

Drummond

HR

Insight · Change · Results



TRAINING BROCHURE 2014



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TRAINING COURSES - INTRODUCTION

At Drummond HR we pride ourselves in our insights which enable clients to change the way they perform, delivering great business results.

Accordingly, our training is based upon rigorous and contemporary thinking, complimenting the experience of our delivery team to provide real insight into the subject area.

This insight challenges and empowers attendees of our training to positively change the way they think, the way they behave and the way they perform.

Such positive changes ensure that Drummond training always delivers real and impressive measurable results.

Our training courses have been developed to meet the specific needs of leaders and managers as well as the general business skills and personal effectiveness needs of all employees.

However, you can combine any of the courses from any of the categories to create your own programme.

FEES

Our fees are based upon two levels of service. Our standard training courses based upon a group size of up to 12 people are £900 per day.

Alternatively, our premium training courses, inclusive of a pre-course consultation to identify specific objectives, tailoring of materials and post training evaluation against those objectives are £1,200 per day.

We can also offer post training support via face to face, email or Skype based coaching to support attendees in the their application of learning back into the workplace.

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TRAINING COURSES - LEADERSHIP AND MANAGEMENT

LEADERSHIP

A one-day course designed to provide a practical grounding in leadership practice.

Who should attend?

This course is for anybody in or aspiring to a leadership role.

Course objectives

At the end of the course attendees will;

- Recognise the attributes of effective leaders
- Understand the difference between leadership and management
- Apply appropriate leadership styles to different situations
- Understand the link between leadership and motivation

COURSE OUTLINE

Leadership defined

Definitions
Attributes and behaviours
Leadership v management
What does leadership look like?

Situational Leadership

The situational leadership model
Assessing your own leadership style
Competence and commitment
Leading to build competence
Confidence and motivation
Leading to build confidence

Leadership and motivational states

Motivational states in the workplace
Leading to build motivation
Motivation and situational leadership

TRAINING COURSES - LEADERSHIP AND MANAGEMENT

MANAGING PERFORMANCE

A one-day course designed to provide a practical grounding in managing the performance of others.

Who should attend?

This course is for anybody who manages the performance of others.

Course objectives

At the end of the course attendees will;

- Recognise the elements of performance management
- Understand how to assess performance
- Give clear and constructive feedback in an appropriate manner
- Set clear objectives for improvement

COURSE OUTLINE

Elements of performance management

Benefits of performance management
The performance management cycle

Assessing performance

Understanding competence
Competency assessment model
Competency development

Providing feedback

Golden rules of feedback
First and second conversations

Setting objectives

SMART objectives
SMARTER objectives

TRAINING COURSES - LEADERSHIP AND MANAGEMENT

LEADING AND IMPLEMENTING CHANGE

A one-day course designed to provide a practical guidance about how to lead others through change.

Who should attend?

This course is for anybody who is responsible for leading others through change.

Course objectives

At the end of the course attendees will;

- Recognise the sources of change
- Understand the nature of change
- Understand how people react to change
- Understand how to lead others through change

COURSE OUTLINE

The sources of change	Internal and external sources of change
The nature of change	The four quadrants model How people feel in each quadrant
How people react to change	Individual reactions to change The change curve
Leading others through change	Models of leading change Leading through the change curve

TRAINING COURSES - LEADERSHIP AND MANAGEMENT

ENGAGING THE GENERATIONS

A one-day course designed to provide practical insight into employee engagement and the impact of generational difference.

Who should attend?

This course is for anybody who is responsible for leading and managing others.

Course objectives

At the end of the course attendees will;

- Understand the importance and challenges of employee engagement
- Understand generational difference
- Recognise the impact of generational difference in the workplace
- Understand how to engage the different generations in the workplace

COURSE OUTLINE

Employee engagement

Why engagement matters
The 5 levels of employee engagement
UK Data on employee engagement
Reviewing your team / workplace
Compliance v adherence

Generational difference

Generational theory
Organisational impact
Reviewing your team / workplace

Engaging the generations

Generational triggers
Implications for your team / workplace

TRAINING COURSES - LEADERSHIP AND MANAGEMENT

COACHING AND DEVELOPING OTHERS

A one-day course designed to provide practical opportunities to develop coaching skills and to recognise how and when to select alternative methods of development.

Who should attend?

This course is for anybody who is involved in the development of others.

Course objectives

At the end of the course attendees will;

- Recognise the different learning styles
- Understand the range of development options available
- Understand how to use coaching to increase the performance of others
- Develop a coaching plan for your team / workplace

COURSE OUTLINE

How people learn

The learning cycle
Learning styles
Assessing your own learning style

Methods of development

A leader's responsibility for developing the team
The range of development methods
Learning styles and development choices

Coaching

Definitions of coaching
The GROW model
Coaching practice

TRAINING COURSES - LEADERSHIP AND MANAGEMENT

CRUCIAL CONVERSATIONS

A one-day course designed to provide practical opportunities to develop the skills required for having crucial or difficult conversations with others.

Who should attend?

This course is for anybody who manages the performance of others.

Course objectives

At the end of the course attendees will;

- Recognise the circumstances that require crucial conversations
- Understand the importance of timing
- Understand how to conduct a crucial conversation
- Recognise and deal with emotional behaviours

COURSE OUTLINE

Expectations at work	Management and employee rights and responsibilities
What is a crucial conversation?	Reasons for crucial conversations Timing Preparation
Conducting crucial conversations	Do's and Don'ts Understanding personal impact Models – OSCAR & STATE
Dealing with difficult behaviours	Understanding and dealing with emotional responses

TRAINING COURSES – BUSINESS SKILLS

SELLING SKILLS

A one-day course designed to provide a practical grounding in selling.

Who should attend?

This course is for anybody who works in a sales role.

Course objectives

At the end of the course attendees will;

- Recognise the importance of a clear and consistent message
- Understand the importance of personal impact
- Understand the sales cycle
- Recognise the need to manage prospects through to repeat customers
- Understand how to overcome objections

COURSE OUTLINE

Developing your story	Clarity and consistency of message Competitive advantage
Personal skills	Language, tone and confidence Open questioning / creating opportunities Active listening
Sales Theory	AIDA and the Buying Curve Getting to the right person
Categorisation	From prospects to repeat customer
Objection handling	Techniques for handling objections

TRAINING COURSES – BUSINESS SKILLS

UNDERSTANDING BUSINESS FINANCE

A one-day course designed to provide a clear understanding and interpretation of business finance.

Who should attend?

This course is for anybody who wants to understand how business finance works!

Course objectives

At the end of the course attendees will;

- Understand the key financial documents and the links between them
- Understand the criticality of cash and why profit is not the same as cash
- Understand the purpose of budgets
- Be able to apply ratios to interpret financial information

COURSE OUTLINE

The Balance Sheet

Assets and liabilities
 Sources of funding / Gearing
 How much is a business worth?

The Profit and Loss Account

Profit definitions
 Understanding costs
 Links to the balance sheet

Cash

Why profit is not the same as cash
 Cash flow forecasting
 Improving your cash position

Budgets

Purpose of budgets
 Types of budgets
 Understanding variances

Ratios

Key ratios
 Interpreting and comparing financial information

TRAINING COURSES – BUSINESS SKILLS

PROJECT MANAGEMENT

A one-day course designed to provide practical grounding, based upon PRINCE2 principles, about managing projects.

Who should attend?

This course is for anybody who needs to manage a project.

Course objectives

At the end of the course attendees will;

- Recognises the stages of project management
- Understand how to plan a project
- Understand how to manage project risk
- Understand how to monitor and evaluate project progress
- Recognise the importance of embedding project successes

COURSE OUTLINE

Definitions	The stages of project management Why projects fail?
Project planning	Planning Framework Resourcing your project Building project teams
Managing project risk	Risk impact analysis Counter measures and contingency
Project monitoring and evaluation	Gantt charts Benefits planning Benefits realisation and embedding

TRAINING COURSES – BUSINESS SKILLS

EFFECTIVE MEETINGS

A one-day course designed to provide practical guidance in the running of effective meetings.

Who should attend?

This course is for anybody who needs to attend and manage meetings.

Course objectives

At the end of the course attendees will;

- Recognise good and bad practice
- Understand how to plan and run effective meetings
- Understand how to manage difficult behaviours

COURSE OUTLINE

Good and bad practice	Personal experiences Case study 3 Golden rules
Before the meeting	Purpose Agenda
At the start of the meeting	Establishing the rules
During the meeting	Keeping to the agenda Involving everybody Reaching decisions Recording actions Dealing with difficult behaviours
At the end of the meeting	Summarise and close

TRAINING COURSES – BUSINESS SKILLS

BUSINESS IMPROVEMENT TECHNIQUES

A one-day course designed to provide a practical framework for identifying and delivering business process improvements.

Who should attend?

This course is for anybody who manages and needs to improve processes in the workplace.

Course objectives

At the end of the course attendees will;

- Understand how to identify opportunities for improvement
- Understand root cause analysis
- Apply a range of problem solving techniques to generate options
- Select the most appropriate option
- Plan and implement business improvement

COURSE OUTLINE

Identifying opportunities	Process flowcharting Process Hot spotting Problem / improvement definition
Root cause analysis	5 whys Cause and effect diagrams Pareto analysis
Generating options	Problem solving techniques Brainstorming Creative thinking
Decision making	Input Impact grid
Implementing improvements	Action planning

TRAINING COURSES – BUSINESS SKILLS

COMPETENCY BASED INTERVIEWING

A one-day course designed to provide a practical guidance in the use of competency based interviewing.

Who should attend?

This course is for anybody who has a responsibility for interviewing others as part of selection, disciplinary or development processes.

Course objectives

At the end of the course attendees will;

- Understand competency
- Recognise the advantages and uses of competency based interviewing
- Understand the behavioural event technique
- Prepare appropriate questions and apply the behavioural event technique in the workplace

COURSE OUTLINE

Definitions	Competency Assessing competency
Competency based interviewing	Applications Traditional v competency approaches Behavioural event technique Forbidden words
Practical skills	Questioning Listening / identifying key events Summarising Personal impact
Preparation	Identifying required competency Developing questions Practice technique

TRAINING COURSES – PERSONAL EFFECTIVENESS

INCREASING PERSONAL INFLUENCE

A one-day course designed to provide a range of practical techniques that will increase your personal influence.

Who should attend?

This course is for anybody who needs to be more impactful when they communicate with others.

Course objectives

At the end of the course attendees will;

- Understand the attributes and behaviours of impactful people
- Communicate more effectively in the workplace
- Be able to apply a range of influencing and persuading techniques
- Be able to communicate more assertively

COURSE OUTLINE

Developing personal impact	Characteristics of impactful people Increasing your personal impact
Impactful communication	Active listening Concise questioning Impactful writing
Influencing and persuasion	Principles Techniques
Developing assertiveness	Definitions How assertive are you? Holding your ground Making your point

TRAINING COURSES – PERSONAL EFFECTIVENESS

CONFIDENCE BUILDING

A one-day course designed to provide a range of practical techniques that will increase your personal confidence.

Who should attend?

This course is for anybody who needs to be more confident in the workplace.

Course objectives

At the end of the course attendees will;

- Recognise the role of behaviour and thinking when building confidence
- Understand how you can change behaviour to increase confidence
- Understand how you can change thinking to increase confidence
- Create an action plan to increase confidence in the workplace

COURSE OUTLINE

Understanding confidence	Definitions Whole - heart - and - head - ness
Changing your behaviour	Language Personal impact Setting goals Prioritising Decision making
Changing your thinking	Positive attitude Break free from the past Knowing yourself Challenge the norm
Action planning	Planning the new confident you!

TRAINING COURSES – PERSONAL EFFECTIVENESS

MANAGING TIME AND BEING EFFECTIVE

A one-day course designed to provide a range of practical techniques to improve time management.

Who should attend?

This course is for anybody who needs to improve their time management, prioritisation, delegation and effectiveness in the workplace.

Course objectives

At the end of the course attendees will;

- Recognise time as a scarce and unique resource
- Understand how to effectively prioritise tasks
- Focus upon doing the right things
- Delegate and develop others more effectively
- Change behaviours that impede time management

COURSE OUTLINE

Time as a resource	What makes time unique as a resource?
Prioritising	Urgency and Importance The ABCD Grid Understanding how you use your time
Being effective	Efficiency v effectiveness Doing the right things Focusing on doing the right things
Liberating your time	What to delegate? How to delegate? Who to delegate to? The 10 levels of delegating Using the grid to develop others
Changing behaviour	Personal habits Behaviour of others Best practice advice Personal action planning

TRAINING COURSES – PERSONAL EFFECTIVENESS

PRESENTATION SKILLS

A one-day course designed to provide practical guidance and opportunities to practice and develop presentation skills.

Who should attend?

This course is for anybody who needs to be more confident in delivering presentations.

Course objectives

At the end of the course attendees will;

- Understand the importance of personal impact
- Recognise the need for a clear presentation structure
- Understand the need to consider purpose, audience and media
- Be more confident in handling nerves and difficult people
- Have developed an action plan based upon personal feedback

COURSE OUTLINE

Introduction	Initial presentations Feedback Establish good and back practice
Presentational skills	Language, Tone, Confidence
Structure	Biker B
Other considerations	Purpose Audience Media Managing nerves Difficult behaviours
Action planning	Second presentation Feedback Action planning

TRAINING COURSES – PERSONAL EFFECTIVENESS

INCREASING PERSONAL WELLBEING

A one-day course designed to provide practical guidance to improve personal wellbeing.

Who should attend?

This course is for anybody who wishes to understand, maintain or improve their physical and psychological wellbeing.

Course objectives

At the end of the course attendees will;

- Understand the elements of personal wellbeing
- Recognise the steps required to improve physical wellbeing
- Understand how to develop emotional resilience
- Develop an action plan to improve personal wellbeing

COURSE OUTLINE

What is wellbeing?

Definitions
 Essential elements
 Indicators of impaired wellbeing
 A model of wellbeing

Improving your wellbeing

Purpose
 Work and Home life
 Self Care
 Mental Health

Building emotional resilience

Developing emotional awareness
 Strengthening emotional control
 Developing an internal locus of control
 Developing positive focus

Action plan

Personal wellbeing action plan

TRAINING COURSES – PERSONAL EFFECTIVENESS

NEGOTIATION SKILLS

A one-day course designed to provide practical tools and techniques to improve personal negotiation skills.

Who should attend?

This course is for anybody who wishes to develop their skills through a series of simulated negotiations.

Course objectives

At the end of the course attendees will;

- Understand different negotiating styles and when to use them
- Understand and apply a structured approach to negotiation
- Be able to apply a range of techniques and tactics to negotiation
- Have developed skills and confidence via simulated negotiation

COURSE OUTLINE

Introduction	Simulation 1 Debrief Definitions Negotiating styles Skills of an effective negotiator
A structured approach to negotiation	POETS Simulation 2 Debrief
Negotiating skills	Techniques and tactics Simulation 3 Debrief
Action planning	Individual feedback Action planning