LEADERSHIP AND MANAGEMENT SKILLS

Conducting Effective Performance Appraisals

OBJECTIVE

This workshop is aimed at helping participants structure the appraisal interview, getting round some of the more awkward issues that can crop up during performance evaluation and renew their commitment to the appraisal as a vital part of management practice.

During the programme participants will be exposed to the various skills of effectively appraising employees making appraisals one of the most efficient mechanisms by which one can keep a member of staff interested, motivated and committed. This programme will assist appraisers in identifying how they can improve things for the appraisee and how their potential to the company's benefit.

WORKSHOP CONTENT

- Inviting self-appraisal
- Asking open questions and listen actively
- Facing up to performance and attitude problems and sticking to facts
- Communicating praise and encouragement
- Identifying appraisee's training needs and assign learning solutions to address competencies' development
- Setting SMART objectives
- Agreeing an action plan with measurable targets

TARGET AUDIENCE

Managers, Supervisors, Team Leaders who conduct performance appraisals for team members

DURATION

Full day (8 hours)

LEADERSHIP AND MANAGEMENT SKILLS

Overcoming Team Dysfunctions

OBJECTIVE

Every manager aims to lead a highly motivated team. Effective teamwork is a very powerful mechanism for achieving results and significant change in organisations. This programme focuses on what makes teams function effectively and at ways of overcoming team dysfunctions that could cripple a team unless they are dealt with and resolved.

WORKSHOP CONTENT

- Characteristics of a high-performing team
- The 5 Team Dysfunctions (Lencioni):
- Absence of Trust
- Fear of Conflict
- Failure to Commit
- Avoidance of Accountability
- Lack of Focus on Results
- The role of the leader in overcoming team dysfunctions

TARGET AUDIENCE

Managers, Supervisors, Team Leaders

DURATION

Full day (8 hours)

LEADERSHIP AND MANAGEMENT SKILLS

Thinking Strategically Like a Leader

OBJECTIVE

This workshop is designed to provide participants with an understanding of the relationships between strategy, planning and execution, and learn how to develop a strategic mindset, improve their analytical skills, and apply creative planning to current and future challenges.

WORKSHOP CONTENT

- Introduction to Strategic Planning
- What is Strategic Planning
- The Aims of Strategic Planning
- The Strategic Planning Process
- Choosing the Right Strategy
- Factors Shaping Choice of Strategy
- Strategic Analysis and Strategic Choices
- Testing your Strategy
- Crafting Competitive Strategy
- Generic Competitive Strategies
- Competitive Strategies as Value Disciplines
- Implementing and Executing Strategy
- Building Organisational Capability
- Exerting Strategic Leadership
- Monitoring, Evaluating and Adjusting

TARGET AUDIENCE

Directors and Senior Managers

DURATION

Full day (8 hours)

thinktalent.

LEADERSHIP AND MANAGEMENT SKILLS

Managing and developing talent

OBJECTIVE

This workshop takes a holistic approach to optimising human capital, which enables leaders to drive short- and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals.

WORKSHOP CONTENT

- Promoting self-discipline and time management practices
- Identifying skills, aptitudes and strengths and their potential for growth
- Nurturing a talent development culture
- Acting as a role model
- Reinforcing the value of learning
- Building sustainable processes to support development
- Leveraging problems and challenges as opportunities for real learning and development

TARGET AUDIENCE

Senior Managers and Human Resources practitioners who oversee the implementation of the organisation's training, learning and development strategy

DURATION

Full day (8 hours)

thinktalent.

LEADERSHIP AND MANAGEMENT SKILLS

Leading remote teams successfully

OBJECTIVE

Remote leaders need to be skilled in driving results with little face-to-face contact, 'reading between the lines' from afar and engaging, inspiring and building trust in a team with technology as their main source of communication.Get it right and the rewards can be reaped through greater flexibility, speed and productivity. But get it wrong and the business will have an isolated, disengaged and underperforming team on its hands.This workshop guides participants in methodologies that maximise the performance of team members and groups that work remotely.

WORKSHOP CONTENT

- Understand how remote teams differ from co-located teams
- Appreciate the changes that different team members experience when shifting into a remote team environment
- Identify ways to help team members adjust to remote working
- Identify the skills necessary for leading teams remotely

TARGET AUDIENCE

Managers and team leaders leading team members remotely.

DURATION

Half day (4 hours)

LEADERSHIP AND MANAGEMENT SKILLS

Negotiating Skills for Leaders

OBJECTIVE

To execute deals effectively and successfully, persuasive leadership and negotiation skills are essential. Negotiation skills are an integral part of leadership, because leadership involves the use of persuasion and negotiation with an intention to achieve a win-win outcome. This workshop supports leaders in adopting effective negotiation tools and techniques to ensure optimum results.

WORKSHOP CONTENT

- Different approaches to negotiation
- Principles of Win-Win negotiations
- Opportunities and barriers to effective negotiation
- Preparing effectively for the negotiation
- Techniques in building rapport
- Developing successful negotiation strategies
- Breaking deadlock situations to create win-win outcomes
- Predicting and influencing the other party's behaviour
- Managing conflict positively and resolve disputes
- Dealing with concessions and compromise
- Knowing when to close the negotiation

TARGET AUDIENCE

This workshop is intended for any participant in a leadership role handling critical negotiations with stakeholders.

DURATION

Full day (8 hours)

think talent

LEADERSHIP AND MANAGEMENT SKILLS

Managing Up

OBJECTIVE

Many people do not take seriously the need to "manage up" or at least they do not believe they can have any significant influence over their relationship with their boss which is tottally untrue. This workshop will equip participants with the necessary skills and techniques to influence their superiors in order to strengthen the relationship and ensure a more productive work environment.

WORKSHOP CONTENT

- What are some obstacles to successfully managing up?
- What are some assumptions about successfully managing up?
- Define compatible work styles
- Some examples of successfully managing up
- Putting on your manager's hat
- Managing the relationship with Your boss
- Mastering organisational politics, influence and alliances
- Giving your boss feedback

TARGET AUDIENCE

PAs, Deputy Managers and Junior Managers

DURATION

Full day (8 hours)

LEADERSHIP AND MANAGEMENT SKILLS

Developing Creativity: Techniques for Releasing Creativity at Work

OBJECTIVE

This workshop challenges participants to deliberately break the normal rules of planning, behaviour and decision-making, just to disrupt existing thinking patterns. By overturning the predictable, new possibilities will emerge, including the absurd, the inappropriate, even the adventurous.

WORKSHOP CONTENT

- Defining creativity and innovation
- Benefits of using creative and innovative approaches
- Breaking through thought patterns and assumptions
- Enabling creativity and innovation
- Methods and tools for generating ideas
- Logical versus lateral thinking
- Principles of design thinking

TARGET AUDIENCE

Managers and team leaders.

DURATION

Full day (8 hours)

LEADERSHIP AND MANAGEMENT SKILLS

Dealing with and Managing Change

OBJECTIVE

This covers a structured approach to ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved. The focus of the workshop is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current situation to the new one. The change in question could range from a simple process change, to major changes in policy or strategy needed if the organisation is to achieve its potential.

WORKSHOP CONTENT

- The key principles of change
- The link between change and memory
- Moving from: Discomfort to motivation
- Moving from: Discovery to perspective
- Recognising the benefits of the change
- Experiencing integration during and after the change

TARGET AUDIENCE

Team leaders and Managers

DURATION

Full Day (8 hours)

LEADERSHIP AND MANAGEMENT SKILLS

Achieving Quick Changeover

OBJECTIVE

This workshop concentrates on the principles and techniques needed to drastically decrease changeover times and improve operational efficiency. This workshop will expose participants to changeover methodologies that will allow them to achieve increased flexibility and ability to react in time to business demands.

WORKSHOP CONTENT

- Barriers to effective problem solving
- Identifying the need for quick changeover – Root Cause Analysis
- The power of asking the right questions– The "So What?" and "5Whys?" Techniques
- A structured approach to effecting quick changeover
- Dealing with complexity
- Group problem solving using   The Six Thinking Hats (Debono)

TARGET AUDIENCE

Managers, Team Leaders

DURATION

Full day (8 hours)

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LEADERSHIP AND MANAGEMENT SKILLS

Managing Anger and Other Challenging Behaviours in the Workplace

OBJECTIVE

This workshop will explore the area of conflict and challenging behaviour as it arises with employees/colleagues and ways of dealing with this issue. "Real" scenarios will be utilised and then worked on using the skills and principles of Dealing with Conflict and Challenging Behaviour.

WORKSHOP CONTENT

- Understanding what makes a conversation particularly difficult
- The 3 components of a difficult conversation
- Self-management and communication techniques to have effective difficult conversations with others
- Controlling your own actions and not taking it personal
- Understanding the other person's perspective
- Build rapport and demonstrating empathy
- The importance of clarity in communication
- Being practical in determining way forward
- Manage your own and the other person's expectations
- Give to get, opting for a win/win resolution
- Driving commitment

TARGET AUDIENCE

Managers, Team Leaders and Supervisors

DURATION

Full day (8 hours)

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LEADERSHIP AND MANAGEMENT SKILLS

Reviving Employee Trust and Commitment

OBJECTIVE

This workshop promotes participants' understanding on the impact their behaviours have on building or eroding trust and commitment and will highlight those aspects that need attention to build and maintain trusting relationships complimented by high levels of engagement.

WORKSHOP CONTENT

- Discussing and establishing behaviours that impact on levels of trust and commitment
- Sharpening interpersonal skills
- Use of influencing skills
- Controlling and understanding verbal and non-verbal communication
- Knowing when to inspire and when to remain silent
- Managing the emotional and behavioural dimension
- Dealing with pressure
- Coping and understanding an employee's emotional limitations
- Successfully applying the principles of persuasion to challenging situations

TARGET AUDIENCE

Leaders, managers and supervisors who are facing or are due to encounter challenging and delicate situations and make important decisions that might impact on employee engagement.

DURATION

Full day (8 hours)

LEADERSHIP AND MANAGEMENT SKILLS

Developing Team Culture

OBJECTIVE

This programme promotes participants understanding of the importance of a common team culture when bringing together a diverse group of individuals to work together as a team. The workshop will equip the praticipants with the necessary skills and techniques to define and enhance their team's culture in a collaborative way and in line with the organisation's mission.

WORKSHOP CONTENT

- What is Culture?
- How Culture is Created
- Developing a Culture of Engagement
- Defining Core Values
- Hiring for the Right Culture Fit
- Managing Employees' Contribution
- Case Studies

TARGET AUDIENCE

Team leaders and managers who are building new teams or who would like to re-invigorate their exisiting teams by strengthening the foundation of the team's reason for being.

DURATION

Full day (8 hours)

LEADERSHIP AND MANAGEMENT SKILLS

Understanding Finance for the Non-Accountant

OBJECTIVE

This programme will give participants a sound understanding of financial techniques to make them even more effective in their roles. It will enable participants to:

- Overcome the barrier of financial language
- Deal confidently with financial metrics
- Improve their understanding of the organisation's finance function
- Radically improve planning and budgeting skills
- Be much more aware of the impact of decisions on the profitability of the organisation
- Gain greater confidence with a working knowledge of business financials

WORKSHOP CONTENT

- Understanding the "language of business"
- Using the financial tools available to make better management decisions
- Budgeting concepts all managers need to understand
- Components of cost
- Cost control analysis and forecasting and cost efficiency vs cost cutting
- The profit & loss account…. An indicator of performance
- Analysing a case study to interpret performance
- Generating ideas which will improve the financial performance of case studies

TARGET AUDIENCE

Team leaders and managers who need a solid understanding of finance and some of the key techniques and practical tools used by accountants in order to carry out their job effectively yet have not been professionally trained in the accountancy profession.

DURATION

Full day (8 hours)

LEADERSHIP AND MANAGEMENT SKILLS

Award in Leadership & Management Skills for Emerging Managers (INSPIRE) - MQF Level 4

DURATION AND COMMITMENT:

12 full days of group, training sessions between 09:00-17:00 spread over a period of 12 months plus 8No, 1-hour, one-to-one, coaching sessions interspersed between group sessions. Participants are also expected to carry out self-study of session notes provided between each session.

TOTAL LEARNING HOURS

- Contact Hours: 104
- Self-Study Hours:6
- Assessment Hours: 6
  Total: 116 hours

NUMBER OF ECTS ON COURSE COMPLETION?

4

WHO IS THIS PROGRAMME FOR?

This intensive programme is targeted towards anyone new to a leadership/supervisory role wishing to acquire the essential leadership skills to lead teams.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

By the end of the programme the learners will be able to:
- develop core leadership behaviours which will enable them to become effective leaders
- sharpen their interpersonal skills to communicate successfully with their teams as well as with their superiors
- enhance their confidence to assert themselves in their role
- develop high-impact team management skills

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- expand their knowledge of key leadership and management theories and concepts
- equip themselves with practical techniques and examples to allow them to lead their team effectively on a day-to-day basis

TOPICS

The Module will cover the following topics:

Day 1: An Introduction to Leadership
- Leadership and Management; what's the difference?
- Leadership Theories (Overview)
- Leadership Styles (Authoritative, Democratic, Laissez-Faire)
- Situational Leadership
- Building a Leadership Brand

Day 2: An Introduction to Teams
- What makes a team? What is teamwork?
- Different Roles within the Team
- Team Norms
- Team Development (Tuckman)
- The 5 Dysfunctions of a Team (Lencioni)

Day 3: An Introduction to Local Employment Law
- Disciplinary Procedures;
- Termination of Fixed Term Contracts;
- Penalty Clauses and Training Agreements;
- Maternity Leave & Probationary Periods;
- Non-Compete & Fiduciary Obligations;
- GDPR
- On-Call / Standby & Working Time
- Equality and Diversity

Day 4: Leading with Emotional Intelligence
- Emotional Intelligence and Why It Can Matter More than IQ (Goleman)
- Self-Awareness
- Self-Management
- Empathy
- Relationship Management

Day 5: Communicating Effectively at the Workplace
- Basic Communication Concepts; identifying the purpose, understanding the receiver
- Encoding the Message
- Choosing the right Communication Channel
- Decoding the Message; Active Listening
- Non-Verbal Communication (Body Language)

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Day 6: Motivating your Team for Peak Performance
- Theories of Motivation (Maslow, Herzberg)
- Intrinsic vs Extrinsic Motivation
- Harnessing Intrinsic Motivation

Day 7: Managing Performance and Behaviour through Feedback
- Setting Performance Standards and Behavioural Expectations
- Goal Setting (S.M.A.R.T.)
- Monitoring Performance and Behaviour
- Feedback vs Criticism
- Developmental Feedback
- Constructive Feedback

Day 8: Coaching Your Team for Performance
- What is Coaching?
- Coaching as a Developmental Tool
- Core Coaching Skills
- G.R.O.W. Coaching Model

Day 9: Boosting Your Productivity
- Busy vs Productive; what's the difference?
- Getting Things Done; the art of stress-free productivity (Allen)
- Creating Focus; managing distractions and interruptions
- Delegating Effectively

Day 10: Resolving Conflict at Work
- Understanding the Root Cause of Conflict
- Conflict Styles (Thomas/Kilman)
- Different Ways of Handling Conflict
- Moving towards Win/Win

Day 11: Problem-Solving and Decision-Making
- I.D.E.A.L. – a model for problem solving
- Root Cause Analysis
- The Appreciation (So What?) Technique
- The 5 Whys Technique
- Brainstorming Techniques
- 6 Thinking Hats Technique (De Bono)

Day 12: Managing Stress
- Understanding the cause of stress
- How stress affects the mind and the body
- Detecting signs of stress
- Stress management techniques
- Managing stress in others

LEADERSHIP AND MANAGEMENT SKILLS

Award in Leadership & Management Skills for Middle Managers (APEX) – MQF Level 5

DURATION AND COMMITMENT:

The programme is made up of 3 inter-related components:
1. Pre-training
   - Application of Personality Profiling Tool (DISC Workplace Profile)
   - Competency Profile Self-Assessment
2. 12No contact days training over a 12-month period
3. 8No 1-hour 1-to-1 Coaching Sessions per participant (one per six weeks)

Participants are also expected to carry out 21 hours of self-study over the 12-month period using the session handouts and supplementary reading material provided.

TOTAL LEARNING HOURS

- Contact Hours: 92
- Coaching: 8
- Self-Study Hours:21
- Assessment Hours: 4
  Total: 125 hours

NUMBER OF ECTS ON COURSE COMPLETION?

5

WHO IS THIS PROGRAMME FOR?

APEX is ThinkTalent's core leadership development programmes for Department Heads, Managers and Team Leaders currently in middle management positions wishing to enhance their leadership skills. APEX is aimed at the leadership, business and management development of individuals in middle management. ThinkTalent will facilitate a learning process that is linked to business outcomes ensuring that the training is geared towards achieving tangible enhancements in business leadership.

The training process emphasises the identification of individual learning needs, followed by the development of learning solutions to address these needs. This framework will provide a performance standard applicable to business leadership scenarios, which will in turn bring about individual and organisational development.

The main features of the APEX programme are:

- A holistic approach to Leadership Development
- A drip-feed effect – Based on a process that ensures assimilation and application
- A tailor-made approach to the organisation's and the individual's needs
- An approach that targets the strategic, psychological, and operational aspects of leadership.

None

By the end of the programme, the participants will have acquired the following knowledge, skills and competencies:

Knowledge:
- the four styles of leadership that create resonance in a group: Visionary, Coaching, Affiliative, and Democratic (Goleman, Boyatzis and McKee)
- the four aspects of Emotional Intelligence as outlined by Daniel Goleman: Self-awareness, Self-management (including self-control and self-motivation), Social awareness/Empathy and Relationship Management
- various techniques for Problem Solving & Decision Making including the 4Whys technique, the Appreciation technique, Six Thinking Hats (De Bono) and Brainstorming Techniques
- the stages of Team Development (Tuckman); Forming. Storming Norming and Performing
- the 5 Team Dysfunctions (Lencioni): absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results.
- the 4 phases of strategic management: formulation, implementation, evaluation and modification
- the 5 phases of project management: conception and initiation, planning, execution, performance/monitoring, and project close.

Skills:
- Applying knowledge and understanding
- Learners will be able to set up a series of 100-day action plans that will be discussed with their coach. These plans will involve clear objectives, activities and timescales that support the application of business learning and the successful application of each participant's leadership consolidation plan. In addition, learners will also be exposed to practical and relevant case studies that will help them apply best practice to their own workplace.

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Moreover they will be able to:

- understand their personality through the Everything DiSC® model and identify the strategies they can employ to relate effectively with all other personality types
- identify obstacles to their productivity
- identify triggers to their stress and understand how stress effects their physical and mental health, their performance and their behaviour

Judgment Skills and Critical Abilities - learners will be able to:

- Think and act strategically
- Understand their own personality traits and apply their own natural leadership styles to diverse situations.
- Manage team members' individual and group performance and behaviour against agreed standards and goals
- Exert influence with all stakeholders
- Plan and execute business strategies effectively

TOPICS:

The training component of the programme will cover various topics grouped under the following 4 areas:

1. **Leadership**
   - Resonant Leadership
   - Developing Emotional Intelligence
   - High Impact Problem Solving & Decision Making
   - What it Takes to Lead - The Art of Persuasion
   - Strategic Thinking - Change is Mandatory, Growth is Optional

2. **Managing Oneself**
   - Developing Self-Awareness - Understanding One's Personality
   - Building a Personal Brand…How to build credibility and trust
   - Managing Time: Setting and Working with Goals & Priorities
   - Quality Awareness…. A Way of Life
   - Minimising Stress…. Maximising Effectiveness

3. **Managing a Team**
   - Developing a High Performance Team
   - The Power of Delegation
   - Dealing with Conflict
   - Managing Team Dysfunctions

- Hiring the Team
- Managing Team Dynamics

4. **Managing Within an Organisation**
   - Interpersonal Communication Skills
   - Managing and Sustaining Performance
   - Managing Your Boss
   - Effective People Management
   - Practical Project Management

LIST OF WORKSHOPS:

- Day 1 Introduction to your APEX Journey using DISC
- Day 2 Building your Leadership Brand
- Day 3 Developing your Team Culture
- Day 4 Managing a Diverse Workforce
- Day 5 Handling Difficult Conversations at Work
- Day 6 Facilitating Successful Meetings
- Day 7 Boosting your Team's Productivity
- Day 8 Managing Projects Effectively
- Day 9 Conducting Effective Performance Management
- Day 10 Overcoming Team Dysfunctions
- Day 11 Thinking Strategically Like a Leader
- Day 12 Managing and Developing Talent and Way Forward

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LEADERSHIP AND MANAGEMENT SKILLS

Award in Essential Skills for Emerging Leaders - MQF Level 4

DURATION AND COMMITMENT:

3 full days or 6 half days spread over a maximum period of 3 weeks plus self-study of session notes provided.

TOTAL LEARNING HOURS

- Contact Hours: 24
- Self-Study Hours:1
  Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards anyone new to a leadership/supervisory role wishing to acquire the essential leadership skills necessary to lead a team.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

By the end of the programme the learners will be able to:
- sharpen their interpersonal skills to communicate successfully with their teams
- enhance their confidence to assert themselves in their role as leader
- develop high-impact team leadership skills
- expand their knowledge of key leadership theories and concepts
- equip themselves with practical techniques and examples to allow them to lead their team effectively on a day-to-day basis

TOPICS

The programme will cover the following 6 topics:

1. **An Introduction to Leadership**
   - Leadership and Management; what's the difference?
   - Leadership Theories (Overview)
   - Leadership Styles (Authoritative, Democratic, Laissez-Faire)
   - Situational Leadership

2. **An Introduction to Teams**
   - What makes a team? What is teamwork?
   - Team Norms
   - Team Development (Tuckman)
   - The 5 Dysfunctions of a Team (Lencioni)

3. **Communication Skills for Leaders**
   - Basic Communication Concepts; identifying the purpose, understanding the receiver
   - Encoding the Message
   - Choosing the right Communication Channel
   - Decoding the Message; Active Listening
   - Non-Verbal Communication (Body Language)

4. **Motivating your Team for Peak Performance**
   - Theories of Motivation (Maslow, Herzberg)
   - Intrinsic vs Extrinsic Motivation
   - Harnessing Intrinsic Motivation

5. **Managing Performance and Behaviour through Feedback**
   - Setting Performance Standards and Behavioural Expectations
   - Goal Setting (S.M.A.R.T.)
   - Monitoring Performance and Behaviour
   - Feedback vs Criticism
   - Developmental Feedback
   - Constructive Feedback

6. **Resolving Conflict at Work**
   - Understanding the Root Cause of Conflict
   - Conflict Styles (Thomas/Kilman)
   - Different Ways of Handling Conflict
   - Moving towards Win/Win

LEADERSHIP AND MANAGEMENT SKILLS

Award in Leadership Skills for Emerging Managers (IMPACT 360) - MQF Level 5

DURATION AND COMMITMENT:

12 full days of group training sessions spread over a period of 12 months plus 8No, 1-hour, one-to-one, coaching sessions interspersed between group sessions. Participants are also expected to carry out self-study by means of the session notes and handouts provided.

TOTAL LEARNING HOURS

- Contact Hours: 104
- Self-Study Hours:6
- Assessment Hours: 6
  Total: 116 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards emerging Line Managers, Supervisors and Team Leaders wishing to acquire the essential leadership skills necessary to lead a team.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

By the end of the programme the learners will be able to:
- develop core leadership behaviours which will enable them to become effective leaders
- sharpen their interpersonal skills to communicate successfully with their teams as well as with their superiors
- enhance their confidence to assert themselves in their role
- develop high-impact team management skills
- expand their knowledge of key leadership and management theories and concepts
- equip themselves with practical techniques and examples to allow them to lead their team effectively on a day-to-day basis

TOPICS

The programme will cover the following topics:

Day 1: Stepping up to Leadership
- Lead with Example: Effective Use of Authority to Get Results
- Situational Leadership
- Building your Leadership Brand
- Fearless Change: Moving from an Operational Manager to a Strategic Thinker

Day 2: Leading High-Performance Teams
- What makes a high-performing team?
- Team Norms and Charters
- Managing diversity and multi-culturalism in the workplace
- Managing remote teams

Day 3: Leading with Emotional Intelligence
- Improving your Internal and External Self-Awareness
- Developing resilience and Self-Control
- Expressing Empathy
- Managing Relationships Effectively

Day 4: Communication Skills for Leaders
- Communicating Up, Down and Across the Organisation
- Honing your Communication Skills
- Encoding and Decoding the Message
- Using Non-Verbal Communication Effectively

Day 5: Influential Dialogue – Handling Difficult Conversations
- Expanding Your Influence – Understanding the Psychology of Strategic Persuasion
- What makes some conversations more than difficult than others
- Handling Disagreement
- Moving from Blame to Contribution
- The Effect of Dialogue on our Identity

Day 6: Igniting Commitment and Engagement
- Engaging Employees for Breakthrough Performance
- Inspiring Greatness: How to Build Resilience in Your Staff
- Zero or Low-Cost ways to Motivate your Staff

Day 7: Managing Performance and Behaviour through Effective Feedback
- Setting Performance Standards and Behavioural Expectations
- Goal Setting (S.M.A.R.T.)
- Monitoring Performance and Behaviour
- Feedback vs Criticism
- Developmental Feedback
- Constructive Feedback

Day 8: Coaching Your Team for High Performance
- Coaching & Mentoring for Outstanding Job Performance
- Coaching Skills for Managing Performance and Influencing Behaviour
- Coaching Models for Managing High-Performance Teams

Day 9: Boosting Your Productivity
- Juggling Your Workload – Prioritisation and time-management skills for leaders
- Getting Things Done; the art of stress-free productivity (Allen)
- Creating Focus; managing distractions and interruptions
- Delegating Effectively

Day 10: Negotiating to Win
- Choosing the right negotiation techniques
- Negotiating on Interests not Positions
- Setting your BATNA (best alternative to a negotiated settlement)

Day 11: Problem-Solving and Decision-Making Techniques
- Creativity & Innovation – Unleash Your Potential for Greater Success
- Mind-Mapping Techniques
- Paired Comparison Analysis
- Decision Matrix Analysis
- Action Priority Matrix

Day 12: Managing Stress Effectively
- Stress management techniques – mindfulness, deep breathing, progressive stress relaxation
- Managing stress in others
- Minimising Stress, Maximising Effectiveness

LEADERSHIP AND MANAGEMENT SKILLS

Award in Coaching Skills for the Workplace - MQF Level 5

DURATION AND COMMITMENT:

3 full days plus self-study of session notes and recommended reading provided.

TOTAL LEARNING HOURS

- Contact Hours: 24
- Self-Study Hours:26
  Total: 50 hours

NUMBER OF ECTS ON COURSE COMPLETION?

2

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards managers, executives, team leaders and anybody wishing to create a supportive environment in their teams though coaching.

ENTRY REQUIREMENTS

Learners must possess a basic knowledge of reading, writing and speaking in English.

OVERALL COURSE OBJECTIVES

By the end of the programme the learners will be able to:
- Provide learners with an understanding of the purpose, value and nature of coaching at the workplace
- Enable learners to explore the role of the coach and the nature of the coaching relationship
- Introduce the core principles of coaching for performance and to develop key skills and competencies
- Maximize team-member performance through encouraging improvements and leading others through positive change
- Motivate the people they coach to actively seek out opportunities to contribute more to the organization and enhance employee engagement and commitment to the business
- Resolve differences, handle team-member resistance, and confront excuses in a constructive manner

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- Help people accept, adjust to, and acquire personal ownership of organizational change
- Conduct developmental and non-performance-related coaching sessions
- Build positive and supportive relationships with team members
- Coach in formal situations as well as during informal, on-the-spot opportunities

Introduction to Coaching

This section will introduce learners to the concept of coaching at the workplace. It will briefly look of the development of coaching through the years as well as distinguish it from other forms of developmental tools. It will then look at how coaching can be useful to lead and manage teams. Finally we will look at the core qualities of an effective coach and discuss their implications.

Topics:
- What is coaching and how does it differ from mentoring, training and counselling
- The team leader's role as a coach
- Opportunities to coach at the workplace
- Core qualities of an effective coach.

Essential Coaching Skills

This section of the programme will cover 12 essential skills for anyone wishing to utilise coaching in a workplace setting to lead a team effectively. Each skill will be explained in depth with examples and followed by group exercises that allow the learners to practice the individual skills.

Topics:
- Setting clear expectations
- Monitoring team members' performance
- Building trust through rapport
- Active listening
- Effective questioning
- Identifying limiting beliefs
- Challenging and confronting
- Motivating your team members
- Expressing empathy
- Goal setting
- Action planning
- Following-up

Coaching Models

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This section will introduce the learners to 2 of the most widely used models for coaching (the G.R.O.W. model and the O.S.K.A.R. model). They will be shown the benefits of using each model and how they can be applied to various workplace scenarios.

Topics:
- The G.R.O.W. model
- The O.S.K.A.R. model

Coaching for Performance Management

This section will focus on how team leaders can use the coaching approach as part of their regular interactions with team members on issues of poor performance. Learners will be shown how feedback can be delivered effectively and how to avoid triggering a defensive reaction from their team members. Learners will also learn simple ways in which they can use a coaching approach in everyday, brief and informal catch-ups with their team members whether individually or as a group.

Topics:
- Managing performance through feedback
- Informal coaching techniques

Group Practice Session

The final section of the programme will be dedicated to practicing the skills and techniques learnt during the programme. Each learner will have the opportunity to pair up with a partner to practice using a variety of typical work-place scenarios.

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LEADERSHIP AND MANAGEMENT SKILLS

Award in Train the Trainer – MQF Level 4

DURATION AND COMMITMENT:

3 full days or 6 half days spread over a maximum period of 3 weeks. Participants are also expected to carry out self-study by means of the session notes and handouts provided

TOTAL LEARNING HOURS

- Contact Hours: 24
- Self-Study Hours:1
  Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards anyone wishing to learn the necessary skills in delivering effective workplace training.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

By the end of the programme the learners will be able to:
- Identify learning needs
- Plan thoroughly for their future training sessions
- Understand why and how people learn
- Recognise different behavioural styles to adapt training as necessary
- Implement presentation and training delivery tactics learnt during the course
- Devise optimum content design according to context
- Successfully close performance gaps

TOPICS

Session 1: Identifiying Learning Needs
Session 2: How People Learn
Session 3: Effective Trainers
Session 4: Planning Your Training Session
Session 5: Brain-Friendly Training
Session 6: Giving Feedback

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Session 7: Visual Aids
Session 8: Evaluating Training
Session 9: The ABC Structure
Session 10: Practice Sessions

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LEADERSHIP AND MANAGEMENT SKILLS

Award in Advanced Train the Trainer –

MQF Level 5

DURATION AND COMMITMENT:

3 full days (or 6 half days) spread over a maximum period of 3 weeks that include practice and assessment of skills acquired. Participants will be required to prepare a short training session for practice and feedback from the trainer.

TOTAL LEARNING HOURS

- Contact Hours: 16
- Practice Hours:4
- Assessment Hours:4
- Self-Study Hours:4
  Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards in-house trainers or external trainers with at least 1-year experience in delivering training.

ENTRY REQUIREMENTS

Participants must be in possession of a school leaving certificate plus minimum of 1-year experience of facilitating learning at the workplace/possession of Award in Train the Trainer (MQF Level 4)

OVERALL COURSE OBJECTIVE

This is a follow-up course to the Train the Trainer programme offered by ThinkTalent at MQF Level 4. By the end of the programme the learners will be able to:

- Apply theories of adult learning to their training
- Design, plan and deliver learning activities that promote positive and effective learning experiences
- Apply a range of tools to evaluate their training
- Identify learning needs and closing the performance gap
- Identify the characteristics of an exceptional trainer
- Understand why and how people learn

- Recognise different behavioural styles to adapt training as necessary
- Presentation and training delivery skills
- Devise optimum content design according to context

TOPICS

1. An Introduction to Adult Learning

- What is learning?
- Behavioural vs cognitive theories of learning
- Humanistic learning theories
- Pedagogy and androgogy
- Intrinsic and extrinsic motivation in learning

Aims:

- Explore the concept of adult learning
- Provide an overview of learning theory and its application in workplace training

2. Learning and Teaching Styles

- Honey & Mumford's Learning Styles
- VARK Learning Styles
- Teaching Styles (Authority/Motivator/Facilitator/Delegator)

Aim:

- Explore different teaching and learning styles and their application to workplace training

3. Teaching a Practical Skill

- The Training Journey: from unskilled to skilled
- Consciousness/Competence Learning Model
- The 4-Stage Model

Aim:

- Provide the opportunity to teach a practical skill using the 4-stage approach

4. Giving Feedback

- Feedback as part of assessment of learning
- Pendleton's Feedback Model
- BOOST Feedback Model
- Non-Judgmental Feedback

Aim:

- Provide the opportunity to develop feedback skills

5. Assessing Learner Needs and Setting Training Aims and Outcomes

- Identifying Learning Needs
- Setting Training Aims

- Identifying Learning Outcomes

Aims:
- Accurately identify the specific training need to influence performance and/or behaviour
- Set S.M,A.R.T. training objectives for a training programme
- Identify learning outcomes

6. Planning and Designing a Training Programme
- Choosing the Most Effective Training Technique
- Preparing training materials
- Preparing Trainees
- Preparing Yourself

Aims:
- Identify the techniques that will best deliver the training objectives to the specific target trainees
- Draw up a training plan
- Prepare effectively for the training

7. Training Delivery and Facilitation
- Heron's Framework for Facilitation
- Delivering Brain Compatible Learning

Aim:
- To deliver training in a way that engages the trainees' brains to maximise learning

8. Managing Group Behaviours
- Considerations of Group Dynamics
- Managing Group Behaviours
- The SID Tool (Share/Involve/Document)
- Evaluating Trainees' Ability and Motivation

Aim:
- To provide an overview of managing challenging behaviours by individuals within groups

9. How to Evaluate Training
- Importance of Evaluating Training
- Kirkpatrick's 4-Level Approach
- Hamblin's 5-Level Approach
- Evaluation by ROI Analysis

Aim:
- To provide an overview of how to effectively evaluate training and learning

SALES AND CUSTOMER SERVICE SKILLS

Upselling Skills for Front of House Employees

OBJECTIVES

Front of house (sometimes also referred to as the reception) is the first port of call for any guests entering your premises. They are the first and last impression your visitors will acquire and therefore are fundamental to visitor satisfaction. A pleasant experience is conducive to opportunities for creating rapport and selling. This workshop will provide the Front of House team with necessary skills to attract and upsell to customers.

WORKSHOP CONTENT

- First Impression -make them count
- My Role in Upselling and Cross Selling
- Knowing the Products and Services I Can Upsell/Cross-Sell
- Understanding the Guests' Needs
- Creating rapport - Observing Guests' Buying Signals and understanding verbal and nonverbal cues
- Techniques for Successful Up-Selling/Cross-selling
- When and when not to push
- Objection Handling

TARGET AUDIENCE

Front of house employees

DURATION

Half day (4 hrs)

SALES AND CUSTOMER SERVICE SKILLS

Upselling Skills for Food and Beverage Employees

OBJECTIVES

Food and Beverage employees are at the prime spot for upselling to guests whilst ensuring they have a positive experience within the restaurant. Upselling is a common strategy for restaurants to boost their profits. This workshop is practical and this training will provide participants with ways to sell more, increase tips and improve business. In its fundamental nature, upselling is less about the sales and more about the added value, the customer service.

WORKSHOP CONTENT

- Meet and Greet – making guests welcome and comfortable in the shortest time possible
- Know your specials - What should I be upselling?
- Upselling Vs Cross-selling -whats the difference, when to attempt which
- Ask questions -get to know your guests, assess their likes, dislikes, taste
- Adapting to your guests - Put on a show, say it like you mean it, suggest, recommend, know when to be personal
- Close the deal

TARGET AUDIENCE

Food and Beverage employees

DURATION

Half day (4 hrs)

SALES AND CUSTOMER SERVICE SKILLS

IMPRESSive Sales Management

OBJECTIVES

IMPRESSive Sales Management addresses the constant pressure on managers and sales representatives with revenue accountabilities to perform in a volatile marketplace. Team performance gaps, strong competitive moves, inaccurate forecasting and poor execution of competitive strategies in the field, are some of the issues that lead to sales management frustration.

IMPRESSive Sales Management training is aimed at assisting in optimising and executing an effective market strategy. This programme will establish a solid foundation to support the on-going development, communication and implementation of sales strategies and tactics necessary to meet business objectives while emphasising the sales service values of ease, efficiency and reliability.

WORKSHOP CONTENT

- Essential strategies for managing sales
- Behaviours, characteristics and skills of a successful sales professional
- Integrating marketing, sales and service strategies
- Upgrading, promoting, releasing and selling new offerings intelligently
- Sales management skills
- The Impress+ framework
- Managing time, setting and working with goals and quotas
- Why sales representatives fail
- Self-Motivation
- The responsibility/authority matrix
- Principles of motivation
- Personal accountability and managing performance issues

TARGET AUDIENCE

Sales team leaders, Sales managers and sales team supervisors

DURATION

Full day (8 hrs)

SALES AND CUSTOMER SERVICE SKILLS

Telesales

OBJECTIVE

Selling over the telephone is a specialist activity and is very different to face-to-face selling. This workshop equips the participants with sales techniques and strategies to make up for the lack of visual cues to feed information or feedback.

WORKSHOP CONTENT

- Understanding the telephone sales process
- Opening with impact
- Learning how to understand your prospects' needs and wants
- Telephone responses and statements
- How to know when to close
- Closing the sale

TARGET AUDIENCE

Telesales agents

DURATION

Half day (4 hrs)

SALES AND CUSTOMER SERVICE SKILLS

Essential Elements for Delivering Outstanding Customer Service

OBJECTIVE

This workshop will provide participants with the opportunity to develop the skills required to enable them to offer outstanding customer service and build on customer loyalty and strong brand identity.

This workshop impacts directly on driving performance by looking into the development of skills such as basic communication and disposition, attitudes, approach towards clients, exceeding clients' expectations and handling difficult clients and situations to ensure customer satisfaction at all times.

WORKSHOP CONTENT

- Defining Outstanding Customer Service – what does it mean to the brand
- The importance of delivering outstanding customer service for the customer
- Impact of poor customer service
- The Importance of First Impressions
- The R.A.T.E.R. Model for delivering Outstanding Customer Service:
    - Showing Reliability
    - Delivering Assurance
    - Taking Care of Tangibles
    - Expressing Empathy
    - Demonstrating Responsiveness

TARGET AUDIENCE

Customer service employees

DURATION

Full day (8 hrs)

SALES AND CUSTOMER SERVICE SKILLS

Communication Skills for Outstanding Customer Service

OBJECTIVE

This workshop covers the fundamentals of communicating effectively with customers to ensure an outstanding customer experience.

WORKSHOP CONTENT

- How do we communicate to customer?
- Mastering verbal vs nonverbal
- Identifying the best way to communicate with customers
- Telephone handling techniques
- Effective Email writing

TARGET AUDIENCE

Managers, team Leaders, supervisors and customer service teams

DURATION

Full day (8 hrs)

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SALES AND CUSTOMER SERVICE SKILLS

Complaint Handling and Managing Complex Customers Experiences

OBJECTIVE

This workshop looks at various situational scenarios and how to tackle them. Participants will reinforce the skills needed when handling problematic clients, whilst maintaining a positive attitude.

WORKSHOP CONTENT

- Going the extra mile
- Ways of approaching problematic customers
- Listening
- Recognising individuality
- Positive attitudes and image
- Taking ownership
- Anticipating needs
- Following through needs on keeping the service promise
- Personalising the customer's experience

TARGET AUDIENCE

Customer service employees

DURATION

Half day (4 hrs)

SALES AND CUSTOMER SERVICE SKILLS

Developing a Branded Customer Service Programme

OBJECTIVE

In this workshop participants will be encouraged to define brands and their expectations. They will delve deeper into customer expectations in relation to brand identity and how this affects service standards expected by customers.

WORKSHOP CONTENT

- What is your company's brand – what does it stand for, what do people think of when they hear the name
- Who is the target audience/market? Who are my biggest customers?
- How can I attract more customers? What service do my customers expect from my brand and how can we exceed those expectations.
- Developing service into a customer experience that impacts sales.

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Half day (4 hrs)

SALES AND CUSTOMER SERVICE SKILLS

Developing Impactful Customer Relationships for a Positive Customer Experience

OBJECTIVE

The overall goal of customer relationship management is to find, attract, new clients, nurture and retain those the company already has and entice former clients back into the fold. Customer relationship management describes a company-wide business strategy including customer-interface departments as well as other departments.

WORKSHOP CONTENT

- Customer service and CRM building rapport
- How to improve communication using different styles
- Appropriate levels of assertiveness in common workplace situations
- Interacting with diverse customers
- Persuasive language patterns
- Steps for maintaining composure
- Building on continuous development of the relationship

TARGET AUDIENCE

Customer service employees

DURATION

Full day (8 hrs)

SALES AND CUSTOMER SERVICE SKILLS

Award in Sales Skills and Techniques - IMPRESS+ - MQF Level 4

DURATION AND COMMITMENT:

3 full days 09:00-17:00 spread over a maximum period of 3 weeks including practice sessions and assessment. Participants are also expected to carry out self-study by means of the session notes and handouts provided.

TOTAL LEARNING HOURS

- Contact Hours: 22
- Practice Hours: 1
- Assessment Hours: 1
- Self-Study Hours:1
  Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards anyone wishing to learn the necessary skills and techniques to increase the number of prospects and close sales effectively.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVES

By the end of the programme the learners will be able to:
- Introduce themselves to customers with impact to make a great first impression
- Maximise their effectiveness in establishing themselves as experts in their field
- Probing the needs and wants of the customers
- Recommend the best options to satisfy the customers' needs
- Entice the customers to buy
- Seal the deal
- Stay in touch with their customers

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1. Introduction

In the introductory session, Learners will be exposed to the Art of Selling and Secrets Behind Selling Successfully. The session will focus on the importance of brand perception and front liners' responsibility in ensuring that the right information is given and a positive image is projected. The characteristics of a great sales person and what needs to be done to master these will be covered. Throughout the programme customers' needs and wants and how they impact on outcomes will be addressed. An analysis of how personal needs and motivations may sometimes influence the sales process will also feature during the session.

2. Introduction and Initial Impact

Range**:**

- Learners will explore aspects of professional interaction from a client's perspective (both face-to-face and over the phone)
- Discuss and establish behaviours that impact on client's levels of trust
- Instilling the 'it all starts with YOU' mentality
- Identify ways of how body language or tone of voice can be used in order to get on the client's wavelength
- Establishing the standards for impacting personal presentation (Retail)
- Using the company's brand positioning to enhance customer confidence
- Ability to build confidence and identify sales opportunities from ALL potential clients, rather than the ones Learners feel confident with

Topics Covered:

- Interpersonal skills (including attitudes and behaviours)
- Body language: Tone of Voice and face to face
- Image and its impact
- Barriers to effectively passing on a message to our client

Style:

Various discussions; exercises whereby Learners are asked to take the customer's role, develop positive communication skills, identify what customers need; identification of universal rules; scripts of how Learners can greet customers

3. Maximising Your Effectiveness

Range:

- Learners will explore how to position themselves as experts in the different aspects within their field

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- Explore the company's and the competition's products and services, the market, and future trends.
- Learners will also discover how to communicate what is on offer and how to match the customers' needs.

Topics Covered:
- Positioning yourself as the Expert rather than the sales person
- Knowing the Services on Offer
- Gaining confidence

Style:

Various discussions; group exercises identifying the range of products/services and how these can add value and be sold in different ways

4. Probing the Needs and Wants

Range:
- Learners will explore this critical step in the process of securing a sale
- Securing a sale: confidence in finding out in the shortest possible time the buyer's needs, wants and expectations.
- Exploring mistakes in Sales – what hinders sales people from taking the right steps to close deals
- Understanding consumer behaviour through effective listening and observation techniques
- Establishing standards for effective communication

Topics Covered:

Looking into the process of:
- Asking the right questions
- Active Listening: listening attentively to customers' needs in order to be able to propose and sell the right products to suit such needs
- Allowing the customer to ask questions

Style:

Various discussions; exercises whereby Learners are asked to identify set of questions in order to find out what the clients' specific needs are and creating standards for effective communication in the finding out process; scripts of different questions which are asked in a sales scenario and exposure to standards of effective communication.

5. Recommending the Best Options

Range:
- Establishing ways of understanding and interpreting customers' needs and the consequences of jumping into conclusion

- Learning to keep conversations relevant where buyers and sellers do not get off on a tangent
- Understanding the importance of Job Knowledge: Customer, Product/Service
- Ability to sell the benefits of the company's products – identifying which products to sell and at what time
- Engaging in a commitment where Learners deliver what is promised

Topics Covered:
- Developing benefits and recommendations
- Knowing the services on offer
- Four proven ways to make a positive recommendation
- Recommending best options

Style:

Role plays to identify ways of how to develop benefits and recommendation, taking action, winning actions

6. Enticing the Client to Buy

Range:

- Ways of enticing the client to buy
- Highlighting benefits as opposed to features
- Identifying ways to up-sell (through anticipation, suggestion, etc.…)
- Ability to work through customers' objections, turning them into selling opportunities
- Meeting objections
- Go for it

Topics Covered:
- Enticing the customer to buy
- Objections
- Meeting objections
- Upselling

Style:

Role plays to identify ways of up selling and how to sell product benefits; questions to ask to be able to up sell and ways of overcoming objections; various discussions

7. Sealing the Deal

Range:

- Learners to understand the importance of prior stages that lead to this final important stage
- Understanding ways of how to engage customer in this important step
- Establishing ways of how to strike the deal

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- Getting commitment

Topics Covered:
- Watch out for buying signals
- Prepare alternatives
- Ask for the order
- Shut your mouth

Style:

Role plays and various exercises whereby Learners design their own ways of engaging in conversation with the client leading to closing a sales deal. Such exercises will be discussed amongst the group; identifying better ways of how to communicate with the client for better results. Finally, scripts of ideal scenarios will be given to the Learners with the aim that these scripts are referred to and applied at the workplace.

8. Staying in Touch

Range:
- Looking into various ways of how to stay in touch with the client
- Understanding that the real work starts after the first sale

Topics Covered:
- Hints to stay in touch

Style:
Discussion

9. Role plays

Every learner designs a role play based on the impress$^+$ framework. This will be structured on a specific impress$^+$ template. During this session, each learner will have the opportunity to act as the sales representative and as a customer. Learners will also provide feedback to other delegates based on the various steps of the impress$^+$. The aim of this session is to ensure that every person will be able to practice the impress$^+$ framework and give feedback on the basis of the techniques covered during day one and the first part of day 2.

10. Conclusion

Final discussion and revision of the entire sales process; emphasising the importance of customer psychology and ensuring that this leads to the desired sales deals; each learner to compile a Personal Action Plan based on the feedback provided during the two days, which plan will be then passed on to the supervising manager in order to follow-up on the application of the key learning points and the learners' areas for development.

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SALES AND CUSTOMER SERVICE SKILLS

Award in Delivering Outstanding Customer Service - WOW! - MQF Level 4

DURATION AND COMMITMENT:

3 full days (or 6 half days) spread over a maximum period of 3 weeks plus self-study of session notes provided.

TOTAL LEARNING HOURS

- Contact Hours: 24
- Self-Study Hours:1
  Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards those with responsibilities that involve interaction with customers whether this is carried out face-to-face, via eMail or over the phone

ENTRY REQUIREMENTS

Learners must possess a basic knowledge of reading, writing and speaking in English as well as being familiar with using an eMail client (e.g. MS Outlook)

OVERALL COURSE OBJECTIVES

By the end of the programme learners will be able to:
- understand the importance of delivering outstanding customer service
- use their communication skills to serve customers better
- use techniques to handle dissatisfied and difficult customers

Topics

DAY 1

1. Delivering Outstanding Customer Service

What does outstanding customer service look like?

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- exceeding expectations
- being thoughtful
- delivering the unexpected

The importance of delivering outstanding customer service for the customer, for the business and for you.
- the positive impacts of delivering outstanding customer service

Impact of poor customer service
- the negative impact of delivering poor customer service

You are the brand
- understanding the brand promise and values
- Aligning yourself with the brand and taking ownership of customer issues.

2. Communication Skills for Outstanding Customer Service

Communication basics (the communication cycle)
- understanding the basic components of communication (sender, communications channel, receiver)
- understanding the potential pitfalls for communication breakdown
- Identifying your audience and your purpose

Identifying the best way to communicate with customers
- Identifying the different methods of communicating with customers (written, phone, face-to-face)
- understanding the different dynamics of the various types of communication channels
- selecting the right channel/s for effective communication

Mastering your words, tone of voice and body language to create rapport
- mirroring techniques to develop rapport

Telephone handling techniques
- Telephone etiquette
- Using your voice effectively
- Answering calls promptly and courteously
- Putting the caller on hold
- Transferring calls
- Taking messages
- Closing the call
- Handling difficult callers

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Effective eMail writing (the 10 Cs of effective written communication)
- Complete
- Concise
- Clear
- Conversational
- Correct
- Coherent
- Credible
- Concrete
- Courteous
- Considerate

DAY 2

3. The essential elements for delivering Outstanding Customer Service

Showing Reliability (building trust, making and keeping promises to customers),
- ways to demonstrate reliability to your customers
- the 3 components of the service promise (organizational commmitments, common expectations and personal promises)

Re-Assuring the Customer (positioning yourself as the expert ready to help)
- product/service knowledge
- company knowledge
- listening
- problem solving

Taking Care of Tangibles
- Paying attention to the details
- Expressing Empathy
    - understanding the meaning of empathy in customer service
    - crafting empathy statements
- Demonstrating Responsiveness
- Acting with promptness and without undue delay
- Setting and meeting customer deadlines

DAY 3

4. Assertiveness Skills

The differences in behavioural styles
- identifying the differences between aggressive, passive and assertive behaviour
- identifying your typical behavioural style

Techniques for ways to improve confidence and self-esteem
- using your body language to assert your position

Appropriate levels of assertiveness in common service situations
- understanding which style to use according to the situation

How to apply assertive behaviours through verbal techniques
- "Broken Record Technique"
- Content to Process Shift
- Defusing
- Fogging

5. Complaint Handling and Managing Difficult Customers

How to Recover When (not if) You Fail
- Be honest – it is always the best policy
- Take ownership – Yes, it is your problem
- Be Fair
- Be Grateful
- Apologise
- Follow Up

Apologies done right
- Sincere
- Timely
- Personal
- Learn how to Respond Positively to Negative Feedback from Customers

Handling complaints
- How to Deal with Difficult Customers
- Don't React
- Listen

ORGANISATIONAL SKILLS

Telephone Answering Skills

OBJECTIVES

This workshop provides practical call handling training, teaching participants' telephone techniques and skills to confidently answer calls, as well as how to constructively respond to customer telephone enquiries, take and relay messages and handle difficult callers.

WORKSHOP CONTENT

- The importance of professional telephone skills
- Telephone communication challenges
- Answering the telephone
    - o Telephone guidelines when handling a call
    - o The verbal handshake
    - o Putting callers on hold, transferring callers
- Communication skills to handle enquiries
- Communicating with customers with different communication styles
- Handling customer concerns and objections
- Handling customer complaints

TARGET AUDIENCE

Receptionists, front office employees, customer service employees and administrative staff members who make and answer calls on behalf of their organisation, thereby acting as the first point of contact for their customers and suppliers.

DURATION

Half-day (4 hours)

ORGANISATIONAL SKILLS

Basic Business English Writing Skills

OBJECTIVES

This workshop aims to improve participants' Business English writing skills by developing their use of vocabulary, grammar, punctuation, and their ability to communicate effectively in writing.

WORKSHOP CONTENT

- Why good writing pays off
- Putting the reader first
- Having a clear objective
- The 7Cs of Effective Business Writing
- Improving readability
- Confident grammar
- Perfect punctuation

TARGET AUDIENCE

Employees at all levels who regularly communicate in writing with colleagues, senior management, customers and stakeholders and who wish to improve the quality of their business writing to ensure that their messages are read, understood and acted upon.

DURATION

Full day (8 hours)

ORGANISATIONAL SKILLS

Professional Email and Letter Writing

OBJECTIVES

This workshop aims to improve participants' written correspondence skills whether this is done through electronic or traditional means. Participants will be trained on adapting their message to the receiver as well as to the purpose of their correspondence to ensure that their message achieves the intended objective.

WORKSHOP CONTENT

- Understanding the reader
- Clarifying the purpose of your correspondence
- Understanding the nature of eMail
- Getting the Tone Right
- Correct addressing
- Using the Subject Line Effectively
- Organising your Message for Clarity
- Handling eMail threads
- Keeping it Brief without Being Brusque
- Correct Greetings and Salutations

TARGET AUDIENCE

Employees who regularly correspond in writing with colleagues, senior management, customers and stakeholders.

DURATION

Full day (8 hours)

ORGANISATIONAL SKILLS

Business Report Writing

OBJECTIVES

During this workshop, participants will learn and practice proven report writing skills and techniques.

Participants will overcome writer's block, learn to recognise and avoid common mistakes and receive a toolkit of versatile techniques for delivering information powerfully, persuasively and professionally.

WORKSHOP CONTENT

- Understanding your audience and purpose
- Collecting the material for your report
- Putting together a skeletal framework
- Writing the first draft
- Introduction and flow
- Presentation of detailed info
- Writing the executive summary
- Closing the report
- Editing and proof-reading tips

TARGET AUDIENCE

Employees at all levels who regularly produce reports as part of their work.

DURATION

Full day (8 hours)

ORGANISATIONAL SKILLS

Business Meeting Minute-Taking Skills

OBJECTIVES

During this workshop, participants will learn how to work closely with the meeting facilitator to ensure that accurate minutes are taken of business meetings and that the agreed actions resulting from such meeting are correctly recorded to ensure effective follow-up.

WORKSHOP CONTENT

- Duties of a meeting administrator – before, during and after a meeting
- Understanding the role of the minute taker
- Preparing the meeting room – identifying the participants
- Producing agendas
- Taking notes
- Supporting the facilitator
- Obtaining clarification assertively
- Best practice for writing minutes

TARGET AUDIENCE

Administrative assistants, secretaries, personal assistants and anyone who has the responsibility of taking minutes during business meetings.

DURATION

Half-day (4 hours)

ORGANISATIONAL SKILLS

Business and Workplace Etiquette and Courtesies

OBJECTIVES

During this workshop, participants will learn how expectations of workplace behaviour and social behaviour can differ and what are some of the most common expectations and acceptable behaviours in the workplace of the 21st century.

WORKSHOP CONTENT

- Principles of etiquette
- Professional office attire
- Communicating professionally in person, on the phone and over email
- Business introductions
- Cultural differences and taboos

TARGET AUDIENCE

Employees at all levels who are new to the working world or are returning after a long absence.

DURATION

Half-day (4 hours)

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ORGANISATIONAL SKILLS

Business Ethics, Social Responsibility and Values

OBJECTIVES

During this workshop, participants will learn how to identify and deal with ethical problems developing their moral intuitions, which are implicit in everyday choices and actions.

WORKSHOP CONTENT

- Understanding the origin of ethical behaviour
- The importance of values
- Your responsibilities to society
- Common ethical dilemmas at the workplace
- Avoiding conflicts of interest and undue influence
- Following all laws and regulations governing the organisation

TARGET AUDIENCE

Employees at all levels who are likely to face ethical dilemmas as part of their work.

DURATION

Half-day (4 hours)

ORGANISATIONAL SKILLS

Award in Business English Writing Skills - MQF Level 4

DURATION AND COMMITMENT:

3 full days (or 6 half days) spread over a maximum period of 3 weeks plus self-study of session notes provided.

TOTAL LEARNING HOURS

- Contact Hours: 24
- Self-Study Hours:1
  Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards those who need to communicate in writing effectively in the English language within a business setting.

ENTRY REQUIREMENTS

Pre-Intermediate level of English

OVERALL COURSE OBJECTIVES

By the end of the programme learners will:
- increase their knowledge of key English language grammar, punctuation and spelling
- develop basic skills to communicate in writing with people in business situations
- Write basic business reports in an effective manner
- Communicate effectively using email

TOPICS

1. **Correct Grammar, Punctuation and Spelling:**

The first section of the programme will deal with the building blocks of correct English usage; grammar, punctuation and spelling. Topics covered will include:

- Grammar basics
- Punctuation
- Common spelling errors
- Sentence and paragraph construction
- Linking words and expressions
- Discourse markers

2. Effective Business Correspondence:

The second section will cover corresponding effectively via business letter and email. Topics covered include:

- Putting the reader first
- Having a clear objective
- Making the information flow
- Making it logical for the reader
- Persuasive writing
- Getting the reader to take (the right) action
- Improving readability
- Email dos and don'ts

3. Report Writing:

The final section will cover report writing. Topics covered include:

- Reader-centred report writing
- Make your writing active
- Writing about complex subjects in plain English
- Structure and formulation of a report
- Business Vocabulary
- Proof reading and editing

thinktalent.

INTERPERSONAL SKILLS

Effective Communication Skills

OBJECTIVES

Gain recognition, build productive work relationships and deliver high-value results in the workplace.

Leaders appreciate when employees take the responsibility to communicate new ideas, innovations and better ways to get the work accomplished. But taking on the challenge of sharing your insights is not an easy task. This workshop offers practical strategies for informing and influencing others – no matter where they fit in the organisational chart.

WORKSHOP CONTENT

- Acquire confidence, self-esteem and self-concept to project a positive external image
- Establish trust and credibility for stronger work relationships
- Create messages that address listeners' needs, wants and priorities
- Use listening skills to create high-impact messages
- Communicate ideas in terms listeners care about
- Adapt messages to others' communication and learning style
- Shape others' responses using direct and indirect messages

TARGET AUDIENCE

Managers, team leaders, supervisors and team members

DURATION

Full day (8 hours)

INTERPERSONAL SKILLS

Advanced Communication Skills

OBJECTIVES

The Advanced Communication Skills workshop provides practical, effective tools to enable clear and effective communication in all aspects of both personal and work-related relationships. This advanced programme focuses on modern techniques that get real results in the work environment.Participants will be exposed to how other people think and assimilate and process information to effectively personalise communication in the best way for the receivers and participants themselves.

WORKSHOP CONTENT

- The impact of verbal and non-verbal information on people's understandings of our messages
- How eye-movements can send messages non-verbally
- Meta-programs and how they apply to business settings
- Internal representational systems
- How people represent language in their mind
- Techniques to communicate with people on their level
- Eliciting thinking patterns through eye movements
- Sensory input channels
- Internal filter systems

TARGET AUDIENCE

Managers, team leaders, supervisors and employees seeking to take their communication skills to the next level

DURATION

Full day (8 hours)

INTERPERSONAL SKILLS

The Psychology of Body Language

OBJECTIVES

This workshop focuses on mastering the signals we give and read through our own and other people's body language. Participants will be able to acquire confidence in reading and interpreting body language This programme can also include a video component where participants are filmed during specific interactions so that they can analyse their own body language and its effectiveness.

WORKSHOP CONTENT

- Body language speaks volumes
- What is body language?
- Components of body language
- The language of gestures
- The language of movement
- Dress and appearance
- Tips to harness your body language techniques

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Half-day (4 hours)

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Understanding and Working with Group Dynamics

OBJECTIVES

This workshop seeks to answer why group dynamics matter. This is a practical, highly participative and experiential workshop with minimal theoretical input.

WORKSHOP CONTENT

- Develop your awareness and understanding of the difference between content and dynamics
- Increase your understanding of the importance of roles, norms and structure
- Develop your capacity to think about the group 'as a whole'
- To identify and analyse the social processes that impact on group development and performance.
- To acquire the skills necessary to intervene and improve individual and group performance in an organisational context.
- To build more successful teams by applying techniques that provides positive impact on goal achievement

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Full day (8 hours)

INTERPERSONAL SKILLS

The Skills of Active Listening and Questioning Techniques

OBJECTIVES

Being able to listen well and ask questions effectively is a core skill of every role in the workplace. In some roles, this becomes a crucial skill for successful job performance. In this workshop participants will be able to learn how to use these two essential communication skills to improve their ability to work effectively with others and limit misunderstandings.

WORKSHOP CONTENT

- Recognise the importance of preparing questions that are focused on their objective
- Know how to make sure key messages are communicated clearly and effectively
- Learn how to avoid misunderstandings and making assumptions
- Be able to use precision questioning techniques to elicit the information required
- Have acquired techniques they can use to ensure they are listening effectively in all situations

TARGET AUDIENCE

Managers, team leaders, supervisors and team members

DURATION

Half-day (4 hours)

INTERPERSONAL SKILLS

Giving and Receiving Effective Feedback

OBJECTIVES

This workshop will focus on how to increase performance and motivation in teams through constructive feedback. This will support employees in monitoring their progress as well as identifying and improving areas that need development. A number of techniques will be used during the programme to support leaders in assisting their team members to correct behaviours that they cannot see that are having undesirable consequences or effects. Giving proper feedback will also enable participants to build better relationships based on trust, honesty and openness whilst opening more channels of communication.

WORKSHOP CONTENT

- Various ways of giving constructive feedback
- Essential skills for giving feedback, such as questioning, listening, summarising and showing empathy
- How to prepare for and conduct a feedback session on strengths and development needs
- How to recognise situations in which resistance to feedback typically occurs
- Strategies to overcome barriers to feedback
- How to agree on a plan of action

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Half-day (4 hours)

thinktalent.

INTERPERSONAL SKILLS

The Power of Assertiveness

OBJECTIVES

This workshop exposes participants to powerful tools for assertiveness to help them deal with conflict at all levels in the organisation. Participants will discover techniques on how to be an assertive communicator, acquire ways to handle receiving and giving feedback and address business etiquette when professionalism and assertiveness are required. Participants will also assess their areas of strength and growth in this critical skill.

WORKSHOP CONTENT

- The differences in behavioural styles
- Techniques for ways to improve self-esteem
- How to improve communication using different styles
- The risks and benefits in becoming assertive
- Appropriate levels of assertiveness in common workplace situations
- How to apply assertive behaviours through verbal and visual techniques
- How to apply newly learned skills to relevant, on the job situations

TARGET AUDIENCE

Managers, team leaders, supervisors and team members

DURATION

Full day (8 hours)

INTERPERSONAL SKILLS

Award in Influential Dialogue –

MQF Level 5

DURATION AND COMMITMENT:

3 full days or 6 half days spread over a maximum period of 3 weeks plus self-study of session notes provided.

TOTAL LEARNING HOURS

- Contact Hours: 24
- Self-Study Hours:1
  Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards anyone in a supervisory or management role with responsibility for a team or group of people wishing to improve the quality of face to face interaction with team members.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

By the end of the programme the learners will be able to:
- effectively reflect on and confront their own behavioural and communication performance issues
- develop leadership skills on an emotional and cognitive level
- define and apply leadership influence
- deal with any resistance from their team members
- get commitment on an agreed way forward that addresses the issues
- understand when and how to resort to discipline.
- confront issues with their team members in a timely and effective manner
- promote business growth through influential leadership
- understand how leadership communication can promote effective and much needed change
- effectively deal with problems and make the right decisions
- promote influential dialogue to enhance engagement and alignment

TOPICS

- Difficult Conversations at Work
- Identifying Who's Right/Who's Wrong
- Accurately Reading Intentions
- Moving Away from Blame
- Managing Emotions during Difficult Conversations
- Maintaining Self-Esteem during Difficult Conversations

INTERPERSONAL SKILLS

Award in Presentation and Public Speaking Skills - MQF Level 5

DURATION AND COMMITMENT:

3 full days plus self-study of session notes and recommended reading/viewing provided.

TOTAL LEARNING HOURS

- Contact Hours: 24
- Self-Study Hours:26
  Total: 50 hours

NUMBER OF ECTS ON COURSE COMPLETION?

2

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards learners wishing to develop skills and learn techniques to present confidently to a group or to the general public.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

By the end of the programme the learners will be able to:
- Deliver powerful, memorable presentations that your audience will remember and act upon;
- Connect with your audience emotionally in a way that successfully persuades, influences and informs;
- Look, sound and feel confident while you present and speak in public;
- Grab the audience's attention right from the start and keep it;
- Identify your key messages for maximum clarity and impact;
- Simplify complex data and messages so that audience gets and remembers your key messages.

- **Planning the Presentation**
  During this topic, learners will be taken through the steps necessary to plan the presentation, gathering information and writing and organizing the content. They will be introduced to the SET formula (Short Answer/Evidence/Transition) with examples to show this tool in action as well as opportunity for the learners to practice using the tool. Learners will also be made aware of the importance of gathering information about their audience as well as defining their key messages/purpose of their presentation.

- **Putting the Content Together**
  During this topic, learners will be shown how to brainstorm effectively in order to generate creative ways to deliver the key messages. The learners will be shown how to organise their ideas in a logical and effective way to ensure understanding and maximum retention and impact. Leaners will learn various ways information can be presented logically (chronological, spatial, topical, cause/effect, pro/con, compare and contrast). Learners will also be shown different techniques to open and close a presentation effectively and memorably.

- **Delivering Effectively**
  During this topic, learners will explore the basics of effective presentation delivery and how voice (rate, volume, tone variation), body language (facial expressions, gestures, movement and posture) and other factors can take a speaker from good to great. Learners will determine the practices that will enable them to deliver presentations in ways that will engage, educate, persuade and even entertain audiences. Learners will be shown the importance of establishing rapport with their audience and how they can use mirroring techniques to this end.

- **Enhancing your Presentation**
  During this topic, learners will focus on different methods available to make presentations more engaging to an audience. Learners will be shown how to use audiovisuals effectively without relying on them exclusively. Learners will also learn how to make and use notes to help them enhance their presentation.

- **Addressing Challenges**
  During this topic, learners will be exposed to potential challenges they might face during a presentation. Learners will be shown how to anticipate challenging audience members as well as techniques of how to manage them. They will also be shown how to handle questions from the audience and facilitate discussion among the audience. Learners will also learn how to calm their nerves before and during a presentation by using breathing exercises and visualization techniques.

- **Practice Sessions**
  In the final part of the programme, learners will have the opportunity to make a 15-minute presentation to the group and receive feedback from the trainer as well as the rest of the learners. Finally, learners will be encourages to set up an action plan to continue to practice and hone their presentation skills.

SELF-DEVELOPMENT SKILLS

Leading from Within - Aligning Yourself for Full Potential

OBJECTIVES

This workshop provides a transformational personal journey that can be experienced individually or in a group. It is based on the identifying your purpose, values, competencies and behaviours. Through a reflective process, this workshop offers participants the opportunity to explore each element and identify areas of misalignment. This leads to formulating an action plan that would promote better alignment and a significant increase in personal effectiveness and maximisation of personal potential.

WORKSHOP CONTENT

- Discerning the four core elements: Purpose; Values; Competencies and Behaviours
- Making sense of what is happening at an individual, group and organisational level
- Reflecting on where I am and where I would like to be
- Maximising personal potential through alignment

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Full day (8 hrs)

SELF-DEVELOPMENT SKILLS

Stress Management and Achieving Work/Life Balance

OBJECTIVES

In this workshop participants will gain a deep understanding of the psychological, physical causes and effects of stress; use assessment instruments to determine how stress is impacting them and how well they are responding to daily and ongoing stressors; address stress management and prevention from a holistic perspective – physical, emotional, cognitive and spiritual; tackle work/life balance; cover specific stress management techniques such as deep relaxation and progressive muscular relaxation; develop a personal stress management plan to implement in their daily reality.

WORKSHOP CONTENT

- Exploring the causes and effects of stress
- Sharing evidence-based practices to managing stress
- Interpreting the four different types of stress
- Identifying tangible ways to make work-life balance work

TARGET AUDIENCE

Anyone experiencing stress at work and in personal life, wanting to achieve the right balance

DURATION

Full day (8 hrs)

SELF-DEVELOPMENT SKILLS

Developing Personal Power - Building Self-Confidence and Personal Potential

OBJECTIVES

This workshop is aimed specifically at building and improving self-confidence in people who want to overcome psychological hurdles to achieving their goals and become all that they can become. It focuses on the nature of the internal dialogue and helps participants understand and appreciate the nature of their thinking and beliefs and how these impact the way they feel and the way they perceive their goals and aspirations. Participants will be helped to identify blocks to self-esteem and self-confidence by recognising negative internal messages termed "subpersonalities" and master the skill of transforming this thinking into more realistic and empowering self-talk.

WORKSHOP CONTENT

- Self-esteem vs self-confidence – what is the difference?
- Understanding the role self-confidence plays in achieving what you aspire to be
- Challenging limiting beliefs
- Mastering the skill of transforming thinking scripts into motivational self-talk

TARGET AUDIENCE

Anyone wanting to build self-confidence and personal potential

DURATION

Full-day (8 hrs)

SELF-DEVELOPMENT SKILLS

Developing Personal Goals and Strategies

OBJECTIVES

This is a practical workshop that enables participants to develop effective goals and strategies that make implementation and achievement easier and more likely to materialise. The workshop covers a set of guidelines and characteristics of effective goals using NLP principles. This includes an action plan that consists of built-in measures to evaluate progress and effectiveness during the goal achievement process

WORKSHOP CONTENT

- Goal-Setting Using Neuro-Linguistics Programming (NLP)
- Exploring the reasoning behind the acrostic "S.M.A.R.T."
- Identifying the present situation and compare it with the desired future goal
- Sensory Based Terms and their impact on driving motivation
- Devising an achievable smart action plan

TARGET AUDIENCE

Anyone who wants to learn how to develop personal goals

DURATION

Half day (4 hours)

SELF-DEVELOPMENT SKILLS

Time Management Skills- Getting (the Right) Things Done

OBJECTIVES

The effective management of time has become a major issue in today's hectic and overloaded lifestyle. People often sacrifice effectiveness for efficiency, a short term strategy that creates problems in the long term. The workshop offers a fast, easy to use a model that facilitates prioritization and scheduling of work. Participants analyse how they are managing their time and identify areas in which they can be more effective by being time-efficient.

The workshop enables participants to adjust to shifting priorities, expanding workloads, tight deadlines and increased uncertainties, transforming them into controllable challenges, with less stress and greater clarity, and at the same time balancing life and work

WORKSHOP CONTENT

- Manging distractions, colleagues and your surrounding
- Setting your priorities
- Overcoming procrastination
- 5 steps of the GTD system
- Prioritising – What is the best use of my time right now
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TARGET AUDIENCE

Anyone who wants to improve their personal time management skills

DURATION

Full day (8 hours)

SELF-DEVELOPMENT SKILLS

BOOST YOUR Self

OBJECTIVES

The aim of this programme is to help you to achieve an uncompromised life. The modules cover five of the most important aspects that will allow you to live your life to the full and achieve success.

WORKSHOP CONTENT

1: Boost your Memory

This webinar will help you to activate your "super brain" in a way that will allow you to retain maximum learning in the shortest possible time, giving you the possibility to achieve more by working smarter not harder.

This webinar will cover the following topics:
- Looking at your brain as a muscle
- Understanding the term 'social brain'
- Getting rid of limiting beliefs
- Rephrasing your daily scripts
- Creating new habits for success
- Identifying ways of increasing focus
- Learning to altering the state and context of learning
- Exploring ways in which physical exercise and diet significantly improve memory and learning
- Eliminating digital overload

By the end of this webinar you will be able to:
- Change your belief about your ability to remember
- Improve yourself through acquisition of more and better learning
- Take home actionable steps to build a stronger memory

2: Boost your Money Mindset

This webinar is an accelerated journey towards understanding your beliefs and what is blocking you from achieving abundance. The webinar also offers realistic tips as to how to boost your money mindset.

This webinar will cover the following topics:
- identifying what an abundance mindset looks like.
- Understanding the difference between a scarcity and an abundance mindset
- Uncovering your relationship with money
- Rephrasing your scripted beliefs
- Creating new habits for success

By the end of this webinar you will be able to:

- Aspire for abundance without having to apologies for it
- Design a robust blueprint for financial success
- Create a winning script that does away with your limiting believes

3: Boost your Motivation

The aim of this webinar is to boost your drive and ensure that you never again lose out on a good opportunity that comes your way through lack of motivation.

This webinar will cover the following topics:

- Learning the art and science of motivation
- Exercising motivation as a muscle
- Taking control of your destiny
- Embedding motivational habits into your routine

By the end of this webinar you will be able to

- Understand what motivates you
- Be able to decode what your emotions are telling you
- Make the right choices that fit your purpose

4: Boost your Productivity

The webinar aims at getting you organised and avoid unnecessary stress and chaos in your life. It will also enable you to become more productive thus reaching your goals faster

This webinar will cover the following topics:

- Identifying existing practices that need better organisation
- Prioritising your workload to avoid managing by crisis
- Overcoming procrastination
- Working towards a deadline
- Organise your personal and workspaces effectively
- Maintaining an organised lifestyle
- Knowing how to resist procrastination and focus on meeting deadlines
- Planning to stay organised in the future

By the end of this webinar you will be able to:

- Juggle multiple commitments without stress
- Use techniques to overcome procrastination
- Create a structure that will enable you to become permanently organised

5: Boost your Decision-Making Ability

This webinar will enable you to identify how the quality of your decisions impact the quality of your life and equip you with tools to make better decisions.

This webinar will cover the following topics:

- Identifying barriers to decision making
- Avoiding procrastination when taking decisions

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- Evaluating the impact of your decision
- Identifying the price of non-action
- Navigating the 6 stages of decision making

By the end of this webinar you will be able to:
- Generate creative ideas to take better decisions
- Build confidence in taking decisions
- Break-down decisions into manageable chunks

TARGET AUDIENCE

Anyone who wants to work on their self development

DURATION

10 hours

SELF-DEVELOPMENT SKILLS

BOOST YOUR Career

OBJECTIVES

The aim of this programme is to help you to achieve the career of your dreams. The webinars in this module cover five of the most important aspects that will allow you to make smarter career decisions and present yourself as a truly marketable candidate for the 21st century workplace.

WORKSHOP CONTENT

1: Boost your CV
This webinar will help you develop your CV writing skills to craft a professional CV that highlights your skills adequately and ensures it catches the attention of any prospective employer.

This webinar will cover the following topics:
- identifying your personal key selling points
- highlighting your key achievements
- grabbing the recruiter's attention to make them read your CV
- choosing an appropriate format and style for your CV
- selling yourself to the employer

By the end of this webinar you will be able to:
- craft a clear job-hunting strategy
- write an eye-catching, professional CV targeted for your prospective employer
- create a winning covering letter

2: Boost your Network and Online Presence
This webinar will help you to establish and sustain strong online and offline networks in order to further your career and strengthen your position within your chosen field.

This webinar will cover the following topics:
- networking in the 21st century
- selecting your area of focus for your career
- creating the right personal brand
- using online networks
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By the end of this webinar you will be able to:
- overcome any barriers to networking
- craft a strong online and personal brand
- use online social networks confidently and maintain an effective and up-to-date profile

3: Boost your Interviewing Skills

This webinar will equip you with the necessary skills to prepare effectively for interviews, present your skills and achievements in person with impact and answer difficult questions by the interviewing panel in order to boost your chances of being the candidate of choice.

This webinar will cover the following topics:
- preparing yourself mentally to overcome nervousness
- crafting your elevator speech
- addressing any limitations in your CV (employment gaps, lack of skill/experience)
- preparing yourself to answer likely questions
- identifying questions you should ask at the interview

By the end of this webinar you will be able to:
- feel confident in attending interviews
- outline your skills and achievements succinctly and in a way that is relevant to the interview
- handle difficult questioning confidently
- portray yourself as a competent and professional candidate during an interview

4: Boost your Interview Presentation Skills

This webinar will prepare you with the necessary skills to prepare and deliver a winning presentation as part of your job interview.

This webinar will cover the following topics:
- identifying your audience
- getting clear on the purpose of the presentation
- preparing your material
- delivering with flair
- answering challenging questions with confidence

By the end of this webinar you will be able to:
- know how to structure your presentation for maximum impact
- deliver to an interview panel with confidence and flair
- use techniques to engage your audience

5: Boost your Salary Negotiating Skills
This webinar will train you for the most essential skills that you will need in order to establish your worth in the job marketplace and get the best possible package from your employer that matches the value you provide.

This webinar will cover the following topics:
- knowing your worth
- understanding what is and is not negotiable
- making your case
- achieving the best offer through negotiating techniques

By the end of this webinar you will be able to:
- benchmark yourself against what's on the market
- establish your B.A.T.N.A. (best alternative to a negotiated agreement)
- negotiate effectively to obtain the most favourable outcome for both sides

TARGET AUDIENCE

Anyone who is looking for a job or aspiring for a promotion

DURATION

10 hours

SELF-DEVELOPMENT SKILLS

Award in Emotional Intelligence at Work

- MQF Level 5

DURATION AND COMMITMENT:

3 full days (or 6 half days) spread over a maximum period of 3 weeks plus self-study of session notes provided.

TOTAL LEARNING HOURS

- Contact Hours: 24
- Self-Study Hours:1
  Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards Managers, Team Leaders and Supervisors who wish to develop their emotional intelligence to supplement their technical expertise.

ENTRY REQUIREMENTS

Learners must possess a minimum of 1-year experience managing, leading or supervising subordinates.

OVERALL COURSE OBJECTIVES

By the end of the programme learners will:
- be introduced to the concepts of emotional intelligence (EI) and emotional literacy (EL)
- understand how EI/EL differs from traditional concepts of intelligence
- appreciate the importance of EI/EL to succeed in both one's personal and professional life
- understand the importance of self-awareness
- understand the importance of self-assessment through feedback and reflection
- understand the role of emotions in motivation and self-control
- understand the concepts of affective and cognitive empathy
- understand the importance of achieving rapport and approachability to be able to manage relationships better at work

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The programme will be divided into 2 parts:

Part 1: Intrapersonal EI Qualities:
- Introduction to Emotional Intelligence
- Improving your Self-Awareness
- Nurturing Self Control
- Motivating Yourself

Part 2: Interpersonal EI Qualities:
- Developing Empathy
- Managing Relationships Using Rapport

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HR-RELATED SKILLS

Recruitment & Selection Techniques

OBJECTIVES

Recruitment is about selecting the right individual for the right role at the right time. This means evaluating skills required as well as competencies and personality traits to fit the work environment. This workshop will cover the full spectrum of the recruitment process from identifying what is needed, where to look for the right people and how to ensure the right person is selected.

WORKSHOP CONTENT

- Analyse current scenario and identify skills gaps
- The Importance of the Job Description
- Develop a profile for the ideal person to occupy a post
- Identify Channels for Recruitment
- Plan all aspects of the recruitment process
- Develop effective approaches and practical selection processes
- Evaluate the effectiveness of recruitment channels
- Create a selection procedure that ensures that the best person for the job is selected time and time again
- How to use the seven-point interview framework
- Making an Offer > Closing the deal

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Full day (8 hours)

think talent

HR-RELATED SKILLS

Interviewing with Impact

OBJECTIVE

This workshop covers the interviewing process covering a wide range of skills and techniques that can be used by interviewers to assist them in recruiting the right person for the job. This workshop will aid recruiters to get the most out of applicants and develop the proven skill sets to find the candidates that fit in the position, both from an interpersonal as well as ensuring a cultural-fit.

WORKSHOP CONTENT

- How to create a profile for the ideal person to occupy a post
- How to develop effective approaches and practical selection processes
- The value of applying different interviewing methodologies
- The unbreakable laws of interviewing
- How to create a selection procedure that ensures that the best person for the job is selected time and time again
- How to "target" a candidate on skills, expertise, and cultural fit
- Interpreting body language and non-verbal signals
- Specific creative techniques for finding talent
- Specific guidelines for interviewing, including what interviewers should always do and what they should never do
- How to use the interviewing procedure to discover the "real" person

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Full day (8 hours)

HR-RELATED SKILLS

Developing a Training and Development Strategy

OBJECTIVES

A growing organisation is one that continuously seeks to improve and develop itself. With growth in strategy comes new requirements for different skills and competencies. This programme will enable line managers and HR to work on a TNA (Training Needs Analysis) to identify gaps in skills as well as develop a develop current teams to match the growth in the organisation and prepare for promotion or moves.

WORKSHOP CONTENT

- What is my company's objective?
- What does company need to achieve its goals?
- The various components of a TNA
- Budgeting for training including grants and subsidies available
- Creating a training Calendar
- Assessing success of training
- Prepare teams for new roles or responsibilties

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Full day (8 hours)

HR-RELATED SKILLS

Developing an Employee Induction Programme

OBJECTIVES

The first few weeks of a new recruit will determine the suitability of a candidate to a new role. If not handled properly the whole recruitment and selection process will have failed and the result will be restarting recruitment cycle. This course will identify the importance of the induction programme and how to effectively create a programme based on the company objectives as well as job requirements.

WORKSHOP CONTENT

- Developing an Induction Check list
- How to Structure the Induction Training
- Designing the training session
- Welcome Pack
- Pre-Induction phase- First impressions
- What essential information is required on: First Day, First week, First Month
- Follow Up

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Half-day (8 hours)

HR-RELATED SKILLS

Becoming an Employer of Choice

OBJECTIVES

This workshop will identify what it takes to become an employer of choice. Who and what is my competition for star candidates? What makes my organisation attractive to job seekers?

WORKSHOP CONTENT

- What motivates my employees and how can I attract star candidates
- What is my company brand and how can it be used to attract the right talent
- The various elements of job satisfaction
- What can be done to improve the work environment?
- Are my employees engaged
- How can we enhance loyalty and retention
- Developing star employees

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Half-day (4 hours)

HR-RELATED SKILLS

Harnessing Social Media for Employee Resourcing and Recruitment

OBJECTIVES

Attracting the right candidates to fill a vacancy goes far beyond placing an advert. This workshop will give managers the required insight into aspects of social media to enhance the recruitment strategy

WORKSHOP CONTENT

- The Company public Persona/Brand and using Social Media to create/ emphasise it. (create awareness.
- Who is my target candidate (age group, education level, skillset required, recruitment budget)?
- Various Social Media platforms and which to use according to criteria

TARGET AUDIENCE

Managers, team leaders and supervisors

DURATION

Half-day (4 hours)

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SPECIALISED SKILLS

Award in Skills for Enforcement Officers - MQF Level 5

DURATION AND COMMITMENT:

8 half-day sessions spread over a maximum period of 4 weeks.

TOTAL LEARNING HOURS

- Contact Hours: 25
  Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards anyone wishing to work in a law enforcement environment.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

By the end of the programme the learners will be able to:
- Clarify their individual purpose for becoming enforcement officers
- Improve their communication skills to help them carry out their enforcement duties effectively
- Equip themselves with techniques for collecting evidence through effective interviewing
- Sharpen their ability to communicate in writing when compiling reports
- Get more productive work done in the time allocated
- Understand the role of emotions in their work
- Develop an attitude of service through enforcement
- Prepare themselves to face ethical dilemmas.

TOPICS

1. **Finding Purpose**
   - Understanding your strengths and weaknesses
   - Understanding your personal values and personality
   - Aligning yourself to your role in enforcement
   - Finding purpose in your role

2. **Communicating for Influence and Persuasion**
   - Understanding the basics of interpersonal communication
   - Listening Effectively
   - Asking the Right Questions
   - Establishing Rapport
   - Communicating Assertively

3. **Interviewing Skills**
   - Establishing Credibility
   - Overcoming Resistance
   - Obtaining the Admission
   - Collecting Evidence

4. **Investigative Report Writing Skills**
   - The ABC of report writing; Accuracy, Brevity, Clarity
   - Documenting the allegations
   - Documenting the Findings
   - Drawing conclusions and making recommendations

5. **Organisational Skills**
   - Managing your schedule
   - Prioritising your tasks: Urgent vs Important
   - Reducing time-wasters
   - Eliminating distractions

6. **Self-Management Skills**
   - Understanding your emotions
   - Controlling strong emotions
   - Coping with stress
   - Keeping motivated

7. **An Attitude of Service**
   - Reliability Counts – your word is your bond
   - Assuring Others – you are competent and caring
   - Taking Care of Details – everything matters
   - Expressing Empathy – you can see the perspective of others
   - Responding Swiftly – you act swiftly and decisively

8. **Integrity and Ethical Conduct**
   - Understanding ethics and ethical behaviour
   - Factors that affect ethics
   - Ethical Dilemmas
   - Being a role model

COACHING

1-1 Coaching Sessions

OBJECTIVES

ThinkTalent's coaching support is aimed at providing Clients with the leadership that ultimately creates a way for the Client to contribute to make something extraordinary happen. The coaching is also aimed at providing Clients with clarity, direction and wisdom on professional issues, decisions and business relationship matters that impact on individual and corporate performance. In the process the coaching provides Coachees with greater reflection, confidence, self awareness, acceptance and empowerment.

COACHING FRAMEWORK

During the course of the discussion the following activities are carried out:
- Coaching facilitation to support the development and application of actions aimed at building performance and nurturing behavioural adaptation
- Evaluation of progress/outcomes/impact of new behaviour/practice/skills
- Determine success against agreed goals

A coaching log will be kept and coachees will work on agreed actions from one session to another

TARGET AUDIENCE

Directors, Managers, team leaders and supervisors

DURATION

It is recommended that coachees attend 8 one hour sessions carried out on a monthly basis. Discussions will be based on the needs of the coachee to address areas for development and growth.