My Happy Training Course for Training and Development

Equip Your Employees with Today's Most In-demand Skills Your Business Needs to Reach Today's Modern Customers!

MANAGEMENT AND LEADERSHIP TRAINING COURSES

Table of Contents

Table of Contents

Table of Contents

Table of Contents

Advanced Communication Skills

Course Outline

*** Defining Effective Communication**
Communication Overview: Definition and Characteristics
Evolution of Communication
Communicating for Results
Understanding Elements of Communication
The Element of Noise
Mehrabian's 55-38-7 Rule
Overcoming Communication Anxiety and Other Obstacles

*** The Art of Listening**
Effective Listening and Paraphrasing Techniques
Understanding Different Listening Styles: Active versus Passive Styles
Improving the Information Recall Rate
Assessing Personal Listening Profiles

*** Internal Listening Filters**
Sensory Input Channels
Internal Filter Systems: the 6 Layers
6 Listening Meta Programs
Avoiding the Loss of Information

*** Mastering Body Language**
The Art of Body Language
Components of Non-Verbal Communication
The Power of Appearances
Eliciting Thinking Patterns through Eye Movement
Building Rapport using Body Language

*** Advanced Assertiveness Skills**
Understanding Assertiveness: Definition and Values
Components of Passive, Assertive and Aggressive Styles
Assertiveness Rights and Responsibilities
Managing Criticism Assertively

*** The Power of Influence and Persuasion**
Definition and Characteristics of Influence
6 Principles of Persuasion: How to Apply Them
Bases and Sources of Power
Dealing with Difficult People Using Persuasion

Advanced Conflict Resolution and Change Management Strategies

Course Content

Day One: Conflict Management
Welcome, Introductions and objective setting
What do we mean by the term: "Conflict Management"?
Where and when does conflict happen?
Our reaction to conflict
Exercise: The Communication Bridge
Video: Window on the World of Difficult People
How to avoid misunderstanding
The 4 steps to effective Conflict Management

Day Two: Conflict Resolution
The Thomas Kilmann (TKI) Conflict Resolution Instrument
The 2 types of communication
Exercise: Building collaboration quickly and easily
Exercise: A Trip to the Theatre!
Video: The Ten Most Difficult Types
The 4 results of every communication
Exercise: Win as Much as You Can!

Day Three: The Skills of Conflict Resolution
The 4 behaviours that get results
The Assertiveness Framework
Exercise: I want to borrow your car tonight
Questioning Skills
Listening for results
Beyond Listening

Day Four: High Level Conflict Resolution
The Emotional Intelligence Questionnaire
Your EI Strengths
Exercise: Would I lie to you?
Dealing with liars
Facilitating a dispute
The Saboteur
The Secret to dealing with people
Exercise: The Pommelon

Day Five: Change Management
Change Exercise: The Ball
Personal growth and change strategies
The change curve

The 5 stages of change
Kotter's 8 steps to effective change
The Burning Platform
Making change stick
Change Exercise: Risk it!

Advanced Management Skills - Achieving Superior Performance and Strategic Success

Course Content

Day One: People Management
The importance of sociotechnical management
Techniques for effective communication
Motivating for results
Enhancing your coaching skills
Empowering employees for improved performance
Characteristics of a successful manager

Day Two: Leading Teams
Obtaining the benefits of teamwork
Characteristics of ineffective teams
Characteristics of effective teams
Managing conflict in a productive manner
Understanding team member styles
Creating a virtual team

Day Three: Strategic Planning
Analyzing the strategic planning process
Achieving competitive advantage
Utilizing dynamic SWOT analysis
Focusing on vision and mission
The importance of contingency planning
Examples of strategic success and failure

Day Four: Negotiating for results
Gaining insight into the negotiating process
Characteristics of an effective negotiator
Developing negotiating strategies
Employing persuasive negotiation techniques
Achieving the benefits of effective negotiating
Negotiation exercises

Day Five: Operational Excellence
The Malcolm Baldrige quality award-standard of excellence
Lessons from the best performing companies
Benchmarking your operation against the best
Creating employee commitment
Managing continuous improvement
Creating the high-performance organization

Advanced Problem Solving and Decision Making

Course Content

Day One: The Psychology of Problem Solving and Decision Making
Introduction: Why study problem solving and decision making
A synopsis of psychological thought
Values, Problem Solving and Bias in Decision Making
Psychological type and Lateral Thinking for Problem Solving
Psychometric assessment on your problem-solving preferences
Using a team approach to encourage structured and lateral thinking

Day Two: Problem solving, the cognitive process and whole brain thinking
Problem solving: the highest order cognitive process
Split brain theory to make informed and balanced decisions
Developing openness to new ideas in making decisions
The model of creative problem solving
Lessons in facing the unexpected events
Decision Making and the Management of Change

Day Three: Creating Continuous Improvement in the Workplace
Encouraging creative problem solving for continuous improvement
Appreciative Enquiry and a focus on positive dialogues
Solution focus methodology: a radical transformational approach to solving problems
Diagnostic tools for organisational improvement
Using techniques to innovate and improve process and product
The Disney Creative Thinking Strategy

Day Four: Building Creative Capability in Self and Removing Mental Blocks
'How creative am I'? Challenging self-imposed assumptions
Thinking outside the box and 'Imagineering': current examples from technology
'Curiosita': using the multiple intelligences of Leonardo da Vinci
A model for organisational innovation
Organisational culture and its influence on the creative organisation

Creative leadership in times of crisis: the role of emotional intelligence in decision making

Day Five: The Creative Leader in the Innovative Organisation
Leadership style and decision-making activities
Enhancing Serendipity
Ensuring alignment with corporate mission
Assessing creativity in your organisation
Creating "innovation champions" as a strategy for fostering change
Developing a personal action plan for the workplace and assessment guidance

Advanced Strategic Management

Course Content

Day One: The Strategizing Process
Why strategize: 21st century changes and challenges?
Psychological aspects of decision making
Strategic thinking – who, how, when & why
Examples of strategy success and failure
The functions and capabilities of a strategic manager
Culture and strategic choices

Day Two: The Strategic Process
Impact of external change: competitive positioning, technology, regulation
Innovation: Blue v Red Ocean strategies
The strategy hierarchy
Realising the strategies: making them happen
Recognising and reacting to disruptive competition
Competitive positioning

Day Three: Strategic Management Skills
Leadership theories and styles
Attributes of successful leaders
Strategic skills: traits or contextual
Visioning, communicating and framing
Team and organisation perspectives on implementing strategies
Leading others through the strategic process

Day Four: Managing the Culture
The significance of corporate culture
Facets of culture: the cultural web
The Leaders role in establishing the culture
Managing in a multi-cultural corporation

Impact of culture on strategy roll out
Challenges of mergers and acquisitions

Day Five: Tactics and Plans
Employing tactics to achieve objectives
What type of plan?
Owning and implementing plans
Strategic execution: budgeting, forecasting and adjusting to reality
Aligning corporate to individual objectives
A culture of learning

Advanced Teamwork, Innovation and Cooperation Skills

Course Content

Day One: The Benefits of Innovation and Collaboration
The nature of innovation
Collaboration vs. competition
Learned behaviours
Innovative and collaborative teams
The innovative and collaborative team mindset

Day Two: Building the Innovative and Collaborative Team
Innovative and collaborative team values
High performance goals and metrics
Innovation and collaborative skills
Appraising team skills
Designing a team development programme

Day Three: Creating the Right Environment for Innovation and Collaboration
The new role of leadership
Individual creative work
Individual strengths and blind spots
Trust and communication
Recognition and feeding forward
Productive conflict: a source of creativity and team cohesion

Day Four: Inspiring Shared Purposes and Common Goals
Individual preferences and goals
Developing a team picture of success
Force-field analysis
Strategic priority areas
Monitoring progress and achievement

Day Five: Leadership Practices for Innovative and Collaborative Teams
Guiding principles: drawing on great experiences
Communication with and within your team
Team gatherings
Team decisions and the leaders' decision-making process
Personal and team accountability
Developing a personal and team action plan

Business Analysis within a Project Environment

Course Content

Day One: Business Analysis Planning Monitoring
Business Analysis and Project Management contexts
Key Concepts and Knowledge Areas
Introduction to Tasks and Techniques
Sources of Business Analysis Information
Business Analysis as part of a Project Plan
Identify, analyse and communicate with relevant Project Stakeholders
Determining activities, deliverables, resources and measures
Define how to approve requirements and manage scope changes
How to track, assess, and report on the quality of work

Day Two: Requirements Elicitation Management Communication
How to ensure requirements are clear, correct and consistent
How to draw information out of stakeholders
Recording and confirming the information provided by stakeholders
Managing Stakeholder Consensus for Scope and Requirements
Manage objectives, requirements, deliverables, and components relationships
Manage post-implementation knowledge of requirements
Ensure requirements are understood, and usable, by stakeholders
Managing productive workshops and making effective presentations

Day Three: Enterprise Analysis Requirements Analysis
Identify and define why organisational change is required
Identifying Needs for New Capabilities
Defining solution scope and prepare the business case
Does the Business Case justify investment required to deliver proposed solution
Prioritizing and Organizing Requirements
Specifying and Modelling Requirements
Defining Assumptions and Constraints

Verifying and Validating Requirements
Solution Assessment and Validation

Day Four: Developing Business Analysis and Project Capabilities
Analytical Thinking and Problem Solving
Behavioural Characteristics
Business Knowledge
Communication Skills
Interaction and Conflict Resolution Skills
Risk, responsibility, and skills analyses
Time Management
Case Study

Day Five: Business Analysis and Project Management
Project Scope, Schedule and Metrics
Team Development
Power and Influence
Business Analysis in a Project Environment
Personal Planning
Commitment to Action

Business Strategy Essentials

Course Content

Day One: Is Strategic Thinking Relevant to All Managers?
Is strategy an art or a science?
How to think strategically
The roles of managers and stakeholders in strategy development
Does strategy equate to innovation?
How operational and middle managers contribute

Day Two: Turning Strategies into Plans
Vision, Mission and Objective setting
Aligning people and objectives
Tools and Techniques for planning
Planning for the unexpected
Roles, responsibilities and accountability

Day Three: The Leadership Role in Implementing Strategies
If strategies and plans require change, how do people respond?
Your leadership style(s)
The role of leaders in questioning and listening
How to implement strategies and plans:
Motivation
Delegation

Managing performance

Day Four: Effects of Power on Strategic Success
Organisational rituals and routines
What is Power and how is it displayed?
Challenge and Support
Personal strategies for managing networks and relationships
Dealing with stress

Day Five: Why a Strategic Outlook Supports Career Progression
Evolving strategy in 21st Century Organisations
More traditional strategy development: Kotter's Eight Stage model
Key management skills needed for career progression
Personal Leadership Development Plans

Certificate in Leadership and Management Excellence

Course Content

Day One:
* *Successful Leadership Styles*
Inspirational leadership
Power of Influence
Understanding and developing others
Proactive Leadership
Delegation as a leadership style
Motivational leadership
* *Driving Radical Innovation*
Lateral thinking
Share your thinking, purpose and direction
Systemic innovation
Unleashing the power of the mind
Cultivating creativity
Managing change creatively; implementing innovation

Day Two:
* *Entrepreneurial Leadership*
Optimizing your personal leadership strengths
Becoming an environmental change agent
Developing personal empowerment
Using transformational vocabulary
Maximizing essential communication principles
Understanding the major levels of communication
* *Accountable Communication*

What is accountability
Improving personal credibility
Leading with integrity
Sharpen your communication skills
Listening with the heart
Inspiring and guiding the team

Day Three:
* *Developing Emotionally Intelligent Organizations*
Building bonds, cooperation and team building
Forging emotionally intelligent teams
Resolving conflicts using emotional intelligence
Communicate your vision
Organizational awareness
Leading emotionally intelligent organizations
* *Gaining Insights into your Leadership Styles*
How Perception influences our leadership style
Understanding our personality
Personality and leadership style
Improving our strengths and managing our weaknesses
Maximizing our interpersonal relationship with others
Removing emotional and mental blind spots

Day Four:
* *Developing Decision Making Skills*
Using your left brain and right brain to make decisions
Split brain theory for developing effective problem-solving skills
Developing openness to new ideas in making decisions
Promoting idea mobility in teams
Understanding the creative solving process in individuals and teams
IDEAL problem-solving approach
* *Applying Effective Decision-Making Skills in the Workplace*
Encouraging creative problem solving for continuous improvement
Removing blocks to creative problem solving
Convergent versus Divergent Thinking
Divergent Thinking Skills for solving problems
Using SCAMPER techniques to approach problem solving
Applying SCAMPER techniques to make effective decisions

Day Five:
* *Overcoming Mental Blocks to Decision Making*
Challenging self-imposed assumptions
Metaphorical thinking
Increasing new ideas
Getting people behind your ideas
Evaluating new ideas
Creative leadership
* *Effective Leadership to Develop Dynamic Problem Solving in the Team*

Ensuring alignment with corporate mission
Encouraging self-initiated activity
Endorsing Unofficial activity
Enhancing Serendipity
Importance of appreciating diverse stimuli
Developing a personal action plan

Communication Essentials

Course Content

Day One: Self-Management and Emotional Intelligence
Understanding the power of the subconscious in communication behaviours
Understanding how we create habits and how to change to them
What is emotional intelligence and how do we lose it?
Understanding and overcoming the Ego
Managing our emotions and feelings
Calming down and reducing stressful reactions in communication

Day Two: Communication Basics: Knowing your communication style, listening and communicating assertively
Different communication styles
Assessing your communication style and effectiveness
Improving communication effectiveness
The role of beliefs in assertive communication
Practicing assertiveness skills and active listening
Using effective questioning for clearer communication

Day Three: Building influence: Building rapport, presenting yourself, using voice and body language effectively and utilizing technology
Understanding the secrets of body language
Making a good first impression
Building rapport, building your network and influence others effectively
How to make a presentation which people will remember
Using visuals effectively and handling questions
Mastering social media and avoiding blunders

Day Four: Overcoming Communication Challenges: Dealing with conflict, difficult people and running effective meetings
Strategies for managing difficult behaviour
The different personality styles and how to get along with any person
Running effective meetings
Consensus decision making in meetings
Understanding the sources of conflict at work
Conflict Management Styles

Day Five: Working with Others: Delegation, Team Work, Leadership and Coaching Skills
Different styles of leadership
Common leadership mistakes
How to develop teamwork
Motivational communication
The Who, what, and how of effective delegation
The delegation process and Coaching Skills

Communication, Coordination and Leadership

Course Content

Day One: Who do you think you are?
Self-awareness: understanding your strengths and challenges
Psychometrics: the art of personal profiling
Leadership style: how do you work with your team?
Assessing your abilities as a coordinator
Discovering your preferred team role
Your own communication style

Day Two: Enriching your Communication Skills
Subjective vs. objective experience in communication
Influence and the importance of advanced language patterns in communication
Effective questioning and listening skills
Motivation and behavioural drivers
The emotional loop

Day Three: The Skills of the Coordinator
Time bandits: understanding the value of your time
Prioritisation or procrastination
Working together to achieve your goals: the secrets of great team working
Essentials of project management
Chairmanship: how to run effective and productive meetings
Coordination activities in the age of IT

Day Four: The Modern Leader
Exploring emotional intelligence: the 10 intelligences
IQ versus EQ in staff recruitment and retention
Emotional intelligence and leadership
Theory X and Theory Y – push and pull leadership
Leadership: The importance of personal and corporate values within the workplace

Organisational culture and the impact in the workforce

Day Five: Communicating, Coordinating and Leading
What do people say about your team - and what do you want them to say?
Key challenges for your team and how to meet them
Case study: communicating, coordinating and leading in practice
Personal action planning

Competency-Based Management

Course Content

Day One: The Links between HR and Competencies
What support should managers, team leaders and supervisors get from HR?
Values, Strategy and HR
Different methods of developing a competency
An HR Management Framework Based on Competencies
Technical, Behavioural and Leadership Competencies

Day Two: Competencies and Recruitment
Competency design – definitions, negative indicators, positive indicators
Recruitment and Selection
Adapting a competency framework for use in recruitment
The use of assessment centres in recruitment
Induction, orientation and personal development

Day Three: Performance Management
Using competencies in performance management
The stages of performance management: agreeing objectives, giving feedback, coaching, appraisal
Termly reviews of performance
Links to pay scheme
Introducing a performance management process

Day Four: Talent Management
Talent Strategy and Planning
Developing and Deploying Talent
Retaining Talent
Acquiring Talent
Succession Planning

Day Five: Shaping Behaviour and Managing Culture
Motivation
Extrinsic and Intrinsic Reward
Empowerment and Accountability
Self-Assessment

Continuous Innovation and Process Improvement

Course Content

Day One: Introduction to Continuous Innovation and Process Improvement
How change and learning occur
The competitive and strategic advantages of continuous improvement and innovation
Problem-solving vs. performance-improvement vs. innovation
Innovation and creativity
Sources of change in the external and internal environments
Deming continuous improvement cycle: Plan, Do, Check, Act

Day Two: The Plan stage: Problem analysis and targeted improvement and innovation
Approaches to problem identification and analysis: problem space definition, root-cause analysis, problem tree analysis
Incremental vs. radical change
Value chain analysis and process mapping
Opportunity search and idea generation for innovation
Brainstorming and idea mapping
Lateral thinking and creativity

Day Three: The Do stage: Developing and implementing changes and improvements
Goal setting and prioritization
Deliberate vs. experimental approaches
Formalizing trial and error methods for continuous improvement and innovation
Planning for implementation
Organizing for implementation
Test phases and pilot projects

Day Four: The Check stage: Evaluating initiatives and deciding on project continuation
Progress review structures and processes
Description and reporting of results
After-action review and lessons learned processes
Performance metrics and measurement
Evaluating and comparing results
Maintaining focus on objectives and outcomes

Day Five: The Act stage: Reacting, adjusting, and standardization
Go/no go and resource decisions
Dealing with the unexpected and obstacles
Dealing with extreme failure or success
Standardization and full-scale rollout of improvements and innovations
Setting the example and leading the charge
Motivation and morale in a world of constant and never-ending change

Creativity, Critical Thinking and Problem Solving

Course Content

Day One: Developing critical thinking
Learning how to learn – a critical evaluation of our preferred style of learning
Defining the creative environment
Establishing the right climate
Creative approaches explored
Practical examples and exercises
Overview of principal Tools and Techniques

Day Two: Decision making strategies
Influencing for success – a critical evaluation of our preferred style of influencing
Developing a Stakeholder Analysis – Power versus Influence
Opportunities and Challenges as opposed to problems
Developing a "meetings strategy" to solve problems and make decisions
The steps for effective problem solving and decision making – using several different models
Practical examples and exercises

Day Three: Learning to think creatively
Thinking outside the box – left/right brain thinking
Reasons for poor decisions
Managing the risk
Decision making applied
Review of major learning points
Discussion on any remaining barriers and solutions
Using problem solving strategies to plan for creative and innovative solutions

Day Four: Discover more effective ways in which to communicate
Planning the successful Team – a critical evaluation of our preferred style of team working

The different communication styles and when to use each one
Appreciating the diversity of others communications preferences
Perception and communicating with others
Changing your response to stereotypical perceptions
Developing a strategy for change – implementing critical thinking and problem solving in the real world

Day Five: Developing the plan into action
Defining organisational conflict in terms of how this impacts our problem-solving culture
Applying techniques to resolve conflicts
Developing SMART objectives
Developing a comprehensive Personal Business Plan for implementation over 3, 6 9 and 12 months from today
Giving and receiving constructive critical peer feedback

Customer Service Management

Course Content

Day One: Principles for Delivering World-Class Customer Service
Course overview and learning objectives
How do customers define quality customer service?
What are the benefits of providing world-class customer service?
Breakout session: How to use customer service to increase customer satisfaction and loyalty
Benchmarking exercise: Best and worst rated customer service companies
Creating a positive first impression: What do your customers see and hear?
Creating customer service 'touch points' to enhance the "customer experience"
The WOW Factor: Going the Extra Mile to exceed customer expectations
Case study: The Nordstrom approach to quality customer service

Day Two: Developing Effective Communication and Interpersonal Skills
The power of nonverbal communication
Practical exercise: The Body Language Quiz
How to use body language to build rapport and create a favourable first impression
Understanding the four customer temperament styles
Practical exercise: Determining your temperament style
Developing your active listening skills to enhance communications
Practical exercise: Active Listening Evaluation
Use questioning techniques to identify a customer's expectations and service requirements
Determining your customer's "preferred learning style"

Keys to effective telephone and voicemail communication

Day Three: Principles of Superior Customer Service and Organisational Procedures
Does the 'customer experience' align with your organisation's vision/mission statement?
Identifying internal and external customer expectations
The benefits of teamwork and mutual cooperation
Teambuilding and leadership exercise
Guidelines for customer and organisational confidentiality
Dos and don'ts of written and electronic communication
Empowering employees to better serve their customers
Case study: Scandinavian Airlines customer service programme

Day Four: The Importance of Customer Feedback and Service Recovery
Why is it important to encourage customer complaints and feedback?
Establishing customer service satisfaction measuring and monitoring standards
Best practices for recording and monitoring customer service issues
The supervisor's role in service recovery
The art of giving and receiving constructive feedback
Negotiating win-win outcomes
Managing emotions during stressful situations
Strategies for working with difficult and demanding customers
Practical exercise: Service recovery role-play

Day Five: Leading the Way to Customer Satisfaction and Continuous Improvement
Your attitude makes a difference
Stress management tips for maintaining peak performance
The importance of personal development
Setting SMART goals for continuous customer service improvement
Practical exercise: What is your Action Plan?
End of course review

Decisions, Dynamics and Leadership Styles

Course Content

Day One: Gaining Insights into your Leadership Styles
How Perception influences our leadership style
Understanding our personality
Personality and leadership style
Improving our strengths and managing our weaknesses
Maximizing our interpersonal relationship with others
Removing emotional and mental blind spots

Day Two: Developing Decision Making Skills
Using your left brain and right brain to make decisions
Split brain theory for developing effective problem-solving skills
Developing openness to new ideas in making decisions
Promoting idea mobility in teams
Understanding the creative solving process in individuals and teams
IDEAL problem-solving approach

Day Three: Applying Effective Decision-Making Skills in the Workplace
Encouraging creative problem solving for continuous improvement
Removing blocks to creative problem solving
Convergent versus Divergent Thinking
Divergent Thinking Skills for solving problems
Using SCAMPER techniques to approach problem solving
Applying SCAMPER techniques to make effective decisions

Day Four: Overcoming Mental Blocks to Decision Making
Challenging self-imposed assumptions
Metaphorical thinking
Increasing new ideas
Getting people behind your ideas
Evaluating new ideas
Creative leadership

Day Five: Effective Leadership to Develop Dynamic Problem Solving in the Team
Ensuring alignment with corporate mission
Encouraging self-initiated activity
Endorsing Unofficial activity
Enhancing Serendipity
Importance of appreciating diverse stimuli
Developing a personal action plan

Developing Emotionally Intelligent Management and Leadership Skills

Course Content

Day One: What is Emotional Intelligence
What is Emotional Intelligence Quotient (EQ)
Intrapersonal and Interpersonal skills
Emotional Intelligence in the workplace
Your emotional intelligence style
Emotional Intelligence for Innovative Teamwork

Removing blocks to innovative teamwork through EQ
Developing self-awareness for teamwork

Day Two: Develop your emotional skills
Understanding EQ personal competencies
Recognizing one's emotions and their effects
Accurate self-assessment for personal transformation
Knowing one's strengths and weaknesses
Self-confidence: a strong sense of one's worth and capabilities
Managing ones' internal states, impulses and resources
Developing trustworthiness for corporate transformation

Day Three: Applying your emotional skills
Becoming aware of your emotional expressions
Emotions and decision making
Idea generation and problem solving
Develop your emotional imagination
Getting things done through people
Managing anger at work

Day Four: Emotionally intelligent manager
Building effective teams
Listening openly and sending convincing messages
Negotiating and resolving disagreements
Inspiring and guiding individuals and teams
Instituting and managing change
Nurturing relationships
Creating synergy in teams

Day Five: Leadership strategies
Assessing your leadership style
Accountable Leadership for managing performance
Value-based leadership to manage people
Working with others towards shared goals
From delegation to empowerment
Managing emotional stress

Developing Personal Effectiveness with Positive Skills

Course Content

Day One: Mind Empowerment
What does the word "think" really mean?
The importance of thought before action

Understand the power of your conscious subconscious mind
Realise the power of your imagination
Understanding positive and negative thought patterns
Creating a disciplined character

Day Two: Self-Image Empowerment
Learning to fully understand yourself
Success through raised self-esteem
How your perceived image affects others
The power of determining choices
How you create 'reality' in your mind
How the human brain processes events

Day Three: Attitude Empowerment
Understanding and adapting our attitude to situations
How to maintain a right Attitude?
Learning from positive achievers
Listen to, and read motivational materials
Enjoy the medicine of real laughter
Develop a fresh and new attitude to everything

Day Four: Word and Appreciation Empowerment
The motivational power of words
Improving your positive vocabulary
When you speak you may reveal your thoughts
The psychological needs of man
The importance of gratitude and appreciation
Learn how to express appreciation

Day Five: Motivation Empowerment
What motivates you and others?
What happens when you are personally motivated?
What does motivation achieve?
Why we may lose motivation
Key factors for successful people
How to be action orientated and proactive

Dynamic Governance and Leadership - Building Skills for Success

Course Content

Day 1: Introduction to Governance and Leadership
Understanding governance principles and frameworks
Roles and responsibilities of leaders in governance

Exploring leadership theories and styles

Day 2: Effective Communication and Decision Making
Communication strategies for effective leadership
Active listening and feedback techniques
Decision-making processes and strategies

Day 3: Ethical Leadership and Corporate Social Responsibility
Ethics in leadership and decision-making
Promoting a culture of integrity and accountability
Corporate social responsibility and sustainable leadership

Day 4: Strategic Thinking and Execution
Developing strategic plans and objectives
Aligning organizational goals with strategic planning
Performance measurement and evaluation

Day 5: Change Management and Stakeholder Engagement
Leading through change and uncertainty
Innovation and fostering a culture of creativity
Stakeholder analysis and engagement strategies

Effective Business Decisions Using Data Analysis

Course Content

Day One: Setting the Statistical Scene in Management
Introduction; The quantitative landscape in management
Thinking statistically about applications in management (identifying KPIs)
The integrative elements of data analytics
Data: The raw material of data analytics (types, quality and data preparation)
Exploratory data analysis using excel (pivot tables)
Using summary tables and visual displays to profile sample data

Day Two: Evidence-based Observational Decision Making
Numeric descriptors to profile numeric sample data
Central and non-central location measures
Quantifying dispersion in sample data
Examine the distribution of numeric measures (skewness and bimodal)
Exploring relationships between numeric descriptors
Breakdown analysis of numeric measures

Day Three: Statistical Decision Making – Drawing Inferences from Sample Data

The foundations of statistical inference
Quantifying uncertainty in data – the normal probability distribution
The importance of sampling in inferential analysis
Sampling methods (random-based sampling techniques)
Understanding the sampling distribution concept
Confidence interval estimation

Day Four: Statistical Decision Making – Drawing Inferences from Hypotheses Testing

The rationale of hypotheses testing
The hypothesis testing process and types of errors
Single population tests (tests for a single mean)
Two independent population tests of means
Matched pairs test scenarios
Comparing means across multiple populations

Day Five: Predictive Decision Making - Statistical Modelling and Data Mining

Exploiting statistical relationships to build prediction-based models
Model building using regression analysis
Model building process – the rationale and evaluation of regression models
Data mining overview – its evolution
Descriptive data mining – applications in management
Predictive (goal-directed) data mining – management applications

Effective Business Risk Management Strategies using ISO 31000 Framework

Course Content

Day One: Introduction to risk management and ISO 31000
Introduction to ISO 31000
Defining risk and risk terms
The role of risk management in organisational governance
Outline of ISO 31000
The principles of risk management

Day Two: A framework for managing risk
The role of managers in leading risk management
Best practice in developing an effective risk management culture
Organisational context
Risk management policy

Integration into organisational processes

Day Three: Organisation's appetite for risk
Risk appetite
Risk profile
Risk identification
Risk analysis
Risk evaluation

Day Four: Risk assessment in practice
Risk treatment and control
Risk assessment tools
Managing risk in practice
Monitoring and review of risk management performance
Improvement

Day Five: Risk management in your organisation
National risk issues
Identifying risks in your organisation
Assessing risks
Developing an implementation strategy
Review of the programme

Effective Negotiation, Persuasion and Critical Thinking

Course Content

Day One: Developing Alliances
Characteristics of a strategic alliance – effects of market dominance
Culture and perception – and effects in building alliances
Achieving results in the life cycle of the alliance, through building trust
Personality - strengths and weaknesses in negotiations
Minimising communication blockers to maintain relationships
Development review and action planning

Day Two: Influence and persuasion skills in managing the alliance
Challenges of meetings – group and individual strategies
Positive influence of listening in challenging situations - good and bad news!
Applying rules of influential presentations to maximize impact
Maintaining compatible body language and using logic, credibility and passion
Feedback and action planning

Day Three: Strategy in negotiation skills for partners and allies
Steps in win-win negotiation
The keys to collaborative bargaining in partnering
Leverage: What it is and how to use it?
Negotiation tactics and ploys
Dealing with difficult negotiators and barriers
Ethics in negotiation

Day Four: Higher level negotiation skills for challenging situations
Listening and responding to signals and informal information
Recovering from reversals, errors and challenges
Developing a climate of trust
Higher level conversation techniques
Concentrating action on the needs of alliance partners

Day Five: Maintaining alliances: critical thinking for decision making
Gaining control and using information – formal and informal
Identifying sources and testing assumptions
Framing the problem
Decision making under pressure
Reviewing strategic alliances and building personal action

Effective Office Management

Course Content

Day One: Taking Control of your Work Life
Understanding and clarifying purpose, vision and mission
The secret to working smarter rather than harder
Controlling, prioritising and organising your work
Streamlining your office systems and getting your paperwork under control
Making your office user friendly and efficient

Day Two: Essential Administrative Skills
Harnessing the power of the mind – through Mind Mapping Techniques
Managing larger projects to meet deadlines
Planning skills – using a Gannt chart to chart work progress
Problem solving and decision-making techniques
Decision Making tools

Day Three: Vital Communication Skills
Different styles of communication
Learning to be more assertive
Win-win conflict resolution
Understanding and using body language

Understanding different personality types and how to deal with them

Day Four: Developing as a Professional
Listening skills – seeking to understand before being understood
Creating a professional image
Leadership skills
How to make presentations with confidence and power
Learn the essentials of planning a presentation

Day Five: Self-Empowerment and Self-Management
Understanding stress and learning coping skills
The essential skills of emotional intelligence
Using emotional intelligence at work
Transforming fear and negativity and reactive-ness
Becoming a more proactive, responsible and self-aware person

Effective Organisational Leadership

Course Content

Day One: Understanding the Leadership System and Leadership Development Framework
Characteristics, commonalities, and differences of strategic, operational, and tactical leadership
The relationship of the Leadership System to the Planning and Execution Framework
Influence and motivation in a dynamic and competitive environment
Leadership Development Framework: Understanding and applying action-logics and the stages of leadership development
Relating the leadership development stages to strategic, operational, and tactical leadership

Day Two: Tactical leadership: Front-line leadership to achieve the organization's mission, vision, and goals
Characteristics and requirements of tactical leaders
Expertise and technical competence as the basis of tactical leadership
Leading from the front and setting the example
Coaching and mentoring
Developing others
Supervision, assessment, and feedback

Day Three: Operational leadership: Implementing the strategy by creating winning conditions for tactical leaders
Characteristics and requirements of operational-level leaders
Leading the institution and organization, not just people
Leading departments, divisions, and functions

Cross-departmental leadership, cooperation, and influence
Advising the top leadership
Staff vs. line leadership

Day Four: Strategic leadership: Formulating and communicating vision, mission, objectives, and strategy
Characteristics and requirements of strategic leaders
Strategic leadership of external stakeholders
Strategic leadership of internal stakeholders
When to micromanage
Creating a strategy from the top down

Day Five: Putting it all together: Creating a visionary and strategy-based organization
What is visionary leadership and how does it relate to strategic leadership?
Creating a culture of vision, strategy and initiative, at all levels and throughout the organization
Creating a collaborative vision and strategy

Effective People Skills

Course Content

Day One: The Core Interpersonal Skill
Person-to-person communication
Barriers to effective communication
Non-verbal communication
The Active listening model
Styles of communication
Preparing and delivering great presentations

Day Two: Building Winning Working Relationships
The TRUST Factor
Avoiding the collusion phenomenon
A Change of Heart
Interpersonal Dialogue: Core Principles
Understand the definition and meaning of interpersonal
Harnessing harmful behaviour

Day Three: Understanding Groups and Team Dynamics
High performing teams vs. traditional work group
The three elements of high-performance teams
Understanding the types of teams
The stages of team development
Team member styles

Capitalizing on the team player styles within your team

Day Four: Teamwork and Collaboration
Giving and receiving effective feedback
Dealing with conflict Constructively
Symptoms of conflict situations
Getting to win-win
Understanding team player styles
Fostering and encouraging team creativity

Day Five: Increasing Personal Productivity
Growing your personal power
Achieving emotional excellence inner mastery
Our time and your life
Growing personal productivity
Direction through personal Integrity
Designing a strategic plan for your life and career

Effective Personal Productivity

Course Outline

Understanding personal efficiency
Developing the right attitude
Laying the foundation
The building blocks of a good organizational system (including the 80/20 rule)
Creating the right environment
Setting up your info management centre
Managing information in six easy steps
Prioritizing your tasks with the Eisenhower principle
The Art of Saying 'No', when the situation demands it
Creating routines
Stopping procrastination now (not later)

Effective Self-Management

Course Content

Day One: The Essentials of Self-Integrity
Gaining self-awareness
The mind-body connection
Managing your physical energy
The brain-heart-gut connection

Cultivating good personal habits
Understand your learning style

Day Two: Towards a Better Self-Concept
Understand the life stages of human development
Understand and manage our behaviours
Passive, aggressive, and assertive behaviour
Filters of experience
Basic principles of life
How to revitalise yourself from within

Day Three: Increasing Your Time-Task Productivity
Setting priorities
Time management techniques
Improving decision making
Overcoming decision fatigue
Values-based motivations
Building an internal locus of control

Day Four: Leading with Ease and Competency
Developing empathic attunement
Building trust and a culture of safety
Capitalizing stress in the workplace
Stress defusing techniques
Getting people behind your ideas

Day Five: Achieving Cohesiveness in Self- Management
Highly motivated self-managed team
Achieving high performance with cultural agility
Resolving conflicts effectively
Making impact with appropriate leadership styles
Weapons of influence
Action plan

Effective Time Task and Work Planning

Course Content

Day One: Working and living in a changing world
What do I hope to achieve?
Our fast-changing world
How do we manage this?
What are the implications for others and me?
Balancing life and work

Day Two: Basic time management skills and techniques

How am I using my time? Time logging
Why do I put things off? Procrastination and time wasting
Time Perspective Inventory: How we use time
How our time use affects others
Deciding what to keep, what to eliminate, what to delegate

Day Three: Efficient and effective planning, prioritizing, and coordination
Diagnosing management methods
Pressures on work plans – time, quality, cost
Effective planning and decision-making
Analyzing and managing risk
Contingency planning

Day Four: Advanced techniques to turbocharge performance
"Unscheduling": the key weapon against procrastination
Flow states and the right frame of mind
Doing the right things well
Managing interruptions and crises
Mastering meetings, correspondence, interruptions, travel, and calls

Day Five: Putting it all together in a personal development plan
Work planning practical
Testing your plan
Analyzing your strengths and needs
Creating a development plan
Real wealth equals happiness plus fulfilment plus discretionary time

Emotional Intelligence in Leadership Pinnacle

Course Content

Day One: Understanding Emotional Intelligence
What is emotional intelligence
Developing self-awareness through personality assessment
What should you do less?
What should you do more?
Applying 360° feedback to develop our emotional intelligence

Day Two: Emotional Intelligence for Relationship Building
Your areas of growth as perceived by others
Your leadership strengths as perceived by others
Receiving 360° feedback from the supervisor
How others perceive you when handling change in the workplace

Developing emotionally healthy working relationships

Day Three: Leading With Emotional Intelligence During Crisis
Assertiveness to express feelings
Receiving 360° feedback from subordinates
Confronting problem employees
Leading others during sudden changes
Balancing work and family while under pressure

Day Four: Leading Change with Emotional Intelligence
Improving interpersonal communication
Receiving 360° feedback from peers
Managing stress in times of change
Removing blocks to creativity in times of change
Managing resistance to change with emotional intelligence
Supporting team members in times of change

Day Five: People Building for an Emotionally Intelligent Workplace
What is empowerment
Empowering employees to achieve shared vision
Characteristics of an empowered leader
Motivating employees for success
Developing a personal action plan

Empowering Leadership-Navigating People and Organizational Dynamics

Course Content

Day 1: Organizational Management and Leadership Fundamentals
Introduction to organizational management
The role of a manager in different organizational structures
Leadership styles and their impact on team performance
Developing emotional intelligence and effective communication skills

Day 2: Motivation, Engagement, and Performance
Theories of motivation and their application in the workplace
Employee engagement and its effect on productivity
Setting goals and using feedback to drive performance
Creating a culture of continuous improvement

Day 3: Conflict Resolution and Problem Solving
Identifying and addressing sources of conflict in the workplace
Effective communication techniques for resolving conflicts
Collaborative problem-solving and decision-making strategies

Building trust and promoting cooperation within teams

Day 4: Time Management, Delegation, and Prioritization
Principles of effective time management
Delegation techniques and empowering team members
Prioritizing tasks and managing competing demands
Utilizing project management tools and methodologies

Day 5: Goal Setting, Performance Management, and Change Management
Aligning team goals with organizational objectives
Monitoring and evaluating performance using KPIs
Introduction to change management and its importance in organizations
Implementing change management strategies and overcoming resistance to change

Enterprise Content Management Masterclass

Course Outline

Setting the scene for an Enterprise Content Management (ECM) solution
Elements of Enterprise Content Management
Examining ECM processes
Designing and implementing an ECM system
Information modelling
Developing a classification scheme
Metadata, tagging and keywords
Design and configuration
ECM governance
Information governance
ISO 9001 document control
Information security

Fraud, Theft and Corruption in the Workplace

Course Content

Day One: Introduction – Understanding Fraud, Theft and Corruption
What is Fraud?
What is Theft
What is Corruption
Who does it and why?
Crimes Connected to Fraud

Theft
False Accounting
Bribery
Effects on Business and the Economy
Corruption
Deception
Collusion
Wrap-Up Quiz

Day Two: How Fraud Occurs
Fraud Theft and Corruption in the Workplace
Risk Assessment and Management
Effects this legislation has on business practice
Processes
Compliance
KYC (Know Your Customer)
CDD (Customer Due Diligence)
Reporting
Penalties/Consequences
Offences
Sentences
Non-Compliance
Fines/Penalties
Wrap-Up Quiz

Day Three: Common Factors Creating Corruption Opportunities
16 Factors to look for
Methods frequently used to move money
Internet Banking
Precious metals and Jewels
Hawala Banking
Shell Companies
Examples
Money Laundering and Terrorist Financing (an overview)
What is Money Laundering
Difference to Terrorist Financing
Consequences
Wrap-Up Quiz

Day Four: Fraud in Business
Common Fraud Scenarios
What to do
Anti-Fraud Techniques
Increasing fear of getting caught
Deflating rationalizations
Relieving financial pressure
Anti-Fraud Programme
3 Business areas that effect Fraud

7 Steps to jump start a programme
Review of Types of Fraud and Fraud Tests
Wrap-Up Quiz

Day Five: Effecting Change
Managing changes within the company
Leading from the top
Raising awareness
Resistance- What you want
Recognising the cost
External Influences
Developing resistance
Future
Summary of Key Points
Wrap-Up Quiz
Questions

Goal Setting, Planning and Decision Making

Course Content

Day One: Current Status of Setting Goals, Planning and Decision Making
Course purpose, goals and objectives
Overview and context of organizational change and the impact on goals, planning and
Decision making
Understanding of the current status of the organization, team and personal work
Review of management processes and skill areas
Using a planning process to set goals and get work started

Day Two: Importance of Goal Setting and Planning Management
Integrating goals, scope, work structure and management planning
Identifying initial resource requirements
Identifying risk techniques that affect work assignments, priorities and deadlines
Communication that responds to: who, what where, when, how, why
Understanding the importance of quality planning in work assignments

Day Three: Setting Priorities and Making Decisions in the Planning Process
Using planning to ensure task priorities are established
Planning for time management, scheduling and meeting deadlines
Improving communications and listening skills

Planning for delegation responsibility and authority
Techniques for making good decisions

Day Four: Working with Your Team
Identifying skills required to obtain the help of others
The importance of group skills to achieve team success
The importance of interpersonal skills in making personal and team decisions
Empowering the team through delegation and decision making
The importance of effective communication in team relations

Day Five: Developing Personal and Team Change Action Plans
Innovation and improvement for personal and team change
Identification of change processes and human change
Techniques to set personal and team change goals
Dealing with people who do not want change
Developing an action plan for personal and team change

High Impact Business Communication

Course Content

Day One: Improving Business Communication and What Makes an Effective Report
Barriers and pitfalls of business communication
Differences between written and spoken communication and their implications
Characteristics of an effective report
Understanding the readers' needs
Report layout and design for clarity and impact
Structure - the macrostructure and the microstructure

Day Two: Readability, Writing Style and the Writing Process
Sentences, paragraphs and readability
Generating ideas – Mind mapping and brain storming
Sources of information and research techniques
Selecting and structuring the content – logical sequencing
Proofreading, grammar and punctuation
Tables, diagrams, figures and graphs

Day Three: E-mails, Letters and Other Business Writing/What Makes an Effective Presentation
Managing e-mails to be noticed
Writing effective business letters
Writing professional agendas and minutes
Writing instructions and guidelines

Characteristics of effective presentations
Preparing a persuasive business presentation

Day Four: Presentation Skills
The pillars of effective presentations
Setting and meeting objectives
Meeting the audience's needs
Structuring the presentation and making a case
Positive body language
Using visuals effectively

Day Five: Making a Case and Influencing Skills
Choosing words for maximum impact
Handling questions from your audience
Team presentations to convince critics
Supporting presentations with written documentation
Making a persuasive business case
Influencing Skills and getting support

Improving Productivity and Employee Engagement through Effective Front-Line Leadership

Course Content

Day One: Employee Engagement and Business Success
What is employment engagement? A model for practice
The business case for engagement. How employee engagement impacts business success
Do you know how engaged your people are right now? Analysis and Measurement
The impact of front-line leadership on Engagement, Productivity and Commitment - Current research and implications
What do engaging leaders actually do? Dimension of front-line managerial Leadership
What style of leadership does my role demand? How does this contribute or inhibit engagement?

Day Two: "Front Line Leadership" to capture "Hearts and Minds"
How good are your front-line skills that build engagement? - review and application
Personality and management/leadership style - psychometric assessment and review

Authentic leadership to inspire your people to exceed performance expectations
The shadow of the leader - impact and influence
Emotional Intelligence and its role in Engagement - steps to better performance
Creating the inspirational vision - the key elements of alignment

Day Three: Aligning Performance to Create Trust and Engagement
The power of collective wisdom
Team purpose - Performance Management, KPIs and MBOs
The importance of behaviours - building a team charter
Building meaning for employees - The case for continuous improvement
How productive am I? How productive is my team? Performance audits, reviews and implications
Evaluating potential and performance - The Grid for Talent Management review implications actions

Day Four: Harnessing Potential to Create Engagement: Motivation, Commitment and Competence
Task and Job Allocation - right player right position
Improving Team Dynamics - Identifying Both Positive and Negative Group Behaviour Roles
Successful Delegation - the achieving results through the efforts of others
Motivating your People - core skills and practical steps
Enhancing productivity and alignment by balancing positive and negative interactions
Dealing with Poor Performance - Coaching for team and individual performance issues

Day Five: Creating a Culture of Engagement through Generous "Front-Line" Leadership
Core essential for generous front-line leadership
The front tine leadership challenge - Creating a culture of connection
Action planning against the Employee engagement model
When engagement goes too far - pitfalls of an overdone strength
Balancing pressure with performance
Review of week and closure

Innovative Leadership Competencies

Course Content

Day One: The Leader's Personality Profile
Essential people skills for Effective Leadership
Intrapersonal and Interpersonal skills for the Innovative Leader

Personality profiling
Your preferred behavioural style
Explore your behavioural tendencies
Understanding the model for Innovative Leadership
Removing emotional blind spots
Appropriate self-disclosure

Day Two: Leading Others Effectively
Understanding the Personality Profiles
The Introverted Neutral and Analytical Perfectionist
The Extraverted Relational and Decisive Exhorter
People-Oriented Helper
Task-oriented Implementer
Optimizing the leader's natural strengths
Individual transformation for self-development
Corporate transformation through innovative leadership

Day Three: Essential Competencies for the Innovative Leader
Effective skills for understanding others
Developing competencies for effective leadership
Resilience for sacrificial leadership
Intentionality for self-motivation
Creativity for Innovative Leadership
Interpersonal Connections for persuasive leadership
Constructive Discontent
Integrity and Compassion for Accountable Leadership

Day Four: Enhancing Creative Thinking Skills for the Innovative Leader
Developing Illumination and Verification
Divergent Thinking Skills openness to innovative ideas
Creativity and Perception
Removing blocks to creativity
Understanding the creative process
Preparation, Incubation, for Innovative Leadership
Metaphors and analogies for innovative thinking

Day Five: Implementing Innovative Leadership for Managing Performance in the Workplace
Applying teamwork for innovation in the workplace
Creative Problem-Solving techniques
Cultivating a creative workplace
Harnessing creativity in subordinates through aligned leadership
Establishing criteria for implementing innovative ideas
Advocacy skills to implement innovative ideas in the workplace
Leadership for Performance Management

Interpersonal Communication Skills

Course Outline

* *Effective Communication*
Introduction to Communication
Elements of Effective Communication
Qualities of Effective Communicators
The Communication Process
Communication Beyond Words
Sources of Miscommunication: Barriers
Overcoming Communication Barriers

* *Communication Across Cultures*
Improving Cross-Cultural Communication: Guidelines
Managing Perceptions and Biases
Understanding Communication Styles
The Cross-Cultural Communication Skill Set
Communicating within Multi-Cultural Teams
Universal Laws of Persuasion: Process

* *Active Listening*
Hearing versus Listening
Mastering Active Listening
Asking the Right Questions
Five Probing Techniques
Pitfalls of Leading Questions

* *Communication Behaviour and Conflict Management*
Passive, Aggressive and Assertive Behaviour
Verbal and Non-Verbal Elements of Communication
Understanding Conflict: Sources
Conflict Management Styles
Mastering Conflict Management Skills
Learning to Say No

* *Constructive Feedback and Criticism*
The Value of Feedback
Positive and Negative Feedback
Giving Constructive Criticism
Dealing with Negative Criticism

Introduction to Business Process Improvement

Course Outline

Building the Business Process Improvement (BPI) Framework
* Defining BPI
Business process improvement vs. re-engineering
Driving innovation with BPI
Benchmarking your personal BPI skills
* Uncovering BPI challenges
The evolution of process improvement
Defining a business process with the Business Process Improvement
Framework (BPIF)

Evaluating the Organization
* Analyzing the organizational mission and vision
Pinpointing influences on the business
MOST
Five forces
PESTLE
SWOT
* Developing a communication plan
Identifying key stakeholder's needs
Defining the phases of communication

Outlining the Current Process
* Creating a Process Inventory
Defining different documentation methods
Determining Business Rules
Applying process prioritization techniques
* Enhancing your modelling skills
Evaluating modelling techniques and key principles
Modelling a cross-functional activity diagram
* Designing appropriate measurements
Linking business drivers to measurements
Identifying Key Performance Indicators (KPIs)

Analyzing and Improving the Process
* Relating process measures to business drivers
Analyzing process performance
Recognizing the causes of poor process performance
Time
Cost
Quality
Satisfaction
* Leveraging problem analysis criteria
People
Technology
Business rules

Materials
Investigating root cause using problem mapping tools
Relating root cause analysis to a business process

Modelling the "To-Be" Solution
* Designing appropriate success criteria
Optimizing vs. enhancing your business process
Focusing on customer needs
Determining value and uniqueness
Dissecting the "To-Be" process
* Assessing process performance
Deriving KPIs from business drivers
Developing a KPI dashboard
Creating an assessment plan for your own process

Managing and Implementing Change
* Maximizing stakeholder buy-in
Targeting key stakeholders
Identifying stakeholder communication styles
Differentiating approach based on project phase
* Driving change in organizations
Determining barriers to change
Identifying positive and negative forces for change
Developing and applying a force field analysis approach
* Facilitating acceptance in your organization
Determining organizational necessities
Communicating the innovation effectively
Preparing the implementation plan

Integrating BPI into Your Organization
* Implementing continuous improvement
Recognizing the history of continuous improvement
Shadow pyramid
Six Sigma
TQM
Deploying SCARF to empower stakeholders
* Creating a Business Process Improvement Centre (BPIC)
Leveraging the BPIC to support stakeholders, business strategy, and
knowledge capture
Applying the BPI framework using the BPIC
Promoting a structured approach to BPI
* Focusing on feedback and measurement
Appraising BPI processes in organizations
Prioritizing changes using the Ease/Impact matrix
Detailing the BPI implementation plan

Key Performance Indicators and Optimisation

Course Content

Day One: Understanding the current situation and the need for change
The need for performance measurement
Current methods of measurement and common failings
Linking Strategy to Action
Defining Critical Success Factors
Excel: Scorecard and Dashboard chart types and variations
Discussion of specific performance metrics – financial perspective

Day Two: Driving the Mission statement/aims into the organisation through Success Factors
The organisational perspectives
Characteristics of Key Performance Indicators
Foundations for successful management: The Best Practice Model
Performance indicators, KPIs, results indicators, KRIs
Excel: Textual dashboards and in-cell charts
Discussion of specific performance metrics – process perspective

Day Three: Planning to implement performance measurement
How to develop and standardise Performance Metrics
The 6-phase model for implementing a successful Performance Measurement System:
Implementation Phase 1: Gaining management commitment and selecting a winning team
Implementation Phase 2: Planning for success
Excel: Working with dynamic data
Discussion of specific performance metrics – client perspective

Day Four: Developing and Implementing Success Factors and Performance Measurements
Identifying and managing human factors in performance measurement
Implementation Phase 3: Clarifying the success factors and measurements
Implementation Phase 4: Implementing the system company-wide
Implementation Phase 5: Finalising the metrics and developing a reporting structure
Excel: Putting together Dashboards and Scorecards
Discussion of specific performance metrics – learning and growth perspective

Day Five: Post Implementation: Maintenance and Embedding the Performance Measurement System
Implementation Phase 6: Maintenance and embedding the system

Implementation lessons
Individual plans, presentations and commitment to action
Excel: Advanced features and skills for Dashboards and Scorecards
Review and wrap up

Knowledge Management

Course Content

Day One: What is meant by Knowledge Management, Empowerment and by Engagement?
Definition of a learning organisation, people, teams, organisation
Understanding competitive advantage, productivity and profit
Characteristics of engaged employees and of disengaged employees
Characteristics of empowered employees and un-empowered employees
Motivation – Intrinsic and extrinsic

Day Two: Techniques for Engaging Employees
Informal participative decision-making programmes
Job enrichment
Self-managed work teams
Informal and formal consultation processes
Enterprise Social Networking, Blogs Multimedia

Day Three: The Role of the Supervisor and Team Leader in Knowledge
Management
Getting the "Quid pro Quo" – initiative vs. reciprocation
The Interpersonal skills involved – listening, communicating, assertiveness and influence
The responsibility for people
Delegation
Recognition for efforts to share knowledge

Day Four: Empowered Performance Reviews
Making Knowledge Management a part of performance management
Motivating through feedback
The importance of praise and how to make it more effective
Coaching
Providing genuine development, continuous learning

Day Five: Handling Change, Networking and Systems
The change curve
Upwards management
Involving suppliers and contractors, supply chain
People to people business
Return to social networking

Knowledge Management for the Oil and Gas Industry

Course Content

Day One: The Context and Business Need for Quality People
Introduction and program objectives
The financial case for knowledge management – people focused
Strategy needed and a focus on the long term
Case study – group work and feedback video
Is money the only motivator for high performing people?
Good people are at different levels in the organisation – discussion and case study

Day Two: Processes that Need to be Improved
Significant improvements in recruitment
Techniques to attract high performers – group work
Knowledge management in action
How to upgrade Performance appraisal
Are your processes supportive of your strategy?

Day Three: Differentiation – What it can do for your Organisation?
The principle of differentiation – its benefits to the organisation
Different performance levels in the organisation – the cost of poor performers
Why do high performers leave –we know the answer
The model of differentiation – how the organisation can significantly save money and be more efficient – group exercise
Motivation – what works now?
Methods of finding key motivators – from questionnaires to briefings

Day Four: Planning for the Future – How to Identify Potential?
Appraisal is not a good tool for finding potential –discussion
Use of profiling – demonstration and discussion
The new role of testing – new tools and new results – examples
The need for assessment centres – demonstration
Who is the best person to identify potential?
Strategy needed for fast tracking

Day Five: Succession Planning and Talent Rotation
New advances in succession planning
Who needs a succession plan – case study
Approaches you can adopt for your planning
The role of Head Hunters

Using our data –how to calculate how many people you need to be at maximum efficiency in any department –group exercise
Program review

Leadership and Decision Making in Crisis and Emergency Situations

Course Content

Day One: Psychology and Dynamics of Crises and Emergencies
The nature of crises and emergencies
Individual psychology under crisis and emergency conditions
Collective psychology under crisis and emergency conditions
Evolution and dynamics of crises and emergencies
Crises and emergencies don't just work 8-hour days
Tasks of leaders before, during, and after a crisis or emergency

Day Two: Rational Decision-Making in Crises and Emergencies
Instinct, intuition, and reason
Rational decision-making processes
Individual and collective decision-making
Delegation through mission-based leadership
Nested hierarchical planning and operations

Day Three: Leading Teams and Organizations
Organizational and public responsibilities of leaders in crises and emergencies
Crisis/emergency management organization
Creating effective and efficient teams through rapid teambuilding
Creating effective and efficient interagency cooperation and collaboration
Organizational and team dynamics: morale, cohesion, mood, and unity of purpose
Principles of operational command and leadership

Day Four: Solving the Problem: Managing the Crisis or Emergency
Seeking cause and effect to solve the problem, not to attribute blame or responsibility
Creating and running a crisis/emergency command centre
Elements of risk management: prevention, response, containment, and recovery
Principles of business continuity and crisis operations
Information gathering and situational awareness
Operational rhythm, routines, and information management

Day Five: Ethical Factors in Crisis and Emergency Leadership
Caring for subordinates and their families
The leader's self-care
Responsibilities to authorities, the public and/or victims
Managing and leveraging the media
After-action review and lessons learned processes
Preparing for the next crisis or emergency

Leadership and Management Skills for New Managers and Supervisors

Course Content

Day One: Leadership Skills Required of a New Manager/Supervisor
Identification of management and supervisory leadership skills
Challenges supervisors face in dynamic, changing organisations
Identifying the life cycle of organisations
The role of leadership in today's successful organisations
Understanding the role of strategic management in leadership
The importance in leadership of a customer focus

Day Two: Importance of Goal Setting and Planning Management for a Manager/Supervisor
Developing goals and objectives that align with the company business plan
Developing a concept of planning based on standardised principles
Identifying the role of stakeholders in effective planning
Using a planning process to set planning goals and get work started
Integrating initiating objectives, scope, work structure and management planning

Day Three: Time Management and Communication as Effective Disciplines for New Managers/Supervisors
Determining how a person's style of work affects time management
Using a process to identify time issues and solutions to the issues
Learning how empowerment is used in time management
Importance of leadership and communication methods
Learning the impact of verbal and non-verbal communication
Developing an active listening communication style

Day Four: How New Managers/Supervisors Build Effective Interpersonal Interactions
Characteristics of interpersonal interaction for individuals
Identification of the personal interaction styles
Individual strengths and challenges of interpersonal interaction styles
Successful interpersonal interaction develops trust

Stages of team development and the supervisor's role in each
Understanding how people work better using varied interaction types

Day Five: Developing Personal and Work Group Improvement Plans
Encouraging innovation and improvement as a supervisor
Understanding interpersonal work group dynamics
Identification of change processes and human change
Dealing with people who do not want change
Developing an action plan for personal and work group improvement

Leadership and Management Skills for Supervisors

Course Content

Day One: Leadership
The history of leadership
The difference between leadership and management
How leadership drives performance
The leadership cycle: daily, weekly, monthly, …
Leadership toolbox: the key leadership and management skills
Personal leadership inventory

Day Two: Leadership Purpose
Vision and mission
Purpose and potential
Presentation skills and personal impact
Mindset and resilience
How to create alignment: personal, team and business goals
Connecting with customers (internal and external)

Day Three: Team Power
Mindset and motivation
Limiting beliefs and other brakes on performance
Emotional intelligence and influence
Teamwork and trust
Deep listening
Reflection and learning

Day Four: Team Performance
Effective delegation
Coaching for performance: theory
Coaching for performance: practice
Team coaching
Mission control: managing people and projects

Time management and profit

Day Five: Managing People and Change
Theories of change: why we find change hard / how to make it easy
Giving and receiving feedback
Difficult conversations and conflict
Working relationships (managing up and down)
Leadership and management skills: summary
Personal development plans

Leadership and Strategic Impact

Course Content

Day One: Strategic Challenges faced by Leaders
What is strategy? Are corporate strategy and competitive strategy different?
The problems of strategic planning
Popular strategy tools - understanding their limits
Understanding the business environment
How do we measure success?
Strategic thinking methods and tools

Day Two: New Approaches to Strategy Development
Competitive strategy
Resource-based strategy
Blue Ocean strategy
Disruptive strategy
Emergent strategy
What approach should be used?

Day Three: Strategic Leaders: Influence and communication
Setting Corporate Direction: Mission, Vision and Values
Strategic analysis
Strategy formulation – choices and risks
Developing a strategic plan
Define strategic objectives, measures and targets
Strategy Maps – behaviours and outputs

Day Four: What you measure is what you get
Use Balanced Scorecard to improve management and business processes
Reporting: dashboards and traffic lights
Develop operational plans: Budgets and financial accounts
Matching outcomes to resources
Gather and analyse operational data
Use data to review and strengthen strategies

Day Five: Personal challenge - Plan to Act
Review your organisation's mission, vision and values
Analyse your business's Strengths, Weaknesses, Opportunities and Threats
Recommend a strategy for your business
Elements of a business plan for your business
The planning process: improvement?
How to gain a commitment to action

Leadership and Strategic Thinking in the Oil and Gas Industry

Course Content

Day One: Leadership in the Oil and Gas context
What do we mean by leadership in the Oil and Gas industry
The differences between leadership and management
Turning leadership theory into practical leadership
Leadership styles
Case study review

Day Two: The Oil and Gas industry – challenges and opportunities
The nature of the Oil and Gas industry
Who are the key players?
Strategic challenges and opportunities facing the industry
Structures and business models
Case study review

Day Three: Strategic thinking in the Oil and Gas industry context
Importance of strategy
Differences between Oil and Gas strategy and operations
Critical thinking and problem-solving frameworks
Developing a strategic plan
Monitoring strategic performance
Case study review

Day Four: Contributing to an analysis of strategic risk
What is strategic risk?
Why is it important?
Understanding the risk management process
Application of the risk management process at the strategic level
How to improve your strategic risk management regime

Day Five: Oil and Gas leadership and strategic thinking workshop
Strategic leadership for team development

Innovative Leadership skills
Case study application
Key learnings and course summary

Leadership and Team Development for Managerial Success

Course Content

Day One: Leadership Principles
Principles of effective leadership
Appreciate own leadership strengths and limitations
Types of leadership styles: controlling and empowering styles
Flexibility in leadership behaviour
Imparting values to followers
The difference between Leadership and Management

Day Two: Leadership Roles and Practices
Important roles of a leader
Taking responsibility
Setting a clear vision
Developing goals and objectives
Motivating employees
Building morale to achieve goals

Day Three: Productive Leadership through Self-Mastery
What is self-mastery
Your Interpersonal Interaction Style
Techniques to manage your emotions
Taking control of your time
Setting priorities for productivity

Day Four: Building High Performing Team
Characteristics of high performing teams
Creating high performance teams
Stages of team development
How to achieve team cohesiveness
Identifying members' developmental needs
Setting performance expectations

Day Five: Empowering others to succeed
What does an empowering leader do?
Tips for empowering employees
How to delegate successfully
Strategies to become an empowering leader

Empowering other leaders
Empowerment in conflict management
Developing an action plan

Leadership Excellence in Handling Pressure and Stress

Course Content

Day One: Personal Leadership Skills for Handling Pressure and Stress
Stress and its effects on the body, mind and spirit
Holistic response to stress
Relationship between mind and body
Personality styles and response to stress
Understanding Introvert and Extravert responses to stress
Turning stressful challenges into opportunities

Day Two: Enhancing Communication Skills in Times of Stress
Passive and aggressive responses
Assertive communication during stressful times
Managing conflicts during times of stress
Giving and receiving criticisms during stressful moments
Resolving conflicts constructively during times of pressure
Creative solutions in times of stress

Day Three: Leading with Confidence during Challenging Times
Coping with sudden change
Leading others during sudden changes
Recognizing the symptoms of short term and long-term effects of stress
Motivating yourself and others under pressure
Building confidence during stressful times
Leading others with confidence

Day Four: Improving Leadership Effectiveness in Managing Crisis
Crisis management skills
Recognizing opportunities for change in a crisis
Helping the team look for creative opportunities
Practicing creative leadership in facing a crisis
Removing blocks to creative solutions in a crisis
Creative leadership effectiveness

Day Five: Developing and Training Your Team to Handle Pressure, Stress and Crisis
Training and developing employees to handle stress and pressure
Stress handling techniques for you and your employees

Helping the team to see the positive side of change in the workplace
Implementing creative problem-solving skills for your team when facing crisis
Enhancing team effectiveness during stress
Developing a personal action plan

Leadership, Creativity and Peak Performance

Course Content

Day One: Creating Vision Impact
The leader as a Visionary
The Power of Creative Vision
The Leader's Influence on Culture
How a leader facilitates the path to a Culture
Implementing a Leadership Communication approach
Models of best run Visionary Companies

Day Two: Developing Inner Leadership Strength
Guide to knowing your leadership strengths
How Leaders use their Emotional Intelligence
Understanding the Leaders base of Power
Understanding your inner spiritual dynamic
Leaders Influence on people
Managing your body and mind effectively

Day Three: How a Leader Develops and Motivates His People
Secrets to involve others
Best Practices of effective Mentors and Coaches
The Motivating Leader
How to motivate yourself and others
Understanding the major types of motivation
How a leader Creates an environment for self-motivation

Day Four: How a Leader Maximises Resources more effectively
Best Practices to effectively delegate
The benefits of delegation
The barriers to delegation
Establishing peak performance goal setting strategies
Creating the climate for empowerment
How to use time management, planning and prioritizing

Day Five: How a Leader Builds a Peak Performance Culture
The Leader as a Creative Thinker

Building a Culture of Innovation and new ideas
Characteristics of a high performing leader
Putting Best Practices into Practice
How to be proactive in your relationships
Guide to Building a Personal Leadership Plan

Leadership, Influence and Trust

Course Content

Day One: Leadership Development and Influence
The challenge of personal leadership development
Leadership roles that maximize potential
Developing dynamic interpersonal relationship skills
Discover the strategy of personal self-coaching
Knowing the people influence factor
Paradigms that Guide Thinking

Day Two: The Great Inner Leadership Discovery
Leadership from Within
Self-Reflection and self esteem
Understand how you Think
The Character of a Leader
Real Leaders are emotionally intelligent
Balance in mind, body and spirit

Day Three: The Flexible, Resilient Change Leader
Making the change transition
Responses to Change
How to be resilient during change times
Environmental change agents
Change and Leadership Paradigms
The Human Side of Change

Day Four: Trust or Rust Leadership
What is Trust Leadership?
The Benefits of a High Trust Environment
Restoring breached trust
Building Capacity for Trust
Personal Influence and Political Savvy
Negotiating Agreement

Day Five: Creating a Winning Leadership Environment
Mind and action focus
Developing the Win-Win Solution
Tips on improving performance

Leadership knowledge check
Essential leadership qualities
Action steps to take

Leadership, Innovation and Enterprise Skills

Course Content

Day One: Successful Leadership Styles
Inspirational leadership
Power of Influence
Understanding and developing others
Proactive Leadership
Delegation as a leadership style
Motivational leadership

Day Two: Driving Radical Innovation
Lateral thinking
Share your thinking, purpose and direction
Systemic innovation
Unleashing the power of the mind
Cultivating creativity
Managing change creatively; implementing innovation

Day Three: Entrepreneurial Leadership
Optimizing your personal leadership strengths
Becoming an environmental change agent
Developing personal empowerment
Using transformational vocabulary
Maximizing essential communication principles
Understanding the major levels of communication

Day Four: Accountable Communication
What is accountability
Improving personal credibility
Leading with integrity
Sharpen your communication skills
Listening with the heart
Inspiring and guiding the team

Day Five: Developing Emotionally Intelligent Organizations
Building bonds, cooperation and team building
Forging emotionally intelligent teams
Resolving conflicts using emotional intelligence

Communicate your vision
Organizational awareness
Leading emotionally intelligent organizations

Leadership, Vision and Organisational Reality

Course Content

Day One: Strategic Thinking and The Power of Visionary Leadership
Management vs Leadership
Critical Leadership Competencies for 21st Century Managers
Strategic vs. Operational Thinking
Purpose, Mission and Vision
The Power of Strategic Vision
Painting a Picture of the Future – The Power of Graphical Vision
Stabilising Vision
Communicating Vision to the Vision Community

Day Two: Developing Leadership Power - Exploring Personal Purpose and Passion
Developing the Leader's Personal Life Map
Exploring the journey to Life to Reclaim Personal Power
Keys to Personal Leadership Enthusiasm
Understanding the Dynamics of Balance as a key to Resilient Leadership
The Power of Personal Goals and Vision
The Leadership Zone of Empowerment
Eliciting and Clarifying Personal Values
Optimal Time Management – A Crucial Leadership Skill

Day Three: Combining Management Skills and Leadership Competencies
The History of Management and Leadership
Leadership and Management in the Industrial Age – Production and thus the Manager were King
The Paradox of Leadership and Management in the Information Age – The Customer and thus the Staff are King
Delivering Customer Value – The Management Focus
Staff Contribution Contracts
Staff Empowerment
The Power of Systems
Ensuring Staff Capability

Day Four: Motivating, Rewarding and Leading Teams
Why Do People Behave as They Do?
Powerful Keys to Motivation

Understanding Passion
Rapport Mastery
Deep Needs and Fears
The Dynamics of Balance
Inspiring Enthusiasm
Managing and Leading – Style Flexibility

Day Five: Leadership in Action - Maximising Interpersonal Communications
The Power of Communication
The Five Keys to Effective Leadership Communication
Effective Meetings and Presentations – Every Time
Managing Change and Resolving Workplace Conflicts
How to Optimise the Leadership Environment
Taking Command as a Leader
How to Present Data and Information
Removing the Blocks to Communicating with your Staff

Leading with Confidence

Course Content

Day One: Creating a Confident and Credible Image
Where does self-confidence come from
The comfort zone and its impact on business success
Banishing the fear of speaking in public
Self-perception and its impact on confidence
How being confident can help you raise your profile
Body language and its impact on credibility

Day Two: Confident Communication to Groups
How to run efficient and effective meetings
How to prepare for and structure a business presentation
How to get over the nerves of giving a business presentation
Dealing with questions from senior leaders
How to sell yourself and your organization and your ideas
Building rapport in business presentations

Day Three: Confident Communicating to Get Results
The power of using stories to get messages across
Using analogies effectively
Using evidence to win people over to your way of thinking
Increasing your personal power and charisma
When to be strong and when to play weak
Inclusive/exclusive language and its effect on people

Day Four: Communicating Passion

The importance of passion
Developing courage and confidence in conflict situations
Beating your comfort zone and taking more risks
Using our full range of communication
Powerful closes that move people to action
Become a magnetic personality

Day Five: Enhancing your Profile Within the Business
How to conduct yourself to senior people
How to sell change to people who don't want to change
How to sell unpopular policies to team
How to make yourself memorable
Be a radiator, not a drain
The speaking challenge

Management Excellence Masterclass

Course Content

Day One: Managing in the 21st Century
Understanding the current working environment
Personal style in managing
Management and leadership
Identifying core purpose and priorities
Planning and organising
New trends and developments in management, leadership and organisations

Day Two: Developing Excellence in Teams
Team goals and the importance of teamwork
Working groups. teams and high-performance teams
Defining critical team roles and responsibilities
Innovative problem solving and effective decision making
Tools and techniques for team development
Virtual and remote teams

Day Three: Performance Excellence
Understanding and influencing the factors that affect performance
Creating clear goals and objectives
The importance of how you do it as well as what you do
Giving and receiving feedback
Recognising and using motivational factors at work
Building on strengths or eliminating weaknesses

Day Four: Excellence in Communication
The importance of clarity and effective communication
Identifying personal style

Developing style flexibility to handle different situations and people
Handling difficult and conflict situations
Dealing with cross cultural differences
Using email and telephone communication to maximum effect

Day Five: Strategic Excellence
Stakeholders and networks – how influence is applied
Strategic thinking and environmental scanning to say ahead
Understanding and managing change
Taking charge of your own development
Action planning

Management Reporting and Decision Making

Course Content

Day One: The Decision-Making Process and Skills
Programme introduction and objectives
The management decision process
Creative thinking and problem solving
Forms and forums for decision making
Synergy and group think in decision making
De Bono's 'Thinking Hats' and the decision-making process

Day Two: Managing Information/ Writing Reports and Proposals
Information management – what decision makers need
Principles of information management – filtering, scheduling and condensing
Sources and types of information – quantitative and qualitative
Features of effective reports and proposals
The writing process – using time efficiently
Clarifying objectives and decision makers needs
Determining relevance – what to put in and what to leave out
Structuring a report
Developing logical sequencing
Use of appendices, tables, diagrams and figures

Day Three: Writing Reports and Proposals (cont.)/Making Presentations for Decision Making
Improving readability and fog factor analysis
Sentence and paragraph structure
Grammar and punctuation
Getting the best from spell and grammar checks
Proofreading
Principles of effective presentations
Handling nerves and using notes

Content and structure

Day Four: Making Presentation for Decision Making (Cont.)
Body language and voice
Using visual aids and stage management
Designing effective and impactful slides with PowerPoint
Choosing words with impact – using rhetorical devices
Making team presentations
Participants' presentations and feedback session (1)

Day Five: Committee Reporting and Decision Making
Participants' presentations and feedback session (2)
Questioning and question handling skills
Building support for ideas
Influencing skills and 'political' dimensions
Implementing and monitoring decisions
Programme review

Managerial Leadership

Course Content

Day One: Preparing to Be a Leader
The power of effective personal goal setting
Raising your personal standards
Evaluating your present beliefs
Directing your brain for optimum results
Harnessing the impact of your values
Designing your destiny

Day Two: The Power of Motivation in a Healthy Culture
Harnessing the power of shared vision
Building an atmosphere of trust
Creating support for honest, open communication
The critical impact of mutual respect
Motivation by understanding and meeting human needs
Gaining the benefits of Maslow's hierarchy of needs

Day Three: Situational Leadership
New concepts in managerial leadership
Critical skills for effective leadership
The various roles a leader must carry out
Choosing the appropriate style of leadership
Effective decision making and problem solving
Productive methods for performance improvement

Day Four: Managerial Skills Development
Building effective teams
Dealing appropriately with conflict
Managing the process of change
Overcoming the challenges of meetings
Handling stress appropriately
Managing work relationships

Day Five: Achieving Excellence
Attributes of excellent companies
Understanding the McKinsey 7 S framework
Developing a bias for action
Unleashing organizational creativity
The practice of knowledge management
Breaking down the barriers to excellence

Managing and Leading in a Multi-Cultural Workplace

Course Content

Day One: The Meaning of Culture
Our world today - the importance of demographics
What is culture?
Dimensions of culture
Hofstede's five value dimensions
Understanding globalisation
Workplace and organisational culture

Day Two: The Psychology of Culture
Understanding personality
Stereotypes and stereotyping
Motivation and culture
Multi-cultural communication
Body-language and culture
Multi-cultural negotiation

Day Three: Leadership and Management
Theories of leadership and management
Transformational and transactional management
Developing a global mindset
Culture and strategy
Managing in multi-national companies
Multi-cultural teams and teamwork

Day Four: Managing diverse employees in a multi-cultural workplace
The business case for cultural diversity
Managerial roles in diversity
Discovering cultural advantage
Diversity and teams
Nationalisation programmes
Providing feedback and performance appraisal in a multi-cultural workplace

Day Five: Current issues in international business
International assignments and global career development
Culture shock and global working
International Human Resource issues
Culture and decision-making
Personal action planning

Managing Multiple Tasks, Priorities and Deadlines

Course Content

Day One: Introduction of Work Task Concepts
Understanding the role of self-management in managing tasks
Overview and context of task management
Identifying reasons for the current focus in business on managing tasks
Understanding how work is accomplished in organizations
Identifying the role of strategic management in leadership of tasks
Understanding the role of organization type in task management

Day Two: Importance of Planning in Management of Tasks
Clarifying goals, objectives, assumptions and constraints in work
Integrating a scope, work structure and management plan in assignments
Learning to identify and manage stakeholders
Identifying risk techniques that affect tasks, priorities and deadlines
Understanding how to develop clarity in purpose and objectives in task assignments
Identifying the skills necessary to lead and manage work tasks

Day Three: Setting Priorities and Deadlines in our Time Management
Using the manner we approach work as an initial time management plan
Planning for time management, scheduling and meeting deadlines
Integrating time management into development of priorities
Making the most from meetings, e-mails, interruptions and transition time
Developing a personal plan, with a 'to do' list and priorities
Dealing with time wasters, procrastination and bosses

Day Four: Skills Required to Deal with People in our Work Assignments
Identifying skills required to obtain the help of others on tasks
The importance of understanding our ways of working with others
The importance of interpersonal skill in accomplishment of tasks
Identifying interpersonal work styles of self and other
Understanding task flexibility and versatility in people leadership
Learning how to work better with others to have productive work

Day Five: Personally Managing Tasks to Implement Change
Learning techniques to use communication for success in tasks
Understand the characteristics of proper communication
Identifying methods to deal with human change patterns
Developing a personal plan to become more effective with self-management
Dealing with some people who struggle with change
Practicing techniques to help colleagues with change

Marine Pollution and Management

Course Content

Day One: Marine Pollution
Marine pollution definition: types and environmental impacts
Oil pollution and impact of oil spill
Heavy metals: dangers and hazards
Wastes: solid garbage and liquid sewage
Pollution risks from ships: incidents and assessment
Economic losses from marine pollution

Day Two: Ballast Water and Other Marine Pollutants
Environmental threats from ballast water
International maritime dangerous goods (IMDG)
Dumping of ship wastes and other materials
Bilge water / waste oil operational management
Ship scrapping and recycling
Waste management operations

Day Three: Methods of Surveillance
International Bodies: IMP, MEPC, MARPOL
Objectives of surveying marine resources
Planning considerations: sites, stations and samples
Sample size and number, statistical requirements
Analysis tools and techniques
Compatibility of survey methodologies

Day Four: Management Systems

ISO 14000 series and environmental management
Contingency planning and emergency management
Marine pollution preparedness and response
Methods of intervention and clean-up technologies
Port reception facilities according to IMO
Human element: training and certification

Day Five: Legal Issues, Liability and Insurance
Criminal liability of persons involved: crew, ship-owner, charterer
Accident investigation and surveys
Claims: International Oil Pollution Compensation (IOPC) Funds
United Nations Convention on Law of Sea (UNCLOS)
Small Tanker Oil Pollution Indemnification Agreement (STOPIA)
Tanker Oil Pollution Indemnification Agreement (TOPIA)

Masterclass - International Oil and Gas Leadership

Course Outline

Introduction to oil and natural gas
Exploration, production and transportation
Refining, processing, environmental safety and marketing of oil and gas
Industrial usage of oil and gas
International energy institutions and energy policies
Scenario planning and decision-making
Energy markets
Final paper project assignment and development
Oil and Gas projects and supply chain management
Project financing and upstream project valuation
Financial management
Strategy of international gas projects
Economic development in resource-rich countries
Oil and Gas governance
Negotiation
Risk and crisis management
Dispute resolution
Contracts in the energy industry
Oil and Gas regulatory environment
Advanced leadership and effective communication

Mastering Communication, Negotiation and Presentation Skills

Course Content

Day One: Exploring Communication Skills
Course introduction and overview of course activities
Barriers to effective communication and how to overcome them
The interaction of verbal, non-verbal and 'hidden' elements in communication
NLP and Emotional Intelligence - developing sensitivity and building rapport
Briefing skills
Intra – and inter – team communications and meeting skills – ensuring constructive discussions
Assertiveness, conflict management and emotional resilience

Day Two: Negotiating Skills
Negotiating Exercise 1
Preparation, planning objectives and positions
Exploring deal variables and win-win opportunities
Structuring a negotiation
Bidding, bargaining, proposing and closing
Creative negotiating – 'thinking outside of the box'
Negotiation Exercise 2

Day Three: Presentation Skills 1
Presentation Skills Exercise 1
Characteristics of effective presentations and presenters
Confidence and nerves
Determining content and level
Structuring a presentation
Making a case
Preparing for a presentation
Developing and using notes
Presentation Skills Exercise 2 (Part 1)
Using and abusing visual aids (PowerPoint)

Day Four: Presentation Skills 2
Stage management
Using your voice and body and facial expression
Choosing your words – psycho-linguistic research and the art of oratory
Presentation Skills Exercise 2 (Part 2 – preparation)
Presentation Skills Exercise 2 (Part 3 – presentations and feedback)
Managing the audience
Handling questions

Day Five: Presentation Skills 3/Communication and Influencing Skills
Presentation Skills Exercise 2 (Part 3 – presentations and feedback) cont'd
Presenting as a team
Introducing change and getting support – influencing skills and managing the 'politics'
Programme review and action points

Mastering Emotional Intelligence - Skills for Excellent Leadership

Course Content

Day One: Importance of emotional intelligence
Why is EQ so important?
Skills needed for EQ communication
Practicing emotional honesty
Emotional healing strategies
How to express one's own emotions
Identifying personal barriers to communicating with others
Flexibility in dealing with other personality styles
Identifying ways to stimulate creativity

Day Two: Building emotional fitness
Using your left and right brain
Mental adaptability to handling problems
Maintaining emotional confidence
Importance of body language
Raising your emotional intelligence
Conflict resolution with EQ
Handling pressure with EQ
Balancing work and personal life

Day Three: Take charge of your emotional energy
How stress cripples effective communication
Common stress response patterns
Managing stress and adversity
Stress-busting
How stress interferes with non-verbal communication
Using emotionally intelligent body language
How to encourage creative collaboration
Strategies for human performance enhancement

Day Four: Managing emotional feedback

Controlling emotional impulses
Practical ways to build emotional connection
Taking responsibility for your emotions
Listening openly and sending convincing messages
Factors that limit emotionally intelligent communication
Emotionally aware non-verbal communication
Inspiring and guiding individuals and teams
Creating synergy in teams

Day Five: Practising high EQ leadership
Leading with empathy
Authentic leadership
Credible communication for leadership
Ways to build trust
Expanding your circle of trust
Constructive discontent
Resilient leadership
Developing your personal action plan

Mastering Management Skills

Course Content

Day One: The Leader in You
Taking a world view
The value of management training
Define the terms "leadership" and "management"
The role of character in management
The four dimensions and characteristics of behavioural style
Your own behavioural style and the strengths of three other styles
The functions of a 21st Century Manager

Day Two: Developing Personal Excellence
Your personal operating system
Maximising personal productivity
Developing critical personal networks
Getting the most out of meetings
Establishing Direction
Developing ten key elements for business excellence
Analysing your organisation's external environment
Understanding your market
Missions, visions and success factors
The impact of organisational culture
Ensuring regulatory issues are known and understood

Day Three: Encouraging Your People to Give Their Best

Two main factors of leadership
Recruiting and selecting people
Establishing expectations
Building capacity in your people
Tracking and appraising performance
Creative problem solving
Introduction to teamwork

Day Four: Making the Best of Your Resources
Your (non-people) resources
The cost of (poor) quality – getting things wrong
Using technology to achieve maximum impact
Exploring and managing risks
Minimising environmental impact
Achieving Results your Customers will Value
Focusing on customers
Defining and managing business processes
Creating innovation where you work

Day Five: Achieving Results your Customers will Value (Cont'd from Day 4)
Focusing on customers
Defining and managing business processes
Creating innovation where you work
Facilitating Change
Managing Change
Systems Thinking
Organising for Change
Post Course Action Plan
About the ILM assignment
My personal development
My organisation development

Mastering Personal and Interpersonal Skills

Course Content

Day One: Build your professional reputation and organisational value
Why Soft Skills Matter: Making Sure Your Hard Skills Shine
Develop your unique value proposition and "brand"
Learning to learn: strategies for lifelong learning and development
Relation Management: Build your professional reputation and organisational value
Your professional networks: Tapping resources for personal benefit

Understanding self: The Psychology of you and your natural behavioural preferences

Day Two: Communication Skills for Today's Professional: Your Message Power
How good are your communications skills: evaluation, assessment and review
Why becoming a great communicator will boost your career aspirations
Learn about people's perceptions and viewpoints and how they differ
Master the basics of face-to-face communication and building rapport
Listen to understand: understand others but be clearly understood
Styles of communication and how and when top employ them with effect

Day Three: Make skilful business presentations
How good are your presenting skills: evaluation, assessment and review
NLP techniques to enhance the message
Learning to Communicate Clearly
Becoming a competent speaker: building a value proposition/ business case
The principles of positive Influence and persuasion
Business story telling: using stories to inspire

Day Four: Practical Communication skills for effective management
From "technical expert" to manager
Appraisal: a review of good communications techniques
Giving feedback and coaching to motivate
Dealing with difficult situation scenario planning
Seeking 360 feedbacks: How do others see me
Writing reports and Meeting management

Day Five: Emotional Resilience: Handling Life's Challenges
Learn how you respond to challenging or upsetting events
Explore and understand the patterns in your responses to key moments
Understanding the Change Process
Managing self and learn to choose positive behaviours and feelings during your key moments
Identify and challenge the distortions in your interpretations
Action planning and setting a personal agenda

Mastering Strategic Decision Making

Course Content

Day One: Leading Strategic Decision-Making
7 Key Steps of Strategic Decision Making
Framing of decisions
Asking the right questions

Cognitive biases and mistakes
Group decision making
Creating an effective decision-making process

Day Two: Strategic Decision Analysis and Quality
Harnessing uncertainty and risk
Structuring decisions
Incorporating uncertainty
Valuing additional information and greater control
Understanding and managing risk

Day Three: Strategic Innovation and Design Thinking
Analyzing an industry
Constructing a constellation of insights
Fitting the pieces together
Evaluating consequences
Creating uniqueness
6 Thinking Hats

Day Four: Value-Driven Enterprise Risk Management
Decisions reflect values; values drive decisions
Identifying values
Risk assessment matrix
Caution vs. Courage
Understanding trade-offs
Shaping alternatives

Day Five: Collaborative Decision-Making and Negotiation
Using appropriate analyses
Staging decisions
Prioritise
Incorporating options
Integrating multiple perspectives
Converting Strategy into Action

Mastering Supervisory Skills

Course Content

Day One: Programme introduction/The Supervisor's Role and Competences
Programme introduction and objectives
Action planning
Roles and responsibilities of the supervisor
The competency concept – measuring actual behaviours against the model
Understanding organisational culture and
Developing a network of relationships and influence

Day Two: Delegation and Management Style/Team-Working and Leadership
Delegation skills and empowerment
Management style – 'situational' and 'differential' leadership models
Group dynamics and team formation
Conflict and conformity in group situations
Problem solving and decision making
Managing team meetings

Day Three: Communication Skills/Managing Performance and Relationships
Improving communications and relationships
Dimensions of staff performance
Practical motivation
Appraisal – case studies in performance management
Coaching and developing staff – the skills of on-job training

Day Four: Managing Performance and Relationships/Personal Effectiveness and Time Management
Assertiveness
People problems and problem people
Constructive criticism – giving and receiving
Discipline
Fundamental principles for time management
Managing time with other people in mind
Planning and priority setting
Interruptions and accessibility
Understanding stress and managing stressed staff

Day Five: Managing change and continuous improvement/action planning
Concept of continuous improvement
Improving systems and processes – engaging and enthusing the team
Creative thinking techniques
Implementing change
Influencing skills – making a case and managing the 'politics'
Action planning and programme review

Mastering Team Leadership Skills

Course Content

Day One: Building a High-Performance Team
The Goals of Teamwork
High Performance Team Masterplan
Identifying Effective Team Behaviours
Identifying Ineffective Team Behaviours
Understanding Team Player Styles

Overcoming Obstacles to Effective Teams

Day Two: Leading Different Types of Teams
Employing Teams
Creating Virtual Teams through Technology
Overcoming Resistance to Teamwork
Meeting Team Performance Challenges
Understanding the Stages of Team Development
Essential Skills for Team Leaders

Day Three: Self-Motivation and Development
Harnessing the Power of Your Abilities
Choosing Empowering Beliefs and Values
Building Your Self Confidence
Maintaining a Positive Attitude
Strengthening Determination and Commitment
Turning Ideas into Action

Day Four: Dealing with Team Conflict
Defining Team Conflict
Understanding the Causes of Conflict
The Thomas-Kilman Conflict Mode Instrument
Dealing with Different Learning Styles
Managing Conflict Effectively
Obtaining the Benefits of Productive Disagreement

Day Five: Dealing with Difficult Team Members
Common Causes of Difficult People on a Team
Types of Difficult People
Adopting an Assertive Approach
Models for Effective Counselling
Managing the Difficult Team Member
Dealing Appropriately with Personal Criticism

Organisational Resilience

Course Content

Day One: Resilience is a Concept rather than a Discipline
The 13 Indicators and Principles of Resilience
Business and Community resilience case studies and lessons learned
Organisational and Environmental Risk, Threats and Impact Perspectives
Understanding the impact of change or disaster on the Organisation
Strategic Crisis and Emergency Management in a Resilience framework
Strategic Risk and Risk Behaviour and People Skills in Risk Perception

In the 21st Century, Organisations must strive to achieve Resilience as a Strategic Goal

Day Two: Resilience also includes Business Continuity and Disaster Recovery Management - "Survive but also Thrive in the Face of Adversity"
Identify and manage current and future threats to your business
Take a proactive approach (ISO 22301) to minimizing the impact of incidents
Keep critical functions up and running during times of change and crises
Minimize downtime during incidents and improve recovery time
Demonstrate resilience to all stakeholders
Crisis Consequence and Recovery Management

Day Three: Communication and Culture -The Demands of "Black Swan" Thinking
Building 'black swan' resilience
Strategic Anticipation and Foresight Analysis
Managing the unpredictable using Scenario Planning
Building more flexible teams and adaptive organisations
Community (Societal) and interrelationship and Organisational Resilience
Risk communication in high hazard environments

Day Four: Five Main Principles of Organisational Resilience
Leadership - Setting the priorities, commitment and allocating resources
Culture - A resilient culture is built on principles of empowerment, purpose and trust
People - Enhancing business resilience through people selection (HR)
Systems - Globalization and systems enable resilience
Settings - Resilient Virtual Organisation, workplace resilience equals workplace agility
Understanding the demands and styles of leadership to enable the above principles

Day Five: Safety, Security and High Reliability Features and Characteristics
In Today's Multi-Risk World, Organisations must be fully aware of Safety, Security and High Reliability Features and Characteristics
Best practice techniques for promoting a Safety Culture
Assessing improvements and linking safety culture with an HSE Safe Management System (SMS)
The fundamentals of Security Management and Asset Protection
Features and characteristics of high reliability organisations
How to develop and implement plans, procedures and tools to test and prove your whole Resilience System
Course Evaluation

Performance Measurements, Continuous Improvement and Benchmarking

Course Content

Day One: Performance Measurement: The Starting Point for Improvement
The Need for Measurement
Data Use and Abuse: Using Data Constructively
Methods of Selecting Performance Measures
Developing a Framework for Measurement
Understanding Variation: The key to understanding performance
What histograms, run charts and control charts tell us about performance

Day Two: Continuous Improvement
Understanding Variation: The Range and Standard Deviation
Taking Appropriate Action against a Process
An Introduction to Control Charts
How to Improve a Process
The Power of Teamwork
Problem and Mission Statements

Day Three: The Tools of Continuous Improvement
Understanding and Analyzing a Process
Identifying causes of problems, and potential solutions
Demonstrating the link between a cause and its effect
Understanding the Process
Investigating Relationships between Variables

Day Four: An Introduction to Benchmarking
What is benchmarking?
History of benchmarking
Different Methods of benchmarking and how they relate to each other
How to identify potential benchmarking projects
An overview of the benchmarking process
Selecting your first project

Day Five: Running a Successful Benchmarking Project
Scoping and planning benchmarking study
Identifying and selecting benchmarking Metrics and Partners
Participant meetings: Planning and running effective meetings to attain
the aims of the study
Benchmarking project management
Management support activities
Legal issues

Project Leadership - Developing Skills to Assist in Conflict Resolution

Course Content

Day One: Leadership Skills in a Changing Project Environment
Identification of project leadership skills
Challenges project professionals face in changing organizations
Conflict conditions in organizations that exist that require leadership
The role of project team leadership in dynamic organizations
Understanding the role of strategic management in project leadership
How leadership skills have changed with organizational change

Day Two: Project Leadership that Generates Excellence
The role that organization type plays in project leadership
Developing a culture of organizational excellence in project leadership
Learning the skill and techniques of managing project stakeholders
Using project initiation methods to minimize scope conflicts
Risk planning that deals with project and team conflicts

Day Three: Building Personal Relationships to Deal with Conflict
Successful interpersonal interaction develops trust in teams
Characteristics of interpersonal interaction
Identification of the personal interaction style
Individual strengths and challenges of each interaction style
Team strengths and challenges in interpersonal interactions
Understanding how teams work better using varied interaction types

Day Four: Communication as a Tool in Conflict Resolution
Importance of project team leadership and communication methods
Interpersonal communication is what is said, how it is said and the tone it is said
Understanding of how interpersonal communication preferences differ
Developing an active listening communication style
Communication information distribution and presentation in project teams
Communicating empowerment techniques in a project team

Day Five: Conflict Inherent with Innovation and Change
Understanding how innovation and improvement can generate conflict
Change and its role in projects and dealing with conflict resulting from change
Leading personal change in our project teams
Understanding problems inherent with change in individuals and teams
Preparing project team and individuals for change

Project Management Essentials

Course Content

Day One: Project Management Basics, History, Benefits and Components
Understanding what project management is
Defining project and product life cycles
Understanding Best Practice Project Management
How to Initiate a Project: - How to do it
Managing the project selection process
Writing SMART objectives and business cases
Practical Exercise: Creating SMART objectives
Project Exercise: Project Selection exercises

Day Two: Project Planning, Charters, Work Breakdown Structures and Scope Statements
Developing the project documentation for senior management sign-offs,
Defining the project management
Understand how to collect requirements
Defining the full project scope
Creating and analysing the project with Work Breakdown Structures
Practical Exercise: Writing the Project Charter
Practical Exercise: Gathering Requirements
Practical Exercise: Creating the Work Breakdown Structure
Practical Exercise: Writing the Scope Statement

Day Three: Creating and Managing the Project Schedule and Budget
Understanding what a realistic schedule is
Defining and managing dependencies
How to estimate project durations and costs
Creating and optimizing the project schedule
Presenting your schedule and resource constraints
How to control the cost, schedule and resources
Practical Exercise: Network diagramming practice
Practical Exercise: Create, sequence activities and determine duration estimations
Practical Exercise: Complete analogous, parametric and three-point estimating

Day Four: Planning for Quality, HR, Communications, Risk and Procurement
Defining and controlling project KPI's / Metrics
Presenting and defining the project resource plan
Developing a communication plan
Managing Virtual Teams
Understanding and reviewing project risk
Managing the project contract against project constraints
Practical Exercise: Create quality project metrics

Practical Exercise: Conduct a project meeting
Practical Exercise: Risk Management project exercise

Day Five: Working, controlling and closing the project
Using project software to track projects
Dealing with project management problems
Project case reviews and discussion
Project Management leadership, communications and meetings best practices
Closing the project including project administration, hand-offs, document updates, and lessons learned
Lessons learned, why, when and what

Quality Management Essentials

Course Content

Day One: Introducing Quality Management
Introduction to the management of Quality
The history of Quality management
Basic Quality concepts
How to calculate the total cost of Quality and non-Quality
Understanding customer needs and expectations
Identifying the systems that deliver customer requirements
Quality tools and techniques
Continuous Improvement

Day Two: Service Quality - Tools and Techniques
A simple formula for Effective Quality Management
Monitoring, measurement and analysis
Statistical process control
A look at Quality Management Systems
Total Quality Management
ISO 9000
Balanced Scorecard
Six Sigma

Day Three: Finding and Dealing with Quality Gaps
Porter's value chain
How to plan an audit
How to audit a process
How to report an audit
Problem solving methods
Pareto Analysis
Root cause analysis
Root cause exercise
Risk management

Day Four: Managing Customer Expectations
Establishing customer expectations
Communicating customer requirements to all
Determining how to exceed expectations
Developing a culture of constructive self-criticism
Building a winning team
Quality circles
Asking for feedback on performance
Ongoing evaluation of effectiveness to ensure satisfaction

Day Five: Delegation, Leadership and Total Quality
Are you an effective quality leader: Self-Assessment
Different styles of quality leadership
Common quality management mistakes
Effective delegation
The delegation process
Planning for certification
Action Planning
Summary and closing

Smart Leadership - Achieving Strategy through Leadership and Innovation

Course Content

Day One: Encouraging a Creative Climate at Work
Innovative leadership for excellent performance
The Critical mass for change and innovation
Innovation VS Constant Improvement
How a Leader Creates a Climate of Innovation
Case Study on Most Innovative Companies
Innovation and current business breakthroughs

Day Two: Gaining the Participation of the Workforce
The G.E. "Workout" Strategy
Developing Creative Solutions for Strategies
Gaining the "Buy-In" from the workforce
Overcoming Paradigms
Dealing with Organizational "Drift"
Case Study on Gaining Empowerment

Day Three: Leading on the creative edge
Developing Creative Potential in People and Teams
Understanding Creative People

Convergent and Divergent Thinking Skills
Motivating Creative Individuals at work
Incubating ideas
Interacting creatively
Converting expenses to assets using creativity

Day Four: Creating a Motivating Climate for Higher Productivity
The Ten Key Elements to Setting up new Missions
Setting Goals and Targets Creatively
Creating a "Sense of Significance"
Rewarding Performance
The Four Step "Pygmalion" theory
Generational Motivators

Day Five: Driving Strategic Change
Managing the Change Process
Kotter's Change Management Techniques
Communicating with a Sense of Urgency
The Downside of Change
Creating a climate of Constant Change
Successful techniques for Changing People

Strategic Crisis Management

Course Content

Day One: What should be in place before the event?
Understanding Crisis Management and how to manage a Crisis
Consider the complete range of risks facing businesses in the 21st century
Crisis Managers - Roles and Responsibilities - manage the issue before it becomes a Crisis
Who else inside and outside the organisation should be involved?
Five deadly Leadership behaviours and Six winning strategies
Understanding 'denial-curve' and 'group-think' syndromes

Day Two: Pre-planning, who and what else should be considered?
Case Studies, why some companies fail and others survive?
Who owns the mitigation process?
Developing and Implementing Emergency Plans
Crisis Management and Communications. Emergency Centre/s
Developing and implementing a Business Continuity Management (BCM) strategy
Business Impact Analysis. Case Study and Workshop

Day Three: Dealing with a crisis - the 'communications' perspective

Command and Control Issues. Operational, Tactical and Strategic
On Scene Crisis Management, essential elements for success
Reputation Management - Managing the Media.
Organising a Press Conference and step by step guidance on how to conduct TV interviews
BP Press Conferences – What went wrong?
Exercise: Crisis Communications Strategy

Day Four: Incident Management and Aftermath
Alerting and Warning. Case Studies. What can go right and what can go wrong
Corporate Case Study – BP Texas 2005; BP Alaska 2006; BP Gulf of Mexico 2010.
Major Incident Simulation - Role Playing Workshop
Potential Psychological and Welfare problems in Crisis Management
How to improve staff morale and confidence in the process
Questionnaire, are your batteries in good condition?

Day Five: Essential post incident actions
Exercises: a programme of learning and of validating plans and procedures;
How to get advantageous results from an exercise
Post Incident evaluations, de-briefing skills - managing the de-briefs - hot and cold
Critique report writing, executive summaries and recommendations
Closing the loop. Implementing the recommendations, continuing the process
3 disastrous Case Studies with the same cause, are we learning from others?

Strategic Enterprise Analysis

Course Content

Day One: Introduction to Strategic Enterprise Analysis
Understand the role of the enterprise analyst
Understanding business strategy using the Business Motivation Model
Analysing external influencers
Defining strategic ends and means
Identifying opportunities, problems and threats
The strategic enterprise analysis process

Day Two: Identifying Solutions
An introduction to solution identification
Essential problem-solving techniques
The Enterprise Architecture Framework

Eliciting and defining business needs
Identifying and assessing capability gaps

Day Three: Defining Solution Scope
Defining the solution vision statement
Developing a context model
Defining solution objectives
Identifying the solution stakeholders
Identifying adjacent systems
Identifying assumptions and constraints
Obtaining agreement on the solution vision and scope

Day Four: Building a Business Case
Identifying and analysing three types of feasibility:
technical feasibility
economic feasibility
organisational feasibility
Preparing a cost-benefit analysis
Presenting the business case
Obtaining agreement on the business case
Making the investment decision

Day Five: Selecting and Implementing Strategic Solution Projects
Solution ranking and prioritisation
Identify strategic project risks
Writing an implementation plan
Measuring and controlling solution success

Strategic Planning Professional

Course Content

Day One: Understanding the Strategic Environment
Understanding the strategic leadership competencies – intellect, management and behaviours
Recognizing and interpreting forces in the strategic environment
Understanding strategic inflection points and strategic scenarios
Formulating strategic vision and expressing strategic intent
Analyzing and prioritizing strategic issues

Day Two: Understanding Strategic Models and Paradigms
The strategic journey – common models and frameworks for strategic thinking
Developing a strategic road map
Recognizing and developing the characteristics of strategic agility
Understanding and leveraging strategic competences and skills

Defining the outcomes

Day Three: Effective Strategic Implementation
Strategic implementation tools and frameworks
Structures and systems for strategic agility and performance
Identifying strategic horizons and using the 7S framework
Analyzing the key elements for implementation
Measurement, analysis and knowledge management

Day Four: Strategic Leadership
Preparing for the future
Effective styles and practices for strategic leadership
Recognizing, analyzing and developing the strategic leadership styles
used by you and others
Developing inspiration and motivation
Communicating the roadmap and gathering support

Day Five: Driving Strategic Performance and Success
Transforming the organization to enable strategic success
Monitoring and adjustment
Balancing the focus on performance and strategy
Spreading leadership capabilities throughout the organization
Maximizing organizational learning and knowledge transfer to embed
strategic success

Strategic Planning, Development and Implementation

Course Content

Day One: Understanding the Strategic Environment
Understanding the strategic leadership competencies – intellect,
management and behaviours
Recognizing and interpreting forces in the strategic environment
Understanding strategic inflection points and strategic scenarios
Formulating strategic vision and expressing strategic intent
Analyzing and prioritizing strategic issues

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thinking
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Maximizing organizational learning and knowledge transfer to embed strategic success

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Strategies for Success in Maritime Management

Course Content:

Day 1: Introduction to Maritime Management and the Global Maritime Industry
Overview of the maritime industry: Evolution, key players, stakeholders, and market dynamics
Structure and components of a modern shipping company
Importance of maritime transport in global trade

Day 2: Vessel and Fleet Management
Basics of vessel types and their specific operations
Fleet management: scheduling, maintenance, and crewing
Vessel registration, flags of convenience, and the implications for management

Day 3: Maritime Safety, Security, and Environmental Considerations
International safety management (ISM) code
Maritime security: piracy, stowaways, and countermeasures

Environmental concerns and regulations: ballast water, emissions, and waste management

Day 4: Maritime Economics, Finance, and Insurance
Basics of maritime economics: supply, demand, and freight rates
Ship financing and investment considerations
Marine insurance: types, coverage, and claims

Day 5: Legal, Regulatory, and Future Trends in Maritime
International maritime law: conventions, regulations, and disputes
The role of international bodies: IMO, ILO, and others
Future trends: automation, digitalization, and the role of emerging technologies in shipping

Strategy Design Bootcamp

Course Content

Day One: Differentiate strategy that works from bad strategy
Distinguishing bad strategy from good strategy
Analysing the essence of good strategy
Distinguishing between power and influence
Setting powerful objectives
Using strategic design
Keynote Activity: Chain-link systems – team case study

Day Two: Thinking like a strategist
The science of strategy
Applying strategic thinking skills - when to say 'no'
Applying change management techniques
Applying prescriptive approaches
Describing strategy as it really happens
Appraising systems thinking as a strategy tool
Keynote Activity: Strategic Transformation - Video Case study

Day Three: Using a strategic management system
Designing the strategy: What business are we in and why?
Describing the key issues you face in your business
Answering the question: To compete or not to compete?
Translating the strategy into objectives and measures
Planning operations and improving processes
Developing dynamic budgets
Testing, adapting and improving your strategy
Keynote Activity: Individual strategy presentations

Day Four: Mastering the strategy toolkit

Environmental and resource analysis
Strategy formulation
Applying Greiner's growth model
Strategy Maps and the Balanced Scorecard
Strategic orientation and business process alignment
The white space model
Keynote Activity: Strategic Transformation - Video Case study

Day Five: Putting strategy into action
Applying the strategic management system
Designing your own strategic approach
Presenting your strategy and getting support
Understanding politics, power and influence
Feedback and suggestions for next steps

Strategy Excellence

Course Content

Day One: From Vision to Results: The Planning and Execution Framework
Understanding the distinctions between strategy, operations, and tactics
How planning and execution work
How vision, mission, and planning relate to morale, cohesion, and unity of purpose
Nested hierarchical planning
Mission analysis and mission leadership
Measuring progress and results

Day Two: Strategy: Setting the Vision and Direction
Understanding vision, mission, objectives
Corporate-level strategy
Competitive strategy and positioning
Offensive and defensive manoeuvres

Day Three: Operational Campaign Planning: Turning the Strategy into Actionable Plans
Using nested hierarchical planning and mission analysis to create a campaign planning framework
Understanding and applying key operational concepts: centre of gravity, main effort, concentration, economy of effort, major thrust(s), and supporting thrust(s)
Working with limited resources: deciding what to do and why to do it
Building a campaign plan to implement a strategy
Successful manoeuvring and positioning

Day Four: Operational Systems and Processes: Setting the Conditions for Successful Execution of Strategy
Strategy mapping and the components of organizational systems and processes
The financial perspective
The customer perspective
The internal perspective: operations management, customer management, innovation, and regulatory and social processes
The learning and growth perspective: developing and integrating human, informational, and organizational capital

Day Five: Tactics: Getting Results and Leading in the Face Competition and Obstacles
Breaking objectives into manageable goals and tasks
Giving direction efficiently and effectively
Using and encouraging initiative, flexibility, and adaptation within overarching strategy, operational plans, and organizational structures and systems
Managing for results
Feedback and adjustment

Strategy, Risks, Negotiation and Leadership

Course Content

Day One: Strategy
Introduction to strategy - background, historical developments, major theories
Strategic Management – a practical approach for every leader
A consistent methodology for strategy development
The relationships between vision, mission and strategy
The steps involved in developing a strategy

Day Two: Risks
The meaning and nature of risk
Identifying the risks in a given strategy
Prioritizing risks
Contingency planning
Risk mitigation strategies

Day Three: Negotiation
The everyday role and attitude of 'Win-Win' negotiating
Power - gaining a superior position
Strategy and Tactics in negotiating

Understanding your opponents negotiating style and tactics
Negotiating Countermeasures

Day Four: Leadership
The strategic role and nature of effective leadership
Charisma and how to earn it and use it effectively
The role of the modern leader and how leadership has changed
Innovative Leadership skills
Maximizing the performance of each team member
Motivating the 'average' employee

Day Five: Strategic Leadership Workshop
Intrapersonal style and skills
Interpersonal and leadership communication skills
Leadership and The Challenge of Change
Strategic leadership for team development
Developing a personal action plan for further self-development

Success under Pressure - Emotional Intelligence, Conflict Management and Negotiations

Course Content

Day One: Emotional Intelligence for Success
What is Emotional Intelligence?
Reframing self-talk for success
Assess your personal profile
Identify your strengths and areas for development
Establish healthy relationships with others
Life giving food for success
How to handle stressful situations
Building a climate for creativity

Day Two: Managing Stress for Success
Understand what is stress
Difference between positive and negative stress
Symptoms of stress
The effects of chronic stress
Identify top time-wasters
Remain professional under pressure
Relaxation techniques
Building resilience to stress

Day Three: Conflict Management and Resolution
What is conflict
Reasons for workplace conflict
Ineffective approaches to conflict resolution
Conflict management strategies
Techniques for resolving conflicts successfully
How to handle different conflict areas
Active listening for conflict resolution
Communication skills to resolve conflict

Day Four: The Art of Negotiation
What is negotiation?
Styles in negotiation
Win-win negotiation
Rational bargaining
Principled negotiation
How to separate the people from the problem
How to invent options for mutual gain
Personality styles of negotiators

Day Five: Successful Leadership Skills
Characteristics of successful leaders
Openness and vision for a successful future
Innovative thinking for problem solving
Harnessing creativity in subordinates through aligned leadership
Building trust with others
Helping your team prepare for change
Motivating yourself and others under pressure
Develop a personal action plan
Successful Leadership Skills
Characteristics of successful leaders
Openness and vision for a successful future
Innovative thinking for problem solving
Harnessing creativity in subordinates through aligned leadership
Building trust with others
Helping your team prepare for change
Motivating yourself and others under pressure
Develop a personal action plan

Successful Planning, Organising and Delegating

Course Content

Day One: Creating an Attitude to Change How We Plan and Organize Work

Course purpose, goals and objectives
New systems and strategic thinking
Overview and context of organizational change and the impact on planning and organization
Identifying a standard of excellence in the organization, team and personal work
Review of management processes and skill areas
Using a planning process to set goals and get projects started

Day Two: Importance of Planning Management
Integrating goals, scope, work structure and management planning
Identifying initial resource requirements
Identifying risk techniques that affect work assignments, priorities and deadlines
Communication that responds to who, what where, when, how, why
Understanding the importance of quality planning in work assignments

Day Three: Delegation, Personal Organization and Setting Priorities
Understanding how people approach their work
Planning for time management, scheduling and meeting deadlines
Using proper delegation skills to empower staff
Improving prioritizing of work and work tasks
Planning for delegation responsibility and authority

Day Four: Planning Effectively with Your Team
Identifying skills required to obtain the help of others
The importance of group skills to achieve team success
The importance of interpersonal skills in making personal and team decisions
Empowering the team through the development of interpersonal skills
The importance of versatility in team relations

Day Five: Developing Personal and Team Change Plans
Innovation and improvement for personal and team change
Identification of change processes and human change
Techniques to set personal and team change goals
Dealing with people who do not want change
Developing an action plan for personal and team change

Systems Thinking in Analysing Problems

Course Content

Day One: Key Principles
What is a system
Problem-solving techniques discussion

Difficulties and Messes
Recognising complex systems
Introduction to systems thinking
Worldview and Perspectives
Stakeholder analysis
Systematic and Systemic
The 2×2 Matrix
Introduction to a Methodology

Day Two: Diagramming Practice - Sensing
The Power of Diagrams
Introduction to Diagramming
Venn Diagrams
Spray Diagrams
Mind Maps
Hard and soft issues
Soft systems methodology
Rich pictures
Systems Diagrams
Challenging assumptions and objectives

Day Three: Analysis Methodology - Understanding
Causal Diagrams
Influence Diagrams
Multiple Cause Diagrams
Deciding upon a system of interest
Drawing sign graphs
Analysing causal diagrams
Feedback loops and system archetypes
Criteria, measures and indicators
Key performance indicators:
Cycle time
First pass yield/First time OK
On-time delivery
Interpreting measures
Systems thinking and process mapping
Root cause analysis

Day Four: Problem Resolution - Deciding and Acting
Overview of Modelling
Setting system boundaries
Evaluating Potential Actions
Decision-making tools:
Multiple Criteria Analysis
5 Ws & 1 H
SWOT
STEP/SLEPT/PETSTLE
Porter's Five Forces

CDAM
Multivoting
Pairwise ranking
Force field analysis
Reality Checks for Practicality
Project managing change
influence and persuasion

Day Five
Case Studies - Putting theory into practice
Applying the methodology to real problems
Presentations
Evaluation and discussion
Commitment to action
Agree next steps

The Art of Leadership

Course Content

Day One: Leadership and Influence: What do they mean?
The Challenge to Lead in today's modern organization
Lessons learned from powerful leaders of the past
The Changing nature of Leadership
The role of leaders in today's organization
The influence of followers on leadership
Self-Assessment: Leadership Behaviours
Know yourself, a guide to your inner strengths
Three Lenses of Leadership
The Flight of the Buffalo: Leaders who create Leaders

Day Two: How a Leader Leads from inner power
Ways to Increase Self Knowledge
Self-Reflection
Understand how you Think
Becoming a "Systems Thinker"
The Character of a Leader
Leadership from Within
Creating an Environment of Leadership
Balancing Inquiry and Advocacy
Guide to your Inner Leader

Day Three: How a Leader builds trust
What is trust
The benefits of a high trust environment
How Trust produces the competitive edge

Building Capacity for Trust
Personal Influence and Political Savvy
Effective Interpersonal Influence
Negotiating Agreement
Developing Your Political Savvy

Day Four: How a Leader uses communication to gain influence
The Art of Communication as a leader
Building your skills as an effective communicator
The power of Vision
John Kotter's Change Management theory in practice
Practice session

Day Five: How a Leader influences people
The Motivating Leader
How a Leader motivates themselves and others
The need for achievement, power and affiliation
Expectancy theory and motivation
How a leader Creates an environment for self-motivation
Personal Roadmap to Leadership
Review

The Art of Strategic Management

Course Content

Day One: Strategy Concepts
Recognise how strategic thinking has developed and how it influences strategies within your organisation
Understand the importance of vision and values to communicating strategy in organisations
Identify the key strategies for every organisation
Distinguish between the process of creating strategy and the content of strategy

Day Two: The evolution of Strategic Planning and Strategic Thinking
Follow the progression of strategic thinking in business and anticipate where strategy may next develop
Identify the different conceptual frameworks from which strategic thinking has developed and identify which are active in your organisation
Recognise the commonalities that exist in different approaches to developing and implementing a strategy
Articulate the conceptual framework of strategy that your firm uses today

Day Three: A process for creating and updating strategy

Recognise different approaches to creating and updating strategy within an organisation
Identify the applicability of a particular approach with the characteristics of a firm and of the environment the firm faces
Match different processes to specific issues or situations that could develop in your firm
Strategy in the organisation
Connect the relationship between strategy formation and implementation and day-to-day activities
Recognise how strategy is created and implemented at multiple levels of the organisation

Day Four: Strategies for growth, profitability and value creation
Articulate the link between growth and profitability in public and private sector organisations
Understand the key factors that make the difference between strategic success and failure
Relate Action Plans to strategic initiatives and individual performance
Create conditions that foster Achievement of Strategic Initiatives within the firm when strategy changes
Recognise and communicate to others the drivers for strategic change within your organisation
Use insights from past experiences with business and personal change to support the process of strategic change in your company

Day Five: Engaging your organisation in Strategic Thinking
Ask Strategic Questions that relate your work to the organisation's direction and strategic initiatives
Formulate Strategic Hypotheses that suggest directions for the firm to consider
Carry on Strategic Conversations that you want to have when you return to your workplace

The Competent Manager - Transformative Leadership and Strategy

Course Content

Day 1: Advanced Leadership Concepts
* *Transformational vs. Transactional Leadership*
Deeper Dive into Traits, Characteristics, and Effects on Teams
* *Leading Through Change*
Change Management Theories
Building Resilient and Adaptive Teams
* *Influencing and Persuasion Skills*

Advanced Techniques for Driving Decisions and Strategy

Day 2: High-level Communication and Critical Conversations
* Communicating Strategy and Vision
Crafting and Communicating a Compelling Narrative
* Managing Difficult Conversations
Techniques for Handling Sensitive Topics and Crisis Situations
* Cross-cultural and Diversity Communication
Overcoming Barriers, Encouraging Inclusivity, and Fostering Diversity

Day 3: Advanced Team Dynamics and Motivation
* Remote and Global Team Management
Overcoming Challenges of Distance and Time Zones
Tools and Strategies for Effective Remote Leadership
* Deep Dive into Motivational Theories
Herzberg, Maslow, and Beyond
Aligning Individual and Organizational Goals
* Advanced Delegation and Empowerment
Empowering Teams for Autonomy and Innovation
Managing Risks with Delegation

Day 4: Data-Driven Decision Making and Strategy
* Quantitative Decision-Making Models
Predictive Analysis, Decision Trees, and Monte Carlo Simulations
* Strategic Portfolio Management
Balancing Short-term and Long-term Goals
Aligning Strategy with Organizational Mission
* Innovative Thinking and Disruption
Encouraging Innovation in Teams
Positioning in a Disruptive Market

Day 5: Ethics, Governance and Continuous Improvement
* Corporate Governance and Compliance
Navigating Complex Regulatory Environments
Creating Effective Governance Structures
* Ethical Dilemmas in Modern Management
Case Studies of Recent Corporate Scandals
Building a Culture of Integrity
* The Path Forward: Continuous Self and Organizational Development
Leveraging Feedback for Growth
Building a Personal Brand as a Leader
Commitment to Lifelong Learning and Adaptability

The Complete Course on Leadership

Course Content

Day One: Leadership in a Dynamic, Global Environment
Perceptions of Leadership
Leadership is learning: the crucible experience
Managerial leadership
The leadership challenge: balancing strategy and culture
Leadership in strategic thinking organisations
Understanding the interrelated factors that impact change.

Day Two: Leadership in Organisational Excellence
Organisation type and leadership development
Building cultures of organisational excellence
Questioning the 'status quo': innovation or adaption?
Role model leadership through personal execution
Customer focused leadership
Implementing a new culture: creating rich innovative pictures

Day Three: The Communicating Leader
Communication: the leaders essential tool
Interpersonal, open communication is two-way
Understanding how interpersonal communication preferences differ
Communicating empowerment techniques in leadership
Great leaders listen: active listening techniques
Communicating and presenting with impact and passion

Day Four: Leadership and Trusting Relationships
Successful interpersonal interaction develops leaders with trust
Characteristics of a leader's interpersonal interaction
Emotional intelligence: using emotions productively
Individual strengths and challenges of each interpersonal styles
Utilising diverse interaction styles productively
Building the capacity for trust

Day Five: Leadership Building the innovative responsive environment
Building an environment of innovation and improvement
Understanding problems inherent with change and transition
Leading others through critical change initiatives
Developing a personal change plan
Leadership in action: a personal intuitive approach
Leadership review of essential qualities.

The Complete Course on Management

Course Content

Day One: The Foundation of Management

Management demands courage
The first step: managing self
Employing the right management style ate right time
Accepting responsibility
Accentuating the positive
Having the courage to turn your ideas into action

Day Two: Dealing with Workplace Conflict
Defining organisational conflict
Understanding the causes of conflict
The Thomas-Kilman Conflict Mode Instrument
Managing individual differences
Managing conflict for productive outcomes
The creative benefits of productive disagreement

Day Three: Managing Organisational Improvement
Focusing on continuous improvement
Diagnostic tools for organisational/team appraisal
Organisational culture and its impact
Overcoming and managing resistance to change
Coping with risk and risk avoidance
Measuring the success of improvement efforts

Day Four: Building and leading the motivated teams
Characteristics of effective teams
Characteristics of ineffective teams
Managing the factors affecting team performance
Empowering team development
Utilizing team diversity
Coaching to enhancing team competence

Day Five: Managing Problem Solving activity
Balancing analytical and creative thinking
Effective use of mind mapping
Capturing the power of brainstorming
Unlocking team potential
Treating problems as challenges
Action planning for future improvement

The Effective Supervisor/Team Leader

Course Content

Day One: Course Introduction / The Supervisor's Role
Making an impact: what makes a great supervisor
Roles, behaviours skills and attitudes

Understanding the organisation
Managing relationships
Influencing skills

Day Two: Delegation and Supervisory Style/ Team-working and Leadership
Delegating tasks and responsibilities
Supervisory and leadership style
Concept of empowerment
Group dynamics and team formation
Team roles and developing a super team
Problem solving and decision making

Day Three: Managing People and Performance
Dimensions of performance
Practical motivation
Appraisal – making it work for you and your team
Coaching and developing staff
Skills of on-job-training
Assertiveness and dealing with difficult people situations

Day Four: Managing People and Performance: Personal Effectiveness
Criticism skills
Discipline
Making time for self and others
Planning and priority setting
Interruptions and accessibility

Day Five: Improving Communication, Managing Change and Action Planning
Overcoming the barriers and pitfalls in communication
Understanding change
Continuous improvement and the high impact supervisor's role
Creativity and implementing change
Making a case and influencing skills

The Essentials of Leadership

Course Content

Day One: Developing a Leader
Individual Leadership Development
Leadership Styles and Agility
The Mindset of a Leader
The Leadership Values
Top Leadership Behaviours

Day Two: Interpersonal Leadership Skills

Active Listening
Aggressive, Passive, Assertiveness
Developing Empathic Attunement
Engaging in Collaborative Behaviours
Coaching for Better Performance

Day Three: Developing a Winning Team
Understanding Team Dynamics
Managing Performances
Improving Team Effectiveness
Delegating Effectively
Team Building Exercises

Day Four: Organizational Leadership Management
Managing Change within the Organisation
Impacting Organizational Culture
Enhancing Leadership Influence
Being An Enabling Leader
Developing Organizational Commitment and Meaning

Day Five: The Leader's Network
Stakeholder Relations
The Network Weaver Roles
Network Management
Network Growth Indicators
The Principles of Public Engagement

The Influential Leader - The Power of Leadership and Influence

Course Content

Day 1: Understanding Influence and Leadership
Defining Influence and Leadership
Types of Leadership Styles
Psychology of Influence
Self-assessment on Leadership Styles

Day 2: Emotional Intelligence and Communication
Introduction to Emotional Intelligence
The 5 Components of Emotional Intelligence
Effective Communication Skills for Leaders
Active Listening and Feedback

Day 3: Persuasion Techniques and Decision-Making

Introduction to Persuasion Techniques
Cognitive Biases in Decision Making
The Art of Persuasion in Leadership
Decision-Making Strategies for Leaders

Day 4: Building Trust and Authenticity
The Importance of Trust in Leadership
Building Authentic Relationships
Strategies for Gaining and Maintaining Trust
The Role of Authenticity in Influence

Day 5: Leading Change and Action Planning
Leading Organizational Change
Influencing Group Dynamics
Case Studies: Leaders Who Made a Difference
Creating Your Personal Action Plan

The Leadership Development Programme

Course Content

Day One: Ethics and Integrity in Leadership
What is Effective Leadership?
Redefining Assumptions About Leadership
Inner Voyage that links performance to morality
How leaders harness integrity to achieve greatness
Case studies in Ethics and Integrity

Day Two: Exemplary Leadership Styles
Styles of exemplary leadership
Positioning yourself as a leader with any audience
Applying different mixes of leadership in different settings
Achieving strategic alignment with your team and organization
Getting different people to buy in to strategic change

Day Three: The Authentic Leader
Identifying your purpose and establishing it as a cornerstone of your leadership approach
Leading by example; creating a culture of authenticity, high standards, and shared responsibility
Empowering others to lead—exploring effective approaches that work
Leading from strength; acknowledging and using your influence
The authentic leaders – a servant leader

Day Four: The Psychology of Leadership
Defining and finding your own leadership values

Translating values into behaviours to build the right culture
Heightened awareness necessary for personal and organizational transformation
Personal discovery and insight about your leadership performance
The psychology of leadership and its implications on behaviour

Day Five: Sustainability of a Leader
Self-development of the leader
How these competencies relate to your work environment
Gaining commitment from employees
Creating a vision to sweep away mediocrity
Preparing for your personal self-development plan

The Power of Leadership for Managers Level

Course Content

Day 1: Foundations of Leadership
* Introduction and Objectives
Understanding the distinction between managers and leaders
Discussing the relevance of leadership for managerial roles
* The Evolution of Leadership Theories
Trait theory
Behavioural theory
Contingency theory
Transformational leadership

Day 2: The Emotional Intelligence of Leaders
*Introduction to Emotional Intelligence (EI)
The importance of EI in leadership
The five components of EI (based on Daniel Goleman's model)
* Empathy in Leadership
Understanding and practicing active listening
The value of feedback
Building Emotional Resilience

Day 3: Leading Teams and People
* The Dynamics of Team Leadership
Building and maintaining trust within teams
Leveraging individual strengths for collective success
* Managing Conflict
Sources of conflict
Strategies for conflict resolution
Activity: Team-building exercises

* Mentoring and Coaching: Developing Others
The value of continuous learning and development
Role-playing coaching sessions

Day 4: Change Management and Leadership
* Understanding Change in the Context of Leadership
Types of change: Incremental vs. transformative
The role of leadership in guiding change
The Change Curve: Understanding reactions to change
* Leading Through Uncertainty
Strategies for managing uncertainty and ambiguity
The importance of communication during change

Day 5: Strategic Vision and Communication
* The Importance of Vision in Leadership
Crafting a compelling vision
Aligning team and organization to the vision
* Effective Communication Strategies
Verbal and non-verbal communication
Tailoring communication to different audiences
* Leading with Integrity and Ethical Consideration
Course Conclusion and Forward Planning
Creating a personal leadership development plan
Reflections on Course and evaluations
Closing remarks and next steps for participants

The Power of Positive Thinking and Attitude

Course Content

Day One: Introduction to Positive Thinking Theory and Practice
History and development of positive thinking as personal and business development
Theorists and writers who shaped and contributed to the field
The science of positive thinking – research and studies that have shown the efficacy of positive thinning in individuals and organisation
Case study: Success through a positive mental attitude
Understanding where attitudes come from
mental principles and attitudes that can shape your behaviour and future
Letting go you're your mental blocks and negative beliefs

Day Two: The Principle of Goal Setting and Creating Motivational Outcomes
How to achieve more on purpose

What do you want to achieve? A goal setting method for personal achievement
Building a proactive mental attitude
Focussing on the future and harnessing the law of attraction
Can we affect our future by changing our behaviour
The power of positive mental attitude and how goal setting work together
Mastering self-discipline and how to stay focused and positive
Overcoming set-backs, problems and obstacles
Staying committed and positive – and generating this quality in others

Day Three: Neuro Linguistic Programming as a Tool for Directing Positive Thinking
History, background and applications of NLP
Introduction to NLP outcome-based positive thinking
Using the Meta and Milton models in everyday conversation
Swish and re-framing models to create more positive realities and reprogram negative attitudes
What to say when you talk to yourself
The and the power of empowering beliefs and tools to master this principle

Day Four: Positive Thinking Coaching Others to Become More Positive and Goal-Focused
Using positive and pro-active coaching to move others from being stuck to being motivated
Learn and practical powerful coaching skills to challenge negative thinking and beliefs in others and turn into powerful
Coaching practice using an example drawn from participants own experience
Case study: Application of cognitive behaviour therapy in positive thinking

Day Five: Autogenic Conditioning and Positive Visualisation
History and applications of autogenic conditioning and visualisation as a force for creating positive thinking and attitude
How it works – practical techniques to program unconscious thinking in yourself and others
Visualisation techniques and relaxation techniques
Practical positive thinking tools and methods to use in your personal and work endeavours
Generating flow and getting into the 'zone'

The Practical Leader - Developing and Leading High Performing Teams

Course Content

Day One: Understanding Motivation
Identifying motivating factors
Physiological needs
Psychological needs
Sociological needs
Intrinsic and extrinsic motivation
How to enhance motivation

Day Two: The Practices of Successful Leaders
How to get the job done
Essential characteristics of teamwork
Building a sense of pride and mutual trust
Empowering employees to make decisions
Delegation for increased productivity
Running meetings

Day Three: Managing Performance
High performance leaders
Valuing employees
Recognition and reward
Creating a high-performance culture
Motivating poor performers
Accomplishing goals under time constraints

Day Four: Leading a High-Performance Team
Communicating objectives clearly
Listening for understanding
Communicating with your team
Hiring the right people
Giving timely feedback on performance
Negotiating agreements to satisfy both parties

Day Five: Developing the team
Handling change
Embracing change as a team
Developing a sense of belonging
Valuing diversity on the team
Coaching employees to take action
Action plan for The Practical Leader

The Professional Negotiator

Course Content

Day One: Developing Alliances

Characteristics of a strategic alliance – effects of market dominance
Culture and perception – and effects in building alliances
Achieving results in the life cycle of the alliance, through building trust
Personality - strengths and weaknesses in negotiations
Minimising communication blockers to maintain relationships
Development review and action planning

Day Two: Influence and persuasion skills in managing the alliance
Challenges of meetings – group and individual strategies
Positive influence of listening in challenging situations - good and bad news!
Applying rules of influential presentations to maximize impact
Maintaining compatible body language and using logic, credibility and passion
Feedback and action planning

Day Three: Strategy in negotiation skills for partners and allies
Steps in win-win negotiation
The keys to collaborative bargaining in partnering
Leverage: What it is and how to use it?
Negotiation tactics and ploys
Dealing with difficult negotiators and barriers
Ethics in negotiation

Day Four: Higher level negotiation skills for challenging situations
Listening and responding to signals and informal information
Recovering from reversals, errors and challenges
Developing a climate of trust
Higher level conversation techniques
Concentrating action on the needs of alliance partners

Day Five: Maintaining alliances: critical thinking for decision making
Gaining control and using information – formal and informal
Identifying sources and testing assumptions
Framing the problem
Decision making under pressure
Reviewing strategic alliances and building personal action

The Three Dimensions of Leadership

Course Content

Day One: The Three Dimensions of Leadership
Background - The Three Dimensions of Leadership

Mission Matters Most, Rallying Resources and Converting within the Context
Understanding the Three Dimensions of Leadership
Dimensional Leadership Characteristics
Synthesizing mission, vision and values into strategic initiative
Vision Guides, the Good Processes that Lead to Good Outcomes

Day Two: Rallying People to Provide Their Potential
WISE Leadership (What Is Someone Expecting from the Leader)
Crafting A Triple-C Culture of Communication, Cooperation and Coordination
Getting Synergy from Your Team's Diversity
The Quality of Leadership Determines the Quality of Followership
Triple-T Delegation Dynamics
4 Types of Employees and The "Employee Diaries" (2 Assessment Models)

Day Three: Developing a 3-D MRC Focused Leadership Development Culture
Six Leadership Styles, Theories and 3-D Assessments
Selecting the Right Style for the Situation
The Mechanics of Leadership Roles: Coaching, Mentoring and Supervising
Coaching and Supervising to Achieve The 80/20 Postulate
The Evaluation, Mediation and Disciplinary Processes
Supervising for Succession to succeed with high Right Quadrant People

Day Four: Leading Change by Getting the Most Mission Focus from Working Relationships
Converting within the Context of Core Operational Success Dynamics
The 3-Ms of Change Management
The Negotiating Nexus
People, Politics and Process
Building Three-Legged Stools of Understanding
Inciting Innovation through the 5 Factors of Out-of-the-Box Thinking

Day Five: Developing and Self-Assessing Your 3-D leadership Profile
Executive Essentials
Developing A Pattern-Seeing, Problem-Solving Culture
Analyzing The Context for Your Organization's Balanced Scorecard
CPR – The Confidence to Pursue Reality to Make Data-Driven Decisions

Finale: The Ultimate Take-A-Ways and Challenge
Developing and Assessing Your Three-Dimensional Leadership Profile
The Ultimate Leadership Competency: The Three-Dimensional SEM Master!

The Voice of Leadership

Course Content

Day One: Developing High Performance Individuals
Gain self-awareness in order to achieve high performance
Understand your personality style
Understand team member styles
Gain understanding of the causes of stress
Learn techniques to promote emotional and physical wellness

Day Two: Communication Skills for High Performance
Understand verbal and non-verbal communication techniques
Gain effective questioning skills
Learn how to give and receive constructive feedback
Practice applying listening skills
Learn how to resolve conflict assertively

Day Three: Successful Influencing Skills
Understand what is influence?
Learn about the stages of influence
Explore influencing strategies
Practice and expand your abilities to influence others
Identify your personal influence goals and develop a plan for enhancing your influence

Day Four: Learn the Art of Persuasion
Review blocks which prevent persuading others
Learn powerful techniques for persuading others
Learn how to get things done through others effectively
Understand motivation theories
Reflect on how to motivate yourself and others

Day Five: Learn High Performance Negotiation Skills
Learn the basic steps in negotiation
Learn how to prepare for a negotiation
Discover negotiation strategies
Identify negotiation mistakes to avoid
Learn how to achieve win-win results

Workplace Innovation and Productivity Skills

Course Content

Day One: Building personal productivity: the power of self
Building the positive self-image
Establishing empowering beliefs
NLP and the power of optimism to create the future you deserve
The power of proactivity: the first competence on the road to excellence
Psychological profiling: the science of personality and performance
Professional competence: the added value you bring to the organisation

Day Two: Creating value for the organisation
Prioritisation and time management: focusing on the critical objectives
Taking control: essential tips for personal productivity
Transformational objectives: From SMART performance to SMARTER performance
Leading productive meetings work: managing appreciating and utilising diversity
Leading meetings with creative flair: thinking differently for new answers
Project management overview and fundamentals: first steps

Day Three: Adding value through relationship awareness theory
Micro political conflict in organisations: the transactional analysis perspective
Personality traits, behaviours and conflict management
Relationship Awareness Theory: Managing my personal response to conflict
Managing without confrontation: assertive communications
Preparing for effective negotiating: influence and the characteristics of world class negotiators
Generating Productive Outcomes: The Agreement Box model of 'win- win'

Day Four: Harnessing Diversity and Creating Value in the Team
Valuing diversity: working with global, culturally diverse teams
The value proposition afforded by High Performing Teams
Avoiding dysfunctional performance: a global challenge and the rationale for team charters
Grounded theory: needs analysis evaluation of current performance
Harnessing diversity for productive outcomes: my role, team roles and contributions
Aligning purpose, productivity and profitability

Day Five: Leading with Initiative: Being Proactive

Being proactive and capitalising on opportunity: self-initiated action, adding value and getting acknowledged by those who matter
Leading from where you are in the organisation: building credibility with or without power
Role modelling leadership behaviours: Emotional Intelligence and outcomes
Leadership styles and organisational climate
Building Trust: the 4 C model to engage and empower others
Programme review and commitment statement

My Happy Training Course for Training and Development

The Mission of **My Happy Training Course** is to help companies and businesses grow by empowering their employees via business and digital skills. Equip your employees with today's most in-demand skills your business needs to reach today's modern customers.

My Happy Training Course is a business/trade name that operates under the legal business entity name of **My Happy Life Project LLC** -a limited liability company incorporated in Wyoming USA in 2021.

My Happy Life Project L.L.C.
1309 COFFEEN AVENUE STE 1200
SHERIDAN, WY 82801, USA

Other business/trade names that operate under **My Happy Life Project LLC** include:

My Happy Review for Online Reviews and Reputation Management

And

My Happy Marketing – Digital Marketing Agency

The mission of **My Happy Marketing** is to make business easier and life happier for local business owners and their customers. We do it by offering easy to use, reliable and affordable digital marketing services.