Alignments Australia

The Change Agenda
Short Workshops Outlines Sample Pack
2019

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Alignments Australia Training and Development

Introduction

The Change Agenda

Today, many organisations are adapting to changed environments, markets and opportunities.

In this context, certain skill-sets and mind-sets have become more critical. The skills required to lead change, adapt to change, deal with ambiguity, and take stakeholders on a journey around change, are now essential.

Individuals at all levels need to be able to communicate effectively with others on a different range of topics, but particularly around change issues. They need to able to present and frame discussions in ways which have a positive impact on the capacity of those around them respond constructively to new initiatives.

Integral to this is the fact that change generates anxiety. Changes to established routines and expectations are frequently unsettling and pose challenges for personal resilience. An understanding the mental processes involved in this, and the ability to manage anxiety and build resilience in one's self and in others, are now essential components of the professional skill set.

Change issues also play out at the level of teams as well as at an individual level. Teams need to operate in ways which build and enhance the two very different capabilities of initiative and reliability in their members, above and beyond simply getting the work done.

In day to day work team interactions need to be flexible and creative as well as effective and consistent.

Learned skills and mind-sets will make the difference

Having said all this, the good news is that many of the essential skills required in this environment can be acquired and refined through short, targeted training workshops as long as these are followed by defined implementation periods.

This outline pack contains outlines of a series of workshops designed to build and refine the core skills needed for organisations to thrive and prosper in changing and sometimes disrupted environments.

Track record

Versions of all of the workshops outlined here have already been successfully delivered with clients in a range of different organisational settings. All follow proven processes and are extremely practical. They provide skills and perspectives that can be implemented immediately.

For senior customer testimonials, please go to our website
https://www.alignmentsaustralia.com.au/testimonials-1

Our approach - Focus on implementation as a key component of learning

Our approach to learning and development workshops is based on the principle that what ultimately counts is what people apply from a learning process; what people go on to do differently as a result, that learning only becomes real through practical implementation.

This is also where learning starts to create positive results in the organisation.

An aligned approach focuses on aligning actual behaviour with optimum behaviour in specific contexts. It does this through viewing all learning as preparation for implementation in real world situations.

This orientation is built into all of our process and facilitation. From the moment we begin working with participants, we help them to focus on identifying what they will be able to apply in the situations they will actually need to deal with.

Beyond knowledge transfer to active engagement

Because our focus is so strongly on implementation it becomes vital that we actively engage with participants and support the motivation to apply what is learned.

Our processes are designed to go beyond knowledge transfer to build confidence and desire to apply new skills and perspectives.

This in turn means we must reduce anxieties and barriers to 'trying something new'. We call this aspect of our process 'active engagement'.

Follow through and review

Integral to this is our interest in 'following through' after workshops as a means of encouraging implementation, of helping people to evaluate what has been achieved and of identifying next steps.

'Following through' means we review implementations with participants; this usually this takes place around 6 weeks after a workshop and is usually face to face in the workshop group setting. Alternatively, it may be by email or tele-conference.

This is, in effect, an application of the continuous improvement cycle. Plan, Do, Check, Act.

This process is essential in generating sustainable behaviour change.

Engagement Process

After an initial briefing/email discussion or telephone discussion with you, our engagement process is straightforward:

1. Design Workshop
2. Complete Pre-Work
3. Deliver Workshop
4.. Implementation Period
5. Review and Discuss
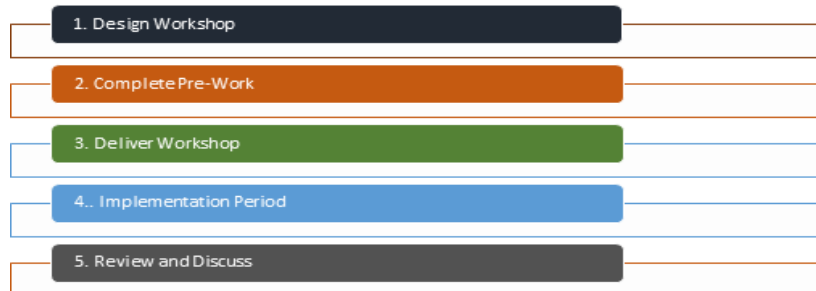
Contact details

To organise a workshop or for further information, please contact us on;
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Workshop Outlines

Planning and Organising

Self-Awareness and Self-Management

Customer Focus

Communication and Influencing Skills

Strategic Influencing Skills
Duration 2 days

Contemporary Presentation Skills **-** Presenting Ideas, Proposals, Change Initiatives
Duration 1 day

Holding Courageous Conversations
Duration 1 day

Working with People with Different Behavioural Profiles
Duration 1 day

Effective Business Writing Skills
Duration 1 day

Strategic Influencing Skills

Issue:

How can we most effectively and ethically influence the ways in which other people view events, make decisions and respond to different situations?

How can adapt to context and prepare the ground in advance of our 'influencing discussions'?

This workshop will provide you with the understanding and practical processes/tools you can immediately use to manage a wide range of influencing situations.

It will incorporate recent findings in psychological research and neuroscience to deliver practical methods to operate more scientifically and effectively as influencers.

Learning Outcomes

On completion of this workshop you will be able to:

- Influence in an ethical fashion
- Recognise unethical influencers
- Understand what influencing is and how people accept or reject different ideas
- Recognise factors at play beyond logic
- Be up to date with recent research in the field
- Structure and plan influencing discussions
- Prepare the ground ahead of these discussions
- Plan an influencing strategy or process
- Manage push back and reluctance
- Manage meetings of different types

Content

- What is influence?
- Influencing channels and types of influence
- Ethical and unethical influencing
- Basic psychological biases which affect how we process information.
- The key factors that influence how ideas are received
- Structuring an influencing discussion
- The importance of context. How does context affect how your message will be received? How can you manage this?
- The influencing process, how to prepare the ground
- The influencing process, how to structure an influencing strategy

Typical Benefits

- Greater confidence and success in negotiating with and influencing others within and across departmental boundaries and professional backgrounds

Audience - This workshop is suitable for staff and leaders at all-levels. **Group size** 6-18
Duration 2 days

Contemporary Presentation Skills Presenting Ideas, Proposals, Change Initiatives

Issue:

How can individuals ensure they communicate effectively face to face when talking with individuals and groups of varying kinds?

In this workshop, you will learn techniques that have already been successfully implemented by many of our clients in many different industries. Participants will learn how to structure presentations according to purpose

Participants will be encouraged to use their mobile phones to record key aspects of their personal presentations for personal analysis

Learning Outcomes

On completion of this workshop you will be able to:

- Define your goal when presenting, to persuade, influence or inform.
- Structure your presentation according to your purpose
- Overcome nerves when dealing with groups
- Use effective body language
- Control tone of voice and pitch to improve your presentation
- Anticipate and deal with questions

Content

- The importance of defining your goal, what is your purpose and who are you speaking to
- The neuroscience behind effective presentations
- Dealing with nerves, they can be your friend
- Basic information presentations
- 4 keys to effective body language
- Using your voice effectively
- Structuring change presentations
- Structuring presentations of proposals and business cases
- Managing interaction and dealing effectively with questions

Typical Benefits

- More effective presentations to groups or individuals, improved capacity to communicate so that others listen and understand
- Reduced levels of stress when presenting
- Greater capacity to create support and acceptance for proposals and initiatives.

Audience - This workshop is suitable for staff and leaders at all-levels **Group size** 6-16
Duration 1 day

Holding Courageous Conversations

Issue:

In the workplace, courageous or difficult conversations are sometimes needed.

When these conversations are avoided in order to minimise conflict this can have ongoing negative impacts on work relationships and outcomes.

This workshop will provide practical hands-on training to assist participants to hold positive and constructive 'courageous' conversations.

Learning Outcomes

On completion of this workshop participants will be able to:

- Prepare and plan for difficult conversations
- Use active listening to build rapport
- Manage their emotions and state of mind while having difficult conversations
- Set a goal/outcome for each conversation
- Get buy-in to this outcome
- Conduct conversations that focus on the facts
- Conduct conversations with respect
- Conduct courageous conversations that resolve issues

Content

- What makes conversations difficult
- The neuroscience of anxiety
- How to manage your emotions and state of mind
- Planning and preparing for courageous conversations
- Gaining buy in on the outcome for conversations
- Using active listening to gain rapport
- Holding courageous conversations
- Concluding these conversations

Typical Benefits

- Greater capacity to deal with difficult issues in the workplace
- Reduced levels of stress for those involved in 'difficult' but necessary discussions

Audience - This workshop is suitable for staff and leaders at all levels **Group size** 6-20 **Duration** 1 day.

Working with People with Different Behavioural Profiles

Issue:

How can individuals gain the most benefit from the strengths of their personal behavioural profile? How can they work together with individuals who have different behavioural profiles?

In this workshop, you will learn techniques that have already been successfully implemented by many of our clients in many different industries.

As pre-work for this workshop each participant will complete an on-line DISC questionnaire and will receive a confidential Personal Behavioural Profile report.

Learning Outcomes

On completion of this workshop you will be able to use proven techniques to:

- Identify their own behavioural profile including existing strengths and limitations
- Identify practical ways to gain maximum advantage from natural strengths and minimise impact of limitations.
- Identify most effective ways to work with and communicate effectively with colleagues and stakeholders with different profiles.

Content

- Understanding the DISC framework, Dominance, Influence, Steadiness and Compliance
- How different profiles tend to see the world differently
- People are adaptable, how your profile may change through time
- Self-awareness, understanding your own profile report
- Using this information to actively self-manage your self-development
- How to gain advantage from your strengths and accept lesser strengths or limitations
- Communicating and working effectively with individuals with different styles
- DISC and emotional intelligence

Typical Benefits

- Greater self-awareness and self-management capacity
- Improved personal effectiveness
- Improved ability to manage work challenges
- Improved ability to work effectively and harmoniously with others

Audience - This workshop is suitable for staff and leaders at all-levels
Group size 6-16   **Duration** 1 day

Completion of a DISC Profile Questionnaire is required prior to this workshop

Effective Business Writing Skills

Issue:

How can we communicate clearly and effectively in different written business communications, from emails to reports? How can we organise our thoughts quickly and effectively?

This workshop will provide practical hands-on training in writing in the workplace context. It has been shown to be highly effective in a range of different types of organisations.

Learning Outcomes

On completion of this workshop participants will be able to:

- Identify their purpose when writing
- Adapt the structure of what they write to fit their purpose
- Identify and avoid common traps in business writing
- Identify and avoid the basics traps in English grammar
- Write clearly and concisely in an easy to understand style
- Control sentence and paragraph structure
- Plan documents easily and quickly
- Avoid having emails' tone or meaning misinterpreted

Content

- Defining your purpose
- Identifying what you want to say
- Basic grammar traps and how to avoid them
- Sentence length and structure
- Paragraph structure
- Proof reading and editing your text
- Planning and structuring your document
- Emails that work, and those that don't

We suggest that where possible, participants should bring along selections of their own writing including reports they are currently creating. The workshop will allow people to progress documents they are currently working on.

Typical Benefits

- Documents that create a positive impression of the people who write them
- Documents that create a positive impression of your department and organisation
- Less time spent preparing, editing and correcting documents
- Communication that is easier to understand
- Communication that is more persuasive
- Less wasted time answering phone calls to explain what your written communication means
- Emails that create a positive impression and build cooperation.

Audience - This workshop is suitable for staff and leaders at all-levels   **Group size** 6-18
Duration 1 day.

Leadership

Leading People Through Change
Duration 2 days

Adaptive Leadership – Adapting Style to Situation
Duration 1 day

Leadership for a Continuous Improvement Culture
Duration 1 day

The Motivating Leader
Duration 2 days

Holding Great Performance Review Discussions
Duration 1 day

Core Skills for New and Emerging Leaders
Duration 3 days

Effective Coaching Skills
Duration 1 day

Leading People through Change

Issue:

How can we build and lead high performing teams; teams which include different types of people, and possibly both full and part time staff?

Issue.

How can we effectively lead people through change? How can we retain engagement and motivation in a context of change or uncertainty?

In this workshop, you will learn techniques that have already been successfully implemented by many of our clients in different industries. These techniques can be used by team leaders at all levels in organisations.

Learning Outcomes

On completion of this workshop participants will be able to:

- Identify the different ways in which change can impact on staff and stakeholders
- Plan a managing people through change strategy
- Anticipate and prepare for obstacles and challenges
- Use a leadership approach which actively develops initiative and accountability in team members
- Provide effective team briefings on a range of topics including, general direction of the section/department, upcoming challenges and expectations, current performance in relation to expectations
- Facilitate short, practical problem solving meetings to deal with a wide range of work issues including responding to customer feedback, distribution of workload, risk-management
- Gain consensus among team members to take effective action to optimise performance
- Provide individuals with feedback on individual performance without creating conflict
- Take deliberate, effective and sustained action to build and maintain team morale.

Content

- How change affects different people differently
- Change impact analysis
- The link between emotional state and performance
- Anticipating and preparing for obstacles and challenges
- Communicating a change vision and a change agenda
- Leadership behaviours that promote and inhibit change engagement
- Facilitating team based problem solving
- Utilising principles of action centred leadership
- How to give feedback to team members
- Building ownership and accountability

Typical Benefits

- Improved ability to engage with stakeholders
- Improved team morale and lower levels of interpersonal conflict within teams

- Greater ability of teams to respond positively to a range of workplace challenges including new goals, restructures
- Teams more strongly focused on delivering to customer satisfaction
- A more enjoyable work environment.

Audience - This workshop is suitable for all team leaders, supervisors and managers. **Group size** 6-20   **Duration** 2 days

Adaptive Leadership – Adapting Style to Situation

Issue:

How can we best adapt leadership style to changing circumstances?

How can we best provide leadership even during periods of transition or uncertainty?

What are the key 'Transformational" leadership behaviours which generate discretionary effort in almost all circumstances?

Changing circumstances often require leaders to adapt in certain ways in order to be effective.

In this workshop, participants will learn techniques that have already been successfully implemented by many of our clients in different industries.

These techniques can be used to deal with problems faced by those in leadership roles at all levels in organisations.

Learning Outcomes

On completion of this workshop participants will be able to:

- Identify a repertoire of leadership styles available to them
- Identify key situational variables which determine leadership style will be most useful
- Understand the benefits and costs of adopting different leadership styles
- Understand and use key 'transformational leadership' behaviours to generate discretionary effort in others
- Use a range of leadership skills to maintain the commitment and engagement of others in periods of transition or where strategic direction is uncertain
- Use proven leadership strategies develop adaptability and resilience in others

Content

- What do we mean by leadership style?
- Using the Action Centred Leadership model as a foundation
- Developing a repertoire of leadership styles
- The key variables which determine which leadership style should be employed and when
- Distinguishing between situational leadership and adaptive leadership
- Understanding Transformational Leadership
- Behaviours which maintain engagement and commitment in environments in which clear direction may be lacking
- How stress can affect leadership judgement
- Leadership behaviours which are known to build up resilience in others
- The importance of thinking strategically during periods of uncertainty.
- Using visual management techniques to maintain team focus.

Typical Benefits

Typical benefits include:

- More consistent team performance
- Leaders who can adapt to changed circumstances and achieve key goals
- Leaders better able to manage their own stress levels
- Improved capacity to retain key leadership capability in the organisation.
- Improved team morale and lower levels of interpersonal conflict within teams
- Greater ability of teams to respond positively to a range of workplace challenges including new goals, transitions, restructures

Audience - This workshop is suitable for all team leaders, supervisors and managers. **Group size** 6-20 **Duration** 1 day.

Leadership for a Continuous Improvement Culture

Issue:

What type of leadership does the introduction of continuous improvement practices require? What are the implications of continuous improvement techniques for leadership behaviour? What leadership behaviours are incompatible with a continuous improvement culture?

This workshop will show leaders techniques which can be immediately applied to introduce continuous improvement practices. Participants will be able to identify and avoid leadership practices which are incompatible with a continuous improvement culture

Learning Outcomes

On completion of this workshop participants will be able to:

- Identify leadership behaviours needed as a pre-requisite for continuous improvement
- Adapt current style to this if required
- Introduce key concepts in continuous improvement to staff
- Introduce key continuous improvement techniques into the organisation to help staff to identify improvement opportunities
- Focus teams on using problem solving techniques to on resolve problems rather than assigning blame
- Introduce visual management techniques into team practices

Content

- Key leadership behaviours required
- Leadership traps to be avoided
- How apparently basic processes can help you
- Introducing to the continuous improvement cycle, Plan, Do, Check, Act
- Common mistakes with continuous improvement and how to avoid them
- Translating broad goals specific and measurable activities
- Deciding what to track and how
- Using team based activity plans to generate improvement
- How to run continuous improvement meetings
- Maintaining improvement momentum, how to avoid going 'stale'

Typical Benefits

- Clearer understanding of the leadership behaviours required in introducing a continuous improvement culture
- Improved team output and productivity
- Greater job satisfaction and lower levels of stress amongst leaders and staff

Audience - This workshop can be adapted for leaders at all levels　**Group size** -6-20
Duration 1 day

The Motivating Leader

Issue:

How can leaders make massive a positive contribution to the motivation of others?

How can they accidentally demotivate others and what do they need to do to do to avoid this?

This workshop will show leaders a range of models and techniques which can be immediately applied to have a strong positive impact on the motivation and effectiveness of individuals and teams in differing environments.

Learning Outcomes

On completion of this workshop participants will be able to:

- Show leadership in the workplace
- Show an understanding of how to work with differences in personality
- Resolve conflict in the workplace
- Demonstrate emotional intelligence
- Provide clear, confident and concise briefings on work related issues
- Build rapport and through active listening
- Build a basic continuous improvement mentality
- Positively motivate others
- Give corrective feedback without alienating others
- Give positive, supportive feedback when required
- Understand the impact self-talk habits have on attitude and mood
- Manage own moods and their impact on others
- Use structured questions to engage and involve others.

Content

- Key question. What is leadership?
- Why is leadership needed?
- Different styles of leadership
- Adapting style to Situation
- Action Centred Leadership model
- Practical team briefing skills
- Active listening skills
- Facilitating team based problem solving
- Understanding different personalities and how to motivate them
- Understanding the impact of thinking style on behaviour
- Understanding and managing stress
- Transformational leadership behaviours
- Leading through questioning skills
- Practical coaching skills
- Strengths based leadership

Audience - This workshop is suitable for all team leaders, supervisors and managers.

Group size 6-20 **Duration** 2 days.

Holding great Performance Review Discussions

Issue:

How do we ensure that performance review discussions with staff are useful, motivating and have a positive impact on motivation and performance?

This workshop will show you how to hold discussions around individual performance that are both useful and motivating, incorporating constructive feedback and joint setting of performance expectations.

Learning Outcomes

On completion of this workshop participants will be able to:

- Hold constructive, useful and motivating performance discussions
- Structure these discussions effectively
- Plan and prepare for these meetings professionally
- Use an appropriate mix of question and feedback to agree on performance outcomes
- Set clear and specific goals and performance expectations for both individuals and groups
- Provide effective performance feedback both formally and informally.

Content

- The purpose of performance management discussions
- What can go wrong
- The importance of preparation and how to prepare
- Structuring the discussion
- Building a constructive approach during the discussion.
- When to ask people to self-assess and when to offer feedback
- Understanding the impact of the work context on the types of goals people will focus on
- How to make broad goals specific and measurable
- Traps to avoid when giving feedback
- How to provide feedback when performance is low or high
- How to provide feedback when performance is inconsistent

Typical Benefits

- Improved output
- Greater job satisfaction
- Lower levels of stress
- More useful discussions

Audience - This workshop is suitable for all leaders involved in performance discussions with staff.

Group size - Maximum of 16 participants.   **Duration** 1 day

Core Skills for New and Emerging Leaders

Issue:

What are the core skills required of front line leaders and emerging leaders?
Which skills are the most important and how can they be applied??

This workshop will show leaders a range of models and techniques which can be immediately applied and will provide a robust and highly effective tool kit for new and emerging leaders

Learning Outcomes

On completion of this workshop participants will be able to:

- Identify the benefits of effective leadership
- Understand correctly what good leadership is and is not
- Demonstrate leadership in the workplace
- Provide leadership to team members from diverse backgrounds and with differences in personality
- Adapt leadership style to different situations
- Facilitate team based problem solving
- Operate as an effective role model to others
- Communicate effectively with more senior leaders
- Take effective action to resolve conflict in the workplace
- Demonstrate emotional intelligence
- Use active listening skills to understand others
- Use structured questioning skills to guide others
- Provide clear, confident and concise briefings on work related issues
- Build rapport and through active listening
- Positively motivate others
- Give corrective feedback without alienating others
- Give positive, supportive feedback when required
- Understand the impact self-talk habits have on attitude and mood
- Manage own moods and their impact on others
- Use structured questions to engage and involve others.

Content

- Key question. What is leadership?
- Why is leadership needed?
- Different styles of leadership
- Adapting style to situation
- Action Centred Leadership model
- Practical team briefing skills
- Active listening skills
- Facilitating team based problem solving
- Understanding different personalities and how to motivate them
- Understanding the impact of thinking style on behaviour
- Understanding and managing stress
- Transformational leadership behaviours
- Leading through questioning skills

- Practical coaching skills
- Strengths based leadership strategies
- Communicating effectively with more senior leaders
- Thinking strategically, keeping the bigger picture in mind.

Audience - This workshop is suitable for all new or potential leaders.

Group size 12-20 **Duration** 3 days

Effective Coaching Skills

Issue:

How do we most effectively coach others to assist them to achieve significant change in performance or workplace behaviour?

Coaching others on a one to one basis is one of the key skills for leaders at all levels. This workshop will provide the practical skills to enable participants to immediately begin coaching effectively.

Learning Outcomes

On completion of this workshop participants will be able to:

- Understand what coaching is and what it is not
- Recognise the key component skills of coaching; listening, asking questions and summarising
- Plan and prepare for coaching discussions
- Hold constructive, useful and motivating coaching discussions
- Use an appropriate mix of question and feedback to agree on performance outcomes
- Set clear and specific goals and performance expectations for both individuals and groups
- Provide effective performance feedback both formally and informally.

Content
- What is coaching?
- When is it useful?
- The role of the coach
- Getting agreement on the purpose of coaching
- The importance of trust and confidentiality
- Benefits and rewards of coaching
- Component skills
- Using the GROW model of coaching
- Coaching high performers
- Coaching for performance improvement
- Coaching for behaviour change
- Maintaining a coaching process through time

Typical Benefits

- Improved output of staff
- Resolution of workplace conflict
- Greater job satisfaction of staff and coach
- Lower levels of stress for staff members
- Support for staff engagement and discretionary effort

Audience - This workshop is suitable for all leaders involved in coaching discussions with staff.

Group size - Maximum of 16-18 participants.   **Duration** 1 day.

Teamwork Skills

Effective Teamwork. - High Performing Teamwork skills
Duration 2 days

Team Based Planning and Problem Solving
Duration 1 day

High Performing Teamwork Skills

Issue:

What are the key teamwork skills that people need in order to make an effective contribution to the teams they work in?

In this workshop, you will learn techniques that have already been successfully implemented by many of our clients in many different industries.

Learning Outcomes

On completion of this workshop participants will be able to use proven techniques to:

- Identify the characteristics of effective teams
- Identify common traps which all teams can fall into
- Understand the type of positive contribution people can make as individuals
- Manage their own contributions to the teams they work in
- Use collective problem solving methods effectively
- Use practical skills to clarify team expectations
- Establish team/organisation values on a practical basis

Content

- Characteristics of high and low performing teams
- Behaviours that promote high performance
- Behaviours that inhibit high performance
- Why teams tend to become isolated and what to do about this
- Teams are made up of individuals, how to get the best from the different approaches different people bring
- The link between your thinking style, your emotional state and your performance
- Optimising your contribution to your team
- Resolving conflict in teams
- Team based problem solving
- Establishing your teams' ground rules

Typical Benefits

- Greater unity of purpose and mutual support in teams
- Improved team productivity
- Improved team morale and lower levels of interpersonal conflict within teams
- Greater ability of teams to respond positively to a range of workplace challenges including new goals, restructures
- A more enjoyable work environment.

Audience - This workshop is suitable for all staff and leaders.

Group size 6-20   **Duration** 2 days

Team Based Planning and Problem Solving

Issue:

How can teams work together effectively to solve problems, respond to new opportunities, and develop and implement action plans?

In this workshop, you will learn techniques that have already been successfully implemented by many of our clients in many different industries.

These techniques can be used to deal with problems faced by teams at all levels in organisations.

Learning Outcomes

On completion of this workshop you will be able to use proven techniques to:

- Identify the root causes of problems
- Develop and prioritise countermeasures
- Implement and monitor effectiveness of solutions
- Identify improvement options
- Identify new opportunities
- Develop effective plans to exploit these
- Monitor and adjust activity to ensure effectiveness
- Use visual management tools to monitor progress

Content

- Common workplace problems
- How to combine mind mapping and the 80/20 rule to identify root causes and generate countermeasures
- Using activity plans to monitor solution effectiveness
- When problems are also opportunities
- Brainstorming techniques to generate options for action
- Prioritising activity plans
- Implementing for effective benefits

Typical Benefits

- Improved team output as problems are resolved
- Better quality solutions as problems are addressed
- Effective implementation of solutions
- Greater individual and team engagement
- Increased team adaptability and self confidence

Audience - This workshop is suitable for staff and leaders at entry to mid-levels.

Group size 6-20 **Duration** 1 day.

Planning and Organising

Accelerated Problem Solving Skills
Duration 1 day

Project Management Essentials
Duration 1 day

Time and Priority Management
Duration 1 day

Accelerated Problem Solving Skills

Issue:

How can we quickly and effectively identify strategies to deal with current problems and future opportunities?

In this hands-on workshop participants will learn techniques that have already been successfully implemented by many of our clients in different industries. These techniques can be used to deal with problems faced by staff and mid-level managers at all levels. They lead to shortened planning timeframes, faster response rates, more effective implementations and better quality solutions.

This workshop shares most of its content with the Team Based Problem Solving workshop, but is orientated more to people who work essentially as individuals and only loosely in teams.

Learning Outcomes

On completion of this workshop participants will be able to:

- Identify the different approaches needed to deal with immediate and recurrent problems
- Identify, prioritise and schedule solutions and countermeasures
- Engage and involve others in effective problem solving to create ownership
- Present solutions rather than merely highlight problems

Content

- Presenting solutions, not just problems
- Problems and opportunities
- Traps to avoid when problem solving
- Psychological aspects of problem solving
- Dealing with these, (a) immediate problems, (b) recurrent problems and(c) potential problems
- Practical exercises in solving actual and potential problems
- Making it happen, moving from plans to actions
- Monitoring and assessing progress, simple tools that work
- How to present solutions to gain the support needed for implementation

Typical Benefits

- Improved output as problems are resolved
- Better quality solutions
- Greater self-reliance when solving problems
- Effective implementation of solutions
- Greater individual and team initiative and self sufficiency
- Reduction in personal stress levels

Audience - This workshop is suitable for all staff and mid-level managers**. Group size** 4 – 18 **Duration** 1 day.

Project Management Essentials

Issue:

How can we professionally manage projects when project management is not our full-time role and even when staff are not full time on projects?

Learning Outcomes

On completion of this workshop participants will be able to:

- Define projects in ways which will satisfy stakeholder expectations
- Ensure a clear project goal
- Create an effective project plan
- Identify resource requirements and manage within an agreed project budget
- Use basic project management tools to ensure that the project meets its deadlines
- Control the project throughout its life cycle.

Learning materials include a comprehensive set of project management templates available in both hard and soft copy

Content

- What is a project
- The role of the project manager
- The role of the project owner
- Managing stakeholder expectations
- Why project management is more than just project planning
- Key variables, time, cost, quality
- Establishing clear success criteria and avoiding scope creep
- Creating a proper project description
- Creating a high-level project plan
- Creating cascading plans
- 'Stakeholder analysis
- Identifying problems before they happen. Creating a risk analysis template and conducting risk analysis
- Keeping track of budgets
- Creating a project change template
- Managing the project, monitoring progress, making changes and managing communications
- The final step, conducting a project review

Typical Benefits

- Improved ability to successfully manage projects and meet deadlines
- Greater clarity in project proposals
- Improved stakeholder satisfaction
- Reduced stress levels in teams involved in projects.

Audience - This workshop is suitable for all staff new to project management are who are managing relatively simple projects which do not require specialised software.

Group size 4 – 18   **Duration** 1 day

Time and Priority Management

Issue:

How can we effectively manage our time when scheduled tasks are in constant interaction with urgent but ad-hoc tasks which can occur at any time of the day? How can we deal with interruptions?

How can we avoid consistently working late to finish urgent tasks?

Learning Outcomes

On completion of this workshop participants will be able to:

- Meet deadlines more easily
- Work on tasks on a priority basis
- Adapt to fluid and changing priorities
- Identify when they have more work than they can actually do in a given period and take constructive steps to manage this
- Manage the interaction between ad -hoc and scheduled tasks
- Manage email effectively
- Work efficiently and with less stress

No particular diary system is promoted or required by this workshop.

Content

- Time is finite so apart from efficiency, the issue is one of sequencing
- Setting realistic deadlines and success criteria
- Tips for avoiding time wasters
- Managing interruptions effectively
- Managing your emails
- Using 'time zones to divide your day
- Sensible use of your 'To Do' list
- How to avoid always working late
- Scheduling tasks in a daily weekly basis
- Dealing with urgent but unexpected tasks effectively
- Identifying and manging major causes of lost time in your work role.

Typical Benefits

- Improved ability to successfully manage workload and meet deadlines without working late
- Improved stakeholder satisfaction
- Reduced stress levels
- Improved job satisfaction.

Audience - This workshop is suitable for all staff and managers.

Group size 4 – 18   **Duration** 1 day

Self-Awareness And Self-Management

Adapting to Change – Self-Management Techniques that Work
Duration 1 day

Understanding Your Behavioural Style
Duration 1 day

Resilience and High Performance Attributes
Duration 1/2 day

Adapting to Change
Self-management Techniques that Work

Issue:

Adapting to change is a natural part of life. stressful. While it can be invigorating and challenging, it can also be stressful.

This work provides practical techniques for adapting to change and managing the ways in which we respond to challenges of different types.

Learning Outcomes

On completion of this workshop participants will be able to:

- Understand the ways in which change can affect people
- Identify the ways in which different people may react to stressful situations
- Use practical physical and mental techniques to stay calm in stressful situations
- Identify indicators that you are starting to "stress out" over issues such as workload and deadlines, and take practical steps to prevent this stress from building up
- Identify aspects of your own thinking patterns that make you more vulnerable to stress and start to change these
- Initiate practical lifestyle changes where they will make the most difference to the ways in which change driven stress affects you

Content

- How do we react to change?
- Why can it be stressful
- Common causes of stress
- Symptoms of stress
- The link between thinking patterns and stress states
- The instinctive basis of stress driven responses, how to identify these in yourself and others
- Practical physical and mental techniques to stay calm in stressful situations
- Quick stress reduction techniques
- Strategies for taking a step back and developing a bigger picture perspective

Typical Benefits

Enhanced ability to:

- Understand stress
- Work effectively with less stress
- Exert a calming influence on others

Audience This workshop is suitable for all managers and staff. **Group size** Maximum of 18 participants. **Duration** 1 day

Understanding Your Behavioural Style

Issue:

What is your behavioural style, what are your natural strengths and weaker areas? How can you operate most effectively and with greatest satisfaction and success? How can you use this information to create your personal and professional self-development strategy?

As pre-work for this workshop each participant will complete an on-line DISC questionnaire and will receive a confidential Personal Behavioural Profile report. Much of the content in this workshop is shared with, **Working with People with Different Behavioural Styles,** however this workshop is focused more on self-awareness and maximising personal strengths and less on interacting with others.

Learning Outcomes

On completion of this workshop you will be able to use proven techniques to:

- Identify their own behavioural profile including existing strengths and limitations
- Improve self-awareness from in detail review of information from their Personal Behavioural Profile report
- Identify practical ways to gain maximum advantage from natural strengths and minimise impact of limitations.
- Identify most effective ways to work with and communicate effectively with colleagues with different profiles.

Content

- What is self-awareness
- Why is it at best only partial and what are the implications of this
- The neuro-science of self-awareness
- Understanding the DISC framework, Dominance, Influence, Steadiness and Compliance
- DISC and emotional intelligence
- Scientific validity of DISC questionnaires
- Self-awareness, understanding your own profile report
- DISC and emotional intelligence
- How to gain advantage from your strengths and manage lesser strengths or limitations
- Communicating and working effectively with individuals with different styles
- Your DISC based personal and professional development strategy

Typical Benefits
-
- Greater self-awareness and self-management capability
- Improved personal effectiveness
- Improved ability to manage work challenges
- Improved ability to work effectively and harmoniously with others

Audience - This workshop is suitable for staff and leaders at all-levels. **Group size** 6-20 **Duration** 1 day.

Resilience and High Performance Attributes

Issue:

Resilience and other 'High Performance Attributes" have a strong impact on people's abilities to achieve outcomes and on their well-being.

How can resilience be developed in teams and individuals?

This work will provide an update on recent research into resilience and high performance attributes and will assist participants to develop practical strategies to develop these in themselves and others.

Learning Outcomes

On completion of this workshop you will be able to:

- Identify the importance of personal resilience and the factors that contribute to it
- Understand the relationship between resilience and other high performance attributes.
- Identify the impact of different 'thinking styles' on personal resilience
- Identify factors that contribute to or diminish personal resilience
- Take effective action to develop and protect your own resilience factors
- Take effective action to support and encourage resilience in others

Contents

- What do we mean by resilience?
- What factors promote resilience and what undermines it?
- Resilience and other high performing attributes
- How to develop your own and others' resilience

Typical Benefits

Increased capacity to:

- Build habits that promote personal resilience
- Sustain a positive orientation in difficult situations
- Maintain positive and mutually rewarding relationships
- Be a positive influence on those around you
- Promote resilience through formal and informal leadership

Audience This workshop is practical and interactive and is suitable for all staff and leaders.

Group size 6-18 **Duration** ½ day

Customer Focus

Customer Psychology and Customer Focus
Duration 1 day

Consultancy Skills – Essential Skills for Internal and External
Consultants and Advisors
Duration 2 days

Customer Psychology and Customer Focus

Issue:

What perspectives can help us to understand customer behaviour and how can we build and maintain high levels of customer satisfaction?

In this workshop, you will learn techniques for improving customer interaction that have already been successfully implemented by our clients in different industries.

Learning Outcomes

On completion of this workshop participants will be able to:

- Understand what is meant by the phrase "customer focused working'
- Identify and understand customer anxiety
- Build rapport with customers
- Identify and distinguish between customers' needs and wants
- Manage the key 'moments of truth' in customer relationships
- Gain cooperation from customers
- Manage disputes and disagreements in customer service settings
- Deal with frustrated customers effectively
- Develop customers into advocates

Content

- Understanding your customers; who are they and what do they really want?
- Internal and external customers
- What is customer anxiety and how can it be manged?
- Identifying your customers "Moments of Truth"
- The importance of consistency
- How to maximise customer satisfaction
- Dealing with aggressive or uncommunicative customers
- Building mutually supportive customer relationships
- Turning satisfied customers into advocates

Typical Benefits

- Improved capacity to build professional relationships with customers
- Greater levels of customer satisfaction
- Improved recognition of your contribution by the customer

Audience

This workshop is suitable for all managers and staff providing a service to internal or external customers.

Group size -Maximum of 20 participants **Duration** 1 day

Consultancy Skills – Essential Skills for internal and external Consultants and Advisors

Issue:

What are the different types of roles internal and external consultants can play and what are the skills required to manage different types of assignments effectively?

This workshop will provide practical hands-on training to assist internal consultants manage a range of different types of assignments and to build and maintain professional credibility with key stakeholders.

Learning Outcomes

On completion of this workshop participants will be able to:

- Identify the role of the consultant in different types of work
- Ensure they understand stakeholders' needs
- Establish professional credibility with stakeholders
- Manage professional relationships to maximize stakeholder satisfaction
- Create and manage schedules and timelines in order to meet deadlines
- Anticipate and manage challenges

Content

- The different roles consultants can have
- Identifying your role in the organisation
- How to build and maintain professional credibility
- Key communication strategies
- Key influencing strategies
- Managing face to face meetings
- Presenting ideas in meetings and group forums
- Facilitating group brainstorming sessions
- Setting up activity plans to implement successfully
- Reviewing and completing assignments

Typical Benefits

- Consultants and advisors actively used as sources of expertise
- Greater value to consultants' and advisors' stakeholders and customers
- Enhanced professional standing of consultants and advisors

Audience - This workshop is suitable for all internal consultants, advisors and business partners.

Group size 6-20   **Duration** 2 days.