly cynical and destroy team morale
 - Desire promotion but aren't ready
 - Refuse to accept feedback and do not respond to standard performance management processes

We appreciate the need to protect delegate confidentiality, particularly when courses deal with sensitive issues such as this. We guarantee complete discretion.

- Understand what can trigger difficult behaviour
- Identify different types of personalities and plan strategies for dealing with individuals
- Be aware of communication barriers and learn how to handle emotion
- Achieve effective results through continual performance management
- Understand the legal issues surrounding performance management for difficult people
- Be aware of ulterior motives for conflict
- Know when to involve HR
- Uncover inspirational approaches to managing difficult people and situations

Follow-up courses

Effective delegation p45. Essentials of employment law p81.

Duration & cost

2 Days, £967 + VAT

London

Feb: 16-17 **Mar:** 26-27
May: 5-6 **Jun:** 16-17

Code

MDP



Download bite size MP3 training when you book this course. See www.reedlearning.co.uk/onthego for details



NEGOTIATION SKILLS FOR BUYERS

Take control of your negotiations to build strong supplier relationships and ensure your interests are met

 **Decision-making**  **Communicating** (Skills focus: p136)

Who is it for?

A valuable course for those who control purchasing budgets of any size.

What is it about?

Conduct negotiations with confidence and achieve better outcomes for your business. This course uncovers the process, practice and psychology of negotiations for those involved in regular purchasing decisions for their organisation. You will rehearse skills during the workshop and leave with a new perspective on handling your supplier relationships.

What will I get out of it?

- The confidence to become a great negotiator rather than an average one
- A better understanding of the psychological interaction between buyer and seller
- The chance to practice new skills during the course with other delegates from a variety of backgrounds

Course overview

- Win-win
 - Everybody talks about it, and obviously this is a preferable outcome – but what happens when the supplier is uninterested in an outcome that suits both parties? The course covers how to make sure that your interests are met

- Preparation
 - How do you establish your limits, and what do you do if you can't agree?
- Opening the negotiation
 - How to take control and establish your opening position – consistently delivering better outcomes
- Conducting the negotiation
 - How to ensure that you ask the right questions and trade properly
- Closing the negotiation
 - Making sure everyone is clear on what has been agreed and ensuring the deal sticks
- The psychology of negotiation
 - Why do people do what they do, and how can you take advantage of unusual behaviour?
- The supplier perspective
 - How do the suppliers regard you, what are they measured on, and how do they manage their businesses?

Follow-up courses

Professional presentation skills p14.
Persuading & influencing people p26.
Introduction to contract law p52.

Duration & cost

2 Days, £814 + VAT

London

Feb: 19-20 **May:** 28-29

Code

NSB



Loyalty discount – significant discounts available when you attend more than one course. See p4 for details

COACHING FOR PERFORMANCE

The opportunity to gain the Level 3 Introductory Diploma in Coaching from the Chartered Management Institute

Communicating  Developing capability 
 Inspiring  (Skills focus: p136)

Who is it for?

Managers who wish to learn best practice in coaching and use a range of coaching techniques to get the best from their staff and promote an organisation-wide coaching culture.

What is it about?

A common dilemma of managers is that they can usually only achieve their own objectives by relying on those who work for them. This course will demonstrate how coaching is an immensely valuable tool for ensuring the individuals in your team both meet and exceed the goals you set for them.

What will I get out of it?

- Improved team performance and the ability to obtain better results through people
- Increased motivation throughout your team
- The ability to overcome the obstacles that stand in the way of individual, team and organisational success
- The opportunity to establish a coaching programme in your organisation
- Option of gaining a CMI qualification, based on a written assessment to be submitted after the course (approx. 1,600 words).

Course overview

- Attributes of an effective coach
- The Coaching Cycle
- Creating a coaching plan aligned to business goals

"93% of respondents said coaching had brought interpersonal skills benefits, while 83% said self-management and leadership skills had improved." Quicken Consultancy

- Ethical and cross-cultural issues in coaching
- Establishing a coaching culture in your organisation
- Evaluating the outcomes of coaching for further development
- Understanding learning styles, and how to adapt yours
- Building relationships and establishing a partnership for coaching
- Identifying and dealing with limiting beliefs
- Effective listening and questioning skills
- Delivering a behavioural coaching session

Follow up courses

Neuro-linguistic programming p17.
 Liberating leadership p56.
 Alpine leadership challenge p57.

ART OF CONDUCTING MEETINGS

Practical techniques for running productive meetings

Decision-making  Communicating  (Skills focus: p136)

Who is it for?

This course is popular with those who chair or lead meetings but is of benefit to anyone who would like to manage meetings better.

What is it about?

Effective planning, objective setting and communication skills can transform the way your meetings run, increase productivity and enhance morale. This course gives a full understanding of the meeting process and how to control and energise discussion.

What will I get out of it?

- A structured approach to enable real results to be achieved from every meeting
- Practical techniques for managing dominant and reluctant attendees
- An understanding of how to energise meetings
- Guidelines on how to ensure attendees know precisely the actions that must follow the meeting

Course overview

- Objectives
 - Purposes of the meetings
 - Timings
 - Selecting key people
- Planning
 - Setting clear agendas
 - Inviting agenda points prior to the meeting
 - Preparing documentation



- Self-management
 - Successful chair qualities
 - Encouraging discussion
 - Controlling timings
 - Visual aids
 - Note-taking
- Effective communication skills
 - Choosing the correct pitch
 - Questioning and listening techniques
 - Summarising and implementing action plans

Follow-up courses

Making an impact at meetings p18.
 The client meeting: face-to-face selling p96. Facilitation skills p18.

Duration & cost

2 Days, £995 + VAT

London

Feb: 19-20 **Apr:** 2-3
May: 26-27 **Jun:** 29-30

Code

COA2

Accredited by the Chartered Management Institute



Duration & cost

1 Day, £459 + VAT

London

Jan: 16 **Feb:** 19 **Mar:** 17
Apr: 14 **May:** 15 **Jun:** 12

Code

AOM



Free refresher courses – repeat any course free of charge.
 See p4 for details

APPLIED NLP FOR MANAGERS

Create a motivated, positive team atmosphere

 **Communicating**  **Developing capability**
 **Inspiring** (Skills focus: p136)

Who is it for?

Managers with people management responsibility who already have a basic knowledge of NLP and a desire to apply this to the challenges of team-working and organisational performance.

What is it about?

A highly participative and experiential two-day workshop to enhance your people management skills through the application of tools and techniques from the field of Neuro-Linguistic Programming (NLP).

What will I get out of it?

- Confidence in applying the principles of Neuro-Linguistic Programming to enhance your management style
- Communication and interpersonal skills that are vital to your success as a manager
- The ability to motivate your team towards achieving their objectives
- Skills to project a positive presence and appear in control



Course overview

- Understand the principles and philosophy of Neuro-Linguistic Programming (NLP)
- Apply NLP principles to managing upwards, downwards, in a matrix and in collaboration
- Build rapport quickly to enhance your working relationships
- Create realistic and motivating objectives for yourselves and others
- Challenge unwanted behaviour
- Enhance your personal presence and improve your ability to influence others
- Motivate yourself and others, using state management
- Apply appropriate NLP techniques to live management issues

Follow-up courses

Managing with emotional intelligence p49. Management excellence p54. Developing team performance p43.

MAKING EFFECTIVE DECISIONS

Proven techniques to analyse problems, allowing fast and accurate decisions to be reached

 **Reasoning**  **Decision-making** (Skills focus: p136)

Who is it for?

If you are looking for tried and tested models to help tackle tough challenges and to light up the best course of action, this is the course for you.

What is it about?

We make decisions every day, many of which will have considerable impact on our work. This course will hone your decision making abilities by giving you techniques to allow accurate, efficient and clear decision making. The Ansoff and Pareto techniques you will learn in this course are both proven models for problem analysis and the development of decision strategies applicable to all levels of problem complexity.

What will I get out of it?

- Improved ability and competence to make effective decisions and solve problems
- Readily applicable techniques to improve creative thinking and methodologies to support both your decision making and problem solving
- The skills to apply both logic and rationality to problems, considering all of the relevant variables and determining an optimum solution
- An understanding of the way management (and leadership) style impacts upon both decision making and problem solving

Course overview

- What is a decision, what is a problem?
- The 'three initial questions': differentiating between the 'important' and the trivial; is this an 'urgent' decision; is this a 'comfortable' decision?
- Ansoff's Gap Analysis: where am I, where do I want to be, how do I get there?
- Pareto Analysis: the 80/20 rule – identifying the 'major' causes and greatest contributors
- Modelling (3 Stage and 7 Stage): determining the question; generating options, selection and implementation
- Decision making exercise – and practice

Follow-up courses

Creative thinking p27. Problem solving p27. Strategic commercial awareness p53. Report writing for business p19.

Duration & cost

2 Days, £925 + VAT

London

Mar: 12-13 Jun: 15-16

Code

ADNLP

Duration & cost

1 Day, £464 + VAT

London

Jan: 15 Apr: 8

Code

MED




Free refresher courses – repeat any course free of charge.
See p4 for details

MANAGING WITH EMOTIONAL INTELLIGENCE

Improve your initiative, empathy, adaptability and influencing skills

 **Communicating** (Skills focus: p136)

 **Communicating**  **Developing capability**

 **Inspiring** (Skills focus: p136)

Who is it for?

Those with management responsibility wishing to explore new ways of handling and understanding interpersonal relationships and the motivation of others. Particularly useful for those who struggle to understand some of their team or who find themselves surprised by colleagues' actions.

What is it about?

This course is about improving yourself in life and work through a deeper understanding of people's behaviour. Get to grips with your own emotional reactions and better understand the emotional triggers of others. It will enable you to drastically improve your ability to grasp what is actually driving a given situation and adapt your behaviour to gain the most beneficial outcome.

What will I get out of it?

- Improved management and leadership through greater understanding of the cause and effect of emotions
- An understanding of the five elements of emotional intelligence
- The ability to use emotional intelligence and related skills to achieve specific goals

Course overview

- Understanding emotions
 - What is emotion and where does it come from
 - The difference between emotions and feelings
 - What is emotional intelligence
 - Recognising and understanding our own and other people's emotion
 - How to manage one's internal states, impulses and resources
 - How to control disruptive emotions.
- Personal competencies
 - Identifying and assessing the personal competencies of EQ
 - Cultivating self-awareness
 - How to have a flexible and adaptive approach to change
 - Cultivating awareness of others' feelings, needs and concerns
 - Empathy – its role in management
 - Building collaborative relationships
 - Resolving emotional exchanges
- Skills development
 - The social skills of influence, communication and conflict management
 - Building trust and commitment by emotional allegiance
 - The empathic response
 - The art of non-judgemental and reflective listening
 - Drawing out facts, feelings and meaning

Follow-up courses

Professional presentation skills p14. Persuasion masterclass p25. Applied NLP for managers p48.

MOTIVATIONAL TECHNIQUES

Boost morale, performance and team spirit

Who is it for?

This workshop is designed for managers, team leaders and supervisors who wish to develop excellent morale and high quality performance.

What is it about?

This course gives delegates practical strategies to motivate their team for optimum performance. It shows you how to identify common de-motivators and prevent these from attacking morale. You will learn effective communication techniques to ensure everyone is working to the same objectives, and improve your skills in understanding the unique needs of individuals.

What will I get out of it?

- Fluency in the motivational concepts of Herzberg and Maslow
- The ability to identify key self-motivating factors as well as the key factors that motivate team members
- More effective leadership techniques and an understanding of their impact
- The confidence to provide appropriate feedback to improve performance

Course overview

- Recognise the signs of de-motivation
 - Realise what de-motivates people
 - Spot signs of de-motivation
 - Handle de-motivated individuals effectively

“Very impressed by content and quality of course. The trainer was fantastic.”
Lisa Brierley,
Deloitte and Touche

- Be a motivator
 - Learn theories of motivation
 - Identify individual needs
 - Implement six best practice principles
- Use different leadership styles
 - Apply different styles depending on the task, the team and the individual
 - Acquire tools and techniques for decisive leadership
 - Handle difficult behaviour effectively
- Develop communication skills
 - Put feedback to good use
 - Develop assertive behaviour
 - Nurture questioning and listening techniques

Follow-up courses

Managing with emotional intelligence p49. Leading innovation p53. Coaching foundation p44.

Duration & cost

London

Code

1 Day, £546 + VAT

Feb: 12 Mar: 10 Apr: 6
May: 7 Jun: 5

EMI

Duration & cost

London

Code

1 Day, £449 + VAT

Feb: 26 Apr: 15 Jun: 3

MTV

NEW
COURSE

Endorsed for CPD purposes by
CIMA Mastercourses

CIMA
MASTERCOURSES

CHANGE MANAGEMENT

Move your department from A to B

 Decision-making  Communicating  Delivering (Skills focus: p136)

Who is it for?

Managers who are facing the challenge of leading their teams through a change programme and anyone wanting to learn best practice in this area.

What is it about?

If managed properly, successful change programmes result in increased morale and productivity once the department has settled. Ineffective management can result in disaster, and both emotional and commercial fallout. This course will take you through best practice in change management, and provide effective methods for overcoming barriers to change. It will show you how to successfully manage not only practical requirements, but also how to influence hearts and minds during times of organisational change.

What will I get out of it?

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

Course overview

- Why do things keep changing?
- Delegates' experience of change
- A fundamental model of change
 - For organisations, teams and individuals
 - Analysing the present – my team, my staff, myself
 - Visioning the future – where do we want to be?
 - Managing the transition
 - Checklists and tools
 - Unfreezing, moving, and refreezing: Kurt Lewin's three phases of change
- Ten stages of organisational change
- A detailed model for planning change
- Barriers to change
- Hard and soft management postures
- Planning your own change programme
- Why change programmes fail
- The most common errors – J P Kotter
- Some measured results
- Your own change programme – avoiding the most common errors
- The paramount importance of communication
- Action planning – taking your learning back into the workplace

Follow-up courses

Communication skills for managers p45. Managing with emotional intelligence p49. Managing difficult people p46.

Duration & cost

2 Days, £806 + VAT

London

Jan: 19-20 Apr: 27-28

Your office

This course also works well run in-house. Call 0800 132 448

Code

MCS



Loyalty discount – significant discounts available when you attend more than one course. See p4 for details

THE GREEN MANAGER

Strategic environmental management that benefits your business

 Inspiring  Delivering (Skills focus: p136)



Who is it for?

Managers at all levels who wish to utilise sustainable best practices for tangible, commercial gains.

What is it about?

SME's can make savings equating to 7-9.5% of turnover by doing things more efficiently via a green strategy. This course examines specific topics, including waste and energy management, and encourages you to identify areas where your organisation can make significant savings or generate further revenue.

What will I get out of it?

- Understand the interaction between your organisation and the environment, and the challenges this can create
- Identify particular opportunities relevant to you and your organisation and appreciate how an effective green strategy can save you money
- Convert these opportunities into successes
 - Develop an action plan and set goals
 - Measure and review these environmental improvements

Course overview

- Introduction
 - Relationship between businesses and the environment
 - Corporate Social Responsibility
 - Challenges to your organisation

Eco-nomics:
Each tonne of newspaper recycled saves 4,100 kWh of energy

- How to convert challenges into opportunities, using case studies detailing the experiences of other organisations
- The tools to carry out an effective audit of your organisation's impact
- Estimating the costs and benefits
 - How and where can you make savings?
 - How to make the most of these savings for commercial gain
- Green Team
 - Selecting and building your Green Team
 - Action planning
 - Goal setting
- Assessing environmental improvement in organisations
- Practical advice on how to implement changes

Duration & cost

2 Days, £716 + VAT

London

Mar: 11-12 Jun: 11-12

Code

GMAN

Delivered in partnership with Article 13



MICROSOFT EXCEL FOR MANAGERIAL ANALYSIS

Use Excel to support managerial decision-making

 Reasoning (Skills focus: p136)

Who is it for?

Managers required to use Excel in decision making, or those who would like to feel more confident of their management information systems. An understanding of formulae and functions is required.

What is it about?

This course equips you with the technical skills, understanding and confidence to produce meaningful information using Excel. You will learn to use graphs, links and advanced functions to summarise data more effectively and with greater accuracy.

What will I get out of it?

- Skills to make effective managerial decisions supported by Excel
- The ability to achieve targets through goal seeking
- Better organisation of data through grouping and outlining
- Competence in analysis of large worksheets using pivot tables



Course overview

- Use graphs to represent data
- Understand advanced editing procedures of graphs
- Use pivot tables to summarise data effectively
- Produce trend lines
- Learn goal seeking
- Build data tables to display a variable range
- Undertake consolidation
- Experience various scenarios
- Group and outline OLE to link Excel to other applications
- Implement data validation checks

Follow-up courses

Finance for non-financial managers p66. Introduction to Microsoft Access p116.

Duration & cost

1 Day, £275 + VAT

London

Feb: 9 Apr: 7 Jun: 5

Code

EFMA

HR FOR NON-HR MANAGERS

The core toolkit of HR skills every manager should possess

 Reasoning  Decision-making
 Developing capability (Skills focus: p136)

Who is it for?

Those who need to know and understand the fundamentals of human resource management for use in their day-to-day roles.

What is it about?

Any manager with responsibility for recruiting and managing staff requires an understanding of the basics of HR best practice. You will learn to get the best out of your team and avoid employment legislation pitfalls. This course provides practical knowledge and tools to enable managers to tackle basic HR issues themselves.

What will I get out of it?

- A foundation in key personnel and HR concepts and how to relate them to best fit in your own organisation
- Better working relationships with others in your organisation through a greater appreciation of the overall picture
- Dynamic skills in team development through successful selection interviewing and effective appraisal techniques
- Capability to evaluate the effectiveness of your HR practice and see where improvements can be made

Course overview

- Realise the implications of employment legislation on your organisation
- Learn codes of practice in recruitment, employment contracts, discipline, grievance and redundancy
- Interview applicants and appraise your staff effectively
- Evaluate the consistency of your HR practice
- Increase your knowledge of the format of job descriptions and person specifications
- Know your role in discipline and grievance cases
- Manage absence effectively, including paternity and maternity leave
- Practice coaching and mentoring as a line manager
- Involve your teams in planning for and making changes
- Engage retention methods that ensure results
- Practical trouble shooting exercises in real life situations

Follow-up courses

Essentials of employment law p81. Coaching for performance p47.



Duration & cost

2 Days, £895 + VAT

London

Feb: 2-3 Mar: 31-1 Jun: 3-4

Code

HRM



Forms part of the certificate of higher education in management (p35)

INTRODUCTION TO CONTRACT LAW

Avoid costly, time-consuming disputes with a methodical approach to commercial contracts

 Reasoning  Decision-making (Skills focus: p136)

Who is it for?

All managers and anyone involved in buying or selling goods and services or negotiating contracts.

What is it about?

Manage risk by putting into place simple, effective systems that avoid confusion by clearly stating your intentions from the outset. Determine the point at which contracts are formed and avoid costly, time-consuming litigation. Ensure that your contracts reflect the nature and spirit of your commercial agreements.

What will I get out of it?

- Understanding of when and how a legally binding agreement is created
- Awareness of your rights and obligations under contracts
- Approaches to ensure that agreements you make are enforced
- The confidence to respond effectively when contracts are breached

Course overview

- What is a contract?
- Does it have to be in writing?
- When and how is a contract formed and on whose terms?
- What are the terms of the contract?
- How to avoid entering legally binding commitments unless ready to do so
- How to ensure the other side is bound
- What steps can be taken to ensure that your terms and conditions apply to the contract?
- What are the remedies for breach of contract?

“Excellent introduction, will prove very rewarding for my role at work.”

C. Gipson, Waterloo Air Management Plc

- How much money can be claimed for breach of contract?
- Methods of reducing or limiting liability under a contract
- The effect of the Sale of Goods Act and other legislation on the contract terms
- The main provisions to be found in standard terms and conditions and worrying clauses to look out for

Follow-up courses

Strategic commercial awareness p53. Key account management p96. Advanced negotiating skills for senior managers p56.

Duration & cost

1 Day, £474 + VAT

London

Feb: 4 **Mar:** 30
May: 12 **Jun:** 19

Code

ICL

NETWORKING MASTERCLASS

Open up new sources of information and influence

 Communicating  Developing capability (Skills focus: p136)

Who is it for?

Networking has become a crucial skill for any career that involves effective relationship building and collaboration. And networking is also now a recognised key leadership competency. This course will be valuable for managers, leaders and those involved in business development in sales or marketing.

What is it about?

This exclusive Masterclass, delivered by well-known author, consultant and speaker Stuart Lindenfield, offers an understanding of the principles behind networking and how you can develop effective skills in practice. The programme includes practical strategies and interactive exercises that will give participants the competitive edge that successful networking offers.

What will I get out of it?

- A boost of increased confidence, self-belief and motivation
- Insights as to why other people will find it useful to have you as a contact
- Improved communication skills to maximise rapport
- Increased e-networking know-how
- A step-by-step networking model for ‘safely’ moving on from small-talk to exploring business opportunities
- A copy of the acclaimed book: ‘Confident Networking for Career Success & Satisfaction’, by Stuart Lindenfield, the course leader

Your speaker

Stuart Lindenfield is co-author of the acclaimed ‘Confident Networking for Career Success and Satisfaction’. He leads MasterClasses for London Business School’s Masters in Finance and Executive MBA programmes, as well as running programmes for Henley Management College and The Institute of Financial Services.

Course overview

- The role and value of business networking
- The Five Levels of Conversation – when and how to glide between them
- Guidance in maximising ‘event networking’ opportunities including preparatory research, breaking into groups and moving on
- Practical demo of how to create an engaging online presence
- Practise with feedback in Personal Pitching to enhance impact
- How to best leverage current networking opportunities and find appropriate new ones
- Practise in communicating strengths in an appealing way
- Practise in the Commercial Cross-Over script for exploring new opportunities in a way that doesn’t sound like an off-putting ‘sell’
- Exercise to enhance distinctiveness
- Drafting a networking action plan
- Composition of a personal self-marketing ‘strap-line’

Duration & cost

1 Day, £525 + VAT

London

Feb: 16 **Apr:** 14 **Jun:** 15

Code

NBS

Endorsed for CPD purposes by
CIMA Mastercourses



LEADING INNOVATION

Think and lead innovatively – unleash your creative potential

 Reasoning  Decision-making  Inspiring (Skills focus: p136)

Who's it for?

Managers who realise tomorrow will be different from today and need to ensure that both they and their teams are ready. If you want to develop an enterprising culture in your organisation or your life, this workshop will help you do it.

It doesn't matter whether you are in private commerce, public administration or the voluntary sector. The course promotes the enterprising response to any problem.

What is it about?

This course is about changing behaviour and culture. It is practical and will help you learn to use a range of skills that let you analyse challenges and develop creative solutions to them. The aim is to inspire the creation of a culture of individual leadership and enterprise in your organisation.

What will I get out of it?

- A set of techniques for understanding the trends challenging your organisation – both internally and externally
- An opportunity to develop a fresh and meaningful mission and a vision for your organisation
- An approach to leadership, which enables you to balance the competing demands coming from getting the job done, and developing the people around you



- A way of challenging convention that generates practical creative ideas
- How to turn your team into a genius
- How to tell the stories that inspire action and belief

Course overview

- Mental aerobics – building your mental muscle power
- Me plc – developing the business you never knew you had
- Creative thinking tools – for individual and group problem solving
- The need to lead
- How to create an inspiring vision and sense of direction
- Tools for developing a fresh strategy
- Dealing with resistance and setbacks
- Telling the stories that inspire action

Follow-up courses

Neuro-linguistic programming p17.
Liberating leadership p56. Managing with emotional intelligence p49.

Duration & cost

2 Days, £925 + VAT

London

Mar: 18-19 Jun: 22-23

Your office

This course also works well run in-house. Call 0800 132 448

Code

LIES

Endorsed for CPD purposes by
CIMA Mastercourses



STRATEGIC COMMERCIAL AWARENESS

Financial understanding and business analysis skills that will let you chart the way forward

 Reasoning  Decision-making  Delivering (Skills focus: p136)

Who is it for?

A course for managers who want to develop their commercial awareness, financial knowledge and strategic thinking in order to influence the direction of their business as well as deliver to their full potential.

What is it about?

Day one provides the skills and insights to make sense of the company's financial position and performance. Day two then considers the strategic thinking tools required to plot the forward course needed to maximise the potential of the business.

What will I get out of it?

- An understanding of the balance sheet, profit & loss account cash flow and statutory and management accounts
- Employment of key financial ratios to analyse your business
- A practical definition of strategy
- Analysis tools to examine the current environment and capabilities
- Steps to devise a mission and vision statement
- Recognition of the skills and resources needed to achieve the vision
- Generation of appropriate strategic and tactical commercial objectives

Course overview

Day 1 – Financial analysis “looking at the wake”

- Finance – back to basics
- Overview of company structure

- Balance sheet, profit & loss, cash flow
- Users of statutory & management accounts
- Basic accounting principles
- Ratio analysis – profitability/liquidity/efficiency/gearing. Relating ratios to reality

Day 2 – Thinking strategically “the view from the bridge”

- Strategy – the basics
 - Definitions and types of strategy
- The five step strategic planning model
 - Where are we now? – SWOT & PESTLE analysis
 - Where do we want to get to? – defining success & the role of the mission & vision
 - What have we got to be good at to get there
 - Creating an identity & values
 - Translating into SMART objectives – strategy & leadership
- Translation into commercial plans
 - Forecasting & budgeting – the financial implications
 - Project accounting – discounted cash flows
 - Risk analysis
- Review
 - Strategic business planning
 - Improving margins through delivering value
 - Cost control and efficiency programmes
 - Short term action planning
 - Long term vision setting

Duration & cost

2 Days, £851 + VAT

London

Jan: 19-20 Apr: 16-17

Code

SCA

REGIONAL & REMOTE MANAGEMENT

Overcome the unique challenges created by managing remotely

 Reasoning  Communicating  Developing capability
 Inspiring (Skills focus: p136)

Who is it for?

Regional or area managers who operate remotely from the team they lead.

What is it about?

Remote management can result in communication and logistics problems and a poor team spirit. Don't let negative aspects of remote management affect your organisation. This course will show you positive ways to combat these issues and equip you with practical tools to increase morale and lead your team to success.

What will I get out of it?

- The ability to change negative aspects of managing a remote team into positives
- Great team spirit despite the remote working environment
- Skills to achieve goals through better communication, change management and delegation

Course overview

- The problems of remote management
- The role of the leader
- Creating the right environment
- Evaluating skill levels within the team
- Benefits of accompaniments
- Agreeing development objectives
- Creating a team spirit by providing the vision



- What is communication?
- Barriers to effective communication
- One to one meetings
- Empowering your team to achieve success
- The need for change and practical methods to achieve it
- Getting commitment from the team
- Supervision and control – the problems created by distance
- Taking appropriate action at the right time

Follow-up courses

Effective delegation p45. Leading innovation p53. Coaching foundation p44.

MANAGEMENT EXCELLENCE

Successfully move forward as a manager with enhanced leadership ability, commercial acumen and passion

 Communicating  Inspiring (Skills focus: p136)

Who is it for?

Experienced managers who are looking to develop the leadership skills to excel in their current roles and progress towards greater responsibility.

What is it about?

This course provides techniques to move beyond the day-to-day management of your team to become a leader who can motivate and inspire; as well as practical ways to enhance operational and strategic performance.

What will I get out of it?

- Greater confidence and expertise in managing both individuals and large or complex teams
- Ways to motivate a team through change and new challenges
- Effectively utilising each member of a team according to their strengths and development needs
- A more powerful and inspiring leadership style
- Take on greater responsibility and stand out in today's fast-changing business environment
- A fresh perspective on your organisation at the strategic level

Course overview

- Understand the role of senior management in business success
- Situational leadership styles – instructing, supporting, coaching, delegating – and how to apply these models



- Define the additional challenges of senior management over operational management
- Understand and effectively utilise strategic planning techniques
- How to manage uncertainty, complexity and change programmes
- Develop and motivate your team through a deeper understanding of various team types
- Cultivate and manage multiple, large and complex teams
- Communicate business objectives effectively on both operational and strategic levels
- Manage in multiple directions – up to senior management, down to team members, and managing managers

Follow-up courses

Liberating leadership p56. Leading innovation p53. Alpine leadership challenge p57. Managing talent p55. Strategic commercial awareness p53.

Duration & cost

2 Days, £925 + VAT

London

Feb: 4-5 Apr: 1-2 Jun: 1-2

Code

IRAM



Free refresher courses – repeat any course free of charge. See p4 for details

Duration & cost

2 Days, £976 + VAT (Belfast £695)

Belfast

Jan: 21-22 Mar: 25-26 May: 27-28

Birmingham

Feb: 24-25 Jun: 1-2

London

Jan: 27-28 Mar: 3-4 Apr: 1-2, 29-30
May: 26-27 Jun: 25-26

Code

MBA



Forms part of the certificate in management, accredited by the Chartered Management Institute (p37)

CREDIT CRUNCH MASTERCLASS

Practical tips for navigating turbulent economic conditions

 Reasoning  Delivering (Skills focus: p136)

MANAGING TALENT

Improve business performance by cultivating talent in your organisation

 Communicating  Developing capability
 Inspiring  Delivering (Skills focus: p136)

Who's it for?

Managers and directors of businesses, looking for tips and practical advice on navigating the uncharted waters of the UK economy and make sure that their businesses not only stay afloat but take advantage of the economic environment to emerge ahead of competitors. This course is suitable for managers with basic financial understanding.

What is it about?

This course will look at the core components of your business's financial operation and examine ways to preserve profits in difficult times. With an emphasis on real-life experiences, delegates will learn how to manage the implications of reduced availability of credit, the true cost of capital and steps that can be taken to improve the company's cash flow.

What will I get out of it?

- Steps for managing cash flow: both cash in and cash out of your business to give you business the air it needs to breathe
- A series of practical tips you can apply to your business and an understanding of what flexibility there can be in 'the rules' of the system
- How to apply the strategies for success in a downturn to your operational plans
- An insight into the opportunities which can emerge in a downturn

Course overview

The course will be broken into four segments to reflect the overall financial operation of a business:

- 1 – Cash in
 - Sales ledger – credit & risk analysis
 - Factoring – jam today not jam tomorrow
 - Effective discounting & opportunity cost calculations (can you afford it?)
 - Over-dependence on clients – operational flexibility & risk
- 2 – Cash out
 - Purchase ledger – managing key suppliers
 - Negotiating with suppliers – they need you!
 - Creating a ladder of loyalty with suppliers
 - Cost control – understanding the nature of costs
- 3 – Capital in
 - Sources of finance – being creative
 - Debt vs Equity and their different forms
 - Understanding the cost of capital
 - Sailing close to the wind: tips you may not have heard
- 4 – Capital out
 - Capex and working capital
 - Cash flow analysis & forecasting – anticipation of problem areas
 - Managing your working capital – making your assets sweat
 - The economy affects all businesses – turning threats into opportunities

Who is it for?

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

What is it about?

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

What will I get out of it?

- Improve your leadership capabilities
- Boost the motivation and talent levels of your staff
- Help you develop the skills to effectively manage people through periods of change
- Develop strategies for rewarding and recognising performance
- Better allow you to coach and develop individuals in your teams
- Provide techniques to develop a culture that maximises commitment and performance
- Allow you to create and implement effective succession planning
- Ultimately make a significant impact on your bottom-line results



Course overview

- Define talent management as a key management skill
- Understand the alignment between the business plan and talent management strategy
- Understand the impact of the economy on internal and external talent pools
- Create a talent-focused culture to optimise the attraction and retention of top people
- Techniques for coaching, mentoring and developing individuals
- Motivation models and methods to reward and recognise individual contribution
- Manage performance through times of organisational change such as mergers, acquisitions, and restructuring
- Career and succession planning tools

Duration & cost

1 Day, £499 + VAT

London

Feb: 18 Mar: 20 May: 1

Code

CRUNCH



Duration & cost

2 Days, £925 + VAT

London

Feb: 16-17 Mar: 31-1 Jun: 1-2

Code

TAL



ADVANCED NEGOTIATING SKILLS FOR SENIOR MANAGERS

Put yourself and your organisation in the strongest position

Reasoning Communicating **Delivering** (Skills focus: p136)

Who is it for?

This course is ideal for managers who need to negotiate at a senior level. It is also very popular with those involved in service level agreements or contract negotiations.

What is it about?

This course teaches you how to keep a cool head in the planning, delivery and closing of a negotiation. You will learn how to assess and manage risks should agreement fail, read the non-verbal signals being given out, manage the emotional and behavioural elements, make your bid assertively and secure the desired outcome.

What will I get out of it?

- A toolkit offering a range of options for bargaining and closing the deal
- Skills to assess risk and implement contingency in event of non-agreement
- Techniques to establish a positive negotiating environment
- An understanding of the non-verbal elements of negotiation
- The ability to manage the emotional and behavioural dimension of negotiation



Course overview

- Research techniques for assessing position and options
- Objective setting
- Identifying the best alternative to a negotiated agreement (BATNA)
- Bid preparation and understanding the counterpart's likely position
- Controlling and understanding non-verbal communication
- Cultural differences and their impact on the negotiating process
- Contracts and service level agreements
- Identifying trading currencies and how to use them
- Bid, bargain and close the deal
- Develop contracts

Follow-up courses

Leading innovation p53. Key account management p96. Bid & tender management p99.

LIBERATING LEADERSHIP

Help, coach, counsel, teach, empower and ultimately inspire your people

Reasoning Decision-making Communicating
Inspiring (Skills focus: p136)

Who is it for?

Ambitious managers who want to become leaders, managers who are tired of only having time to spin the plates or to put out fires, those who realise that achievement comes through other people not in spite of them.

What is it about?

This intensive residential course is about harnessing the forces in today's economy to your personal advantage, aligning your purpose, vision and values to drive forward organisational progress with you at the helm. It's about being a leader and an inspiration rather than just a manager. It teaches you how to identify your goal, clearly and consistently; to communicate it to your people and then enable and inspire them to achieve it for you.

What will I get out of it?

- Ability to grasp the forces reshaping attitudes to work and leadership in the 21st century
- Confidence to use distinct leadership styles to meet different situations
- Ability to develop your soft skills towards the achievement of hard targets

Course overview

- The difference between management and leadership
 - Leadership theory and leadership myths
 - The essential qualities of a natural leader
 - Know why leaders fail and use that knowledge to ensure your success

"Great course that really exceeded my expectations and will allow me to approach leading my team from a totally new perspective." Dan Austin, Director, Pita

- Develop your leadership potential
 - Adapt appropriate leadership styles to the requirements of the situation
 - Identify obstacles to leadership development and learn to combat them
 - Nurture a set of values within your team and decide your ultimate leadership goal
- Be a dynamic leader
 - Empower your people – seven reasons why people will follow you
 - Discern what motivates people at the deepest level and communicate the essentials
 - Determine your purpose and vision and stick to them
 - The content of this course will rest on practical exercises to firstly assess your inherent leadership characteristics and secondly develop these characteristics to fulfil your true potential

Follow-up courses

Managing with emotional intelligence p49. Persuading & influencing people p26. Coaching for performance p47.

Duration & cost

2 Days, £925 + VAT

London

Apr: 28-29

Code

ANS



Loyalty discount – significant discounts available when you attend more than one course. See p4 for details

Duration & cost

2 Days, £1,025 + VAT (inc accom)

Cotswolds (Residential)

Jan: 15-16 Mar: 11-12 May: 11-12

Code

LL



Residential course

Endorsed for CPD purposes by
CIMA Mastercourses



ALPINE LEADERSHIP CHALLENGE

Discover your leadership potential in the awesome surroundings of the Austrian Alps

Reasoning Decision-making Communicating Developing capability Inspiring Delivering (Skills focus: p136)

“Stefan is a skilled facilitator who knows how to challenge a team and individuals at the right pace.” Wolfgang Neumann, Area President Europe, Hilton Hotels



Who is it for?

Ambitious managers who want to become leaders, who want to achieve through other people not in spite of them. Managers who want to make more out of life, who wish to develop excellent morale and high quality performance, who want to stretch their limits and experience an adventure of a life-time.

What is it about?

Learning to deal with challenges and adversity as an individual and as a leader. The programme is about facing your fear, stretching your personal limits and leaving your comfort zone. It's about setting a goal and getting everybody involved to pull on the same rope to achieve the challenging task. The courage to try, to commit and to take a risk. The resourcefulness to be innovative and have the endurance to keep going when things get tough.

What will I get out of it?

- Practical leadership experience (combined with theory) in challenging surroundings
- The ability to deal with constant change and challenges
- More efficiency in solving problems and overcoming adversity in unexpected scenarios
- Transferable coaching skills to leverage the performance of your team
- The interpersonal skills to form effective relationships, create intra-company networks and share best practice

What's included in the programme fee?

- Stefan Gatt and two other expert mountaineers to guide & facilitate your leadership journey
- Return flights to Salzburg and transfers
- 4 nights' accommodation: ranging from top quality Alpine hotels to isolated mountain huts!
- All meals, refreshments and climbing equipment
- Course materials

Course overview

This five day programme is designed to nurture your leadership skills in a non-classroom based setting, enhancing the abilities of individual and team in awe-inspiring Alpine terrain. Every day the challenges rise and you will need to cooperate in a stronger way to solve the tasks. Every delegate will get at least one opportunity to lead the team and earn worthy feedback as a leader. The fifth day is reserved for transferring the learning into real-life situations.

The mountain environment will take you out of your comfort zone and expose you to testing situations, leadership challenges and practical problems. On the last day everyone climbs back into the plane with a backpack full of insights, learnings, commitment and unforgettable experiences.

Day 1

- Flight to Austria, transfer to the mountains
- Climbing and survival techniques
- Goal setting, planning and making decisions for the expedition

Day 2

- Selecting vital resources for the next 55 hours in the outback
- Orienteering to the mountain hut, overcoming a number of obstacles
- Receiving 360° feedback on your individual leadership style

Day 3

- Climbing the Klettersteig (a climbing route with a wire-cable to hold on to) through the gorge in teams of 4-5
- Taking alternate responsibility for leading the group
- Preparing the bivouac-place

Day 4

- Climbing the final part of the Klettersteig
- Dealing with leadership challenges under pressure
- Recreation and celebration

Day 5

- Reflective practitioner: classroom debrief and integration
- Transfer back to airport and flight home to UK

SAVE £500
IF YOU QUOTE
THE CODE ON
THE BACK COVER
WHEN BOOKING

Duration & cost

5 Days, £3,495 + VAT

Austria 2008

Mar: 30-3

Code

ALC

Please note This programme presents a prolonged physical challenge to the delegate, sometimes in extreme weather conditions. You will be required to walk and climb over difficult terrain, sometimes for extended periods of time. Please ensure you have considered these requirements before booking your place on the Alpine Leadership Challenge. If you are unsure whether it is suitable for you, please consult your GP before booking.