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Training Catalogue

LEARNING AND SKILLS DEVELOPMENT

Learning touches every aspect of every business. Complex learning initiatives require the attention of many stakeholders with varying perspectives and priorities. Just figuring out where to start is often the biggest obstacle to success.

As you launch business initiatives, targeted learning becomes an enabler, an asset that pays dividends in higher skills and increased productivity.

Let us do for you what we've been doing for competing companies and organizations around the country. Leverage learning -- to make a difference in the success of your business.

Ruby Gangiah, founder and CEO of STT, says "We've learned a lot about how people learn since you and I went to school. Experience and cognitive science teach us that adults learn better when they:

- Know what's in it for them and deem it relevant
- Have mastered the prerequisites
- Understand what's expected
- Connect with other people
- Are challenged to make choices
- Feel safe about showing what they do and do not know
- Control the pace, navigation, and delivery of learning
- Can choose learning experiences that match their learning style
- Receive information in small packets
- Receive frequent progress reports
- Learn things close to the time they need them
- Receive encouragement from coaches or mentors
- Receive positive reinforcement for small victories
- Vary the style of delivery (say, discussion followed by a simulation)"

Training Standards

All courses delivered in accordance to the National Qualifications Framework

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Tourism & Hospitality Programmes

THETA Scope (Soft Touch Trading (Pty) Ltd Accreditation No. 613/P/000089/2007)

National Skills Programme – Culture Site Guide NQF Level 2 (Theta Code TGD/CulSGd/2/0028)

The primary focus of this skills programme is on tourist guiding, specifically with an emphasis on culture guiding in a limited geographical area (i.e. site guide). Secondary focus is tourist guiding is a subfield of the tourism, travel, and hospitality industry. This program will also explain the natural progression along a career path in guiding, emphasizing the need especially for good communication and interpersonal skills.

National Certificate Programme - Tourism: Guiding (Culture) - NQF Level 4 - Course Code / SAQA ID: 20155

The primary focus of this certificate programme is on tourist guiding, specifically with a regional (provincial) emphasis on culture guiding. The secondary focus is tourist guiding is a subfield of the tourism, travel, and hospitality industry. The program therefore covers the requirements to effectively align with, and operate in this industry. These include, inter alia, the skills to effectively operate in a tourism business enterprise, function in the greater 'team'; and to enhance functionality with essential business, administrative, financial, communication and interpersonal skills.

Education Training and Development Practice Programmes

Understanding SAQA, NQF and Outcomes-based Training

About the programme:

The workshop is designed for participants who need to function within the framework set by SAQA. Participants who will benefit are trainers, training managers, as well as functional managers. Acts such as the Skills Development Act and Skills Development Levies Act will be discussed and the impact thereof on organisations, trainers, and training managers will be elaborated on.

The training outcome:

On completion of this workshop the participant should have knowledge of legislation and SAQA initiated structures as well as understand the impact thereof on their daily tasks.

Specific outcomes of the workshop content:

Participants will achieve the workshop outcome by being able to:

- Establish a basic knowledge and understanding of relevant legislation and SAQA structures
- Implement of relevant aspects within the organisation.
- Assessing learners and understanding the assessment process
- Enable transfer of learning

Delivery methodology:

The methodology is based on interactive learning, i.e. learners will learn by doing. Furthermore learners will use examples from their own organisations, thus ensuring that the learning is anchored at their workplace.

Facilitation Skills for Trainers

About the programme:

The programme is aimed at any person in the field of training who will benefit at skills in facilitation techniques. The workshop is based on one of the NQF unit standards required for ETD Practice. On completion participants will receive a certificate with credits.

The training outcome:

On completion of this workshop the facilitator should be able to facilitate learning using a variety of methodologies.

Specific outcomes of the content:

Participants will achieve the workshop outcome by being able to:

- Prepare the learners and the learning environment for effective learning
- Create strategies to encourage dialogue between all participants
- Recap knowledge to link to prior learning
- Clarify the goals/outcomes of the learning activity
- Implement learning activities
- Consolidate the learning activity
- Evaluate the learning process
- Maintain an effective and efficient administrative system

Training methodology:

Teaching by example and experiential learning probably describes the training methodology most accurately. Participants will be actively involved in the learning and be practically assessed during the programme. This involves a 30-minute practical per learner with individual feedback

Assessor Programme

About the programme:

The assessor-training programme is designed for participants who assess or intend to assess candidates against unit standards and/or qualifications. Furthermore participants will be given skills to design and develop assessment instruments and guides based on given source documents, including unit standards.

The following three aspects will be covered during the workshop:

- Designing and conducting of workplace assessments
- Coaching of learners
- Guiding and supporting of learners

The outcome:

After completion of the workshop participants will be enabled to compile a portfolio of evidence in order to register as an Assessor at their relevant SETA.

Specific outcomes of the content:

Specific outcomes are taken from unit standards registered on the NQF to ensure that learners can acquire credits towards full qualifications. These specific outcomes can be added to, to address specific organisational needs.

- Plan and prepare for assessment
- Prepare candidates for assessment
- Conduct assessment
- Evaluate and record evidence and make assessment judgements
- Provide feedback to relevant parties
- Review assessment
- Conduct an analysis of source documents to establish the evidence requirements
- Design an assessment strategy
- Design assessment activities
- Develop an assessment guide
- Evaluate assessment guides.
- Coaching by demonstrating and explaining elements of the task
- Providing advice and support to learners

Delivery methodology:

The methodology is based on interactive learning, i.e. learners will learn by doing. Four days are spent on theory and one day will be spent on practical assessment. Guidance will be given to learners to compile a portfolio of evidence to submit to the applicable Sectoral Education & Training Authority (SETA) in order for them to be registered as assessors.

Moderator Programme

Pre-requisite:

In order to qualify for Moderator training the participant must qualify as follows:

- Have been assessed and certificated against unit standard ASSMT01 – Plan and conduct assessment of learning outcomes.
- Have competence and experience in his/her field of assessment.

About the programme:

The moderator-training workshop is designed for people who are responsible for moderating and supporting assessors as well as setting up and managing an assessment and moderation system.

The following aspects will be covered during the workshop:

- Revisiting the education and training system and processes.
- Introduction to local and international verification standards.
- Understanding quality assurance.
- Assuring assessment good practices.
- Assessment relationships.
- The internal moderator.
- The external moderator.
- Feedback on unit standards.
- Accreditation of providers.
- Ethics and values within the assessment system.

The training outcome:

On completion of the workshop participants will be able to moderate an assessment.

Specific outcomes of the content:

Participants will obtain competence in unit standard ASSMT02 - Moderate an Assessment by being able to:

- Formulate quality management policies and procedures for assessment, assessment appeal, internal moderation, and RPL for implementation in their organisations.
- Audit existing quality management policies and procedures for assessment, assessment appeal, internal moderation, and RPL.
- Design and develop moderation techniques and systems.
- Plan and prepare for moderation.
- Conduct moderation.
- Advise and support assessors and assessment agencies.
- Report, record, and administer moderation.
- Review the moderation systems and processes with a view to sharing information that will ensure assessment quality improvement.

Delivery methodology:

The methodology is based on interactive learning, i.e. learners will learn by doing. Guidance will be given to learners to compile a portfolio of evidence to submit to the applicable Sectoral Education & Training Authority (SETA) in order for them to be registered as moderators.

Train the Trainers Programme

About the programme:

The Train the Trainers programme is aimed at giving trainers basic skills in training and programme presentation. It is an NQF outcomes-based programme that will give trainers the foundation of qualifying themselves as Education, Training and Development Practitioners (ETDP).

The training outcome:

On completion of the programme the learner should be able to:

- Plan learning programmes
- Develop training materials, and
- Facilitate a learning using a variety of methodologies.

Specific outcomes of the workshop content:

1. Plan learning programmes:

- Decide on the content of the learning event, e.g. analysing the sector, enterprise or workplace skills pan; identifying learner needs and available resources.
- Formulate the outcomes to be achieved in the learning event, e.g. in relation to the skills plan and national outcomes; and in accordance with learner needs.
- Develop a series of activities that, e.g. enable learners to achieve the intended outcomes; and uses appropriate methodology consistently.
- Create, select, and adapt learner support materials or equipment for each activity that, e.g. are appropriate to the level of learners, the purpose of the activities and the learning environment.
- Revise the activities if necessary.
- Develop or adapt assessment activities, e.g. to ensure that learners will be able to assess themselves, and/or each other, and that will enable the practitioner to assess learners difficulties and progress.
- Evaluate the learning event plan and materials by, e.g. identifying strengths and weaknesses; and building the lessons learned into future plans.
- Record the learning event plan in ways that, e.g. enable practitioners to use them in the future; and will be suitable for quality assurance purposes.

2. Develop training materials:

- Select a range of available training materials by, e.g. ensuring the training materials are relevant to the learning area; and ensuring the training materials are suitable for the target group.
- Adapt training materials by, e.g., varying the sequence of activities; editing, adding and /or removing materials; modifying language and content to meet needs of the learners; and ensuring the level of materials is suitable for the learners.
- Prepare learning aids in that, e.g. where writing or illustrations are used, these are clear and neat; concepts and information are accurate and appropriately sequenced; and learner involvement is encouraged.
- Evaluate own performance by, e.g., identifying strengths and weaknesses make plans to integrate lessons learned into future practice.

3. Facilitate learning using a variety of methodologies:

- Prepare a learning environment that is appropriate for effective learning, e.g., which is structured to ensure individual or group learning.
- Encourage dialogue between, e.g., learners and learners, and learner's practitioner. Recap knowledge to link to previous learning.
- Clarify goals/outcomes of the learning activity by, e.g., stating the goals/outcomes clearly

- Implement the learning activities by, e.g., setting tasks and activities for individual or/and group learning; encouraging an open, interactive and participatory approach within the learning situation; monitoring the learners' progress; managing the learning activity; and creating opportunities to apply new knowledge.
- Consolidate the learning activity by, e.g., encouraging learners to provide feedback; and reinforcing learning through activities such as summarizing and reaching consensus.
- Evaluate the learning activity by, e.g., identifying the strengths and weaknesses of the following: the learners' performance in achieving the intended outcomes; the effectiveness of the different phases of the learning activity; the practitioner's role in the facilitation process; providing necessary creative/remedial measures.

Delivery methodology:

The 9-day programme is divided into 7-days of theory and 2-days of practical assessment. Our methodology is based on interactive learning, i.e. learners will learn by doing. Furthermore learners will use examples from their own organisations, thus ensuring that the learning is anchored at their workplace.

Soft Skills Programme's

Career Development Training

Advanced Writing Skills

"Personnel assigned vehicular space in the adjacent areas are hereby advised that utilization will be suspended temporarily Friday morning."

"All employees are herewith instructed to return the appropriate designated contracts to the undersigned."

"Next month, because of electrical cutbacks, the Fish Shop Corporation will close plants in North Branch, where 500 people will be put out of work, and in South Branch, where 200 employees will be laid off and 200 will be reassigned."

Sentences like these are often found throughout e-mail, business reports, and memos. Meaning is lost, and often the reader gets lost on the way, too. Many business writers have mastered the basics of writing (spelling, grammar, and sentence construction), but need help simplifying their writing, ordering paragraphs, and writing for specific purposes (such as a business case).

This is a one-day workshop for those who already are good writers. Our time will be devoted to writing letters of recommendation, of persuasion, of refusal or of action, that reflect current word usage and up-to-date formats. You can also become more skilled at writing business cases, proposals and reports and learn a bit more about e-mail etiquette.

- | | |
|--|--|
| <input type="checkbox"/> Introductions and Course Overview | <input type="checkbox"/> Top Ten Writing Challenges |
| <input type="checkbox"/> The Three C's | o Clear |
| o Concise | o Correct |
| <input type="checkbox"/> Grammar and Writing Mechanics | o Seven Ways to Simplify your Writing |
| o More on Paragraphs | <input type="checkbox"/> Readability Index Writing Letters |
| o Parts of a Business Letter | o Letter Styles |
| <input type="checkbox"/> Dealing with Specific Requests | o Requests for information |
| o Letters of Reference (Recommendation) | o Letters of Refusal |
| o Letters of Persuasion | <input type="checkbox"/> E-mail Etiquette |
| <input type="checkbox"/> Business Documents | o Business Cases |
| o Requests for Proposals | o Writing Reports |
| o Documentation | <input type="checkbox"/> Workshop Wrap-Up |

Building Your Self Esteem and Assertiveness Skills

We all have moments of self-doubt, where we feel like we can't do anything right and that the world would likely be a better place if we just disappeared. But for many people, doubting is constant. They worry about how they look to others, how their behaviour is interpreted, what will happen if they say no, and what people will think if they stand up for themselves. This constant, destructive cycle of worry and stress is debilitating and harmful.

During this one-day workshop, you will learn how to turn the destructive cycle of low self-esteem around. Learn how to make a positive first impression, connect with people, identify distorted thoughts, and turn negative thinking into positive thinking. This workshop won't kill that inner critic, but it will help you get some control over it.

Building your self-esteem is essential for confidence and success, and it all begins with you. Of all the judgments you make in life, none is as important as the one you make about yourself. Without some measure of self-worth, life can be enormously painful. Take the time to invest in yourself and your self-worth, and the payoff will be immense.

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|---|---|
| <input type="checkbox"/> Introduction and Course Overview | <input type="checkbox"/> Anxiety Inventory (Pre-Assignment) |
| <input type="checkbox"/> Building Your Self Esteem | <input type="checkbox"/> Impressions |
| <input type="checkbox"/> Putting Others at Ease | <input type="checkbox"/> Positive First Impressions |
| <input type="checkbox"/> Fake it 'til You Make It | <input type="checkbox"/> Increasing our Self Esteem |
| <input type="checkbox"/> Self Confidence | <input type="checkbox"/> The Power of Thoughts |
| <input type="checkbox"/> Wipe Out Worry | <input type="checkbox"/> Ask for What You Want |
| <input type="checkbox"/> Communication | <input type="checkbox"/> Connecting with People |
| <input type="checkbox"/> Behavior Cost-Benefit Analysis | <input type="checkbox"/> Passing out Compliments |
| <input type="checkbox"/> Workshop Wrap-Up | <input type="checkbox"/> |

Business Etiquette: Gaining That Extra Edge

If you have had some awkward moments where you aren't sure which fork to use or which side plate is yours, or if you've ever had to make small talk with some VIP and been lost for words, you know just how agonizing such moments can be. However, what can be even more damaging to your career are those things you aren't aware of, the social gaffes you aren't even aware of making.

In today's world, business demands more than keeping your nose to the grindstone and your ear to the ground. You need business savvy and the ability to establish yourself in a credible manner. A faux pas at the wrong time can damage your career. If you are newly appointed to a management position, or if you interact with people you don't know on a regular basis, this workshop can help you succeed. If you want to enhance and polish your business image, or if you just want to avoid feeling uncomfortable in the corporate world, this workshop will allow you to take a quantum leap forward in skill, sophistication, and confidence.

- | | |
|--|---|
| <input type="checkbox"/> Introduction and Course Overview | <input type="checkbox"/> Fear of Embarrassment |
| <input type="checkbox"/> Test Your Business Etiquette (Pre-Assignment) | <input type="checkbox"/> The Handshake |
| <input type="checkbox"/> Business Card Etiquette | <input type="checkbox"/> The Skill of Making Small Talk |
| <input type="checkbox"/> Do You Remember Names? | <input type="checkbox"/> Making That Great First Impression |
| <input type="checkbox"/> Dress for Success | <input type="checkbox"/> Dressing the Part |
| <input type="checkbox"/> What's Your Code? | <input type="checkbox"/> Adding Colour to your Wardrobe |
| <input type="checkbox"/> Business Dining | <input type="checkbox"/> E-Mail and Telephone Etiquette |
| <input type="checkbox"/> In Good Company's Business Etiquette Quiz | <input type="checkbox"/> Workshop Wrap-Up |

Business Writing that Works

We all know what good writing is. It's the novel we can't put down, the poem we never forgot, and the speech that changes the way we look at the world. Good writing is the memo that gets action, the letter that says what a phone call can't.

In business writing, the language is concrete, the point of view is clear, and the points are well expressed. For those who must write as part of their job, being able to write well is a real career boost. Good writing is hard work, and even the best writers get discouraged. However, with practice you can feel more confident about your own writing.

We can think about writing either as a process or as a product, the finished piece of writing. If we can think of it as a process, then by changing the way we go about writing, we can change the finished product. While participants will still be aiming to turn out a good product, their sense of satisfaction will arise partly from a greater appreciation of the process by which they get there. This two-day workshop will concentrate on the nitty-gritty details that writers have to contend with, and give them some practical advice on making the job less difficult. They will also have opportunity to discuss their writing problems and share solutions with others in the workshop.

- | | |
|--|---|
| <input type="checkbox"/> Introduction and Course Overview | <input type="checkbox"/> Why Write? |
| <input type="checkbox"/> The Four C's: Clear, Concise, Complete, and Correct | <input type="checkbox"/> Making Words Agree |
| <input type="checkbox"/> Active and Passive Voice | <input type="checkbox"/> Sentences and Sentence Types |
| <input type="checkbox"/> Courtesy in Writing | <input type="checkbox"/> Practical Language |
| <input type="checkbox"/> Inclusive Language | <input type="checkbox"/> Sentence Construction |
| <input type="checkbox"/> Punctuation | <input type="checkbox"/> Writing Business Letters |
| <input type="checkbox"/> Parts of a Business Letter | <input type="checkbox"/> Types of Letters |
| <input type="checkbox"/> Dissecting Letters | <input type="checkbox"/> Reports |
| <input type="checkbox"/> Spelling & Proofreading | <input type="checkbox"/> Writing Memos |
| <input type="checkbox"/> E-Mail Etiquette | <input type="checkbox"/> Writing Challenges |

Communication Strategies

Have you ever wondered why it seems so difficult to talk with some people and so easy to talk with others? Can you recall an occasion where you met someone for the first time and immediately liked that person? Something about the individual made you feel comfortable. A major goal of this two-day workshop is to help you understand the impact your communication skills have on other people, and how improving these skills can make it easier for you to get along in the workplace.

- | | |
|---|---|
| <input type="checkbox"/> Introduction and Course Overview | <input type="checkbox"/> The Ten Commandments of Positive Relationships |
| <input type="checkbox"/> Self-Awareness | <input type="checkbox"/> What is a Skilled Communicator? |
| <input type="checkbox"/> Communication Barriers | <input type="checkbox"/> Asking Questions |
| <input type="checkbox"/> Listening Skills | <input type="checkbox"/> Remembering Names |
| <input type="checkbox"/> Body Language | <input type="checkbox"/> The Johari Window? |
| <input type="checkbox"/> Frame of Reference | <input type="checkbox"/> Five Approaches to Relationships |
| <input type="checkbox"/> Assertiveness | <input type="checkbox"/> Self-Attitude |
| <input type="checkbox"/> The Assertive Formula | <input type="checkbox"/> Expressing your No |
| <input type="checkbox"/> Workshop Wrap-Up | |

Conflict Resolution: Dealing with Difficult People

The easiest way to deal with difficult people is to stay as far away from them as you can, suggests Robert Bramson Ph.D., organizational psychologist, management consultant with Bramson Gill Associates, and author of *Coping with Difficult People*.

Great advice for those who work by themselves at home; it's a doable option. But the vast majority of people can't avoid interactions with a wide range of personality types, including some who are inconsiderate, stubborn, incorrigible, inappeasable, indecent, or downright sleazy. In fact, success sometimes depends on your ability to work well with all the above.

- ☐ Introduction and Course Overview
- ☐ Dealing with Change
- ☐ The Ten Commandments of Change
- ☐ Dealing with Problems
- ☐ The Five-Step Process
- ☐ Negative vs. Positive Interactions
- ☐ Managing Anger
 - ☐ Some Lessons from the Works of Others
- ☐ Reciprocal Relationships
- ☐ The Agreement Frame
- ☐ Preventing Problems
- ☐ Causes of Difficult Behavior
- ☐ Changing Yourself
- ☐ Why Don't People do what They Are Supposed To?
 - ☐ Guidelines for Assertive Anger
- ☐ De-Stress Options You Can Use Right Now!
- ☐ Workshop Wrap-Up

Customer Service Training - Critical Elements of Customer Service

This one day workshop is for any employee who deals with the public or who serves those who do deal with the public. Customer service skills can increase your value to your company and advance your career at the same time.

- ☐ Introductions
- ☐ Defining Customer Service
- ☐ Setting Goals & Targets
- ☐ Fundamental Techniques for Handling People
- ☐ The Problem Solving Process
- ☐ Resolving Conflict
- ☐ De-stress Options You Can Use Right Now
- ☐ Learning Objectives
- ☐ Meeting Expectations
- ☐ Communication Skills for Excellent Customer Service
- ☐ Tools for Dealing with Difficult People
- ☐ Seven Steps to Customer Problem Solving
- ☐ Service Pride is a Team Effort
- ☐ A Personal Action Plan

Public Speaking: Presentation Survival School

A great presenter has two unique qualities, appropriate skills and personal confidence. This confidence comes from knowing what you want to say, and being comfortable with your communication skills. In this two-day workshop, you will master the skills that will make you a better speaker and presenter.

- ☐ Introductions and Course Overview
- ☐ Edit Your Conversation
 - ☐ Clichés
- ☐ Trust
- ☐ Four Good Rules for Any Conversation
 - ☐ Presenting at Meetings
 - ☐ Learning Names and Shaking Hands
- ☐ Sticky Situations
- ☐ Planning Your Presentation
- ☐ The STARR Pattern
 - ☐ Evidence
 - ☐ Following the opening statement
 - ☐ Endings
- ☐ Communication
 - ☐ Speaking Characteristics
- ☐ The Johari Window
- ☐ First Impressions
- ☐ Making the Most of Meetings
 - ☐ Fifteen Ways to Master a Meeting
- ☐ Body Language
- ☐ Why Talk?
- ☐ Overcoming Nervousness
- ☐ Start Writing!
 - ☐ Introductions
 - ☐ Your Beginning
- ☐ Limit Your Information

- ☐ Audience Profile
 - o Checklist
- ☐ Your Speaking Voice
 - o Vocal Variety
- ☐ Add Punch to your Presentation
 - o Visual Aids
 - o Preparation
 - o Debrief
- ☐ Presentation Preparation
 - o Evaluation
 - o Parts of your Voice
 - o Mastering your Material
 - o The Power of Threes
- ☐ Pre-Assignment
 - o Presentations
 - o

Public Speaking: Speaking Under Pressure

This two-day workshop has been designed for those who are in positions where they must speak in front of audiences that are hostile or demanding. This material is also suitable for those who are relatively new speakers who want some encouragement to speak up in meetings or who want some training before they begin making presentations on behalf of the organization.

This course is aimed at improving your skills and learning some new techniques which will give you the persuasive edge when you are making a presentation, fielding difficult questions, or presenting complex information. The course includes several exercises where the participant will have to prepare and present speeches of varying length and with varying notice.

- ☐ Introduction and Course Overview
- ☐ Planning
- ☐ Pros and Cons
- ☐ Controlling your Jitters
 - o Key Ideas
 - o Key Sentences
 - o The Three-Part Plan
- ☐ Organization
 - o Two Additional Plans
- ☐ Beginnings and Endings
- ☐ Preparation, Presentations, and Evaluation
- ☐ What is Speaking Under Pressure?
- ☐ Force Field Analysis
- ☐ Understanding Your Audience
- ☐ Making Your Listener Hear You
 - o Finding Common Ground
- ☐ A Plan to Structure Ideas
 - o Building a Three-Part Plan
 - o Using Time, Place, and Aspect
- ☐ Our Body Language
- ☐ Expanding a Basic Plan

Skills for the Administrative Assistant

Work is not the only thing that matters in life, but most of us want to take pride in what we do. While we don't have to like the people we work with, or report to, at the very least we should be able to interact positively with them. The biggest influence on job satisfaction is our relationship with others. This two-day workshop will help you maximize your potential as a support person.

- ☐ Introduction and Course Overview
- ☐ Making a Good Impression
- ☐ Steps to Feeling Good
 - o What is assertiveness?
 - o Dealing with tough issues
- ☐ Asking and Listening
 - o Closed Questions
 - o Active Listening
- ☐ Getting What Others Want
 - o Self-Management
 - o Your Workspace
- ☐ Setting Goals
 - o Personal Action Plan
- ☐ Personal Best, Professional Best
- ☐ Distorted Thinking
- ☐ Assertiveness
 - o The assertiveness model
- ☐ Communication
 - o Open Questions
 - o Clarifying Questions
- ☐ Non-Verbal Messages
- ☐ Self-Management
 - o Time Management
 - o Being Proactive
 - o SMART PPP
- ☐ Working as a Team

- ☐ Difficult People
 - o Blending
 - o When Discussions Degenerate into Conflict
- ☐ Saying No
 - o The Four C's
 - o Letters and Memos
- ☐ Defining Conflict
- ☐ Redirecting
- ☐ SOFTEN
- ☐ Writing
 - o Punctuation Pointers
- ☐ De-Stress Options You Can Use Right Now

Speak Easy: Conquering Your Fear of Speaking in Public

Do you get nervous when presenting at company meetings? Do you find it hard to make conversation at gatherings and social events? Do you lock up in awkward social situations? If so, this one-day workshop is just for you! It's aimed at anybody who wants to improve their speaking skills in informal situations. We'll give you the confidence and the skills to interact with others and to speak in informal situations and in front of small groups.

- ☐ Good Communications Skills
 - o Barriers to Communication
 - o Listening
- ☐ Self-Disclosure
 - o Level One: Small Talk
 - o Level Three: Viewpoints and Opinions
- ☐ Practicing Dialogue
- ☐ Professionalism
 - o Four Areas of Opportunity
- ☐ Sticky Situations
- ☐ Practice Speeches
- ☐ Defining Communication
- ☐ Interpersonal Skills
 - o Asking Questions
- ☐ The Art of Conversation
 - o Level Two: Fact Disclosure
 - o Level Four: Personal Feelings
- ☐ Redesigning Yourself for Strength
- ☐ Maximizing Meetings
 - o Fifteen Ways to Master a Meeting
- ☐ Controlling Nervousness

The Minute Taker's Workshop

No matter who you are or what you do, whether at work or in the community, you are involved in meetings. And meetings are costly, even if they are held in a company boardroom. To ensure meetings are productive and worth the expense involved, three ingredients are necessary: An assurance of closure, a strong chair or leader, and accurate minutes. It has been said that if the minutes of a meeting are not accurate, then the meeting may just as well not have taken place.

If people can't remember or agree on what actually occurred at a meeting, how can the group effectively accomplish its objectives? This one-day workshop helps minute-takers understand their role and the best techniques for producing minutes that include all the essential information needed.

- ☐ Introduction and Course Overview
- ☐ The Skills of a Minute Taker
- ☐ Minutes Styles
 - o Informal Minutes
 - o Formal Minutes
 - o What to Record
 - o Writing Minutes
 - o Editing Minutes
- ☐ The Minute Book
- ☐ The Role of a Minute Taker
- ☐ Meeting Agreements
 - o Choosing a Style
 - o Action Minutes
 - o Recording Motions and Resolutions
- ☐ Techniques for Preparing Minutes
 - o Preparing Minutes
- ☐ Taking Minutes in an Interactive Meeting
- ☐ Developing Your Skills

Time Management: Get Organized for Peak Performance

Time is money, the adage goes, and lots of it gets lost in disorganization and disruption. This one-day workshop helps you organize and prioritize for greater workplace efficiency. You'll learn to get a grip on your office space, organize your work flow, learn how use your planner effectively, say no without guilt, and delegate some of your work to other people. This workshop is full of ideas for organizing your work area and your paperwork and working on the "right" things.

- | | |
|---|--|
| <input type="checkbox"/> Introduction and Course Overview | <input type="checkbox"/> Left Brain/Right Brain |
| <input type="checkbox"/> Case Study: Another Day at the Office | <input type="checkbox"/> Setting Goals |
| <input type="checkbox"/> Planning Tools | <input type="checkbox"/> The Four D's |
| <input type="checkbox"/> Organizing your Workspace <ul style="list-style-type: none">o Sorting Based on File Type | <input type="checkbox"/> Organizing Files for Retrieval <ul style="list-style-type: none">o The Batching Technique |
| <input type="checkbox"/> Managing Your Workload <ul style="list-style-type: none">o Workload Analysis | <input type="checkbox"/> Case Study: Mary Marvelous |
| <input type="checkbox"/> Projects | <input type="checkbox"/> Delegation |
| | <input type="checkbox"/> Set a Ritual |

Working Smart: Using Technology to Your Advantage

Do you find yourself in these situations?

- Ø You've agreed to let an employee work from home, but they seem to look at it like a vacation.
- Ø Meetings are constantly disrupted by cell phones.
- Ø Instant messaging has taken over the workplace.
- Ø You need to choose new software for your staff and you don't know where to start.
- Ø You need to set an IT budget and you don't know where to start.
- Ø The company's benefits provider is asking you to find a way to reduce workplace injuries; otherwise, they'll have to increase premiums.
- Ø You've purchased new software and productivity has dropped.

Technology is supposed to save us time and make our lives easier, but often it only complicates things. This two-day course is designed to teach you, the manager, how to use technology to your advantage so that you and your staff work smarter, not harder. We'll cover topics like using ergonomics to prevent Repetitive Strain Injuries (RSI); creating policies and procedures to make sure company resources are used properly; the best ways to use time-saving software (including e-mail, instant messaging, contact management software, and scheduling applications); and how to implement and manage telecommuting. We'll also talk about what to do when employees get angry with computers and how to deal with common problems related to technology.

Writing Reports and Proposals

This two-day course is intended to help you do the writing your job demands. If you are a manager at any level in business, government, or industry, you must write reports. Whether you want to or not, you must write to explain things, to smooth relationships, and/or to convince others of the value of some course of action. Such writing must be clear, concise, complete, and correct. It must also convey your message in a courteous tone. The workshop will help you to identify the range of this kind of writing, the forms it takes, and the persuasive techniques it requires.

Training Catalogue

- Ø Becoming a Good Writer
- Ø Readability Index
- Ø Unity and Coherence
- Ø Active and Passive Voice
- Ø The First Stage: Investigation
 - o Citing Sources
- Ø Audience
 - o Using the Correct Format
 - o The Indirect Approach
- Ø The Third Stage: Writing
 - o Creating a Report
- Ø Formal Reports
- Ø Charts and Graphs
- Ø The Acid Test
- Ø Dealing with Tough Questions
- Ø The Nine Rules of Writing
- Ø Creating Proper Paragraphs
- Ø Emphasis
- Ø The Stages of Report Writing
 - o Search Strategies
- Ø The Second Stage: Planning
- Ø Format
 - o The Direct Approach
- Ø Organization
 - o Drafting Your Report
- Ø The Fourth Stage: Revision
- Ø How to Use Headings
- Ø Writing Proposals
- Ø Designing your Message
- Ø Pre-Assignment Review

Human Resources Programmes

Anger Management

Anger is a universal experience. Dogs get angry, bees get angry, and so do humans. You don't have to be a psychologist to know that managing anger productively is something few individuals, organizations, and societies do well. Yet research tells us that those who do manage their anger at work are much more successful than those who don't.

The co-worker who can productively confront his team-mate about his negative attitude increases his team's chance of success as well as minimizes destructive conflicts. The customer service agent who can defuse the angry customer not only keeps her customers loyal but makes her own day less troublesome. This workshop is to help give you and your organization that edge.

- ☐ Introduction and Course Overview
- ☐ Managing Your Anger
 - o What Are your Anger Pay-Offs?
- ☐ The Problem with Trigger Thoughts
 - o Is Anger the Best Response?
- ☐ Managing Anger
 - o Sanctuary
- ☐ Communicating
 - o Are you a Good Listener?
 - o Three Keys
- ☐ Taking Control
- ☐ What is Anger?
 - o Costs and Pay-Offs
- ☐ The Anger Process
- ☐ How Does Anger Affect Thinking?
 - o Distorted Thinking
 - o Coping Strategies
 - o Relaxation Techniques
 - o The Four-Step Message
 - o Asking Questions
- ☐ Behaviour Types
- ☐ Workshop Wrap-Up

Change Management: Change and How to Deal with It

Managers traditionally have had the task of contributing to the effectiveness of their organization while maintaining high morale. Today, these roles often have to be balanced off with the reality of implementing changes imposed by senior management. Managers who have an understanding of the dynamics of change are better equipped to analyze the factors at play in their own particular circumstances, and to adopt practical strategies to deal with resistance. This one-day workshop will help you deal with change and will give you strategies to bring back to your employees.

- ☐ Introduction and Course Overview
- ☐ The Change Cycle
 - o Pre-Assignment Discussion
 - o Hem and Haw's Journey of Loss
 - o The Trend of Change
- ☐ The Pyramid Response to Change
- ☐ Dealing with Resistance
- ☐ Managing Anger
 - o Dealing with the Anger of Others
- ☐ What is Change?
- ☐ Who Moved My Cheese?
 - o Relating to the Characters
- ☐ The Pace of Change
 - o Case Study: Getting More from the Last Hour
- ☐ A Four Room Apartment
- ☐ Strategies for Dealing with Change
 - o The Five Dimensions
- ☐ Managing Stress

Conducting Effective Performance Reviews

Performance reviews are an essential component of employee development. Someone once said, “If you always do what you’ve always done, you’ll always get what you’ve always got.” And, remember what the German philosopher Goethe said: “Treat people as if they were what they ought to be and you help them become what they are capable of being.”

Setting goals and objectives to aim for will give supervisors and employees a unified focus and targets to aim for. Supervisors must also learn how to give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop. Performance appraisals involve all these activities.

- | | |
|---|---|
| <input type="checkbox"/> Introduction and Course Overview | <input type="checkbox"/> History of Performance Appraisals |
| <input type="checkbox"/> Employees' Concerns About PAs | <input type="checkbox"/> What Makes PAs a Defensible Process? |
| <input type="checkbox"/> Stereotypes | <input type="checkbox"/> o Leniency or Stringency |
| <input type="checkbox"/> o Halo/Horn Effect | <input type="checkbox"/> o Error of Central Tendency |
| <input type="checkbox"/> o Stereotyping | <input type="checkbox"/> The Performance Management Process |
| <input type="checkbox"/> SMART Goals | <input type="checkbox"/> Goal Setting |
| <input type="checkbox"/> The Performance Management Cycle | <input type="checkbox"/> Setting Standards |
| <input type="checkbox"/> Day One Wrap-Up | <input type="checkbox"/> Performance Development Plan |
| <input type="checkbox"/> Feedback and Communication | <input type="checkbox"/> Listening |
| <input type="checkbox"/> o Guidelines for Effective Listening | <input type="checkbox"/> o Active Listening |
| <input type="checkbox"/> o Constructive Listening | <input type="checkbox"/> o Paraphrasing |
| <input type="checkbox"/> Asking Questions | <input type="checkbox"/> Probing |
| <input type="checkbox"/> o Verbal and Non-Verbal Probes | <input type="checkbox"/> o Probing Techniques |
| <input type="checkbox"/> o Probe Funnel | <input type="checkbox"/> Non-Verbal Messages |
| <input type="checkbox"/> Giving Feedback | <input type="checkbox"/> Characteristics of Effective Feedback |
| <input type="checkbox"/> Accepting Criticism | <input type="checkbox"/> Planning the Interview |
| <input type="checkbox"/> The Interview Format | <input type="checkbox"/> o The Opening |
| <input type="checkbox"/> o The Discussion | <input type="checkbox"/> o The Closing |
| <input type="checkbox"/> Day Two Wrap-Up | <input type="checkbox"/> Goal-Setting Role Play |
| <input type="checkbox"/> Ordinary Feedback | <input type="checkbox"/> Coaching and Counselling |
| <input type="checkbox"/> Appraisal Preparation | <input type="checkbox"/> The Interview |
| <input type="checkbox"/> Maintaining Performance | <input type="checkbox"/> Behavior Contracts |
| <input type="checkbox"/> Handling Performance Problems | <input type="checkbox"/> The Worst-Case Scenario (What to do if you have to fire someone) |
| <input type="checkbox"/> Pre-Assignment Review | <input type="checkbox"/> Performance Management Checklists |
| <input type="checkbox"/> Workshop Wrap-Up | <input type="checkbox"/> |

Conflict Resolution: Getting Along in the Workplace

All of us experience conflict. We argue with our spouses, disagree with our friends, and sometimes even quarrel with strangers at a hockey game. At times we lose sight of the fact that all this conflict is normal. So long as people are individuals there will be the potential for conflict.

That's the first thing to learn about conflict. It isn't wrong or bad; it's just part of being a person in contact with other people. The only people who don't experience conflict are hermits.

Since you can't prevent conflict, the most important thing is to learn how to handle or manage it in productive ways. In many industries, the amount of time spent on conflict management is surprisingly high. A study by the American Management Association says that managers spend at least 24% of their

time on managing conflict. Hospital administrators, school administrators, mayors, and city managers spend even more time on this problem area.

What is critical for resolving conflict is developing an understanding of, and a trust in, shared goals. It requires openness, discipline, and creativity. Showing respect for other people and not blaming them enables people to work for mutual benefit.

There are no magical phrases or simple procedures for managing conflict. However, there are several strategies for coping with conflict. Knowing when and how to use these techniques can make you a more effective leader.

- Introduction and Course Overview
- Types of Conflict
- Spontaneous and Reflective Action
- Stages of Conflict
 - Another Version of the Conflict Process
 - Strategies for Dealing with Conflict
- Conflict Resolution Style Questionnaire
- The Role of Communication in Conflict Resolution
 - Active Listening
 - Powerful Questions
- Seven Steps to Ironing Things Out
- Conflict and its Resolution
 - A Strategy for Conflict Resolution
- Facilitation Overview
 - Step Two: Resolving the Issue
- Setting Norms
 - Defining Interventions
- Workshop Wrap-Up
- Defining Conflict
- Open Conflict vs. Hidden Conflict
- Johari Windows
 - The Five Stages of Conflict
 - Conflict Outcomes
- Win As Much as You Can
- Day One Wrap-Up
 - The Communication Funnel
 - Paraphrasing
 - Body Language
- The Conflict/Opportunity Test
 - Visualizing Conflict
- Facilitating Conflict
 - Step One: Venting Emotions
 - Practical Application
- Making an Intervention
 - Resistance Scenarios

Customer Service Training: Managing Customer Service

The need for leading, promoting, and enhancing a customer focused culture, are essential within every organization. Leading, creating, and enhancing a customer focused culture are essential within government departments.

This one-day workshop will provide you with an opportunity to explore your responsibilities within your role as a customer service agent. As we discuss the various skills and techniques, draw from your own personal and varied experiences to share elements of reward and challenge. Consider this workshop as a “re-energizing time” to build and expand from where you are now.

- ☐ Introduction and Course Overview
 - Identifying Change
- ☐ Creating Excellence
 - Active Listening
- ☐ Suspending Frame of Reference
- ☐ Giving Undivided Attention to Others
 - The Characteristics of a Leader
 - Additional Information about Leadership Profiles
- ☐ Alpha Leaders
- ☐ Changes in Customer Service
 - Identifying Your Customers
- ☐ Communication Skills
 - Asking Questions
- ☐ Stereotypes
- ☐ Leadership
 - The Situational Leadership Model
- ☐ Engaging Employees
- ☐ Developing a Service Management

System

Employee Dispute Resolution: Mediation through Peer Review

Have you ever been in a workplace situation where a supervisor has made a decision that you don't agree with? Did you wish that you could ask someone else what they thought of the decision; whether they would have done the same thing? The Peer Review process offers employees just that chance, using a formalized procedure.

- ☐ What is Peer Review?
- ☐ The Peer Review Panel
 - o Choosing the Panel
 - o The Panel's Role and Responsibilities
- ☐ The Peer Review Process
 - o The Hearing
- ☐ Panel Walkthrough
- ☐ Initiating the Process
 - o Choosing a Facilitator
 - o The Panel's Contract
- ☐ Asking Questions
 - o Preparing for the Hearing
 - o Making the Decision
- ☐ Why Does the Process Fail?

Hiring Smart: Behavioural Interviewing Techniques

Behavior Interviewing is a very reliable and valid candidate selection technique based on the work of Tom Janz, of the University of Calgary. While we all may say that past behaviour is the best indicator of future behavior, we don't act as if we believe this when we are interviewing candidates-often because we aren't certain how to ask questions that will tell us about past performance.

This two day workshop concentrates on the pre-interview preparation, developing questions and their value, the interview techniques that get specific, behaviour-based examples of past performance, and the strategies that follow through on this process.

- ☐ Introduction and Course Overview
- ☐ The Recruitment & Selection Process
- ☐ Cost Analysis
- ☐ Determining the Skills You Need
- ☐ Advertising Guidelines
- ☐ Performance Assessments
- ☐ Interviewing Barriers
- ☐ Types of Questions
- ☐ Other Types of Questions
 - o Holistic Questions
- ☐ The Critical Incident Technique
- ☐ Interview Preparation and Format
- ☐ Scoring Responses
- ☐ Human Rights
- ☐ Workshop Wrap-Up
- ☐ History of the Interviewing Process
- ☐ Factors in the Hiring Process
- ☐ Job Analysis and Position Profiles
- ☐ Finding Candidates
- ☐ Screening Resumes
- ☐ Problems Recruiters Face
- ☐ Non-Verbal Communication
- ☐ Traditional vs. Behavioural Interviews
 - o Achievement-Oriented Questions
- ☐ Listening for Answers
- ☐ Difficult Applicants
- ☐ Other Interview Techniques
- ☐ Checking References
- ☐ Pre-Assignment Review
- ☐

Orientation Handbook: Getting Employees off to a Good Start

An effective human resource professional knows that managing employee performance is more than conducting performance reviews or disciplining staff. Performance management begins with an

orientation to the organization and the job, and continues on a daily basis as employees are trained and coached.

A thoughtful new employee orientation program, coupled with an employee handbook that communicates workplace policies, can reduce turnover and save your organization thousands of dollars. Whether your company has two employees or a thousand employees, don't leave employee retention to chance. This two-day workshop will show you how to give them what they need to feel welcome, know why they were hired, and know how to do the job.

- ☐ Finding, Hiring, and Keeping Good People
- ☐ Building Employee Commitment
 - ☐ Clarity
 - ☐ Competence
 - ☐ Influence
 - ☐ Appreciation
- ☐ Perception
- ☐ Fast-Track Orientation
- ☐ Designing a Successful Orientation Program
 - ☐ Using Your Experience
 - ☐ Mistakes to Avoid
- ☐ The Eight Orientation Habits of World Class Employers
- ☐ Obtaining Buy-In
- ☐ The Commitment Curve
- ☐ Characteristics of a Successful Orientation Program
- ☐ Employee Training
 - ☐ Preparing Effective Training
 - ☐ The Learning Styles Inventory
 - ☐ Learning Styles Explained
 - ☐ Similarities and Preference Patterns in your Group
- ☐ Addressing Learner Needs and Expectations
- ☐ Working with External Providers

- ☐ The Nine Principles of Adult Learning
- ☐ How to Build and Sustain Interest
- ☐ The Baby Boomer Generation vs. Generation X
- ☐ Creating Employee Manuals
- ☐ An Orientation Checklist
- ☐ A Personal Action Plan

Performance Management: Managing Employee Performance

This three-day course is for supervisors who wish to better understand themselves and others through completing and interpreting personality typing, to develop their problem solving and decision making skills, and to explore performance management issues.

Topics to be covered include:

- | | |
|---|---|
| <input type="checkbox"/> Understanding Yourself <ul style="list-style-type: none"><input type="checkbox"/> Typology History<input type="checkbox"/> Individual Assessment<input type="checkbox"/> Teamwork | <input type="checkbox"/> Typology (AKA Personality Typing) <ul style="list-style-type: none"><input type="checkbox"/> Typology Introduction<input type="checkbox"/> Keywords |
| <input type="checkbox"/> A Lighter Look | <input type="checkbox"/> Temperament and Leadership |
| <input type="checkbox"/> The Situational Leadership Model | <input type="checkbox"/> Talking to Other Types |
| <input type="checkbox"/> Building a Team <ul style="list-style-type: none"><input type="checkbox"/> Interview Questions<input type="checkbox"/> Learning Curve<input type="checkbox"/> Positive Feedback<input type="checkbox"/> Accepting Criticism<input type="checkbox"/> Problem-Solving Basics | <input type="checkbox"/> Stages of Team Development <ul style="list-style-type: none"><input type="checkbox"/> Hiring New Employees<input type="checkbox"/> Standards |
| <input type="checkbox"/> Barriers to Solving Problems | <input type="checkbox"/> Managing Performance <ul style="list-style-type: none"><input type="checkbox"/> Constructive Feedback |
| <input type="checkbox"/> The Shared Management Model | <input type="checkbox"/> Problem Solving <ul style="list-style-type: none"><input type="checkbox"/> The Problem Solving Process |
| <input type="checkbox"/> Preparing for Feedback | <input type="checkbox"/> Performance Management <ul style="list-style-type: none"><input type="checkbox"/> Good Feedback |
| <input type="checkbox"/> Performance Documentation | <input type="checkbox"/> Coaching |
| <input type="checkbox"/> Looking Ahead | <input type="checkbox"/> FAQs about Performance Reviews |

Problem Solving and Decision Making

If you are tired of applying dead-end solutions to recurring problems in your company, this two-day workshop should help you reconstruct your efforts and learn new ways to approach problem-solving, and develop practical ways to solve some of your most pressing problems and reach win-win decisions.

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|---|--|
| <input type="checkbox"/> Learning Styles | <input type="checkbox"/> Making Win-Win Decisions |
| <input type="checkbox"/> Problem Solving Defined <ul style="list-style-type: none"><input type="checkbox"/> Phase One: Problem Identification | <input type="checkbox"/> The Problem-Solving Model <ul style="list-style-type: none"><input type="checkbox"/> Phase Two: Decision Making |

- o Phase Three: Planning and Organizing
- ☐ The Problem-Solving Process
- ☐ Gradients of Agreement
- ☐ Decision-Making Traps
- ☐ Types of Decisions
- ☐ A Problem-Solving Toolkit
- ☐ Fishbone Analysis
- ☐ Facts vs. Information
- ☐ Implementation
- ☐ A Personal Action Plan

Stress Management

Overview:

This one-day workshop will explore the harmful long-term effects of stress on our mental and physical health and provide suggestions for managing our individual stresses more effectively. Strategies may include changes in lifestyle, stress management techniques such as relaxation and exercise, and the use of music or humour as coping strategies.

Learning Objectives:

Recognize that stress is a positive, unavoidable part of everybody's life.

Identify the symptoms of chronic stress overload.

Identify how lifestyle choices can contribute to stress and how we can work toward making different choices.

Develop some techniques to help manage stress right now

Begin planning long-term protection against the cumulative affects of stress.

Workshop Outline and Methodology:

Facilitators use a variety of training methods for each workshop, including large group discussions, individual work and reflection, small group discussions and exercises, case studies and simulations for role play. Videos that are applicable will form a part of some workshops.

Customization will be based on information provided by the human resource department or the individual department prior to the workshop. These will be interactive workshops with a 40/60 split between concept/theory and practical application of skills discussed. Class size should be kept under 20, whenever possible, so each participant will have the opportunity to gain techniques for the types of situations they deal with or expect to deal with.

1. Introduction, Learning Objectives and Agenda: The workshop begins with individual introductions and a group exercise to put everybody at ease. This is followed by a large group discussion about the effects of stress and why we need to give more than lip service to developing strategies for managing that stress. (3/4 hour)
2. How Does Stress Affect Us?: A large group discussion complete with diagrams to illustrate what stress does to our bodies and our minds if it is allowed to go unchecked. (1/2 hour)
3. What is Stress About? Individuals rate themselves and their stress levels on each of several types of charts or scales, with the understanding that there is no reward for proving that you are more stressed out than others. The only reward is getting a handle on the amount of stress we do feel. (1/2 hour)

- a. Checklist of Stress Symptoms
 - b. Holmes Rahe Stress Rating
 - c. Hanson Scale of Stress Resistance
 - d. The Human Scale
 - e. Stress Exhaustion Symptoms
 - f. Burnout Test
- 4. Stress and Time: Small group discussion of the everyday things that stress us out and how to better manage our time to avoid this. (1/2 hour)
 - 5. The Stress Tax: A large group discussion about what stress costs us as an individual and what stress costs employers. (¼ hour)
 - 6. Managing Stress: Large group discussion about the three factors of stress management: Personality, Nature of Organization, and Quality of Support. (¼ hour)
 - 7. Stress and Gender: Large group discussion of some of the research that has been done about stress, and how age, gender, and attitude, and occupation figure into our reactions to stress. (¼ hour)
 - 8. Taking Care of Your Body and Mind: Group discussion of the four pillars of stress management: good nutrition, exercise, strong supportive relationships, and relaxation techniques. (1/2 hour)
 - 9. Stress Management Strategies: Discussion of the three strategies: alter, avoid, and accept. Participants will also complete individual charts of drainers and fillers; things that drain and energize them. (3/4 hour)
 - 10. The “Less Stress” Lessons: Discussion and demonstration of ways we can relax, including breathing, body scan, and awareness. (¼ hour)
 - 11. Personal Action Plan: This is a culmination of the day’s discussions and provides individuals with a structured way of planning to reduce stress in their lives. (1/2 hour)

Building Better Teams

Teams have become a principal building block of the strategy of successful organizations. Whether the focus is on service, quality, cost, value, speed, efficiency, performance, or other similar goals, teams are the central methodology of most organizations in the private, non-profit, and government sectors.

With teams at the core of corporate strategy, your success as an organization can often depend on how well you and other team members operate together. How are your problem-solving skills? Is the team enthusiastic and motivated to do its best? Do you work well together?

In most teams, the energies of individual members work at cross purposes. Individuals may work extraordinarily hard, but their efforts do not translate into team effort, and this results in wasted energy.

By contrast, when a team becomes more aligned, a commonality of direction emerges, and individual energies harmonize. You have a shared vision and an understanding of how to complement each others' efforts. As jazz musicians say, "You are in the groove."

- ☐ Defining Teams
 - ☐ Types of Teams
 - ☐ Characteristics of Teams
 - ☐ Team Contracts
- ☐ Glenn Parker Team Survey
- ☐ The Stages of Team Development
- ☐ Communication
 - ☐ Listening
- ☐ Becoming a Good Team Player
- ☐ What is a Team?
- ☐ Establishing Team Norms
 - ☐ Ground Rules
- ☐ Working as a Team
- ☐ Building Team Trust
- ☐ The TORI Model
 - ☐ Defining Communication
 - ☐ How the Listener Controls the Speaker

Marketing and Sales Programmes

Dynamite Sales Presentations

A great sales presentation does not demand you have all the bells and whistles to impress the client with your technical skills. Rather, try impressing your clients with your knowledge of the products and services you sell and your understanding of their problems and the solutions they need. This one-day workshop will focus on your formal written proposal and in-person presentation.

- | | |
|---------------------------------------|---|
| Ø Introduction and Course Overview | Ø Business Writing Basics |
| Ø Writing a Proposal | Ø Writing Your Proposal |
| Ø Getting Thoughts on Paper | Ø Planning Your Proposal |
| Ø Basic Formats | Ø Editing |
| Ø The Finishing Touches | Ø The Handshake |
| Ø Getting Ready for your Presentation | Ø Elements of a Successful Presentation |
| Ø Dressing Appropriately | Ø Dealing with Questions |
| Ø Presentations and Evaluations | Ø |

Overcoming Objections: Nailing the Sale

If you are like most sales professionals you are always looking for ways to overcome customer objections and close the sale. This workshop will help you plan, prepare and execute proposals and presentations that address customer concerns, reduce the number of objections you encounter and improve your batting average at closing the sale.

- | | |
|------------------------------------|---|
| Ø Introduction and Course Overview | Ø Credibility |
| Ø Your Competition | Ø Critical Communication Skills |
| Ø Listening | Ø Listening for Accuracy |
| Ø Powerful Questions | Ø Observing |
| Ø Customer Service Complaints | Ø Overcoming Objections |
| Ø How Can Teamwork Help Me? | Ø Why Work as a Team? |
| Ø Pricing Issues | Ø Handling other Objections |
| Ø Buying Signals | Ø Closing the Sale |
| Ø Closing Techniques | Ø Top Fifteen Activities That Make You Successful at Closing the Sale |

Prospecting for Leads Like a Pro

Prospecting is the key to your sales success. Your success today is a result of the prospecting you did six months ago. In this one-day workshop, you will become skilled at networking and learn the 80/20 rule. After the workshop, you will know who to target and how to target them, and remember to do some prospecting every day through warming up cold calls, following up on leads, or networking. You will also build your personal prospecting plan to ensure your future by planting seeds daily.

- | | |
|-----------------------------------|---------------------------|
| Ø Targeting Your Market | Ø The Prospect Board |
| Ø Setting Goals | Ø About Prospecting |
| Ø Networking | Ø Public Speaking |
| Ø Making Trade Shows Work for You | Ø Regaining Lost Accounts |
| Ø Warming Up Cold Calls | Ø The 80/20 Rule |
| Ø It's Not Just a Numbers Game | Ø Shooting for the Stars |

- | | |
|---|---|
| Ø Respect | Ø Rapport |
| Ø Relationship Building | Ø Going Above and Beyond |
| Ø Ten Questions to Ask Yourself About Each Prospect | Ø Twenty-One Ideas for a Successful Career in Sales |

Selling Smarter

It's no secret that selling has changed in recent years. This is an exciting and dynamic profession, yet it is one of the most underrated and misunderstood, at least in recent years. The back-slapping sleazy, joke-telling huckster has disappeared and in his place is a new generation of sales professionals—highly trained and groomed, with the characteristics of honesty, trustworthiness, and competence.

Broadly defined, today's top salespeople are in the business of identifying needs and persuading potential customers to respond favorably to an idea that will result in mutual satisfaction for both the buyer and the seller. This one-day workshop will help you develop those skills, enabling you to sell smarter.

- | | |
|----------------------------|------------------------------|
| Ø Essential Selling Skills | Ø Selling Skills |
| Ø The Power of the Mind | Ø Professionalism |
| Ø The Expectancy Theory | Ø What is Selling? |
| Ø Features and Benefits | Ø SMART Goals |
| Ø Time Management | Ø Customer Service |
| Ø Types of Selling | Ø The Three Types |
| Ø Our Values | Ø Ten Major Mistakes |
| Ø Finding New Clients | Ø Where to Find New Clients? |
| Ø Networking Tips | Ø Selling Price |

Building Relationships for Success in Sales

No one questions that making friends is a good thing. However, it's not an easy thing, particularly when you're cultivating business relationships. How do you make friends with customers you don't like? How do you find common ground when there appears to be none? How do you start networking when you go to a business convention and you don't know anyone? These are just some of the difficult questions that you may face in your day-to-day work as a salesperson.

In this one-day workshop, you are going to discover that the business of business is making friends, and the business of all sales professionals is making friends and building relationships. Strategic friendships will make or break any business, no matter how big and no matter what kind of market.

- | | |
|--|---|
| Ø Introduction and Course Overview | Ø How to Get People to Like You |
| Ø What Influences People in Forming Relationships? | Ø Influences at Work |
| Ø Building Customer Connections | Ø Disclosure (Johari Windows) |
| Ø How to Win Friends and Influence People | Ø Communication Skills for Relationship Selling |
| Ø Listening | Ø Active Listening |
| Ø Asking Questions | Ø Non-Verbal Messages |
| Ø Managing the Mingling | Ø The Handshake |
| Ø Small Talk | Ø Networking |
| Ø Workshop Wrap-Up | Ø |

Telemarketing: Using the Telephone as a Sales Tool

We never stop learning how to improve our selling skills. Virtually everybody in sales today sells over the phone at least part of the time. Perhaps it is time for you to evaluate how you use the telephone and where it fits into your sales and marketing mix. The telephone can supplement, enhance, and sometimes replace other means of marketing and selling. This personal approach can dramatically increase your sales success.

This one-day workshop will help you hone your communication skills, your ability to persuade, and your ability to personalize each sales call to the person and to each situation.

- | | |
|---|--|
| Ø Introduction and Course Overview | Ø Pre-Assignment Review |
| Ø Change Your Skills, Change Your Income | Ø Separating Your Company from the Competition |
| Ø Building Trust and Respect | Ø Johari Windows |
| Ø The Importance of Good Communication Skills | Ø Developing Your Script |
| Ø The Basic Script | Ø Sample Script |
| Ø Making the Script Yours | Ø Developing Your Script |
| Ø Pre-Call Planning | Ø Phone Tag and Call Backs |
| Ø Follow-Up | Ø Your Sales Message When You Must Sell by Telephone |

Manager and Supervisor Programmes

Finance for Non Financial Managers

Many managers find themselves thrust into financial situations with little or no preparation. They're faced with confusing accounting terms, the responsibility of putting together a budget, and the fear of making major decisions that will have a serious financial impact on their company.

In addition, if you don't have training or a background in finances, you may be at a disadvantage as you sit around the management table. When important financial terms come up at a meeting, you want to be able to contribute, not just sit there and nod blankly.

Understanding the cycle of finance will also help you figure out where you fit into your company's financial structure and how to keep your department out of the red. This two-day workshop will familiarize you with the key concepts of finance and accounting and help you prepare budgets and make decisions with more confidence.

- | | |
|---|---|
| <input type="checkbox"/> Introduction and Course Overview | <input type="checkbox"/> Your Role in Company Finances |
| <input type="checkbox"/> What is Finance? | <input type="checkbox"/> Getting to Know the Players |
| <input type="checkbox"/> Record Keeping Terminology | <input type="checkbox"/> Accounting |
| <input type="checkbox"/> <input type="checkbox"/> GAAP | <input type="checkbox"/> Bookkeeping |
| <input type="checkbox"/> The Balance Sheet | <input type="checkbox"/> Assets |
| <input type="checkbox"/> <input type="checkbox"/> Liabilities | <input type="checkbox"/> Owner's Equity |
| <input type="checkbox"/> Liabilities and Equity | <input type="checkbox"/> Income Statement (Profit and Loss Statement) |
| <input type="checkbox"/> <input type="checkbox"/> Methods of recording transactions | <input type="checkbox"/> Accounting Systems |
| <input type="checkbox"/> Accounting Periods Tracking | <input type="checkbox"/> Analyzing Financial Statements |
| <input type="checkbox"/> Business Expenses | <input type="checkbox"/> The Importance of Bookkeeping |
| <input type="checkbox"/> Using Accounting Software | <input type="checkbox"/> Budget Basics |
| <input type="checkbox"/> Pre-Assignment Review | <input type="checkbox"/> <input type="checkbox"/> Preparing a budget |
| <input type="checkbox"/> <input type="checkbox"/> Defining a budget | <input type="checkbox"/> Managing Profit Performance |
| <input type="checkbox"/> <input type="checkbox"/> Types of Budgets | <input type="checkbox"/> The Human Aspect |
| <input type="checkbox"/> Comparing Investment Opportunities | <input type="checkbox"/> ISO 9000 |
| <input type="checkbox"/> Credits vs. Debits | <input type="checkbox"/> Workshop Wrap-Up |
| <input type="checkbox"/> Decision Making | |

Business Leadership: Becoming Management Material

This three-day workshop is a tool for your leadership development. It is designed to help you create and accomplish your personal best, and to help you lead others to get extraordinary things done.

At its core, leadership means setting goals, lighting a path, and persuading others to follow. But the responsibility entails much more. Leaders must get their message out in a way that inspires, make the most of their limited time, and build roads to precious resources. They must negotiate alliances, improve their colleagues, and align the ambitions of the many with the needs of the organization.

But what makes for a great leader? Is it something to do with inward characteristics, such as confidence and focus? Is it more about outward presence, including charm and compassion? Or is it about the ability to create a vision and get others to commit to it?

The answer is all of the above. By accepting the challenge to lead, you come to realize that the only limits are those you place on yourself.

During this workshop, we will cover:

- | | |
|--|--|
| <input type="checkbox"/> The Learning Organization | <input type="checkbox"/> Personal Mastery/Personal Visions |
| <input type="checkbox"/> Mental Models | <input type="checkbox"/> Shared Vision |
| <input type="checkbox"/> Team Learning | <input type="checkbox"/> Systems Thinking |
| <input type="checkbox"/> Leadership (with LEAD analysis) | <input type="checkbox"/> Trust |
| <input type="checkbox"/> Change | <input type="checkbox"/> Time Management |
| <input type="checkbox"/> Managers vs. Leaders | <input type="checkbox"/> Types of Thinking |
| <input type="checkbox"/> Ethics 101 | <input type="checkbox"/> Influence Strategies |
| <input type="checkbox"/> Relationships (including tips on dealing with conflict) | <input type="checkbox"/> Problem Solving |
| <input type="checkbox"/> Strategic Planning (SWOT Analysis) | <input type="checkbox"/> Delegation |
| <input type="checkbox"/> Criteria for Useful Feedback | <input type="checkbox"/> Body Language |
| <input type="checkbox"/> Meetings | <input type="checkbox"/> <input type="checkbox"/> Preparing for Meetings |
| <input type="checkbox"/> <input type="checkbox"/> Managing Meetings | <input type="checkbox"/> <input type="checkbox"/> Presentation Tips |
| <input type="checkbox"/> Skilful Speaking | <input type="checkbox"/> Personal Development |

Coaching: A Leadership Skill

Coach, Role Model, Counsellor, Supporter, Guide...do these words ring a bell? Being a coach involves being a role model, sometimes a counsellor or supporter, and always a guide. Coaching is based on a partnership that involves giving both support and challenging opportunities to employees. Knowing how and when to coach is an essential skill that can benefit both you and your organization. This one-day workshop will help you become a better coach in all senses of the word.

- | | |
|---|--|
| <input type="checkbox"/> Introduction and Course Overview | <input type="checkbox"/> Defining Coaching |
| <input type="checkbox"/> <input type="checkbox"/> Two Schools | <input type="checkbox"/> <input type="checkbox"/> Why and What? |
| <input type="checkbox"/> <input type="checkbox"/> Recall | <input type="checkbox"/> <input type="checkbox"/> Coaching Skills |
| <input type="checkbox"/> <input type="checkbox"/> Pre-Assignment: Coaching Assessment | <input type="checkbox"/> Interpersonal Communication |
| <input type="checkbox"/> <input type="checkbox"/> What are Communication Skills? | <input type="checkbox"/> <input type="checkbox"/> Where Can I Improve? |
| <input type="checkbox"/> Non-Verbal Communication | <input type="checkbox"/> Self-Disclosure (Johari Windows) |
| <input type="checkbox"/> Five Critical Coaching Skills | <input type="checkbox"/> More on Communication |
| <input type="checkbox"/> Learning Styles and Learning Principles | <input type="checkbox"/> Benefits/Consequences Matrix |
| <input type="checkbox"/> Skills Involved in Coaching | <input type="checkbox"/> The Coaching Model |
| <input type="checkbox"/> Feedback | <input type="checkbox"/> Coaching Problems |
| | <input type="checkbox"/> Workshop Wrap-Up |

The Art of Delegating Effectively

Delegation is one of the hardest skills for a manager to master. However, the skill can be learned. This one-day workshop will explore many of the facets of delegation: when to delegate, and who to delegate to. We will also go through the delegation process step by step, to see where the pitfalls lie, and what we can do about getting around them.

- | | |
|--|---|
| <input type="checkbox"/> Why Delegate? | <input type="checkbox"/> Advantages and |
|--|---|

- ☐ Self-Assessment
- ☐ Picking the Right Person
- ☐ Levels of Authority
- ☐ Communication Skills
- ☐ Giving Feedback
- ☐ Disadvantages
- ☐ What is Delegation?
- ☐ The Delegation Meeting
- ☐ Giving Instructions
- ☐ Monitoring Delegation
- ☐ Becoming a Good Delegator

Human Resources Training: For the Non-HR Manager

In today's fast-moving world, many managers and supervisors are expected to deal with some human resource issues. They may be asked to take part in developing job descriptions, sit in on interviews, or take responsibility for discipline. This three-day workshop will introduce those managers to human resource concepts. We will walk you through the hiring process, from performing a skills inventory to conducting the interview; discuss orientation; and cover some issues that arise after the hiring (such as diversity issues, compensation, and discipline).

- ☐ Defining Human Resources
 - ☐ Case Study: Expansion Staffing
- ☐ Forecasting
 - ☐ Understanding Job Analysis
 - ☐ Job Analysis Formats
- ☐ Position Profiles/Job Descriptions
 - ☐ Evaluate All Options
- ☐ Finding Candidates
- ☐ Screening Resumes
 - ☐ Conducting the Interview
 - ☐ An Objective Interview
 - ☐ Asking Questions
 - ☐ The Critical Incident Technique
- ☐ Employee Orientation
 - ☐ How Did Your Orientation Rate?
 - ☐ Planning the Orientation Program
 - ☐ The Training Cycle
- ☐ Working With External Providers
- ☐ Absenteeism
 - ☐ Dealing with Absenteeism
- ☐ Privacy Issues
- ☐ Discipline
 - ☐ Pink Slips
 - ☐ Case Study: How to Fire an Employee?
- ☐ The Basics of HR Management
- ☐ Skills Inventory
- ☐ Job Analysis
 - ☐ Performing an Analysis
- ☐ Job Competencies
- ☐ Do You Really Need to Hire?
 - ☐ The Real Cost of Employee Turnover
- ☐ Advertising Guidelines
- ☐ Preparing for the Interview
 - ☐ History of the Interviewing Process
 - ☐ Basics and Purpose of Behavioural Interviewing
 - ☐ Understanding and Developing BDI Questions
- ☐ After the Interview
 - ☐ Why Have Orientation?
 - ☐ Problems to Avoid
- ☐ Planning Training
 - ☐ Internal vs. External Training
- ☐ Performance Reviews
 - ☐ The Cost of Absenteeism
- ☐ Diversity
- ☐ Compensation and Benefits
- ☐ Termination
 - ☐ Letting Staff Go
- ☐ Exit Interviews

Inventory Management: The Nuts and Bolts

No business can survive very long without an effective program of controls over the parts and materials that are used in producing or distributing goods and services of the firm. Like many other things that depend on human interpretation, "control" means different things to different individuals.

This is a workshop for you, the warehouse or stockroom manager, the person in charge of what comes in and goes out in your company. You want a smooth and cost-effective operation, with enough products on hand to satisfy needs without stockpiling too much.

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|---|---|
| <input type="checkbox"/> What is Inventory? | <input type="checkbox"/> Types of Inventory |
| <input type="checkbox"/> Goals of Inventory | <input type="checkbox"/> Industry Trends |
| <input type="checkbox"/> Your Customers | <input type="checkbox"/> Your Staff |
| <input type="checkbox"/> Working as a Team | <input type="checkbox"/> The Warehouse Inventory Cycle |
| <input type="checkbox"/> Strategies for Improving Your Inventory | <input type="checkbox"/> Warehouse Objectives |
| <input type="checkbox"/> The Receiving Process | <input type="checkbox"/> The Inventory Validation Process |
| <input type="checkbox"/> What Makes a Good Inventory Management System? | <input type="checkbox"/> Understanding Key Formulas |
| <input type="checkbox"/> Maintaining Inventory Accuracy | <input type="checkbox"/> The Outbound Process |

Marketing and Sales

A small marketing budget doesn't mean you can't meet your goals and business objectives you just have to be more creative in your marketing tactics. This one-day workshop will show you how to get maximum exposure at minimum cost. Learn effective, low-cost, and non-cost strategies to improve sales, develop your company's image, and build your bottom line.

- | | |
|--|--|
| <input type="checkbox"/> Introduction and Course Overview | <input type="checkbox"/> Pre-Assignment Review |
| <input type="checkbox"/> Defining Marketing | <input type="checkbox"/> Recognizing Trends |
| <input type="checkbox"/> Market Research <ul style="list-style-type: none">o Top Ten Strategieso Identifying Opportunities, Part II | <input type="checkbox"/> Strategies for Success <ul style="list-style-type: none">o Identifying Opportunities, Part I |
| <input type="checkbox"/> Brochures <ul style="list-style-type: none">o Why Attend a Trade Show? | <input type="checkbox"/> Your Own Marketing Strategies |
| <input type="checkbox"/> Developing a Marketing Plan <ul style="list-style-type: none">o SWOT Analysis | <input type="checkbox"/> Trade Shows <ul style="list-style-type: none">o Preparing for a Trade Showo The Four P'so A Simple Marketing Plan for Small Budgets |
| <input type="checkbox"/> Increasing Business | <input type="checkbox"/> Saying No to New Business |
| <input type="checkbox"/> Advertising | <input type="checkbox"/> Networking |

Meeting Management: The Art of Making Meetings Work

Meetings come in all shapes and sizes, from the convention to a quick huddle in an office hallway. This one-day program will be concerned with small working meetings--with groups that have a job to do requiring the energy, commitment, and talents of those who participate.

Members of such a group want to get some kind of result out of their time together; solving problems, setting goals or priorities, or simply defining with each other some mutual needs and fears and hopes. At

its best, such a group knows what it is about, and knows and utilizes the strengths of individual members.

- | | |
|---|---|
| <input type="checkbox"/> The Basics for Effective Meetings | <input type="checkbox"/> The Best and the Worst of Meetings |
| <input type="checkbox"/> Holding Meetings | <input type="checkbox"/> Preparing for Meetings |
| <input type="checkbox"/> Agendas | <input type="checkbox"/> Setting the Place |
| <input type="checkbox"/> Meeting Preparation | <input type="checkbox"/> Leading a Meeting |
| <input type="checkbox"/> Your Role As Group Leader | <input type="checkbox"/> Process and Content |
| <input type="checkbox"/> What is a Facilitator? Why Have One? | <input type="checkbox"/> Key Behaviours for a Facilitator |
| <input type="checkbox"/> How to Control a Meeting | <input type="checkbox"/> Difficult Meeting Participants |

Motivating Your Workforce

It's no secret. Employees who feel they are valued and recognized for the work they do are more motivated, responsible, and productive. This one-day workshop will help supervisors and managers create a more dynamic, loyal and energized workplace. It is designed specifically to help busy managers and supervisors understand what employees want, and to give them a starting point for creating champions.

- | | |
|--|--|
| <input type="checkbox"/> What is Motivation? <ul style="list-style-type: none">o The Carrot, The Whip, and The Plant | <input type="checkbox"/> Supervising and Motivation <ul style="list-style-type: none">o Identifying Motivators |
| <input type="checkbox"/> Motivational Theories <ul style="list-style-type: none">o Personal Motivators | <input type="checkbox"/> Maslow and Herzberg's Motivational Theory |
| <input type="checkbox"/> Setting Goals | <input type="checkbox"/> Fear and Desire |
| <input type="checkbox"/> Creating a Motivational Climate | <input type="checkbox"/> The Role of Values |
| <input type="checkbox"/> Applying Your Skills <ul style="list-style-type: none">o Case Studies | <input type="checkbox"/> Expectancy Theory <ul style="list-style-type: none">o Situational Analysis |
| <input type="checkbox"/> A Motivational Checklist | <input type="checkbox"/> Designing Motivating Jobs |
| | <input type="checkbox"/> |

Negotiating for Results

Training Format

Instructors understand and use up-to-date training techniques and a variety of training methods, including lecturettes, group discussions, case studies, problem solving exercises, and visual aids, to give all participants the best opportunities for learning.

Participants' handbooks will note key points, accommodate handouts, and provide space for individual learning. These workbooks will serve as a reference for individuals upon completion of this course.

Workshop Outline

- | | |
|---|---|
| 1. What is Negotiation? | 2. Types of Negotiators |
| 3. Positional Bargaining <ul style="list-style-type: none">b. Problems with positional bargaining | <ul style="list-style-type: none">a. Hard vs. soft negotiatingc. Alternatives to positional bargaining |
| 4. The Successful Negotiator | 5. Negotiation Essentials |

- a. Preparation
- c. Hot Buttons
- e. WAP
- 7. Inventing Options for Mutual Gain
 - a. Humiliation
 - c. Loss of Power
- 9. Negotiating Challenges
- b. Organization
- d. BATNA
- 6. Preparing for Negotiation
- 8. Fear
 - b. Rejection
 - d. Failure
- 10. Dealing with Negative Emotions

Pre-Workshop Assignment:

Participants will be asked bring to the workshop some examples of recent negotiating situations, including a situation they felt they handled well, a situation that could have been handled better, and a situation that they felt uncertain about. Participants will be asked to be prepared to share these examples with others in the group.

Understanding Project Management

Project management isn't just for construction engineers and military logistics experts anymore. Today, in addition to the regular duties of your job, you are often expected to take on extra assignments - and to get that additional job done well, done under budget, and done on time. This workshop is not intended to take you from a supervisory or administrative position to that of a project manager. However, these three days will familiarize you with the most common terms and the most current thinking about projects.

- ☐ Introduction and Course Overview
- ☐ Project Management Basics
- ☐ How Can Projects Help Me?
- ☐ Selling a Project
- ☐ The Role of a Project Manager
- ☐ Project Goals
 - o The SOW
 - o Writing Reports
 - o Risk Inventory
 - o Reducing Risks
- ☐ What Really Needs To Be Done?
 - o Charting Your Course
- ☐ The Work Breakdown Structure
 - o The Network Diagram
 - o Gantt Charts
- ☐ Scheduling
- ☐ Teamwork
 - o Building a Winning Team
- ☐ Developing Teams
 - o Team Development
- ☐ Communication
- ☐ Team Meetings
- ☐ Project Presentations
- ☐ What is a Project?
- ☐ Pre-Assignment Review
- ☐ A Project's Life Cycle
- ☐ Preparing Your Project
- ☐ A Project Manager's Skills
- ☐ Laying Out the Project
 - o Project Planning Worksheet
- ☐ Project Risks
 - o About Risks
- ☐ Contingency Planning
 - o Beginning to Plan
 - o Milestones
- ☐ Planning Tools
 - o PERT
 - o Flow Charts
- ☐ Budgets
 - o Why is Teamwork Important?
 - o The Team Machine
 - o Four Issues to Address with Project Teams
 - o Earthquake!
- ☐ Closing Out A Project
- ☐ Presentation Primer

The ABC's of Supervising Others

This workshop is for those people who are new supervisors or who are interested in a supervisory position, as well as those who are lead hands or part-time supervisors without a great deal of authority.

This workshop is designed to help you overcome many of the supervisory problems you will encounter in your first few weeks as a boss. Dealing with the many problems a new supervisor encounters isn't easy but it doesn't have to lead to discouragement.

- ☐ Making the Transition
 - o Questions Supervisors Have
- ☐ Setting Goals
 - o How Can Planning Help Me?
 - o The Next Steps
- ☐ Communication
 - o Listening
 - o Probing
 - o Non-Verbal Messages
- ☐ Ask for What You Want
- ☐ Orders, Requests, and Suggestions
 - o The Conflict Resolution Process
- ☐ Dealing with Difficult Employees
 - o The Chronic Complainer
 - o The Over-Dependent Employee
- ☐ The Reciprocal Quality of Relationships
 - o The Negative Spiral
 - o How Will My Role Change?
- ☐ Responsibilities of a Supervisor
- ☐ Planning
 - o The Six Steps to Planning
 - o Types of Tasks
- ☐ The Communication Funnel
 - o Asking Questions
 - o Paraphrasing
- ☐ Giving Feedback
- ☐ Providing Instruction
- ☐ Managing Conflict
 - o Seven Steps to Ironing Things Out
 - o The Hostile Employee
 - o The Lazy Employee
- ☐ Dealing with Others
 - o The People Network

Team Building: Developing High Performance Teams

There have been hundreds of studies demonstrating that human beings function better and learn better in groups. If you want to develop your team leadership skills and unleash the talent of your individual team members, this three day workshop is a practical look at current leadership practices that work.

We'll cover practical topics like improving team communication, stimulating creativity, solving problems as a team, resolving internal and external conflict, and obtaining consensus. We'll also discuss some theory on team-building, including your team player style, Tuckman and Jensen's stages of team development, DeBono's six thinking hats, and Glenn Parker's twelve team characteristics. In addition, you'll receive tools to help you grow, such as SWOT analysis and team action plans.

This unique combination of theory, tools, and practice, plus lots of team building exercises, will turn your team into a high-powered machine.

- ☐ Introduction and Course Overview
- ☐ Types of Teams
- ☐ TORI Model
 - o Forming
 - o Norming
- ☐ Parker's Characteristics
 - o Informality
 - o Listening
- ☐ Open Communication
 - o Method
 - o Feedback
- ☐ Shared Leadership
- ☐ Organizations Today
- ☐ Developing Team Norms
- ☐ Stages of Team Development
 - o Storming
 - o Performing
 - o Clear Purpose
 - o Participation
 - o Civilized Disagreements and Consensus
 - o Objective
 - o Structure
- ☐ Clear Roles and Assignments
- ☐ Scrambled Eggs

- ☐ Glenn Parker Team Survey
- ☐ Creativity
- ☐ Team-Shaping Factors
- ☐ Steps for Effective Problem-Solving
 - o Analysis
 - o Other Problem-Solving Techniques
- ☐ Resolving Conflict
- ☐ Team Action Plans
 - o Individual Action Plans
- ☐ Trust/Relationship Model
- ☐ DeBono's Thinking Hats
- ☐ Problem Identification
 - o Exploration
 - o Evaluation
- ☐ Interventions
- ☐ SWOT Analysis
 - o Planning Tools
- ☐ Workshop Wrap-Up

The Professional Supervisor

With a host of new challenges and responsibilities to tackle, new supervisors need training like never before. Learning how to supervise your new employees on a trial and error basis can lead to discouragement. This workshop can help you overcome many of the supervisory problems a new "boss" may encounter.

- ☐ Adjusting to Your Role
 - o Then and Now
- ☐ A Supervisor's Responsibilities
- ☐ Setting Goals
 - o What is Leadership?
 - o The Leadership Formula
 - o The Situational Leadership Model
- ☐ Dealing with Problem Employees
- ☐ Trust
 - o The Four Stages of Teams
 - o Team Leadership
 - o Barriers to Good Communication
 - o Asking Questions
- ☐ Motivation
 - o A Supervisor's Checklist
- ☐ Training
- ☐ Delegation
 - o When to Get Involved and How to Resolve Conflict
 - o The New Truck
- ☐ The Average Supervisor
 - o Making the Transition
- ☐ Planning and Prioritizing
- ☐ Leadership
 - o Brief History of Leadership Studies
 - o Direction and Support
- ☐ Feedback
- ☐ Synergy
- ☐ Team Development
 - o Team Problem-Solving
- ☐ Communication
 - o Active Listening
 - o The Communication Funnel
 - o The Carrot, the Whip, and the Plant
- ☐ Orientation
- ☐ Feedback
- ☐ Conflict
 - o The Problem Solving Process
- ☐ Discipline

Train the Trainer Programmes

Train the Trainer: The Practical Trainer

This workshop is designed to help the individual who is not—or at least not yet—a professional trainer. The focus is on the supervisor, manager or brand new trainer who has been asked to present or train a group of individuals—a task for which he or she has little prior experience. This “on the job” training can strike fear into the heart of the most skilled and experienced employee.

- | | |
|---|--|
| Ø Introduction and Course Overview | Ø Defining a Successful Training Program |
| Ø Principles of Adult Learning | Ø The Four Basic Steps in the Learning Process |
| Ø Your Approach to Learning as a Trainer (The Learning Style Inventory) | Ø Your Learning Style |
| Ø Your Training Style (The Trainer Type Inventory) | Ø The Learning Cycle and the Training Process |
| Ø When is Training Necessary? | Ø Planning Training |
| o Developing Objectives | o Planning and Designing the Program |
| o Training Methods | o Environmental Concerns |
| o Designing a Learning Sequence | Ø Types of Trainers |
| Ø Setting the Climate | Ø Common Errors in Training |
| Ø The Four Step Plan | Ø Characteristics of an Effective Trainer |
| Ø Dealing with Difficult Trainees | Ø Visual Aids |
| Ø Presentations (Mock Training) | Ø About Evaluations |

Train the Trainer II - Advanced Skills for the Practical Trainer

Behind every spectacular training session is a lot of preparation and meticulous attention to detail. The truly skilled trainer can make a program exciting. The learners will have fun while they are learning. The facilitator has been able to involve their emotions as well as their minds. You will see the involvement, and you will feel the energy.

To reach this stage as an adult educator isn't always easy, but success isn't just for the naturally gifted. It is possible for all of us who put effort into our personal growth and development, because we want the enormous satisfaction that comes from working with others to help them reach their potential as human beings.

- | | |
|--------------------------------------|---|
| Ø Introduction and Course Overview | Ø Preparing to Learn |
| Ø Understanding Learning | Ø Competencies for Adult Educators |
| Ø Accommodating Learning Preferences | Ø The Learning Process |
| Ø Preparing a Plan | Ø Learning Styles |
| Ø Adult Learning | Ø The Art of Facilitation |
| Ø Planning a Workshop | Ø Training Plans |
| Ø Visual Aids | Ø Your Role as an Effective Communicator |
| Ø Training Tools and Techniques | Ø The Four Levels of Evaluation |
| Ø On-the-Job Support | Ø Difficult Situations |
| Ø Team Teaching | Ø Training Preparation, Evaluation, and Presentations |

Facilitation Skills: - Facilitate like a Pro

Instructors understand and use up-to-date training techniques and a variety of training methods, including lectures, group discussions, case studies, problem solving exercises, and visual aids to give all participants the best opportunities for learning.

- | | |
|--|--|
| Ø Introductions, Objectives, Agenda | Ø Facilitating Open Discussion |
| Ø Pre-assignment discussion | Ø Structured Activities |
| Ø The purpose of group facilitation | Ø Difficult Situations & Difficult People |
| Ø Difference between "content" and "process" | Ø Preventions and Interventions |
| Ø What group dynamics are really like | Ø Developing Sustainable Agreements |
| Ø What is a facilitator's role? | Ø Surveying the Territory |
| Ø Facilitative listening skills | Ø Building a Shared Framework of Understanding |
| Ø Introductions, Objectives, Agenda | Ø Developing Sustainable Criteria |
| Ø Pre-assignment discussion | Ø Gradients of Agreement |
| Ø The purpose of group facilitation | Ø Practice: Assignment |
| Ø Difference between "content" and "process" | Ø Facilitating Open Discussion |
| Ø What group dynamics are really like | Ø Structured Activities |

Workplace Essentials

Celebrating Diversity

Do you find yourself paralyzed in front of people who are different from you? Are you worried that if you say or do the wrong thing you'll offend someone, or worse, find yourself at the centre of a lawsuit?

You're not alone. In the past ten years, the workforce has changed dramatically. More than ever, a workplace is a diverse collection of individuals proud of who they are: their gender, their sexual orientation, their religion, their ethnic background, and all the other components that make an individual unique.

The challenge becomes: how can we make these diverse individuals work as a team? We all know what happens to organizations that don't have effective teamwork: they fail. Failing to embracing diversity can also have serious legal costs for corporations. In this one-day workshop, you'll learn how you as an individual can celebrate diversity, and how you can help your workplace become a more diverse environment.

- | | |
|------------------------------------|---------------------------------|
| Ø Introduction and Course Overview | Ø Defining Diversity |
| Ø How Does Diversity Affect Me? | o Changes in My World |
| o Self-Awareness Inventory | Ø Identifying Stereotypes |
| Ø Saying the Right Thing | Ø The Cornerstones of Diversity |
| o Knowledge | o Understanding |
| o Acceptance | o Behaviour |
| Ø How to Discourage Diversity | Ø The STOP Technique |
| Ø Managing for Diversity | Ø Dealing with Discrimination |
| Ø Workshop Wrap-Up | Ø |

Office Ethics and You: Making Good Decisions

What exactly makes a decision ethical? The problem with ethics is that what may seem morally right (or ethical) to one person may seem appalling to another.

If your supervisor said any of these things to you right now, what would you say?

- Ø We're missing key figures for that report. Just fill them in for now. □
- Ø Just sign that contract for me. □
- Ø Can you transfer this money to my personal checking account? □
- Ø I want you to watch Susan and see what she does on her lunch hour. □

This workshop will not provide you with an easy way to solve every ethical decision you will ever have to make. It will, however, help you define your ethical framework to make solving those ethical dilemmas easier. We'll also look at some tools that you can use when you're faced with an ethical decision. And, we'll look at some techniques you can use so you don't get stuck in an ethical quandary. Best of all, we'll look at a lot of case studies so that you can practice making decisions in a safe environment.

- | | |
|------------------------------------|-------------------------|
| Ø Introduction and Course Overview | Ø What is Ethics? |
| o Defining Ethics and | o Values Identification |

Morals

- Ø Taking Your Moral Temperature
- Ø Kohlberg's Six Stages
- Ø What Does Ethical Mean?
- Ø Pitfalls and Excuses
- Ø Keys to an Ethical Office
 - o The Three-Phase Model
- Ø Ethical Decision Making Tools
- Ø What to Do When You Make a Mistake
- Ø Why Bother with Ethics?
- Ø Some Objective Ways of Looking at the World
- Ø Avoiding Ethical Dilemma
- Ø Developing an Office Code of Ethics
- Ø Basic Decision-Making Tools
 - o The Problem-Solving Toolkit
- Ø Addressing Dilemmas with Company Policy, Co-Workers, Clients, and Supervisors
- Ø

Personal Development

Emotional Intelligence

Five full days of hands-on, dynamic instruction, activities, practical projects, networking, laughter, and learning. This workshop is highly active, brain-based, and experiential. The content is based on years of practical teaching experience and the Self-Science curriculum featured as a model in Daniel Goleman's Emotional Intelligence. Many professionals have attended this program and found great professional and personal value. Participants will leave this workshop learning about the following:

- Why EQ? If IQ increased by 25 points last century, why are people still having so much trouble succeeding?
- Defining EQ. There are all these different definitions of emotional intelligence -- what does it really mean?
- Emotional Literacy. How do people learn to identify and appropriately express emotions?
- The Brain. What's the neuroscience behind this powerful way of learning, where do emotions come from, and what's special about a Six Second Pause?
- Patterns. How come people end up having the same kinds of fights and conflicts over and over -- and how do you change it?
- Choice and Values. How do I help people see that they are making choices about their own lives? What choices am I making about mine?
- Optimism. What's the key secret to getting people to take charge of their lives?
- Intrinsic Motivation. Why don't incentives, grades, and employee/student-of-the-month programs create lasting change?
- Empathy. What does it take to really connect with someone, understand them, and build a solid foundation?
- Noble Goals. How do I live my life so my daily choices align with my true beliefs and purpose -- and what's my purpose anyway?

Achievement Management: The Art of Personal Achievement

You can achieve everything you have ever wanted to have, experience, or become. The power has and always will be within you, but nothing will happen until you get and stay motivated to make something happen, to change your life and achieve your desires.

Introduction to Neuro Linguistic Programming

You could think of Neuro-Linguistic Programming (NLP) as an owner's manual for the human brain. It's the study of how we think, feel and act, marked by an intense curiosity about how (rather than why) human beings get the results they do.

NLP is "Content Free"

Another difference between NLP and other schools of psychotherapy is that NLP concentrates on the structure of experience, rather than the content. How you think about something is at least as important as what you are thinking about. So, for example, if you remember a pleasant experience as a big, bright, moving picture, it will probably give you a much more powerful pleasant feeling than the same experience viewed as a small, dark, monochrome snapshot.

One of the things that often surprises people about NLP is the speed with which many problems can be resolved. Solving one's problems is all about learning - at the unconscious level, which is where it counts - and learning can happen very quickly.

Some principles of NLP:

People have their own model of the world, and what they do makes sense within that model

- Mind and body are one system
- People have all the inner resources they need to succeed (there are no un-resourceful people, only un-resourceful states)
- There is no failure, only feedback

- I am in charge of my mind, and therefore my results



Self Management Programmes

Emotional Intelligence

Which of these problems do you face in your organisation?

- a boss that everyone is scared of, who consequently only hears about bad news when it's too late
- resistance to change, based on fear
- high staff turnover
- a dysfunctional team, where no-one is addressing the people problems
- a negative emotional climate, where people come to work because they have to, not because they want to
- people who are scared to take the initiative in case they make a mistake

It's uncomfortable to even think about what the future impact of these problems will be if they are not addressed - which is maybe why they continue.

Emotionally intelligent organisations handle these problems. They create emotional climates and working practices, and encourage leadership styles, that make their people want to bring the whole of their creativity and enthusiasm to work, as opposed to just showing up.

We can help you to solve these problems and increase emotional intelligence - in your organisation, your team, or yourself.

Achievement Management

You can achieve everything you have ever wanted to have, experience, or become. The power has and always will be within you, but nothing will happen until you get and stay motivated to make something happen, to change your life and achieve your desires.

Introduction to Neuro Linguistic Programming

You could think of Neuro-Linguistic Programming (NLP) as an owner's manual for the human brain. It's the study of how we think, feel and act, marked by an intense curiosity about how (rather than why) human beings get the results they do.

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Business Programme

Introduction to SA Labour Law

Applicable legislation (Labour relations Act, Employment Equity Act, Basic Conditions of Employment Act, etc)

Unions and Recognition agreements

Grievance procedures and management

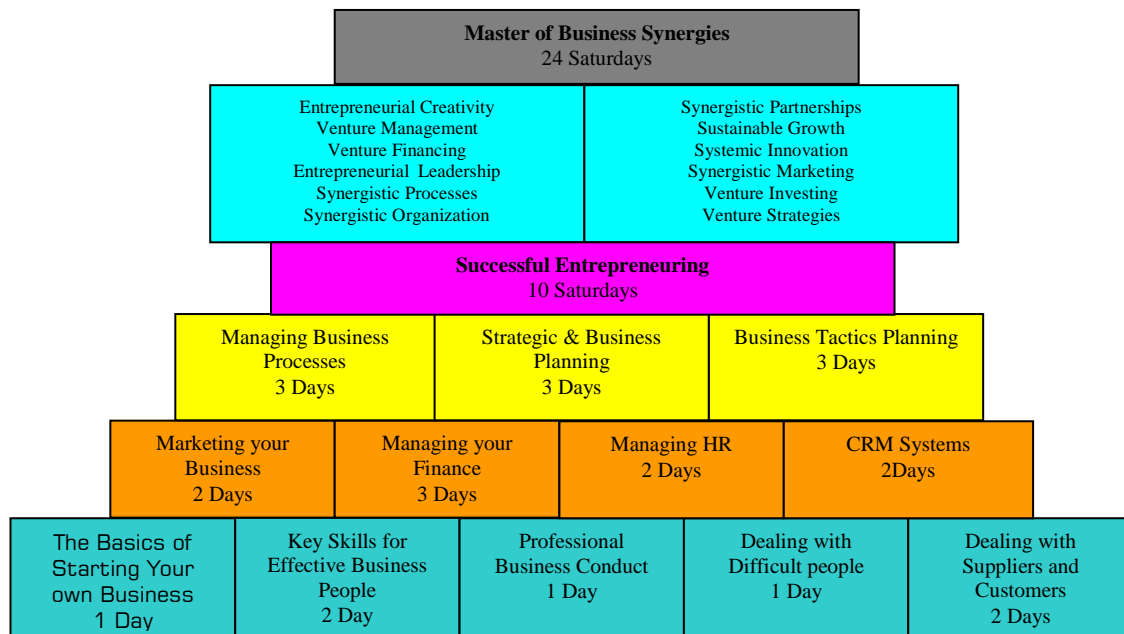
Disciplinary management & procedures

Appeal & Dispute procedures

Business Guru

As we move into the 21st century, it has become clear that many of South Africa's future economic hopes rest with entrepreneurial business people. Yet, there is very little information oriented towards the South African scene which is readily accessible to them. Many of the seminars, books and media presentations either do not deal with managing an entrepreneurial business, or treat it as a side issue. And, of course, much of the available material is too expensive.

In presenting this training series, we have drawn on 25 years of expertise to give you the most relevant, up to date information on successful entrepreneuring available today. We have done this because we believe very strongly in the importance of entrepreneurs to the economy. It takes determination and bravery to start a business, and we want to provide whatever help and encouragement we can.



STT Entrepreneur training courses are carefully researched to focus on current business drivers and our content is continually being updated and developed, to stay at the cutting edge of business needs. We strive for the highest performance in delivery, material, presentation and hosting services.

Leadership Guru

Leadership translates vision into reality by inspiring followers to want to experience the change process. And to influence their followers to willingly jump into that experience, leaders need a specific set of competencies to guide their actions. Although competencies will always differ from one leader to the next, having a core set to draw from increases the chance for success. These competencies can be thought of as the inner tools for motivating employees, directing systems and processes, and guiding the business towards common goals that allow the organization to increase its value.

Programme Details

- Leadership Guru immerses participants in a series of vital leadership components that make you, your people and your organisation 'tick'.
- The Forum follows an interactive format as opposed to a listening-only format, as in many events, where a series of speakers present in 'beauty-parade' mode.
- This format adds a dynamic dimension to the learning experience, inspiring participants to make immediate improvements in their organisation.
- Leadership Guru is lively, upbeat and above all immensely practical.

Objectives/Benefits

- Equips you with 'know-how' through seasoned professionals sharing their knowledge, insights and up-to-date research findings.
- Enables you to embrace the ideas, concepts and methods presented through open discussions, activities, anonymously undertaking tests, interacting with your facilitator and your fellow participants.
- Empowers you to do things differently - permanently - back in the workplace. Organisations see measurable improvements as a direct result of their involvement in the Forum.

Target Audience

Leadership Guru is designed for Business Leaders, Managing Directors, Executives, Senior Management Teams, Human Resource Directors and Managers, Learning & Development Directors and Managers and all those seeking to increase their understanding of leadership behaviours, traits and drivers.

WORKSHOPS AND SEMINARS ON EXECUTIVE LEADERSHIP DEVELOPMENT, COACHING SKILLS FOR MANAGERS, AND HIGH PERFORMANCE TEAM BUILDING

Keys for Successful Leaders

Do you want to sharpen your leadership skills?

Need to achieve more—faster, with fewer resources?

Are you committed to maximizing company performance?

Is this year just another year to “survive” or are you positioning your company to thrive in the face of obstacles, succeed against all odds, and dominate the competition?

Discover how to spread your leadership vision and effectively implement proven strategies to make your organization a success.

You will learn many powerful principles in this talk including:

- The keys for building successful leaders
- Practical, influential steps you can use everyday to develop leaders who deliver consistent results
- Why the most vital part of leadership development is self-development
- 10 powerful tools for motivating key employees and managers
- The most effective styles of leadership and when to use each one

Principles for Moving from a Career of Triumph to Impact

The desire for inner personal significance is often overshadowed early on in life by the outward signs of success—a corner office, a big house, or nice cars. As time goes by, even successful people realize that success without significance can become empty and meaningless.

A powerful presentation on the Principles for Moving from a Career of Triumph to Impact assists successful professionals, executives, leaders, and managers in taking their first steps towards discovering what is significant in their life and creating a plan for engulfing their future around their core values and life mission.

“If the first half of life is a quest for triumph, the second half is a journey towards impact.”

If you're concerned about the long-term impact of your life and are searching for something more significant, this is one presentation you must experience! Come hear:

- The principles for moving from a triumphant career to a impactful life
- Strategies for discovering the deeper meaning of life and how to regain control
- 10 guiding questions to developing your life mission statement
- How to use the time you have wisely by making your life a mission—not just an intermission

Coaching Skills for Managers and Leaders

The days when employees responded to a command and control style of management are long gone. Today's employees want a supportive, encouraging manager who allows them to retain a sense of individuality and creativity while developing their professional and technical skills.

Before you quickly dismiss coaching as just another fad, ask yourself—Are you completely satisfied with your manager's ability to motivate your employees to reach and sustain maximum performance during critical economic times—without using money?

If you cannot honestly respond with an enthusiastic "Yes" then call us today to find out how your managers can increase your employee productivity and motivation more than 40% over the next 3 months.

Here are a few of the results you can expect from this workshop:

- Dramatic increases in employee motivation and performance
- Develop leadership skills in management team
- Increase effectiveness in reaching a today's generation of employees
- Discovering how to effectively motivate Builders, Boomers, and Techno's
- Walk away with a specific plan to enhance your direct report's productivity in the next 3 months

Gutsy Leadership for the Future

Today everyone talks about the importance of leadership, but no one wants to demonstrate it. People talk about how critical a great leader is to the success of a company, but fail to show you how to develop Gutsy Leadership Skills.

This seminar cuts through the theories and models to go straight to the heart of what it takes to be a Gutsy Leader—the one who leads out of their character, values and vision—the one who is capable of transforming individuals, companies and even industries.

If you desire to develop the skills of a great leader, then call us today at 012 328 4894 and we will help you begin the process of becoming a Gutsy Leader.

Breaking Through the Glass Ceiling: Executive Leadership for Women

As a professional female, moving ahead in corporate South Africa often feels like a constant, uphill battle. The best view you get of the top executive suite is to look up through the glass ceiling you're under. Whether you feel...

- your leadership skills are left untapped
- you found out your salary is significantly less than your male counterpart
- your assertiveness is negatively labelled or
- you've just been passed over for a well-deserved and long-awaited promotion

This workshop is designed to help professional females use specific strategies to forge ahead by developing important skill sets and leveraging critical relationships.

You will discover how to:

- Tap into your strengths as a woman and lead in a powerful way
- Build a bridge to your next promotion and position
- Finally get paid what you're worth
- Attain that ever elusive work-life balance

Building High Performance Teams

Are you satisfied with your team's productivity?

Does your team struggle with conflict and overcoming obstacles?

Do they excel in creative problem-solving?

According to a recent survey, the Number 1 issue facing today's leaders is "the creation of a team based culture." More and more companies of all sizes are using teams at all levels to increase performance, productivity and accountability.

This workshop or seminar will help you and your team:

- Increase your team's effectiveness in rapidly reaching their goals
- Develop your people's skills in working collaboratively as part of a team
- Decrease the number of meetings your team has while increasing their results
- Prevent your team from falling behind schedule
- Initiate high-impact, team building strategies
- Implement the 10 principles of High Performance Teams
- Motivate team members more effectively

WORKSHOPS AND SEMINARS ON SMALL BUSINESS MARKETING, COACHING SKILLS FOR SMALL BUSINESS OWNERS, AND CREATING EFFECTIVE MARKETING PLANS

PRACTICE MADE PERFECT

Get more clients NOW!

Discover how to equip all your people to be rainmakers

Use your competitive advantage for maximum results

The traditional model of finding more clients as a professional service business was simple—let the partners do it! Unfortunately, this approach simply doesn't work anymore in today's marketplace.

Whether you are a financial services company, a law firm, accounting practice, mental health agency, or a management consulting business **it is critical to your survival that every person in your organization understands and practices the powerful principles of dynamic marketing that attracts new clients and new accounts.**

In this advanced, hands-on workshop ST-BL&C will show every person in your company easy ways they can rapidly implement strategies For Marketing Your Services.

During this time you will discover:

- The best ways to get new clients in your door NOW
- The 3 biggest obstacles you must overcome before people will buy from you
- Using the 2 most cost effective forms of small business marketing to gain immediate attention for your business
- How to quickly set yourself apart from 90% of your competitors
- Much, much more!

How to Market Your Small Business Like a Pro!

Do you need to...

Implement high impact marketing on a low impact budget?

Discover your competitive advantage for that winning edge?

Market your business like a PRO—without paying for one?

The difference between success and failure in your small business is based on your ability to focus your time, energy, and resources on the activities that produce the best return for your investment.

Whether you're just starting out or making R20 million in revenues, this powerful workshop will help you discover how to implement high impact marketing on a low impact budget and market your small business like a pro!

ST-BL&C will help your audience gain a deeper understanding of why customers buy from them and specific ways they can be more effective in discovering and meeting customer needs.

We will show you why people really buy:

- benefits not features
- solutions not services
- value not quality

guarantees not promises

Your people will develop practical action steps to rapidly grow their business and:

- 3 easy steps to developing a dynamic guerrilla marketing campaign
- The 4 biggest marketing mistakes small business owners make and how to avoid them
- How to powerfully answer the 2 critical questions every customer has, “Why should I buy from YOU?” and “Why should I buy from you NOW?”
- The real reasons why people don’t buy from a small business
- How to discover and maximize your unique competitive advantage

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