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!

ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT TRAINING COURSES

QUALITY, PROCUREMENT AND PROJECT MANAGEMENT TRAINING COURSES

PR, CUSTOMER SERVICE, SALES AND MARKETING TRAINING COURSES

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ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT TRAINING COURSES

Career Development and Succession Planning

Course Content

Day One: Putting People First
Putting People Before the Numbers
People's Wants from Their Organizations
Organizations' Wants
Present Top HR Priorities
HR Activities: Traditional Focus versus Career Development Focus

Day Two: The Basics of Career Management and Succession Planning and Management
Careers Today: The Importance of Development
Definition of Career Development
Essential Elements in an Integrated Career Development System
Definition of Succession Planning
Main Aims and Reasons for Establishing a Succession Planning and Management System
Organizational Readiness for Change

Day Three: Promoting a Development Culture
Characteristics of a Development Culture
Career Development as a Change Agent
Roles and Responsibilities in a Development Culture
- *Role of Human Resources*
- *Role of Line Managers*
- *Role of Top Management*
- *Role of Developees*

Day Four: Identifying High Potentials
High Potentials and High Professionals
Assessing Individual Potential
Best Practices to Improve the Management of High Potentials
Qualities of Processes to Spot, Develop, and Retain High Potentials

Day Five: Career Development: Tools and Methodologies
Competencies: The Foundation for Career Development

Coaching: An Essential Managerial Function
Mentoring: A Must Have System for Career Development
Career Counselling Services
Developing Internal Successors
Making the Business Case for Succession Planning and Management
Starting the Systematic Succession Planning and Management Program
Refining the Program
Assessing Present Work Requirements and Individual Job Performance
Assessing Future Work Requirements and Individual Potential
Closing the Development Gap

Certified Training and Development Professional

Course Content

Day One: The Strategic Framework of Training: An Overview
The Role of a Training Department
Approaches Aligning Training with Strategy
From Top-Down to Pulse-Taking
Marketing Training within the Organization
Training Preparations
Guidelines for Promotional Material
Your Training Announcement Template
Partnering with Managers and Supervisors
The Style Inventory
Planning, Preparation, Presentation and Follow-Up with Managers and Supervisors

Day Two: Competencies of the Training Manager/Coordinator
Competency Defined: The Iceberg Metaphor
Competency: Components and Types
Strategic and Tactical Competencies
Planning and Administrative Competencies
Overview of the ASTD Competency Framework

Day Three: The Role of the Training Professional in Training Needs Assessment (TNA)
The Training Assessment Process
Why Identify Needs?
Data Collection Methods: Quantitative and Qualitative
Approaches to Identifying Needs
Advantages and Disadvantages of Quantitative and Qualitative Methods

Day Four: Selecting Subject Matter Experts (SMEs)

Qualifications for Internal Trainers
Internal Trainer Selection Process
Feedback and Coaching Template for Internal Trainers

Day Five: Hiring a Consultant or External Trainer
Screening Consultants Criteria Worksheet
Proposal Evaluation
Review of a Training Proposal
Consultant Interview Evaluation Questions
Monitoring Consultant Performance: Beginning, During, Closing
Demonstrating the Success of Training
Lessons on How to Evaluate Training
The Four Levels of Evaluation
Linking Evaluation Levels with TNA and Instructional Learning Objectives (ILOs)
Components of a Complete ILO
Jack Phillips' ROI Process Model
Tabulating Program Costs
Calculating ROI

Communication and Planning Skills for Administrative Professionals

Course Content

Day One: Face-to Face Communication and Interpersonal Skills
Barriers to effective communication and how to overcome them
Interpersonal skills and building working relationships
Delegation – giving and receiving
Assertive communication
Managing conflict

Day Two: Planning & Time Management
Prioritising
Handling and making requests
Personal planning tools and systems
Managing interruptions
Project planning and principles of CPA

Day Three: Team-Working and Meetings
Team development and group dynamics
Constructive and inclusive discussions
Challenging ideas and getting agreement
Improving meetings:
planning and preparation

participation and control
follow-up and meeting notes

Day Four: Managing Information and Written Communication
Principles of information management:
digesting information and making it meaningful
Report writing:
relevance
layout
structure
Grammar & punctuation
Editing and proofreading skills
Writing e-mails and letters:
style
tone
structure
Other forms of written communication

Day Five: Supporting Presentations/Improving Teamwork and Systems
Designing slides and incorporating graphics
Room setup, equipment and trouble shooting
Continuous improvement and creative thinking
Making a case
Programme review

Computer-Based Office Administration and Organization

Course Content

Day 1: Developing the Modern Administrator's Competencies
Identifying Competencies Needed for Success
Being an "Action" Person
Setting Up, Measuring and Achieving Your Objectives
Interacting with Others and Networking for Success
Personal Productivity
How MS Outlook Can Aid Productivity
Overview of MS Outlook Ribbon, Toolbar and Navigation Pane

Day 2: Office Communication
Choosing the Right Communication Medium
Essentials of Business Writing and Form Design
Using MS Outlook to Write Emails and Manage Contacts
Organizing and Categorizing your Email Folders and Creating Rules
Eliminating Email Overload

Applying Design Themes to your Emails
Creating Professional Signatures
Working with Personal Stationery
Creating your Own Address Book and Organization of Contacts

Day 3: Time Organization
Proactive versus Reactive Styles
Organizational Concepts, To-Do Lists and Reminders
Using MS Outlook Calendar to Schedule Appointments, Events, Meetings, etc.
Prioritizing Concepts and How to Apply them Electronically
Creating and Working with Notes
Creating and Organizing your Tasks through MS Outlook
Organizing Professional Meetings
Writing Agendas for Effective Meetings
Preparing Professional Minutes of Meetings

Day 4: Managing your Relationship with your Manager
Knowing your Manager and Organizing the Relationship
Knowing your Manager's Expectations
Communicating with your Manager
Planning and Scheduling Tasks
Delegation Concepts and Applications Using MS Outlook Tasks
Sharing the MS Outlook Calendar with your Manager

Day 5: E-Filing and Document Management
Organizing your Computer Files
Essentials of a Good Filing System
E-Filing versus Paper Filing
Office Organization Strategies
Data File Management

Designing and Implementing a Performance Management System

Course Content

Day One: The Role of Human Resources in Performance Management
Definition and Purpose of Performance Management
The Performance Management Cycle
Role of HR in Different Phases
Strategic and Administrative Role
Tangible and In-Tangible Responsibilities

Day Two: An Overview of Performance Management Systems

Types of Performance Management Systems:
- *Graphic Rating Scales*
- *Behaviourally Anchored Rating Scales*
- *Management By Objectives*
- *Competency-Based*
- *360-Degree Feedback*

Advantages and Disadvantages
Components and Building Blocks
Trends in Organizations
Uses and Applications of Performance Management Systems

Day Three: Designing a Performance Management System
System Prerequisites:
- *Developing Tangibles*
- *Objectives*
- *Key Performance Indicators*
- *Targets*

Defining Intangibles:
- *Competencies*
- *Values*
- *Behavioral Indicators*

Determining Weights and Percentage Score Ranges
Developing Performance Appraisal Templates

Day Four: Ensuring a Successful Implementation
Pilot Implementation
Potential Pitfalls and Improvements
Marketing and Introducing the System Internally
System Support and Evaluation
Performance Management Operating Systems
Drafting Business Requirements

Day Five: Coaching Managers and Employees
Comprehensive Training on New System
Coaching Managers on Developing Objectives
Structure of a Coaching Session
Structure of Appraisal Meetings

Effective Performance Review

Course Content

Day One: The Role of Assessment & Appraisal
Why have an assessment & appraisal?
The purposes of performance appraisal
What is appraised?

Trends in assessment & appraisal
The problems of conflicting objectives
The ethics of appraising people

Day Two: Implementing a Successful Appraisal Scheme
Formal Vs Informal systems
Who does the appraisal & who should be appraised?
Obtaining top management support
Preparing a policy statement
Instructions to appraisers
Checklist – preparing and implementing a formal appraisal scheme

Day Three: Types of Appraisal
Ranking, Critical incident, Forced choice & Narrative methods
Management by Objectives (MBO)
Behaviourally Anchored Rating Scales (BARS)
Behavioural Observation Scales (BOS)
Deciding which type to use
Overcoming problems in ratings

Day Four: The Appraisal Interview
Common reasons for failure and mistakes made
Communication skills for appraisal (Questioning and Listening)
Hints on interviewing
Planning & Preparing for an Appraisal interview
Emotional Intelligence & Feedback
Practice appraisal interviews - role plays

Day Five: Key Issues in Performance Appraisal & Assessment
Assessment Centres and Appraisal
Performance Appraisal in a Multi-Cultural Setting
Best practice in assisting with employee personal problems (EAP)
Talent Management & Succession Planning links
Evaluation and review of the system
Personal Action Planning

E-Library Management Techniques

Course Content

Day One: Introduction
Introducing e-library management and techniques
The structure of e-library filing, indexing, storage and search
Review documentation, document control and records management

Day Two: Review Policies and Standards

Review guidelines for International Federation of Library Association (IFLA)
ISO standards for e-library, documentation and document management
Regulatory, compliance and legal considerations

Day Three: Designing e-Library Management Procedures and Systems
Design overview
Creating e-library filing and documentation control policies and procedures
Creating indexing and metadata, storage, archive and search systems and setting up security

Day Four: IT, Standards and Implementation
Review of IT e-library management systems
Roles and responsibilities
Project planning and implementation

Day Five: Case Studies and Programmes
Case studies
Drafting exercises
Final wrap-up and discussion

Essential Skills for the HR Professionals

Course Content

Day 1: Human Resources and Communication
Definition of Communication
Communication in HR
Characteristics of an Effective HR Communicator
Questioning Techniques
Listening and Empathy
Interviewing Techniques:
- *The STAR Technique*
- *The FACT Technique*
- *The Probing Technique*
- *The Leading Technique*

Basics of Public Speaking
HR Business Communication and HR Report
- *Basics of Business Writing*
- *Writing HR Reports*
- *Common Mistakes in Writing HR Correspondence and Reports*
- *Examples of HR Correspondence and Reports*

Day 2: Conflict Resolution: A Required Skill for HR Professionals
Definition of Conflict

Sources of Conflict in HR
Thomas Kilmann Conflict Model
Influencing Skills
Practical Applications in HR

Day 3: Client-Centric HR Departments
Definition of Customer Service
Internal Customers versus External Customers
The Importance of Customer Service in HR
HR Customers – Who Are They!
Building a Customer Service Mentality in the HR Department

Day 4: Coaching and Counselling Employees and Line Managers
Coaching, Counselling and Mentoring
Importance of Coaching and Counselling to HR Professionals
Difference between Coaching, Counselling and Mentoring
The 5 Principles of Coaching:
- *Principle 1: Feedback*
- *Principle 2: Accountability*
- *Principle 3 Challenge*
- *Principle 4: Tension*
- *Principle 5: Systems*

The "TGROW" Model of a Super Coach (Topic, Goal, Reality, Options, Will)

Day 5: Emotional Intelligence (EI): The Base for Honing HR Professional Competencies
Definition of Emotional Intelligence
Self-Awareness and Self-Management
The Importance of EI for HR Professionals
Developing EI Competencies
Daily Applications in the HR Environment

HR Analytics - Concepts and Tools for Effective Decision-Making

Course Content

Day One: Introduction to HR Analytics
The Meaning and Power of Analytics
Big Data and HR
The Purpose and Uses of HR Analytics
Needed Skills and Common Pitfalls to Avoid – The Analytical Leader
Trend and Regression Analysis

Day Two: Managing Tomorrow, Today

The Language of Metrics and Analytics
The Evolution of Data Analysis
Moving from Prescriptive to Predictive Analytics
Lagging and Leading Indicators
What we Know about Tomorrow
The Future of Talent/HR Analytics

Day Three: Human Capital Management Model for Managing Tomorrow, Today
The Four Processes of Predictive Modern Human Capital
Scanning the Market and Managing the Risk
Turning Data into Business Intelligence
Avoiding Common Metrics Mistakes
The Levels of Metrics
Applying Metrics and Analytics to Make a Difference

Day Four: Big Data Applications in HR
Using Predictive Analysis to Attack Long-Term Turnover and Productivity Problems
Using Predictive Analysis to Improve Staffing and Retention
Exploring Data that Indicates How Leading Companies Retain Core Talent in Critical Functions
Exploring the Impact of Education Level of Employees in Core Functions on a Business' Market Performance

Day Five: Examples of Organizations Using Talent/HR Analytics
Employee Engagement
Sales
Employee Absenteeism
Retention
Incentives
Leadership

HR Best Practices: Strategies and Tools for Optimal Performance

Course Content

Day 1:
Introduction to Monthly Corporate Report and Weekly Highlights
Understanding the importance of regular reporting
The components of a corporate report and weekly highlights
Analyzing and interpreting the data in the reports
Using the data to make informed decisions

Workforce/Manpower Planning

Understanding the workforce planning process
Identifying HR needs based on business goals
Creating a workforce plan to meet the needs of the organization
Analyzing and monitoring the effectiveness of the workforce plan

Day 2:
Audit Issues and Internal Control
Understanding the importance of internal control in HR
Identifying potential audit issues in HR processes
Developing controls to mitigate risks
Monitoring and evaluating internal controls

Employee Engagement and Satisfaction Analysis
Understanding the importance of employee engagement and satisfaction
Measuring and analyzing employee engagement and satisfaction data
Developing strategies to improve engagement and satisfaction
Evaluating the effectiveness of engagement and satisfaction initiatives

Day 3:
Contract Management and Invoice Verification
Understanding the contract management process
Reviewing contracts and identifying potential issues
Verifying invoices and managing discrepancies
Developing and implementing best practices for contract management and invoice verification

Budgeting and Accruals
Understanding the HR budgeting process
Developing a budget for the HR department
Creating and monitoring accruals
Identifying and managing budget variances

Day 4:
Internal Control Monitoring and Follow-up
Monitoring and evaluating internal controls
Identifying control deficiencies and areas for improvement
Developing corrective action plans
Following up on corrective action plans

Yearly Operating and Business Plan Activities
Understanding the yearly operating and business plan process
Developing an operating plan for the HR department
Aligning the HR operating plan with the business plan
Monitoring and evaluating the effectiveness of the HR operating plan

Day 5:
Assigning and Monitoring KPIs
Understanding the importance of KPIs in HR

Identifying relevant KPIs for the HR department
Assigning KPIs to HR staff
Monitoring and evaluating KPIs to drive performance

Participation in Excellence Awards
Understanding the excellence award process
Collecting and analyzing HR data for awards
Preparing award submissions
Evaluating the effectiveness of participation in excellence awards

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HR Leadership - Competencies for Exceptional Performance

Course Content

Day 1: The HR Business and Outside Expectations
Incorporating Outside Expectations into the 'HR Business' - Focusing on the Real Business
Business Stakeholders' Expectations
Traditional versus Modern Strategic Competitive Differentiators
HR Evolution and Inherent Paradoxes

Day 2: The Human Resource Competency Model
The 1980s and 1990s Competency Models
The 21st Century Competency Model – Six Competency Domains
Impact of Modern HR Competencies on the Individual HR Professional's Effectiveness
Impact of Modern HR Competencies on Organizational Performance

Day 3: In-Depth Analysis of the New Six HR Competencies for Exceptional Success
The HR Competency Model (as Developed by the RBL Group):
- *Strategic Positioner*
- *Credible Activist*
- *Capability Builder*
- *Change Champion*
- *HR Innovator and Integrator*
- *Technology Proponent*

Day 4: Developing HR Professionalism through Practical Actions to Follow The Need to Develop Oneself First
Build HR Leadership: Practices to Apply
Apply HR Analytics for More Effective Decision Making
The Need for a New 'Disruptive HR Technology'
The Nature and Purposes of HR Analytics

Five Steps of Analytics
From Descriptive Analysis to Predictive Analysis
Managing Tomorrow Today
Leading and Lagging Indicators
Applying a Three Level Integrated Measurement System

Day 5: Research Findings and Techniques for Creating an Effective HR Department
Research Findings
Four Priorities for Increasing the Effectiveness of the HR Department
Crafting an HR Business Plan
Doing what HR Asks of Others
Building and Providing HR Analytics
Designing the HR Structure that Delivers Value
Conclusions and Wrap Up
Insights for the Future of HR
Conclusions and Recommendations

HR Metrics and Analytics

Course Content

Day One: Human Capital Management
Introductions and program objectives
The context for HR
Strategic Business Planning
Corporate Social Responsibility
Human Capital Management
How to make things happen – use of business action plan
The difference between HRM and Personnel Management
The new shape and function of tomorrows HR departments

Day Two: Metrics and Analytics
What should be measured?
The effectiveness of the HR function
HR headcount ratios
Administrative cost per employee
Time to fill vacancies
Filling the skills gap
Satisfaction surveys
Internal Frameworks
Morale
Motivation
Investment
Long-Term Development
External Perception

External Frameworks
Human Capital Strategy
Acquisition and Retention
Learning and Development
Primary and Secondary Indicators
The use of narrative

Day Three: Behind and Beyond the Numbers; Creating a Positive Working Environment
The use of narrative
The Softer Side of HR
Avoiding a blame culture
The Relationship between HR and the Line
The New Roles in the HR Function

Day Four: Driving Organisational Change: Connecting HR Metrics and Analytics with Action 1
Change Management
Employee Relations
The Relationship between HR and the Line
Discipline and grievances
Recruitment and Retention
The Use of Competencies
Employee Development
Succession Planning

Day Five: Driving Organisational Change: Connecting HR Metrics and Analytics with Action 2
Employee Motivation
Empowerment and Accountability
Performance Management; The four-stage process – agreeing objectives, feedback, coaching and appraisal
Conclusion and Action Planning

Human Resources KPIs - Benchmarking HR Performance

Course Content

Day One: Key Performance Indicators (KPIs)
The Importance of Measuring
Measures, Metrics and KPIs: The Main Differences
Characteristics of SMART KPIs
Types of KPIs
Common Mistakes when Using KPIs

Day Two: Organizational KPIs
Organizational Appeal and Reputation
Salary Competitiveness
Human Value Added
Career Growth
Absenteeism Rates and Absenteeism Cost
Employee Morale

Day Three: Financial KPIs
Return on Human Capital
Labor Cost
Cost per Hire
Cost per Trainee
Opportunity Cost
Supervisory Ratios
Cost to Supervise
Compensation and Benefits

Day Four: Process KPIs
Measuring Efficiency of Recruitment and Selection
Measuring Effectiveness of Hiring
Using Hurdles Per Hire (HPH) to Reduce the Use of 'Wasta' in Selection
Using Aggregate Yield Ratios and Selection Rates
Measuring Effectiveness of Appraisal Systems

Day Five: Employee Turnover
Voluntary versus Involuntary Turnover
Turnover versus Attrition (Gross and Net Turnover)
Identifying Turnover Metrics
Identifying Turnover Costs
Analyzing and Interpreting Turnover Data
Healthy versus Unhealthy Turnover: When Is Turnover Good for the Organization?
Wrap Up: Designing an HR Scorecard
The Balanced Scorecard as a Strategic Tool
Putting it All Together
Reporting HR to Top Management

Job Mastery and Performance

Course Content

Day One: Performing at Work
Introducing the 4 key stages of managing performance
The practices on which effective performance management is built

The responsibilities of the individual and management
Setting the standards – behavioural and performance
How can we define good performance?
Agreeing goals and objectives
Knowledge, Skill, Attitude and Behaviour and introducing the Competency approach
Considering Corporate Culture (Video)

Day Two: Adult Learning
Adult learning for work and Learning styles, including self-assessment questionnaire
Conscious Competence Model
Methods of enabling learning and whole loop learning
Transferring learning to the job including the effective use of coaching and giving feedback
Johari Window
The training cycle
Ensuring recall
Delegate Motivation

Day Three: Training and Skill Mastery
The need for Continuous Improvement
Training or Development – defining both
Identifying Competencies to meet current job requirements
Determining learning objectives and personal development options
Designing training for recall and behavioural change, knowledge transfer methods
The importance of Pre and Post course evaluations
Measuring the results of a training intervention
Effective use of Development Plans

Day Four: Managing Performance at Work
Purpose, characteristics and use of the Performance Appraisal
The Annual Performance Review process
Collecting data (Performance and Behavioural) for the Appraisal
Setting and agreeing Quantitative v Qualitative Objectives - SMART Objectives
Behaviours are important too – how the job gets done. Setting standards for behaviours at work
Measuring progress against objectives
Regular performance monitoring and assessment techniques
Formal management of poor performance – the disciplinary process

Day Five: Improving Job Performance
Performance Discussions (Behaviour-based)
How to address any performance gaps
The effectiveness of “Ask” rather than “Tell” (Video)

Coaching Methods – the GROW Model and the characteristics of a coaching session
Motivational and Developmental feedback
Giving and receiving regular on-the-job feedback
Recognition of Good Performance and motivational feedback
Identifying and responding to underperformance

Knowledge Management - How to Create an Effective Learning Organization

Course Content

Day One: The Shift towards Knowledge Management (KM)
Defining the Terms (Data, Information and Knowledge)
The Life-Cycle of Knowledge
Knowledge as an Asset to Organizations
Importance of Knowledge Management
Managing Explicit and Tacit Knowledge

Day Two: Creating the Ultimate Learning Organization
Definition, Function and Characteristics of a Learning Organization
The Five Learning Disciplines
Barriers to Creating the Learning Organization
Strategies for Creating Your Learning Organization

Day Three: Knowledge Management Process at Each Stage of the Knowledge Life-Cycle
The Creation of Knowledge
Dissemination to Various Levels and Individuals
Utilization to Make a Difference
Continuously Evaluating Your Knowledge Management Strategy

Day Four: Creating a Knowledge Sharing Environment
Organizational Learning Processes
Knowledge Workers and Learning Organizations
The Role of Employees in Knowledge Management
Creating a Knowledge Sharing Culture "Implementing Leadership and Reward Structures"
Evaluation of Best- and Worst-Case Practices

Day Five: Implementing Knowledge Transfer Technologies
Technology as an Integral Element in Knowledge Management
Implementation of Knowledge Management Technologies
Overview of Tools Available

Managing Employee Performance, Behavior and Attitudes

Course Content

Day One: Understanding the individual
Understanding human psychology
Understanding yourself
The Johari Window
How are attitudes formed?
Your personality style explored
Emotional Intelligence (EI)

Day Two: Performance Improvement Planning (PIP)
Introduction to PIP
Understanding performance decline
Factors affecting work performance
Work performance interviewing
Communication skills for performance improvement
Managing good performance – Behavioral reinforcement theory

Day Three: Driving Performance through Talent Management
Talent management – explored
Employee Resourcing in Context
Introducing basics of manpower planning
Flexibility and introducing the 'flexible firm'
Differentiating succession management & talent management
Nationalisation & Talent Management

Day Four: How to make a Performance Appraisal System Work
The principles of effective performance appraisal
Why performance appraisal matters
Performance management in a multi-cultural setting
Common reasons for failure and mistakes made
How to deal with common mistakes and minimize failure
How to structure an appraisal meeting - a step-by-step outline

Day Five: Understanding Others
Behavior styles – passive, aggressive, passive-aggressive & assertive
Giving feedback with Emotional Intelligence (EI)
Providing appropriate career-path planning - supporting development
The psychology of the group
An introduction to group dynamics
Personal Action Planning

Measuring and Maximizing Training ROI

Course Content

Day One: Introduction – An Overview of the Strategic Role of Training
The Strategic Context of Training
The Business Case for Training Investment
The Principles of Effective Employee Development: Training Models
Evaluating Training
Effective Processes for Measuring Training Return on Investment (ROI)
The Role of Senior Managers, HR Professionals and Line Managers in Measuring and Maximizing Training ROI

Day Two: Aligning Training to Business Objectives: Maximizing Training ROI
The Organizational Context
Business Strategy: The Need for Long-term Planning for Future Skills and Competences
Establishing Training Needs
Aligning Training with Business Needs
Planning and Delivering Effective Training
Maximizing training ROI

Day Three: Measuring Training ROI
Making the Business Case: Arguments for and Against Measuring the Cost Effectiveness of Training
What and How to Measure
Identifying Appropriate Success Criteria
Measuring the Effectiveness of Training
Forecasting Costs and Benefits
Calculating the Training ROI

Day Four: Managing the Training Process
Identifying Effective Approaches to Training
The roles and responsibilities of senior managers, HR professionals, line managers and employees
Establishing Strategic Training Objectives
Identifying Training Objectives at the Operating and Individual Level
Planning and Preparing Training Budgets and Implementing Training
Internal or external training provision

Day Five: Evaluating Training
Determining how Training will be Evaluated: Models and Methodologies
Purpose of Evaluation
Levels of Evaluation
Linking Evaluation to Training ROI

Some Myths about Evaluation
Course summary

Office Management and Effective Administration Skills

Course Content

Day One: Programme Introduction - Roles, Competences and Personal Effectiveness
Programme introduction and objectives
Action planning
The 'competence' model of skills, behaviours and values
Emotional and Chronistic Intelligence
Personal competence review
Time management constraints – resources, systems, other people and self
Handling requests and conflicting priorities

Day Two: Team Working, Communication and Meetings
Team working and team roles
Briefing skills – giving, receiving and passing on
Organising, and participating in, meetings
Notes, minutes and follow-up

Day Three: Managing Working Relationships /Communication
Skills/Supervising Admin Staff
Delegation – giving and receiving
Coaching and training colleagues and staff – skills of on-job training
Communication and listening skills – lessons from NLP
Building rapport
Developing a network of working relationships – influencing skills
Assertiveness and conflict
People problems and problem people
Helping others perform – case study
Practical motivation
Criticism skills

Day Four: Managing Time/Desk Management and Office Technology/Writing Skills
Planning and priority setting
Office layout and ergonomics
Managing the paper-load and developing paperless systems
Getting the best from office technology
Letter writing
E-mail efficiency and etiquette

Writing and editing reports
Proof-reading skills
Setting up/developing writing layout and style guidelines for the organisation
Writing & designing presentation slides

Day Five: Managing Information & Budgets/Improving Customer Service and Systems
Principles of information management – scheduling, filtering and digesting
Interpreting & presenting statistical information
Designing & using graphs
Designing surveys, presenting findings and interpreting meaning
Basic concepts of financial management
Monitoring budgets and variance
Improving customer service and systems – continuous improvement
Action planning

Organization and Workforce Planning

Course Content

Day One: Overview of Workforce Planning (WFP)
A Clear Definition of WFP and its Relationship to Organization Strategy
The Need for WFP
- *Penalties for Not Being Properly Staffed*
- *Importance and Benefits of WFP*
- *The Link between WFP and Other HR Processes*
- *Aims and Phases of WFP*

Main Drivers of WFP
The WFP Analysis Model "A Mega Process"
WFP Key Performance Indicators

Day Two: Workforce Planning Analysis: An Operational Approach
Introduction
- *Project Based Workforce Requirements*
- *Long Term Workforce Requirements*

The Demand Analysis Phase: How to Forecast Human Resources Needs
- *Trend Analysis*
- *Ratio Analysis*
- *The Scatter Plot*
- *The Zero Manning Technique for Identifying Workforce Needs*
- *The Demand Analysis Process*

The Supply Analysis Phase
- *How it Will Help WFP*
- *The Supply Analysis Process*

Forecasting the Supply of Internal Candidates
Qualifications Inventories
Replacement Charts
Roles and Responsibilities

The Gap Analysis Phase

The Nature of Gap Analysis
Causes of Gaps between Supply and Demand
The Gap Analysis Process

Day Three: Workforce Formulation

Filling the Workforce Gaps
Strategic Issues to Consider in Filling Workforce Gaps
The Process

Day Four: Monitoring and Evaluation

A Built-In Process
Gathering Feedback Methods and Means

Day Five: Beyond Staffing Plans

Using Workforce Planning to Support Management Successions and Development Planning
Talent Planning: The Key to Effective Talent Management
Measuring Staffing Effectiveness and Efficiency
Calculating Staffing Costs and Evaluating Staffing Options

Performance Management - Setting Objectives and Conducting Appraisals

Course Content

Day One: Performance Management - Introduction and Definitions

Objectives of Performance Management
Key Terms and Uses
Corporate Values - Their Importance
The Nokia Story
The Annual Performance Cycle - Overview
Performance Management - The Mistakes

Day Two: Establishing Effective Objectives

Cascading - Vision, Mission and Strategies
Performance Criteria - 3 Types
The Impact of Critical Success Factors on Performance
Key Result Areas
Key Performance Indicators (KPIs) and Units of Measure
Financial and Non-Financial KPIs

SMART Criteria - Establishing Individual Goals and Measures
Measuring the Semi-Tangible Factors/Competencies

Day Three: Managing Performance
Statistics on People and Performance
Continuous Reviews and Assessments
Performance Gaps
Common Causes of Poor Performance
Measuring Performance - Scoring Systems
Tips for Improving Performance
Importance of Communication in Performance Management

Day Four: The Importance of Coaching
Coaching Responsibilities
Benefits of Good Coaching
Characteristics of a Good Coach
Elements of a Good Coaching Session
Five Steps of Coaching for Optimal Performance

Day Five: Conducting Effective Performance Appraisals
Planning Performance Appraisals
Preparing for the Appraisal
Avoiding the "But" Trap
Objective not Subjective
Conducting Effective Appraisal Meetings
Common Appraisal Errors
Roles of Employees and Managers

Strategic Human Resources Management

Course Content

Day One: The Main Cycles in Human Resources (HR) Management
HR Strategy Cycle
Recruitment and Selection Cycle
Training and Development Cycle
Performance Management Cycle
Compensation and Benefits Cycle

Day Two: Strategic HR Management
Situation Analysis
- *SWOT*
- *PEST*
- *PEDSTL*

HR Visions and Missions
HR Strategic Goals

Critical Success Factors in HR
Key Result Areas and Key Performance Indicators
Core Competencies and Core Values

Day Three: Measuring Human Resources
Measuring HR Strategies: The Main KPIs
Human Resources versus Human Capital
Return on Human Capital (ROHC) and Cost of Labor (COL)
Human Value Added (HVA) and Profit Per Employee (PPE)
Employee Morale and Employee Satisfaction Indices
HR Scorecards and Dashboards
The Balanced Scorecard

Day Four: Employee Turnover
Turnover versus Attrition (Gross and Net Turnover)
Voluntary versus Non-Voluntary Separation
Analyzing Turnover: Interpreting the Data
Healthy versus Unhealthy Turnover
Turnover Index

Day Five: Managing Employee Performance
Tangible versus Intangible Appraisal Systems
Samples of Best (and Not So) Practices
Behavioral Rating
Management by Objectives (MBO) Systems
Competency-Based Appraisals
180° and 360° Systems
Forced Ranking and the Bell Curve: Advantages and Warnings
Keys to Success and Failures of Performance Management Systems

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Strategic Talent Management

Course Outline

The War for Talent
Six Realities about People Today
The Battle for Brainpower
Talent Management as Part of a Development Culture
The Triumph of the HR Department

Intangibles: The New HR Return On Investment
Intangibles Defined
The Rising Importance of Intangibles
An Architecture for Intangibles
HR's Role in Building Organizational Capabilities

Proactive Talent Management
Six HR Conditions for Organizational Success
Defining Proactive Talent Management
The Foundations of Talent Management
How Talent Management is Different from Succession Planning

Talent Management: Problem or Solution?
A Short Historical Perspective
Talent Management as Part of Risk Management
A New Framework for Talent Management

Creating a Talent Management System
Four Steps to Follow
Key Positions and Key People
Identifying High Potentials
The Performance Potential Grid
The Talent Web
Qualities of Processes Needed to Spot, Develop and Retain Excellence
Integrating Coaching, Training and Development with Talent Management
Optimizing Investment in People

Institutional Strategies for Dealing with Talent Management Issues
Navigating the Forces Impacting Talent Management
Institutional Strategies and Best Practices

Retaining Top Talent: The Big Challenge
Common Mistakes Made by Companies and How to Avoid Them
Integrating Compensation with Talent Management
Twelve Recommendations to Keep your Talented People

Wrap Up: Turning your Organization into a "Talent Master"
What it Takes to Become a "Talent Master"
Winning the War for Talent

Time Management and Personal Effectiveness

Course Content

Day One: Dimensions of Time Management & Personal Effectiveness
Programme introduction and objectives
Action planning and enhancing personal and team effectiveness
Making the most of office technology
Chronistic intelligence
Time-stealers and costs of poor time management

Priority setting – rational and emotional approaches
Ten principles of effective time management
Handling and making requests
Behavioural analysis and time management

Day Two: Personal Planning Systems/Interruptions/Project Planning/Stress
Getting the best from diaries and to-do lists
Proactive planning to meet key responsibilities
Developing time-based planning – daily, weekly, monthly plans etc
Handling interruptions – developing a time sensitive culture
Planning project-type work
Principles of Critical Path Analysis and implications for priority setting
Understanding stress
Managing stress in self and others
Dealing with change – taking and getting a positive response

Day Three: Getting the Best from Other People/Communication/Meeting Skills
Delegation – giving and receiving
Team-working and team building
Improving communication and working relationships
Assertiveness
Effective and efficient meetings – 'everybody's a chairbody'

Day Four: Office Ergonomics/Managing Information/Efficient Reading & Writing
Optimising the office environment
Handling the paper-load and developing paperless systems
Managing e-mails
Improving the efficiency of management reporting
Using and developing relational databases
Business writing and the principles of 'rapid composition'
Rapid and efficient reading – digesting and retaining information
Mind-mapping

Day Five: Developing Creativity/Continuous Improvement/Self-Development
Developing creativity in self and others
How the brain works and creative thinking techniques
Developing a culture of continuous improvement
Implementing change initiatives
Influencing skills – making a case and managing the 'politics'
Continuing professional development – a proactive approach
Programme review and action plans

The Executive Assistant - Personal Assistant (PA) Masterclass

Course Outline

Progressive Role of the Executive Assistant/PA
Developing and Broadening your Role
Expanding Yourself: Going Beyond Expectations
Widening the Managerial Aspects of your Role
Competencies of the Modern PA
Better Management of your Work Flow

Optimizing the Relationship with the Boss
Establishing Common Objectives/Priorities
Knowing and Synchronizing Expectations
Building and Managing the Relationship
Maximizing your Value Relative to the Boss
Partnering with the Boss

Effective Interpersonal Communication
Building Excellent Relationships with Colleagues
Dealing with Difficult Personalities
Developing Self-Confidence and Assertiveness
Presenting your Ideas and Influencing Others
Negotiating Win-Win Outcomes
Perceptions, Attitudes and Beliefs

Professional Business Writing
Crucial Elements for Excellent Writing
Writing Professional Emails
Email Etiquette

Controlling Stress
Understanding Stress
What Happens When you are Under Stress: The Symptoms
Identifying Actual Causes of Stress
Action-Planning to Keep Stress Under Control
Time-Management Preventive Measures

Organizing Professional Meetings
Planning for the Meeting
Preparing the Agenda
Techniques for Writing the Minutes
Improving the Effectiveness of your Meetings
Actions to Take After your Meetings

Dealing with Visitors and Improving Customer Service
Different Techniques for Screening Visitors
Servicing Internal and External Customers
Handling Complaints Professionally
Making your Department Customer-Friendly

Training Management and Organisational Learning for Oil and Gas Industries

Course Content

Day One: Organisational Learning Explored
The concept of learning
How does learning differ in the Oil & Gas Industry
Behavioural and other psychological theories
Implications of organisational learning practices
The idea of organisational learning
Redefining organisational learning

Day Two: Training Management Explored
Managing the training function strategically
Training in the Oil & Gas sector
The importance of cost-benefit & ROI
The concept of talent management
Differentiating succession management & talent management
Nationalisation issues

Day Three: Leading Organisation Change
An experience of change
Change at the team level
Change at the organisational level
Key drivers of change
Change management
Case Studies of change management in the Oil & Gas Industry

Day Four: Organisational Development (OD) Explored
History of OD
Organisational development today
Maslow and Hertzberg & The Hawthorne effect
Case studies: Putting OD into practice
Diagnostic tools for OD
Organisational Structures

Day Five: Becoming a Learning Organisation
Understanding the learning organisation

Characteristics of a learning organisation
Are you ready to change?
Benefits and barriers
The Fifth Discipline
Personal action planning

Writing Effective Policies and Procedures

Course Content

Day One: Introduction to Policy & Procedure Writing
Introduction
Why they are important
What makes a good policy
The structure of policy and procedures
Writing styles
Incorporation of other documents

Day Two: The Governance and Roles involved in Policy
Practical activities
The role of policy and procedures
What needs to be included
Who needs to be involved
The review process
The approval process

Day Three: How to Implement Policy & Procedures
Review examples of policy and procedures
Avoiding ambiguity
Standards - ISO
Communications
How to ensure staff compliance
Maintenance

Day Four: Drafting Policy & Procedure
Drafting guides
Best practice
Useful and relevant tips
Effective writing
Commercials
Drafting exercises

Day Five: Case Studies and Workshops
Case Studies
Publication
Workshop objectives

Group workshop/exercises
Group discussion
Course review/wrap-up

Writing HR Policies and Procedures

Course Content

Day One: Human Resources Management
Towards a Modern Definition
The Main Functions in HR Management
Competency-Based HR Management
HR Deliverables: A Model for Multiple Roles
HR as Business Partner
HR Competencies: Moving from Traditional HR to Strategic HR

Day Two: The Strategic Role of Human Resources
The Evolution of HR into a Strategic Function
Steps to Building the Strategic Role of Human Resources
Policies and Procedures as the Cornerstone in Strategizing Human Resources

Day Three: Basic Writing Tips – As Applied to the Design of Policies and Procedures
Writing in an Impersonal Style
Organizing Paragraphs and Sentences
Using Simple, Specific and Positive Language
Using Active Verbs
Applying Easy and Effective Grammatical Rules
The Gunning Fox Index for Writing Complexity

Day Four: Procedures: What Are They and Why We Have Them
Human Resources Policies
Human Resources Procedures
Why are HR Policies and Procedures Required?
Expressing Values in HR Policies and Procedures
Importance of Statutory Inclusions
Formulating HR Policies and Procedures
A Partial List of Policies
Contents and Sections of a Policy
Practical Policy Writing Activities

Day Five: Development of Human Resources Procedures
Defining Processes and Procedures
Considerations in Developing Processes and Procedures
Building your Process

Use of Flowchart Symbols
Writing Detailed Procedures to Support Process Maps
Main Considerations in Developing HR Procedures – Including the Development Process
Developing HR Procedures – Practical Application
Human Resources Management Systems

- *Introduction and Briefing*
- *Relating HRMS to Policies and Procedures*
- *The Various Applications*
- *Oracle*
- *SAP*
- *Other Options*

QUALITY, PROCUREMENT AND PROJECT MANAGEMENT TRAINING COURSES

Contract Excellence for Non-Legal Professionals

Course Content

Day One: The Basis of Contracting
Why we use contracts
Legal requirements for a valid contract
Oral contracts
Electronic contracts
Terms and conditions of the contract
Authority to contract

Day Two: Risk and Different Contracting Types
How to assess and manage risk
Traditional contract types
Modern contract types
Bonds and Guarantees
Letters of Intent
Which Law?

Day Three: Major Contract Terms
Obligation to perform
Defective goods
Liability issues
Indemnities and Insurance,
Intellectual property
Force Majeure

Day Four: Changes and Variations, Payment and Close-out Issues
Changes and Variations
Payment issues
Letters of Credit
Warranty claims
Suspension and Termination
Contractual issues on close out

Day Five: Negotiation, Avoidance and Resolution of Disputes
Negotiation, compromise and settlement

Litigation
Arbitration
Mediation
Expert Determination
Dispute Review Boards

E-Procurement: Developing, Implementing and Managing the Complete Process

Course Content

DAY 1: TRADITIONAL PROCUREMENT PROCEDURES
Procurement in the organization
Strategic sourcing
Supplier selection
Supplier evaluation and performance
Apply performance to procurement decisions
What is e-procurement
Pre-requisites for developing an e-procurement system

DAY 2: E-PROCUREMENT DEVELOPMENT
Steps in developing an e-procurement system
The capabilities of e-procurement
Components of an e-procurement system
Developing an e-procurement internal customer ordering and approvals system
Developing an e-quotation preparations system
Developing an e-quotation evaluation system
Developing an e-purchase order system
Developing an e-tendering system

DAY 3: E-PROCUREMENT MODELS AND NEGOTIATION
E-Procurement business models
Avoiding confrontational negotiating
Negotiating with an angry person
New techniques in influencing
Understanding the other negotiator's power
Negotiating pressure points and countermeasures
Negotiation exercises

DAY 4: E-PROCUREMENT MANAGEMENT
E-procurement workflows
E-procurement processes
E-procurement hardware and software
E-procurement user administration

E-procurement security

DAY 5: ORGANIZATIONAL IMPROVEMENT THROUGH EPROCUREMENT
Integrating e-procurement systems into the business process
Integration issues
E-Procurement and contract law
Contracts and electronic signatures
Contract formation and e-trading
Making changes in the organization

Event Management Essentials

Course Content

Day One: The Basics of Events Management
What is events management? Why some events fail?
Establishing the event - ensuring it is viable
Liaising with the client and key stakeholders
Ensuring you have clear roles for all those involved in the event
The top qualities of successful events management
Quality 1: Flexibility - what it means and how to be flexible

Day Two: Setting up the Event to Succeed
Developing agreed objectives for the event
Agreeing your outcomes? What does a successful event look like?
Dealing with risk and uncertainty in your events
Developing the team - ensuring you have a strong team around you
Quality 2: People skills – how to develop your people skills

Day Three: Event Planning
Developing your plan for the event including marketing
Working effectively with suppliers and your key stakeholders
Delegating effectively for success
Communicating the event successfully – but how?
Establishing a clear monitoring process for your event
Quality 3: Organization skills – how to be organized and effective

Day Four: Developing a 'Lessons Learned' Approach
Building on your successes and your areas for improvement!
Creating a learning culture
Briefing & meeting skills
Event finance including trying to obtain event sponsorship
The legal issues you may face
Quality 4: Passion - what is it, what does it look like and how can you get it

Day Five: The Day of the Event
Having a run through – pre-event
The event checklist – what is on your check list?
Quality 5: Time management – some tips for effective time management
Having a post event review process
Formally closing the event, learning and moving on to the next event

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Events and Conferences Management

Course Outline

Events and Conferences
Importance and Concepts
Types of Events and Conferences

Planning for Events and Conferences
Collecting Information Needed in Planning
Setting Smart Objectives
Preparing the Event Plan with Detailed Activities and Schedules
Selecting the Venue and Agreeing on the Site of the Event or Conference

Organization of the Event or Conference
Choosing the Human Resources for the Management of the Event or Conference
Forming Different Specialized Committees
Training/Motivating the Teams in Charge of Managing the Event or Conference

Promotional Activities for Events and Conferences
Promotion and Advertisement of Events or Conferences
Steps Needed for the Promotion and Marketing of the Event or Conference
Setting a Plan for the Promotion of Events and Conferences

The Different Functions for Managing Events and Conferences
The Official Airline Carrier
Arrangements with Hotels
Conference Registration Activities
The Scientific Program and Choosing Speakers
Media Coverage During the Event or Conference
Managing the Event, Conference or Scientific Meeting
The Different Social Activities

Organizing of Exhibitions
Planning for Exhibitions
Promoting and Marketing Exhibitions
Renting Exhibition Space

Organizing and Managing of Exhibitions
Steps in the Actual Implementation of Exhibitions Plans

The Financial Aspects of the Conference
Preparing the Conference Budget
Controlling Expenditures According to the Budget
Deciding on the Registration Fees
Controlling the Cash Flow

Follow Up and Evaluation of Conference and Events Activities
Monitoring the Event or Conference Activities
Dealing with Implementation Problems
Preparing the Final Report

Feasibility Studies - Preparation, Analysis and Evaluation

Course Content

Day 1: Introduction and Definitions
Feasibility Study Definitions
Feasibility Study Objectives
Feasibility Study versus Business Plan
Feasibility Study Cycle
Feasibility Study Preparation Steps

Day 2: Feasibility Study Elements
Feasibility Study Report Elements
Executive Summary
Feasibility Study Outline
Market Feasibility:
- *Market Research and Analysis*
- *Market Research Data Types*
- *Sales Projections Analysis*

Technical Feasibility:
- *Critical Technical Questions*
- *Supply Feasibility*
- *Operational Feasibility*

Financial Feasibility:
- *Project Costs*
- *Indirect Costs*
- *Ongoing Costs*

Day 3: Feasibility Study Financial Model Using Microsoft Excel
Building the Feasibility Study Financial Model

Weighted Average Cost of Capital (WACC)
Cost of Equity Using the Capital Asset Pricing Model (CAPM)
Unlevered Free Cash Flow (UFCF)
Terminal Value of the Project
Preparing Sensitivity Tables
Creating Different Scenario Analysis

Day 4: Feasibility Study Appraisal and Analysis
Financial Analysis Parameters:
- *Liquidity Ratios*
- *Operating Ratios*
- *Financial Leverage Ratios*
- *Security Ratios*
- *Profitability Ratios*

Investment Appraisal Analysis:
- *Quantity and Sales Breakeven Points*
- *Payback Period*
- *Net Present Value (NPV)*
- *Internal Rate of Return (IRR)*
- *Profitability Index*

Day 5: Feasibility Study Evaluation and Implementation
Internal Recommendations and Conclusions
Evaluating Feasibility Studies
Common Mistakes in Using the Feasibility Study Results
Implementing the Proposals

Fundamentals of Asset Management

Course Content

Day 1 - Introduction to Asset Management & Strategy Framework
Introduction to program
Introduction delegates
Pre-test
Asset & maintenance management as a business process
Asset management process model – The Asset Management System
Strategy framework:
- *line of sight*
- *asset management policy, asset strategy, asset management strategy*
- *asset management objectives (goal setting)*
- *asset management plan*
- *feedback & improvement*

Day 2 - Asset Management Roles + Standards on Asset Management (PAS 55 + ISO 55000)

Introduction
Asset Management roles
Sourcing & outsourcing
Stakeholder management
BSI-PAS 55 – a proven standard for Asset Management
ISO 55000 – the new international standard on Asset Management
Certification procedure

Day 3 - Good Asset Management Practice – Part 1
Introduction
Demand forecasting
Level of service and performance measures
Defining the right key performance indicators
Capacity or utilization monitoring
Condition assessment and monitoring
Information & configuration management
Vendor management & past performance
Asset procurement

Day 4 - Good Asset Management Practice – Part 2
Introduction
Risk management
Risk Based Maintenance concepts (RBM)
Life Cycle Costing (LCC)

Day 5 - Assessment & Implementation Aspects
Introduction
Asset Management assessment
Asset Management teams
Changing the behaviour of people
Implementation of Asset Management – case study
Wrap-up

Improving Productivity through Quality and Cost Reduction

Course Content

Day 1: Productivity Defined
Definitions
Process-Based View
Productivity Limitations
The MUDA Factor
Eight Types of Waste
Cost of Poor Quality

Day 2: Principles of Cost Reduction: The Quality Approach
Quality Defined
Avoiding Wastage and Adding Value to the Customer
(Cost Reduction Strategies)
Cornerstones of Quality
Setting Up a Cost Reduction Program
Cost Savings Project Selection Roadmap
Barriers to Cost Reduction Programs
The Resistance Psychology in Humans
The Role of Suggestion Schemes

Day 3: Productivity Improvement Tools
Tool Selection
Brainstorming
Pareto
How-How Method
Why-Why Method
Ishikawa Fish-Bone Diagram
Six Sigma
Lean Principles
Non-Value-Added Analysis
Reengineering
The Focus Method

Day 4: Cost Reduction Opportunities
Streamlining the Organization
The "ESSA" Method
Savings in Material Costs
Reducing the Costs of Services
140 Ideas to Cut Costs

Day 5: Measuring your Productivity Initiatives
Key Performance Indicators
Setting Targets for Cost Reduction
Benchmarking
Types of Benchmarking
The Balanced Scorecard
The Dashboard

IT Project Management

Course Content

Day One: Background for an IT Project Manager

IT project life cycle: initializing, planning, execution, monitoring & controlling, and closing processes
Waterfall to Agile Project in IT
Stakeholder conflicts of interest, and how to resolve them
Selecting project manager and team members
The role of a Project Management Office (PMO)
IT Project Leadership, Conflict and Motivation Styles
Practical Exercise: Personality profiling
Practical Exercise: Creating a communications management plan

Day Two: Project Initializing and Planning
Decomposing a project (business) need
Appraising IT project investments – tangible and intangible quantification techniques
Developing the IT Requirements
Developing the Project Schedule
Estimating and agreeing the project resources
Analysing the project plan
Practical Exercise: Creating a project charter for a group project
Practical Exercise: Constructing a WBS for a group project
Practical Exercise: Producing a task (work package) listing
Practical Exercise: Determining resource requirements and task costs
Practical Exercise: Calculating the Critical Path

Day Three: Managing the Project
Resource planning – resource scheduling and resource levelling
Determining roles and responsibilities for team members
Risk and Issue Management – identifying and controlling
Issue and change management processes
Controlling the Project Status
Managing project vendors
Practical Exercise: Resource levelling assignment
Practical Exercise: Creating a human resource management plan
Practical Exercise: Risk brainstorming exercise and creating a risk register
Practical Exercise: Creating a statement of work (SOW) for contractors and vendors
Practical Exercise: Developing a formal project plan, and get approval

Day Four: Executing the Project
Executing the project plan
Distribute project information to stakeholders – management and technical reports
The change control system (change management plan)
Project performance measurement
Create performance measurement report
Baseline techniques / Earned Value Analysis (EVA)
Practical Exercise: Creating a technical report

Practical Exercise: Creating a management report
Practical Exercise: Creating a change request
Practical Exercise: Creating a performance report

Day Five: Closing the Project
Validating the Scope
Contract close-out administration - procurement audits
Verifying the Product
Monitoring Customer Satisfaction
How to use Lesson Learnt
Practical Exercise: Creating a formal acceptance document
Practical Exercise: Creating a handover acceptance document
Practical Exercise: Creating a lessons-learned document

Negotiation and Dispute Resolutions

Course Content

Day One: Fundamentals of Negotiation
Negotiation defined
Disputes and the need for resolution
Place of negotiation in the contractual resolution process
Commercial impact of the breakdown of negotiations
Best Alternative to a Negotiated Agreement (BATNA)
The four-phase process of negotiation

Day Two: The Negotiator's Toolbox
Preparation
Information needs
Drafting your proposal which will open the discussion
The negotiation discussion phase
Bargain and Close
Negotiating position setting

Day Three: Negotiating Styles, Tactics and Ploys
Cultural & international issues
Red, Purple & Blue negotiators
Non-verbal communication and the interpretation of body language
Make time your friend
Silence and ploys as tactics and how to respond effectively

Day Four: Personal Fitness and Dealing with Difficult Negotiations
Interests, positions and escalation
Stakeholder power behind the interests in negotiation
Negotiator as a Mediator
Team negotiations

Proposals and persuasion

Day Five: Putting it all into Practice
Negotiation case study
Team allocation and simulation exercise
Analysis of performance
The Do's and Don'ts of Negotiating
Improving what we do - action planning

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
Practical Exercise: Create end course lessons learned

Project Scheduling and Cost Planning Skills

Course Content

Day One: Project Estimating Basics
Basic Project Management definitions
Triple Constraints – Time, Cost, Scope
Project Selection Methods
Defining the Project Scope
Cost & Schedule Estimation, cost Budgeting & Control
Project Schedule Planning and Critical Path Method

Day Two: Developing Project Budget & Schedule Control
Project management inputs to cost budgeting
Resource Requirements
Direct & Indirect Project Costs
Planning and Scheduling Limited Resources
Options for Accelerating the Schedule
Crashing the Schedule - How?

Day Three: Managing the Risk
Risk Identification, Analysis & Management
Contingency Reserve
PERT, Probability and Standard Deviation Formulae
Network Activity Risk Profiles
Application: Estimating Project Duration
Project Risk Strategies

Day Four: Measuring Project Performance
Balanced Project Schedule without Buffers (Finish-Start) and Inserting Buffers
Comparison of Unbalanced with Balanced Schedules
Measuring Planned Progress on Schedule
Risk Distribution in Contracting
Actual Progress and Work Conditions
Managing Variable Conditions

Day Five: Managing and Recovering Project Estimates
Schedule Variances & Cost Variances
Progress Control Charts - Trend Analysis
Schedule and Cost Variance Forecasting
Schedule and Cost Recovery Analysis
Schedule and Cost Recovery Plan
Project Recovery Baselines and Controls

Process Management - Mapping and Improvement

Course Content

Day 1: Process Definitions and Elements
Process Definition
Process Approach to Improvement
Advantages of Process Mapping
Elements of a Process
Benefits of Process Maps
Attributes of a Process Map:
- *Who Is the Customer?*
- *What Is Critical to their Satisfaction?*
- *Where Can we Obtain Process Performance Data?*
- *How Well Do our Processes Satisfy their Needs?*
- *What Is our Business Value Chain?*
- *What Is Process Efficiency and Effectiveness?*
- *Stakeholders Analysis*

Day 2: Understanding Process Approach as per International Quality Standards

Understanding Process Approach
Process Characteristics
The Plan-Do-Check-Act (PDCA) Approach
Opportunities in Terms of Reducing Cycle Time and Defects

Day 3: Process Assessments Approaches

Key Terms
Mapping Process
Types of Mapping Tools:
- *Simple Flow Charting*
- *Geo Graphs, Spaghetti/Workflow Diagrams*
- *Swim Lane (Deployment) Flowcharts*
- *Supplier-Input-Process-Output-Customer Charts (SIPOC- Six Sigma Projects)*
- *Value-Added/Non-Value-Added Analysis*
- *Value Stream Maps*
- *Cycle Time Map*

Process Hierarchy
Process Maps Symbols
IDEFO Process Map:
- *Non-Value-Added Analysis*

Lean Thinking to Reduce Waste in Processes
The Eight Types of Waste Found in Processes
5S – A Framework to Organize and Maintain your Workplace
Failure Mode and Effects Analysis (FMEA)

Day 4: Process Analysis and Improvement

Customer Oriented Processes
Support Oriented Processes
Management Processes
Diagnosis of a Process
Analyzing and Improving a Process
Turtle Diagram
Using Process Maps to Identify Root Causes
Cornerstone Tools to Process Streamlining
Problem-Solving Techniques
Process Auditing as a Tool for Continuous Improvement
Process Mapping in Six Sigma Projects

Day 5: Process Measurement and Benchmarking

Why Measure?
Setting Targets
Process KPIs
Benchmarking and the Balanced Scorecard

Purchasing Techniques, Negotiating and Cost Reduction

Course Content

Day One: Continuous Improvement in Cost and Productivity
How do other functions view purchasing
A Purchasing Savings Model
Total Cost of Ownership Models
Cost Reduction Initiatives
Establishing a Strategic Focus with Pareto Analysis on Cost
Modern Methods of Analyzing the Spend

Day Two: Defining Cost Reduction Opportunities
Developing Company Purchase Price Index and Comparing to External Indexes
Understanding of Supply Marketplace and how Suppliers Price
Benchmarking best practices in Cost Reduction
Resisting Price Increases
Supplier Performance Measurement
Cost Saving Methods

Day Three: Methods of Price Evaluation
Price Justification
Methods of Price Analysis
The Competition that leads to price reduction and evaluation
Methods of Cost Analysis
Breaking down the Elements of Cost
Developing "Should Cost"

Day Four: Successful Negotiations
Negotiation Skill Sets
Steps in Negotiation Preparation
Methods of Persuasion
What Does Win/Win Really Mean?
Determining the Issues
Rating & Valuing Issues

Day Five: Determining Strengths and Weaknesses
Know Your Better Alternatives to Negotiated Agreements (BATNA)
Analyzing The Other Side
Negotiation Objectives Diagram
Prepare the Negotiation Team
Tips for the Actual Negotiation
Participants will negotiate model cases & discuss the results to provide an opportunity for hands on experience

Risk Assessment and Risk Management for Oil and Gas Projects

Course Content

Day One: Getting Started
Pros and cons of Risk Management
Practical experience with risk assessment & risk management in various industries
Risk Management throughout a project life cycle
Methods to increase company-wide awareness, understanding & senior level support
Risk Management at various levels of an organization
Business Risks vs Technical Risks vs Implementation Risks

Day Two: The Risk Management Process Wheel & Identifying Risk
Proactive Risk Management Process
The Risk Management Process Wheel
The Risk Register
Risk Management Planning
Risk Identification
Risk Identification Tools & Techniques

Day Three: Risk Analysis
Qualitative Risk Analysis
Quantitative Risk Analysis

Day Four: Risk Responses & Managing Risks
Risk Response planning
Building a Risk Management Plan
Calculating Risk Management Budget
Monitoring & Reviewing
Opportunity Assessment
Project Execution Risk Assessment

Day Five: Reporting Risk Management Outcome
Creating an Oil & Gas Risk Questionnaire
Risk Evaluation
Risk Evaluation Report
Course Evaluation

Strategic Purchasing and Supply Management

Course Content

Day One: Setting the Strategic Direction
Defining the supply management mission and vision
Stages to world class Supply Management
Becoming more strategic in procurement
Supply Management skill sets
Developing the Spend analysis
The ABC (Pareto) analysis

Day Two: How do you know that you got a Good Price?
Supplier Pricing models
Defining Cost and Price analysis
Methods of Price analysis
Working with Producer Price Indexes
Developing the Organization's purchase price index
Estimating Cost in relationships

Day Three: Getting a Better Price by Analysing Cost
Methods of Cost analysis
Major elements of Cost
What and how important are Supplier overheads
Sources of cost information
Analysing Supplier cost breakdowns

Day Four: Using Price, Volume, International Labour, and Value Analysis
Global Industrial Labour Rates
Working with Currency Exchange Rates
Cost Volume Profit Analysis
Fixed and Variable Costs Defined
Defining Value Analysis?
Checking Supplier Value

Day Five: Total Cost of Ownership (TCO)
Changing Supply Management
Defining TCO
Barriers to TCO
Approaches to TCO
Total Cost Modelling of the Supply Chain
Implementing TCO

Strategic Quality Management

Course Outline

Strategic Quality Management and Strategic Thinking
Quality Evolution and Concepts
Evaluation of Strategic Management
Strategic Thinking versus Strategic Planning in Quality Departments
The Strategic Planning and Control Process
Benefits of Strategic Management to the Quality Professional

Analysis of the Environment
Situation Analysis Tools in Quality Departments
Defining Quality Visions and Missions
Setting Quality Strategic Goals
Identifying Critical Success Factors in Quality
Key Result Areas and Key Performance Indicators
Core Competencies and Core Values

Goals, Objectives and Creative Strategies
Goals, Objectives and Targets for the Quality Division
Financial versus Non-Financial Objectives
The Use of Key Result Areas in Quality Sector
Adopting Effective Strategies to Achieve Excellence
Examples in Quality Department Strategies

Developing Operating Plans
From Vision to Action Plan
The How-How Technique to Develop Quality Related Initiatives
Criteria of Effective Action Plans
Linking Goals, Strategies, Action Plans and Budgets
Developing a Quality Department Plan

Measuring Quality Management Strategy Achievement
Approaches to Control in Quality
Using Key Result Areas (KRAs) to Create Key Performance Indicators (KPIs) for the Process Control
Setting Targets
The Balanced Scorecard for the Quality Department

Strategic Deployment of Quality Frameworks and Excellence Awards
EFQM
Quality Awards
Excellence Awards

Supply Chain Best Practices

Course Content

Day One: Understanding the Supply Chain
Supply Chain Definitions
Supply Chain Models and Types
Types of process frameworks
Defining performance gaps
Customers, competitive advantage and demand
The Global Supply Chain

Day Two: Unlocking your Cash: Inventory Management and Optimization
Types of inventory
Applying procurement strategies that maximize inventory turns
Speeding the cash-to-cash cycle time
The financial justification for change
Supplier relationship management: strategies, approaches, and tools

Day Three: A New Paradigm for Outsourcing
Is your relationship transactional or outcome-based?
Defining desired outcomes that are measurable
Developing an effective outsourcing contract
Designing a pricing model that incentivizes desired behaviours
Evaluating cost/service trade-offs

Day Four: Identifying Supply Chain Instabilities and Risks
Internal supply chain risks
PESTLE and external risks
Risk management principles
Evaluation and prioritisation of risks
Contingency and risk management planning

Day Five: Rethinking the Supply Chain and Improving your Results
Rationale and approach to performance management
Identifying, defining, and tracking your metrics
Incentives and continuous improvement
Reengineering supply chains end to end to minimise risk
Organisation development

Tendering, Procurement and Negotiation Skills

Course Content

Day One: How Tendering and Procurement Aligns with the Organisation Strategy
Influence of the external environment
Adapting to new business models
Critical supply strategies
Transforming the Supplier relationship
The Procurement cycle

Day Two: The Tendering Process
Elements of a good procurement process
Selecting the right contracting strategy
Stages in the tendering process
Developing tender evaluation criteria
Negotiating with short-listed suppliers
How can we be sure we are obtaining a good price?

Day Three: Advanced Procurement Skills
Transforming the supplier relationship
Defining the organization's mission in supplier relationships
How to be a good customer
Differentiating between SRM and collaboration
Optimising the supply base

Day Four: The Negotiation Process
Avoiding confrontational negotiations
Communication techniques
New techniques in influencing
Understanding the other negotiator's power
Negotiating pressure points and countermeasures

Day Five: Implementing Improvements in the Organisation
Attract and retain procurement management talent
Producing a realistic personal action plan for improvement
Business continuity and contingency planning for procurement
What is Activity-Based Costing
Ways that procurement can improve finances

The Complete Course on Inventory Management

Course Content

Day One: Inventory in the Value Chain
The purpose of inventory in the value chain

Classification of inventory
Procedure for eliminating obsolete inventory
Pareto Law in identifying product Classification
Location of inventory
Using Economic Order Quantity on managing inventory order levels

Day Two: Demand Planning
Basic forecasting methods
Customer segmentation
Hierarchy of planning
Aggregate planning
Maintenance & Inventory planning meeting
Master Scheduling

Day Three: Forecasting
Principles of forecasting
Effect of lead time on the forecasting process
Quantitative forecasting
Qualitative forecasting
Tracking forecast accuracy
Determining safety stock

Day Four: Inventory Recording
Period stock take
Cycle counting
Perpetual recording
Utilizing Bar-cades to manage inventory and movements
The use of Radio Frequency Identification (RFID) for recording inventory movement
Inventory accounting

Day Five: Performance Measurement
Stock turnover rate
Customer service
Cost of operations
Measuring the effectiveness of your system
How to use the measurements
Class exercise on selective inventory management

Warehouse Management Best Practices

Course Content

Day One: Warehouse Infrastructure Strategies
Warehouse location strategy
Options in warehouse layout and design

Classes of warehouses
Warehouse automation
Information technology (IT) in the warehouse
Industry variations

Day Two: Warehouse Operating Processes and Principles
Key functional processes from receiving to picking and shipping
Optimizing the flow of goods across processes
Advanced processes – break-bulk, cross-docking, mixing, assembly
Cycle counting, conducting a physical inventory audit
Implementing Lean principles in the warehouse
Continuous improvement and managing change

Day Three: Inventory, Analysis, and Product Classification
The function of inventory
Inventory accuracy and control
Handling WIP (Work-In-Progress) inventory
Three-dimensional inventory classification and segmentation (ABC)
Using inventory classification to drive efficiency
Replenishment methods and strategies

Day Four: Leveraging Your Resources and Developing New Capabilities
Managing and incentivizing your people
Employee training and evaluation
The IT environment: your enterprise and the warehouse
Role of the warehouse in the value chain
Outsourcing: risks and opportunities
Supplier collaboration models and strategies

Day Five: Create a World-Class Warehouse with Performance Management and Metrics
Contemporary trends in warehousing
Warehouse best practices and benchmarking
The role of performance management in the warehouse
What should you measure?
Establish an executive dashboard using key performance indicators (KPIs)
Identifying, prioritizing, and implementing improvements

PR, CUSTOMER SERVICE, SALES AND MARKETING TRAINING COURSES

Advanced Customer Service Management

Course Content

Day one: The world of customer service excellence
Excellence in customer service and what it looks like
Identifying how excellence in front-line customer service is delivered and managed
Assessing the quality of the service that you offer
Concepts of customer care and the customer decision process
Models for managing customer care,
The psychology of customer care – an outline.
Dealing with criticism, controlling anger and aggression
Understanding what your customers say about you and your organisation

Day two: Gaining a greater understanding of your company's service delivery
The connection between customer service and reputation
Examining the evidence for investing in excellent customer service
Understanding Porters Value Chain – how do you create value for your customers
Who are your internal suppliers and customers?
What are the systems that help you all to deliver excellence to the customer?
Building lasting rapport with your customers – internal and external
Creating a lasting first impression
Step into another person's shoes to better appreciate their experiences and motivations

Day Three: Communication masterclass
Achieving crystal clear communication?
Powerful listening and questioning techniques to understand what customers need
Typical customer behaviour patterns
Body language clues that show how others are thinking and responding to you
Lenses or filters to communication
Communications models
Using perceptual positions to understand your customers' point of view
Choosing communication channels to increase engagement

Day Four: Managing the delivery of customer service excellence
Delivering a next generation customer experience
Developing a customer strategy – planning for an interactive business relationship
Change management of processes, metrics, incentives and skills to deliver the customer experience
Benchmarking to achieve competitive differentiation
Setting up internal information supply streams that flow through and around the organisation
Knowledge management as a customer service tool
Using a performance management framework
Coaching – a tool for self and others
Influencing exercises

Day Five: Action planning to achieve customer service excellence
Developing a plan to deliver excellence
Presenting your plan to top-tier management
Assertiveness and what it means
Dealing with difficult people in an assertive way
Maintaining high standards of customer service
Reviewing the service that you offer and reacting accordingly
Embracing change for the good of all
Personal development planning

Advanced Key Account Management and Business Development

Course Outline

Key Account (KA) Management: Overview and Best Practices
Key Account Management: An Overview
The New Landscape of Account Management
Understanding the Buy-Sell Ladder Model
Key Account Analysis and Qualifying
The Key Account Manager as a Business Developer
Understanding and Working the Customer Loyalty Ladder
Building Client Chemistry with F.O.R.M

The Business and KA Planning Process Using the STAR Business Planning Process
Strategic Analysis
Targets and Goals
Activities
Reality Check

Re-Defining Your Processes for Breakthrough Results
Reengineering Your Team Selling Process to Avoid Mistaking Motion for Action
Reviewing the Selling Process
Identifying your Unique Selling Propositions (USPs) and Distinctive Selling Points (DSPs)
Creating a Competitive Analysis Matrix Using USP and DSP to Neutralize Competition
Designing and Implementing Key Performance Indicators
Creating a Balanced Scorecard (Business Performance Audit)

Effective Negotiation Skills
The Definition of Negotiation
The Difference Between Persuading and Negotiating
The Negotiation Process
The Phases of the Purchasing Decision
Influencing Decision Criteria
Effective Concession Management During Negotiation
Completing Your Negotiation Plan

Building and Leading the National Key Account Team
Stages in Team Formation
Building a High-Performance Team
Defining Team Roles
The Team Motivation Mix
Management versus Leadership
Practices of Exemplary Leaders (Industry Practices)

Writing Business Proposals that Sell
Writing a Typical Business Proposal
Formatting Tips and Tricks for Winning Proposals
Creating Your Own Proposal Template Using a Suggested Proposal Format Guide

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Creative Retail Selling and Visual Merchandising

Course Content

Day 1: The Changing Retail Environment
The Changing Business Environment
The Buyer Decision Process
New Roles of Retail Sales Associates
Three Basic Tasks of Retailing

Retailing Biggest Challenges
The Black Hole Concept

Day 2: The Retail Selling Process
The Customers Buying Motives
The Retail Purchase Decision Process
Presale Planning (Gathering Information)
The Retail Four-Fold Selling Process (Selling Cycle)
Characteristics of a Top Retail Salesperson

Day 3: The GUEST Approach Selling Format
Greeting the GUEST
Understanding the GUEST
Explaining the Products' Features and Benefits
Suggesting Additional Items
Thanking the GUEST

Day 4: Customer Service Excellence in Retail
Customer Service Defined (Retail Perspective)
Determining Customer Service Levels
Factors to Consider When Determining Customer Services to Offer
Foundations of Great Service People
Handling Complaints
Dealing with Different Types of Customers

Day 5: Merchandising for the Ideal Customer Experience
Merchandising Presentation
Store Environment Atmosphere
Various Store Designs
The Different Types of Fixtures
Preparing and Conducting a "Store Audit Report"
Important Retail Metrics and KPIs (Evaluating Store and Staff Performance)
Field Visit to a Retail Shopping Centre

Customer Relationship Management System - CRM System

Course Outline

Definitions of CRM
Defining CRM and its Importance to Companies
Customer Loyalty and Optimizing Customer Experience
The Life Time Value of a Customer
CRM Mistakes and Blind Spots

The Difficulties of CRM

CRM in Marketing
Relationship and One-to-One Marketing
Cross Selling and Up-Selling
Customer Retention and Profitability
Customer and Business Value
Customer Relationship Management Training for Marketers
Sample of Software Applications in the Market

CRM and Customer Service
Call Center and Customer Care
Customer Satisfaction Measurement
Customer Service Checklist for Success
Customer Service Training
Tools and Applications for Customer Service

Sales Force Automation
Activity, Contact and Lead Management
Knowledge Management
Business Training for Sales Force
Exposure to Applications for Sales Force Automation

Planning CRM Programs
Developing a CRM Strategy
CRM Business Plan
Cost Justifying CRM
Choosing CRM Tools and Suppliers
Customer Relationship Management Software

Managing a CRM Project
Implementation Checklist
CRM Roadblocks and Saboteurs
Looking toward the Future
CRM Training Program and Customer Loyalty
The New Rules of Marketing and PR
From Social Media to Social CRM

Customer Service Excellence

Course Content

Day one: The business case for customer service excellence
Why excellence in customer service is a hot business boardroom issue
Understanding what your customers expect
Benchmarking for competitive success

Meeting and exceeding changing customer expectations
Assessing your organisational culture for customer service focus
Core foundations for building a customer centric culture
Overcoming obstacles to customer service excellence

Day two: Improving customer service standards
Showing your customers you are serious about providing customer service excellence
Resolving customer service challenges positively:
- *The six hats problem solving approach*
- *Shifting perceptual positions*
- *Resolving complaints, disputes and conflict*
- *Role modelling top performers in customer service.*

Moving closer to the customer – rapport skills to build better relationships

Day Three: Creating a culture of service excellence through continuous learning
What is a learning organisation?
Creating a vision for customer service excellence and continuous learning in your organisation
Applying continuous learning strategies to customer service excellence
Planning for change – using the Neurological levels model
Leading by example – teaching others through behavioural excellence
There is no failure only feedback – moving forward for personal and business growth
Building team work, cooperation and collaboration with colleagues

Day Four: Hiring for attitude - training for skills
The importance of a strong value set in customer service delivery excellence
Core customer service qualities and competencies
The transferability of customer service skills
Retaining and motivating your best people
Developing staff engagement in the business
Understanding the psychological contract and its impact on staff
Using rewards and incentives to motivate performance
The importance of the team leader/supervisor in frontline staff employment
Addressing 'real life' work challenges in customer service excellence

Day Five: Assessing customer service training and development programmes
Why skills training is on the boardroom agenda of successful organisations
How to develop customer service excellence to compete in a global marketplace
What to look for when choosing a skills development or training programme
Addressing attitudinal issues in learning

Assessing the impact of customer service training in the workplace on the customer, the team and the business
High performance coaching methods for customer service excellence and staff retention
Maintaining positivity in the workplace
Action planning to take the learning back and develop it further

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Distribution Channels - Optimizing Market Penetration

Course Outline

Introduction to Distribution Channels
Market Analysis: What Does the Market Want?
What Is Your Go-To-Market Strategy?

Distribution Channel Mix
Going Back to Basics (The 7 Ps)
Direct versus Indirect Market Coverage
Understanding the Different Models of Distribution Channels

Distribution Channel Selection and Foreseeable Concerns
Key Selection Criteria to Consider
Engaging New Distribution Channels
Risks and Opportunities Associated with Distribution Channels
Business Conflicts Around:
- *Purchasing Agreements*
- *Product Lifecycles*
- *Marketing Campaigns*
- *Product Support*

Distribution Channel Support
Introducing Collaborative Marketing
When to Apply the Push versus Pull Models
Gauging the Right Parameters
Activating the Relevant Business Tools

Financial Considerations
Managing Receivables and Credit Terms
Dealing with Margin Discussions
Reducing the Levels of Risk Exposure
Leveraging Warranty and Services Terms and Conditions
Handling Customs and Duty Fees
Optimizing Rebates and Discounts to Secure a Larger Piece of the Market Pie

Distribution Channel Marketing
Interacting with the Market Dynamics
Distribution Channel Marketing Techniques
How to Best Co-Develop Business
How to Protect the Brand
Getting the Most out of Marketing Funds
Market Representations and Customer Perceptions

Managing the Distribution Channel Relationship
The Need for Structured Planning Cycles
The Importance of Training and Education
Managing the Competitive Landscape
Understanding the Legal and Contractual Elements

Key Account Management (KAM)

Course Content

Day 1: Key Account (KA) Management
Definition of Key Account Management
Setting the Rules for Qualifying Key Accounts
CRM: The Key for Managing Customer Profitability
Linking CRM to KA Management and Customer Lifetime Value

Day 2: Account Analysis: A Necessary Step Towards Defining and Selecting KA
The Single-Factor Models
The Portfolio Models
The Decision Models
Cost per Call and Break-Even Sales Volume Computation
Selection Criteria and Measuring Attractiveness
Use of Resources versus Cost to Serve

Day 3: Key Account Relational Development Model
Partnership Defined
The Partnership Skill Set
Pre-Relationship Stage
Early Relationship Stage
Mid Relationship Stage
Partnership Relationship Stage
Synergetic Relationship Stage
Reasons for Divesting Partnerships
The KA Quiz

Day 4: The Key Account Planning Process (KAP)

Account Planning Process Criteria
Analyzing the Customer, Past Business and Competition
The Competitive Analysis Matrix
The Customer Expectation Benchmark Matrix
Developing Account Strategies
Use of SWOT and TOWS Analyses
Strategy Development Tools
Template for Key Account Management Planning

Day 5: The Critical Role of Key Account Managers
Understanding the Role and Responsibilities of Key Account Managers
Harnessing Daily To-Do-Lists to Optimize Sales Productivity
Identifying and Working with Different Personality Styles
Presentation Skills for Key Account Managers

Managing Service Quality and Customer Satisfaction

Course Content

Day one: Introducing Quality Management and Customer Services
Introduction to Quality Management
The history of Quality in business
Basic Quality concepts
What is it that Customers want
How can we calculate the total cost of Quality
Customer satisfaction is a perception and can be managed
Setting customer expectations
Changing internal perceptions
Getting closer to customers
Understanding customer needs and expectations
Commitment starts at the top of the organisation

Day two: Service Quality - Tools and Techniques
Five steps to Effective Quality Management
Beginning with measurement
Then we need methods of Control
Continuous Improvement
Service Quality Tools and Techniques
Questionnaires
Pareto Analysis
Nominal Group Technique
Cause and Effect Analysis
Solution Effect Analysis
Selection Grid

Day Three: Managing Customer Expectations
Exceeding customer expectations every time
Determining how to exceed expectations
It's the little things that matter – increased satisfaction at minimal cost
Asking for feedback on performance
Ongoing evaluation of effectiveness to ensure satisfaction
Maximise the value you deliver
Understanding different customer styles

Day Four: People Skills to Deliver Excellent Customer Service
Back to basics – communicating with our customers
Identify Listening Styles for you and your customer
Building Rapport
Influencing skills
Persuasion techniques
Dealing with Difficult Customers
Understanding Customer Behaviours
Understanding where Anger comes from
Developing Emotional Intelligence

Day Five: Making it happen
A look at Quality Management Systems
ISO, Balanced Scorecard, Six Sigma
Producing a Plan of Action
Improving customer Satisfaction in 5 quick steps

Presentation Skills

Course Outline

The Essentials of an Effective Presentation
The Five 'P's of a Presentation
The Language of Powerful Presentations
Creating Your Presentation
Structuring Your Presentation – Beginning, Middle, End
Developing Clear Aims and Objectives for the Presentation
Generating Ideas for the Presentation
Delegate Presentations
Trainer and Peer Feedback
Recordings And Replays for Review
A Logical Sequence for the Presentation
The 'Beginning' of the Presentation
The 'Main Body' of the Presentation
The 'Ending' of the Presentation

The Use of Questions, and Audience Participation, in Presentations
Delegate Presentations
Trainer Feedback
Recordings and Replays for Review
Points for Improvement
Preparation for the Final Individual Presentation with Trainer Feedback
Effective Use of Visual Aids
Preparing Yourself for Your Presentation
The Challenging Audience
Delegate Presentations
Trainer and Delegate Feedback
Recordings and Replays for Review
Development of Your Presentation Style, Based on Feedback Received During the Course

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Product Launch and Management

Course Outline

The Product in Theory and Practice
Product versus Brand Definitions
Product Management versus Product Marketing
Product Classification and Types
Product Factors Influencing Competitiveness
Categories of New Products
Product Characteristics
The Product and the Marketing Mix

The New Product Development Process
New Product Defined
The Seven Key Steps in New Product Development
The NPD Success Factors
NPD Reasons for Failure
Strategy Tools: The Product-Market Expansion Grid
NPD Strategic Options

The Product Life Cycle and New Product Launch (NPL)
Stages in Product Life Cycle
Product Life Cycle Strategies
The Stage-Gate Process: Structuring the NPL
The Boston Consulting Group Growth Matrix
Analyzing Marketing Opportunities

New Product Launch: Setting Up the Stage
The Launch Frenzy and Hurdles
Type of Launches (Soft, Minimal and Full-Scale)

New Product Launch Budgets
Preparing the Product Launch Checklist and Toolkits
Elements of a Successful Launch
The Launch Plan Components
Setting the Product Marketing Mix and Positioning

New Product Launch: Full Engagement Launch
The Role of Advertising Agencies
Selecting Media Types
The Role of the Promotion Mix
Factors Affecting the Promotion Mix
Strategy Execution:
- *Preparing the "Market Requirement Document"*
- *Preparing the "Product Requirement Document"*
- *Roadmap for an Effective Launch Plan*
- *Adding a Tagline (Brand Evolution)*
- *Creating a Positioning Strategy*
- *Writing a Press Release*

The NPL Workshop: Putting it All Together
Designing and Conducting a New Product Launch
Presenting the Launch Plan

Professional Brand Manager

Course Outline

Definitions and Anatomy of Brands
What is a Brand
Why Do Brands Matter
A Brief History of Brands
The Challenges and Opportunities of Branding Today
Understanding Branding

Brand Planning and Management
The Concept of Customer-Based Brand Equity
Building Customer-Based Brand Equity
Three Tools to Facilitate Brand Planning:
- *Brand Positioning Model*
- *Brand Resonance Model*
- *Brand Value Chain Model*

Brand Management Elements:
- *Developing Brand Vision*
- *Establishing Brand Position*
- *Fulfilling Brand Contract*
- *Communicating Brand Position*

Measuring RoBI (Return on Brand Investment)

The Strategic Brand Management Process
The Branding Process: Some Useful Models
The Elements of the Strategic Brand Management Process:
Identifying and Establishing Brand Positioning and Values
Planning and Implementing Brand Marketing Programs
Measuring and Interpreting Brand Performance
Growing and Sustaining Brand Equity

Brand Equity and Identity
Brand Equity Defined
Elements of Brand Equity:
Brand Loyalty
Brand Awareness
Perceived Quality
Brand Associations
Creating a Brand Identity:
Brand Vision
Brand Contract
Brand Stories
Brand Communication
Brand Metrics

Building Brand Portfolios
Branding Philosophies:
The Branded House
Sub-Brands
Endorsed Brands
The House of Brands
Brand Growth Strategies:
Flanker/Fighting Brands
Line Extensions
Brand Extensions
Successful and Unsuccessful Brand Extensions
The Various Types of Brand Architecture: Product-Brand, "Branduit," Range Brand, Umbrella Brand and Endorsement Brand

Brand Evaluation
The Brand Audit Questionnaire
Reviewing the "Big Idea"
Evaluating Advertising

Professional Sales Manager

Course Outline

Sales Management and the Marketing Mix
Common Characteristics of the Sales Force
The Sales Competency Model
The Primary Responsibilities and Roles of the Sales Manager
The Sales Management Functions
Major Mistakes Sales Managers Make

Planning, Strategy and Organization
Structuring and Deploying the Sales Force
Developing Sales Strategies
Sales Planning Fundamentals
Sales Forecasting Guiding Principles
Sales Forecasting Techniques
Territory Design, Allocation and Management

Sales Process Management
Understanding the Psychology of the Buyer
Characteristics of Successful Sales People
Identifying the components of the Sales Process
Mastering the Sales Process Milestones

Sales Management Capstone Competencies
Recruiting Sales People (Process and Interview)
Identifying Key Responsibilities
Pinpointing Critical Tasks
Training Sales People for Results
The Field Training Process

Team Leadership and Motivation
Team Inventory and Assessment
Identifying Team Roles, Strengths and Weaknesses
Coaching Sales People for Peak Performance
Leadership Principles and Skills
Motivation: Guidelines and Roadmaps
Incentive Compensation Design

Sales Performance Management
The Critical Importance of Setting Standards
Types of Standards
Sales Force Analytics and Reporting
Aligning Metrics with Sales Performance
Sales Evaluation Methods
Confronting Incompetence

Public Relations and Media Skills

Course Outline

PR Concepts
Definition, Roles and Situations
Qualities for Successful PR Staff
PR and Ethical Behavior

PR and Communication
The PR Officer as Communicator
Exchange of Messages
Models of Communication Process
Overcoming Communication Barriers
Importance of Body Language in PR Activities

PR Responsibilities
Corporate Image Identity and Reputation
Public and Community Oriented Activities
Civic and Social Activities

PR and the Media
Relations with the Media
Preparing Press Kits
Preparing Press Releases
Conducting Press Conferences
Conducting Live or Taped Interviews
Dealing with the Media
Building Good Relationships with the Media
How to Handle the Media During Crisis Situations

Presentation Skills and Delivering a Speech
Planning the Speech
Writing the Main Points of the Speech
Rehearsing the Speech
Presenting the Speech
Dealing with Questions Asked at the End of Speeches

PR Written Skills
Editorial, Layout and Production Techniques
Writing Memos, Reports, Emails and Letters
Preparing Colourful Newsletters
Designing and Preparing Attractive Brochures

The PR Promotional Role
PR Role in Marketing
PR and Advertising
Sponsorship and Promotions
Organizing Different Exhibitions

Public Relations Campaigns - From Planning to Execution

Course Outline

PR Overview
What is PR
Public RR
The Many Components of PR
Key Difference between PR and Advertising

Creating and Implementing a Public Relations Plan
Situation Analysis (S.W.O.T.)
Target Audience(s)
Goals (What Do We Hope to Accomplish?)
Objectives (What Needs to be Done?)
Key Messages
Strategy
Tactics
Timeline

Contributions of PR Campaigns to Strategic Management
Environmental Scanning
Issues Management
Crisis Management
Relationship Management
Reputation Management

Crisis Management Using PR Means
Defining and Identifying a Crisis
Remembering the Rules in a Crisis
Phases of a Crisis
The Disclosure Principle
The Symmetrical Communication Principle
The Relationship Principle
The Accountability Principle

Importance of Organizational Image
Public Opinion
Image and Reputation Management
From Identity to Reputation
Relationship Management

Measuring PR Effectiveness
Output
Outcome
Matching Objectives and Results
Management By Objectives (MBO)
Public Opinions and Surveys
Audits

Sales Professional Certificate

Course Content

Day 1: The Changing Business Environment
Evolution of Personal Selling
The New Sales Competencies
Behaviours, Characteristics and Skills of a Successful Salesperson
Assessing Performance According to Specific Sales Indicators
The 10 Root Causes of Sales Problems
Personal Selling Profile

Day 2: Preparation and Self-Organization
Personal Management
Time Management for Sales People
Understanding the Psychology of Selling
Developing a Strategy for Sales Success

Day 3: The Sales Process
Effective Prospecting and Pre-Visit Research
Characteristics of Different Selling Models, Types and Atructures
Setting Goals Based on Your Sales Quota and Plan
Analyzing the Territory and Conducting Account Research
Planning Your Calendar to Achieve Sales Goals and Build a Sales Pipeline
Identifying Resources and Methods of Generating Leads
Delivering Clear and Effective Presentations
Handling and Overcoming Objections
Achieving Positive Closing Techniques
Recognizing Service as a Hard Differentiator

Day 4: Business Negotiation Skills
Understanding the Principles Involved in Successful Negotiation
Sales Negotiation and Vulnerability Analysis
Building a Value Position and Relationship through Artful Negotiating

Day 5: Managing the Customer Relationship
Service Beliefs and Philosophy
Basic Attributes of a Positive Attitude

Questioning and Probing Skills
Understanding Different Buyer Behaviours Styles and your Own
How to Respond to Different Buyers and Different Personalities
Strategies to Maintain Communication with a Customer

The Strategic Marketing Plan

Course Outline

The Marketing Concept
Scope and Functions
A New Approach to Marketing
Competitive Pressures Changing the World
The Smart Bomb Strategic Approach

The Marketing Planning Process
The Benefits of Planning
The Marketing Plan Format
The Marketing Planning Process
Setting S.M.A.R.T Objectives and Goals
Linking the Marketing Strategy to the Vision, Mission and Objectives of the Company

The Business Situation Analysis
Understanding the Framework for Competitive Analysis
Competitive and Customer Analysis
Environmental Analysis
SWOT and TOWS Analysis
Portfolio Analysis and Design (The Boston Consulting Group Matrix)

Planning Segmentation, Targeting and Positioning
Basis for Segmentation
Benefits of Segmentation
The Market Segmentation Process
Effective Positioning
Creating a Powerful Value Proposition

Strategy Development
Considering Different Strategic Alternatives (SWOT Analysis)
Analyzing Different Marketing Strategies
The Growth Strategy Matrix
Factors Shaping the Choice of Strategy
Blue Ocean versus Red Ocean Strategies

Tactical Planning Applications
Setting the Scene: The Marketing Mix

The Components of the Marketing Mix
Using The Marketing Mix Model

Putting It All Together
Writing Your Own Marketing Plan

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.