

## Appraising Staff Effectively

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### How Participants Will Benefit

Annual appraisals are often the backbone of a companies' approach to people management. Appraisals are often great opportunities to recognise effort, highlight areas for development and provide a platform for motivating staff for the next 12 months. This course will highlight the key elements of effective appraisals and help managers develop their approach to integrating an individual's annual plan with ongoing supervision and support.

### Who should attend this course?

All managers interested in developing their ability to develop and motivate staff through appraisals.

**Course Length:** One Day

**In House Cost:** £600

### Objectives

At the end of the course participants will -

- Have gained key practice pointers for high-quality appraisals – i.e. setting objectives and planning development activities in order to improve performance
- Have developed skills in giving effective feedback
- Understand how to present annual appraisals in such a way as to recognise and motivate staff
- Have developed an approach to link annual appraisals with business plans and ongoing staff management

### Indicative Content

- Brief familiarisation and review of each participants' organisations appraisal policy and paperwork (pre-course work)
- How appraisals fit with effective people management
- Managing positive and developmental feedback
- Linking appraisal to other people management structures i.e. probationary periods, 121s
- Writing "water-tight" appraisals – defensible practice
- Action planning

### Trainer

Philip Jones

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# Managing Conflict

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## How Participants Will Benefit

The negative aspects of conflict are usually not related to the issue, but about how it's handled. The management of conflict at work often causes considerable discomfort as it often involves strong feelings which are largely unwelcome in the workplace! This course for managers will present a model for handling conflict which promotes clear management, respectful relationships and a comfortable platform in which to share feelings

## Who Should Attend this Course?

All managers and others who are interested in developing their approach to managing conflict.

**Course Length:** One Day

**In House Cost:** £600

## Objectives

At the end of the course participants will -

- Be able to provide feedback on others behaviour in such a way as to avoid causing offence and promoting understanding
- Understand what they personally require from work relationships and behaviour and how to explain this to others
- Be able to manage their own feelings regarding conflict
- Know how to effectively make requests from others to manage relationships in the future
- Create a team culture which promotes creative expression of different opinions

## Indicative Content

- What is conflict – definitions and perspectives
- A model for understanding our response to conflict – physiological impact
- Separating observations from judgements and how this impacts on feedback
- Structure for giving clear messages
- Personal action plan for managing conflict within your team
- Action planning

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## Confident Communications

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### How Participants Will Benefit

It is the simple truth that we cannot, not communicate. Whenever we appear in public we lay ourselves open to having what we say and what we do interpreted by others, who will then view these perceptions as “the truth”. Gaining influence over other’s perceptions is an important skill in the workplace and often key to influencing and motivating others. This course aims to provide managers and others with an insight into the world of advanced communications and provide participants with some of key tools to communicating effectively with those around them.

### Who Should Attend this Course?

Anyone interested in developing their approach to communication. The course may be of particular interest to those who are new to management, conduct formal presentations or have a high profile within an organisation or community group.

**Course Length:** One Day

**In House Cost:** £600

### Objectives

At the end of the course participants will –

- Recognise their own dominant communication preferences
- Know how to use a range of verbal communication strategies to the best effect
- Understand the interrelationship between verbal, paralinguistic and non-verbal communication
- Have developed an approach to develop confidence in communication in any situation.

### Indicative content

- The nature of communication
- How to identify how others communicate
- Gaining advanced levels of rapport
- Creating confidence in talking to anyone, anywhere
- Action planning

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## Training for Trainers

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### How Participants Will Benefit

Developing training skills can bring considerable advantages for companies and individuals alike. This is an interactive and highly practical 2-day programme which will enable participants to be confident and capable of managing the training process throughout the development cycle.

### Who Should Attend this Course?

Anyone interested in developing their training skills with an opportunity to put new skills to use within 6 months of the course.

**Course Length:** Two Days

**In House Cost:** £1200

### Objectives

At the end of the course, participants will -

- Be able to assess training and development needs at individual, team and organisational level
- Posses the core skills to enable them to design a range of engaging training exercise
- Have built confidence in their ability to deliver training presentations, facilitate discussions and manage groups of learners
- Understand how the effectiveness of training is evaluated at reaction, learning, performance and organisational level.
- Have developed an improvement plan based on their own reflections, feedback from the trainer and other group members and a video record of their training presentation.

### Indicative Content

- Training Cycle and how this influences training design and delivery
- Identifying Training Needs – tools and techniques
- Training design - adult learning theory, group management etc
- Delivering presentations voice, tone and stance
- Techniques for rock-solid confidence
- Evaluation training using the Kirkpatrick model
- Action planning

- **Optional Post-Course Coaching**

Follow up coaching if desired. Typically using the training session video as a starting point, the 1-2-1 coaching will give a further boost to the development of training skills and help participants become even more competent over a shorter period of time.

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# Introduction to Negotiation and Influencing

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## How Participants Will Benefit

Introduction to Negotiating and Influencing is a valuable introduction to two important aspects of everyone's work lives and careers, namely (i) getting the best return for what we offer and (ii) encouraging people to do things for us by dint of our reputation, personal effectiveness and professional profile.

## Who Should Attend This Course?

Anyone whose job requires them to influence others, either internally or externally. Anyone who is new to sales, negotiating with suppliers, customer services etc.

**Course Length:** One Day

**In House Cost:** £600

## Objectives

At the end of the course, participants will have -

- Considered the impact of their own interpersonal skills
- Identified the steps in effective negotiation
- Explored and practice negotiation techniques
- Considered the specific needs involved in telephone negotiations
- Identified traps that can prevent successful negotiations, and ways of overcoming these issues

## Indicative Content

- What is negotiating and influencing? How do they differ
- What is haggling? How does it differ from negotiating?
- What kind of negotiator would you like to be?
- Formulating negotiating objectives
- The negotiating cycle
- The impact of culture on how successful negotiations are conducted
- Managing conflict within negotiations
- Informal and formal influencing
- Action Planning

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## Preparing for Employment

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### How Participants Will Benefit

Without meaning to, we often only notice the benefits we receive from our work when they are taken away. This is a relaxed and highly interactive one day course aimed at helping participants seeking work prepare for a return to the workplace.

### Who Should Attend This Course?

Anyone who has been made redundant, whose work arrangements have been changed or wish to take urgent action to change their job

**Course Length:** One Day

**In House Cost:** £600

### Course Objectives:

At the end of the course, participants will have –

- Understood the role employment plays in our lives
- Developed insight into the process of change they are experiencing
- Drafted a list of valuable skills, knowledge, experience and other attributes which make them attractive to employers
- Developed a plan for job seeking
- Understood how they should present themselves at interview
- Have reviewed their curriculum vitae or created a new one

### Indicative content:

- Forming the group – developed trust and mutual support
- Re-building Confidence.
- The theory of loss and change – the work of Elizabeth Kubler-Ross
- Honing our objectives for work and our careers
- What we offer employers.
- Positive self talk
- Presenting ourselves to employers.
- Writing curriculum vitae
- Action planning

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## Presentation Skills

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### How Participants Will Benefit

It is widely recognised that speaking in public causes some anxiety. Even regular presenters are challenged by worries and doubts about their performance. However self-assurance in this area provides those who possess it with so much confidence in their day to day lives it can really be life changing.

In this presentation course, delegates have a chance to develop some new skills and receive feedback on their performance in a highly supportive environment. The emphasis will be on re-enforcing existing good practice, developing rock-solid confidence and creating an enthusiasm for public speaking

### Who Should Attend This Course

Anyone seeking to improve their confidence in delivering presentations

**Course Length:** One Day

**In House Cost:** £600

### Objectives

At the end of the course, participants will -

- Understand how to structure a presentation
- Have learned how body language and voice tone can influence an audience
- Have received feedback on their own presentation performance
- Have develop ways of managing their performance anxiety

### Indicative Content

- Establishing an appreciative approach to our own and each others presentation practice
- What makes for a quality presentation in your work setting?
- Developing confident emotional states through “anchoring” techniques
- Communicating styles – Seeing, Hearing and Feeling
- Dress and stance
- Skills practice
- Developing communication flexibility – different audiences/styles
- Drawing people’s attention
- Dealing with difficult questions or audience members
- Presentation aides
- Using notes
- Action planning

### Pre-Course Work

Participants are asked to prepare presentations for use on the day and complete a brief worksheet to help them identify their objectives for the course.

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## Facilitation Skills

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### How Participants Will Benefit

Facilitation is sometimes described as the poor relative of training. However facilitation is a valuable tool in team management, coaching, chairing meetings, eliciting creative thought as well as promoting real engagement in training sessions.

### Who should attend?

Trainers who wish to improve their facilitation skills as part of their training delivery. Managers who wish to work more effectively with their team, manage team meetings, project groups, promote creative thought etc. Consultants who'd like to improve their approach to working with groups of clients. Researchers conducting qualitative studies with multiple subjects. Anyone who needs to manage an event involving a group of people

**Course Length:** Two Days

**In House Cost:** £1200

### Objectives

By the end of the course delegates will -

- Be able to define facilitation and know when to apply facilitative techniques
- Have developed their communication approach to ensure that they are more readily understood and accepted by facilitated groups
- Know how to frame questions and design exercises to help groups focus and work towards their objectives
- Have learned new approaches to help groups who are stuck, expressing conflict or experiencing low motivation, to move on be more satisfied and constructive

### Indicative Content

- What is facilitation?
- Forming rapport with groups
- Understanding group process
- Facilitation Pathway - State, Structure, Process
- Contracting with groups
- What is the purpose of a question?
- Helping groups develop a compelling preferred future
- Dealing with challenges
- The facilitators self care
- Techniques to create new habits of thought and action
- Stories and metaphors
- Action planning

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## An Introduction to Leadership

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“If you want to build a ship, don't herd people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

*Antoine de Saint-Exupery, French pilot, poet and author – killed in action WWII, 1944*

### How Participants Will Benefit

The terms Leadership and Management are sometimes used synonymously. Whilst both are necessary for running a successful team, there are considerable benefits to think of them as separate, complementary approaches. Management may be thought of as the arrangement of resources, people and time to complete a task or series of tasks, whereas Leadership the combination of personal behaviours used by a manager (and others) which assist the successful completion of such tasks.

### Who Should Attend this Course?

New managers interested in developing their leadership capacity or established managers wishing to renew/update their approach to leadership

**Course Length:** One Day

**In House Cost:** £600

### Objectives

By the end of the course participants will –

- Understand the key concepts of leadership
- Understand how their own beliefs and values contribute to their success as a leader
- Posses the skills to form powerful relationships through rapport, influencing and networking
- Be able to inspire others through the use of open and constructive communication.
- Have written a plan to further develop their leadership skills.

### Indicative Content

- Definitions
- What kind of leader do we want to be? What are we already doing well?
- Leaders we admire
- Key Models - Action Centred Leadership, Emotional Intelligence, Situational Leadership, Four Framework approach
- Ethical issues and leadership values
- Approaches to communication
- Networking – influencing skills
- Action planning

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