

20 PAGES OF INSPIRATION - FOR WORK, FOR LIFE.

360 COURSE DIRECTORY

Welcome to 360's practical training solutions. Your at-a-glance guide is below.

Know what you want? Short on time? Then let 360 help you cover all the angles with this at-a-glance guide to our full portfolio of practical training solutions. The new you starts here.

Add 360 to your life and the benefits spread far beyond the workplace. Our training sessions aren't just designed to make a real difference to how you think and perform during your 9-to-5. Armed with new skills and attitudes, you'll find it much easier to get more from daily life, too. 360's courses are offered either as diary-friendly Bite-Size sessions (typically lasting two hours), bespoke full day courses – or both.

This directory of Management Development training sessions is designed to help you find what you need quickly. Discover what's new in the world of 360 with our Hot Picks – a list of our latest, ground-breaking and best-selling courses. If you want to explore our courses in greater depth to find out what's right for you, turn to page 22 for detailed outlines of our sessions illustrating the content, outputs and the solutions they offer.

CANT FIND THE COURSE YOU WANT?

Don't worry, just get in touch and tell us your requirements, and we'll build a bespoke course for you! Phone 0845 373 1473, email training@360training.co.uk

KEY ● Full Day Course ● Bite-Size Course

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HOT PICKS

THIS ISSUE WE'VE MADE IT INCREDIBLY EASY FOR YOU TO STAY RIGHT UP-TO-DATE WITH WHAT'S MAKING WAVES IN THE WORLD OF LEARNING AND DEVELOPMENT RIGHT NOW.

OUR HOT PICKS HIGHLIGHT THE NEWEST, THE BIGGEST AND THE BEST COURSES AT 360. FROM THE TRIED AND TESTED TO THOSE AT THE LEADING-EDGE – LOOK NO FURTHER...

BEST SELLERS

Whether it's making the leap into leadership as a first-time manager, finding the confidence to nail a crucial presentation or learning to handle conflict in the workplace, these core skills are among our most-requested.

- > Managing Through Challenging Times
- > Management Essentials
- > Presenting with Impact
- > Personal Effectiveness
- > Managing Challenging Relationships

AHEAD OF THE CURVE

Want to know what's new and revolutionary in training and development? Here's our five most ground-breaking sessions, helping you stay one step ahead.

- > Managing Change
- > Manager as Pace-Setter
- > Innovation and Creative Thinking
- > Talent Management
- > Influencing, Persuading and Negotiating

GREAT TO BRILLIANT

Good's not enough these days, people and organisations need to be great. This learning quintet combines all the skills and techniques to give your teams the edge, taking your people to the next level.

- > Management Masterclass
- > You as a Leader
- > Manager as Performance Manager
- > Managing Challenging Relationships
- > Communicating with Impact

"I'm really not sure where to start.

I want to keep my team sharp and provide them with the latest thinking.

What can you recommend?"

360 PRESCRIBES...

For easy reference, we've highlighted this issue's Hot Picks within the directory for you. Look out for the thought bubbles over the next 18 pages!

STILL CAN'T FIND THE RIGHT COURSE FOR YOU?

If you can't see what you want, we'll tailor a course that's perfect for you and your organisation. Simply give us a call on 0845 373 1473.

360 COURSES

MANAGEMENT MASTERCLASS

Full Day Course

You have probably been managing a team for some time now and have been successful in building a team that regularly delivers against their performance objectives. Now is the time for you to really flex your skill set and develop a more strategic approach to your role, helping you and your organisation to handle challenges or issues that require just that little bit more from you as a manager. This session will look at how you can build on and adapt your current management skills to develop a much more creative and strategic approach to management. We will help you to develop your strategic thinking and creative thinking skills, showing you how to turn your best ideas into commercial reality.

Key Topic Areas

- ▶ Defining your real-time challenges, developing and sustaining 360 vision.
- ▶ Dealing with complexity and uncertainty – the challenge for today's managers.
- ▶ Exploring your dual role as visionary and as pace-setter.
- ▶ The value of long- to medium-term business planning.
- ▶ The role for innovation and creativity, understanding barriers to innovation.
- ▶ Developing an organisational Magpie Strategy.
- ▶ How to transform your business for sustained competitive advantage.
- ▶ Understanding the fundamental differences between radical transformation and continuous improvement.
- ▶ A strategic overview of the value of performance management.
- ▶ Creating an effective people management strategy.
- ▶ Managing performance and setting objectives that support overall organisational performance.
- ▶ Managing other managers – the challenges this new role brings and the new skills this role demands.
- ▶ Adapting your existing leadership skills into a more empowered and creative approach to leadership.

THE FIRST-TIME MANAGER

Full Day / Bite-Size Course

Many first-time managers spend a challenging first year in their new role trying to work out for themselves exactly what is expected of them. This session aims to take the pain out of those first 12 months by providing the first-time manager with a comprehensive overview of their new role and the key responsibilities associated with it. We will explore the challenges faced when asked to balance your new role of task manager with that of people manager. You will be given the opportunity to analyse your own instinctive management style and we will explore the impact that this style will have on your team. We will also explore the need for flexibility of management style when dealing with difficult situations and challenging people. Our aim is to develop a core competence framework that will build both business planning and effective people management skills, as well as introduce delegates to the critical skills associated with performance management.

Key Topic Areas

- ▶ Defining the role and responsibilities of a manager.
- ▶ Balancing the demands of the task with the demands of the people.
- ▶ Understanding directive and supportive management styles.
- ▶ Exploring your own default style and the implications of such a style.
- ▶ Developing strategic thinking skills.
- ▶ Assessing your current position – your achievements, your challenges.
- ▶ Defining your business objectives – realistic and unrealistic objectives.
- ▶ Organisation, delegation and time management.
- ▶ Preparing the team for the challenges ahead.
- ▶ Setting performance standards.
- ▶ Developing the skills of your team through coaching and proactive delegation.
- ▶ Monitoring performance.
- ▶ The role for positive and negative feedback.
- ▶ Confronting poor performance.
- ▶ Handling difficult situations and difficult people.



The training has given me great techniques to use everyday. I had never had any guidance on delegation before and the module on performance management has given me some new things to think about.

- JUVENILE DIABETES RESEARCH FOUNDATION



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MANAGEMENT ESSENTIALS

Two Day Course

To be a successful manager you will need to develop a diverse set of skills, some of which will feel more natural and instinctive than others. This session gives managers an overview of their role and responsibilities as a manager, and also looks in detail at what we believe to be the key skills of effective management. We will look at the value of setting realistic but challenging objectives, how to build a strategy that enables the delivery of such objectives, and most importantly, how to build performance across your team through a combination of coaching, delegation and feedback. We will also explore how to build momentum and motivation within your team in a way that really drives performance across the whole organisation. Setting up your expectations of the team, helping them grow and develop, dealing with challenging situations, as well as managing your own workload can all take their toll on the unprepared manager. This two day session will give you a fire proof set of skills that will provide you with a thorough grounding in today's management essentials.

Day One - Key Topic Areas

- ▶ Understanding the role and key responsibilities of a manager.
- ▶ Balancing the demands of the task with the demands of the people.
- ▶ Understanding directive and supportive management styles.
- ▶ Exploring your own style and the implications of such a style.
- ▶ Identifying essential management competencies – a self-audit of competencies.
- ▶ Making sense of performance management - the performance management cycle.
- ▶ Self-audit – where are my performance management gaps?
- ▶ Do I really need job descriptions and standards?
- ▶ Setting SMART objectives and KPIs.
- ▶ Communicating expectations and standards, the foundations of the Psychological Contract.
- ▶ Monitoring performance against objectives.
- ▶ Your dashboard warning indicators – recognising under-performance before it's a problem.
- ▶ Feedback – formal and informal methods that drive performance.
- ▶ The skill sets required to feedback effectively.
- ▶ Addressing under-performance – conduct or capability?
- ▶ Tracing the source of the under-performance and overcoming it.

Day Two - Key Topic Areas

- ▶ The role for coaching in managing performance.
- ▶ Understanding individual motivations and the team's motivations.
- ▶ Recognising and responding to de-motivation.
- ▶ The process of effective team building - understanding the different stages of team development.
- ▶ Managing a dysfunctional team with either performance or people issues – conduct and capability.
- ▶ Developing personal effectiveness.
- ▶ Managing your time - using the urgent/important matrix.
- ▶ What should I delegate and to who?
- ▶ Communication skills that improve the process of delegation.
- ▶ Proactive Vs. reactive delegation – the right time for each.
- ▶ Take your time – the value of a simple but thorough brief.
- ▶ The missing steps – coaching the task, shadowing the task.
- ▶ The interplay between delegation and feedback.
- ▶ What is coaching?
- ▶ Why do we coach our team members?
- ▶ The skills required to be an effective coach.
- ▶ Formal and informal coaching and the benefits of each.
- ▶ Management Essentials round up.
- ▶ Personal action planning.



The course has made me feel more motivated, and have a clearer vision in my mind about how to achieve a dream department and a better understanding of different management techniques.

- INSTITUTE OF DIRECTORS



MANAGER AS PEOPLE MANAGER

Full Day / Bite-Size Course

Your people are your greatest asset. And in today's challenging economic climate your people could be the key point of difference between you and your competition. What are you doing to make sure they make as effective a contribution as possible? This session offers you the opportunity to explore the value of building a robust people management culture, one that stretches performance and builds skill and motivation levels across your organisation. You will be given the opportunity to analyse your own management style and examine the impact this style will have on your ability to motivate and manage others. We will also explore how you can develop your ability to read others and maintain a flexible approach to managing the many different types of people you will no doubt be asked to manage.

We begin by exploring the skills of business planning and will show you how you can align your people management strategy with the achievement of business objectives. Time will also be spent on how to build and maintain momentum in the team's effort, and at the same time, how to provide a motivational environment so that any dips in performance and motivation are kept to a minimum in commercial reality.

Key Topic Areas

- ▶ Modern management - the evolution of the Emotionally Intelligent Manager.
- ▶ The essential competencies associated with modern management.
- ▶ Investing in the building of the Psychological Contract.
- ▶ Balancing inputs and outputs, avoiding equity imbalance.
- ▶ Appreciating difference and diversity, avoiding the 'mini-me' syndrome.
- ▶ Where do I start? The importance of achieving clarity.
- ▶ Getting the right people in the right seats on the right bus going in the right direction.
- ▶ Communicating roles and responsibilities, objectives and expectations.
- ▶ The role for key performance indicators and the importance of achieving buy-in.
- ▶ Monitoring and reviewing performance against objectives.
- ▶ Learning to give feedback that motivates and builds performance.
- ▶ Exploring different motivations, identifying the motivations of your team members.
- ▶ Managing difficult people and difficult situations.
- ▶ Managing a misfiring or dysfunctional team.

MANAGER AS PERFORMANCE MANAGER

Bite-Size Course

You have probably been managing a team for some time now and have been successful in building a team that regularly delivers against their performance objectives. Now is the time for you to really flex your skill set and develop a more strategic approach to your role, helping you and your organisation to handle challenges or issues that require just that little bit more from you as a manager. This session will look at how you can build on and adapt your current management skills to develop a much more creative and strategic approach to management. We will help you to develop your strategic thinking and creative thinking skills, showing you how to turn your best ideas into commercial reality.

Key Topic Areas

- ▶ The Performance Management Cycle – attract, engage, stretch and retain.
- ▶ Attracting talent not trouble – developing a robust recruitment culture.
- ▶ Employee Engagement – the difference between good and brilliant.
- ▶ Engaging with the organisation, the role, the team and with you.
- ▶ Developing the Psychological Contract, exploring inputs and outputs.
- ▶ Investing in building performance.
- ▶ The role for measurable objective setting.
- ▶ Mapping performance expectations, supporting skills development.
- ▶ Recognising feedback as the foundation of all performance building.
- ▶ Your responsibilities as coach - what makes a good coach?
- ▶ Finding coaching opportunities on a daily basis.
- ▶ On the job and single issue coaching.
- ▶ Your dashboard warning lights – early warning signs of underperformance.
- ▶ Addressing underperformance.
- ▶ Understanding motivation – building a motivational culture, understanding individual motivations.
- ▶ Exploring different motivation techniques and their impacts.

A couple of my team members are finding things tough at the moment

and it's affecting the whole team's morale.

I don't want to lose them, but how can I turn things around?

360 Prescribes...

BUILDING HIGH PERFORMING TEAMS

Full Day / Bite-Size Course

This session will give you that rare opportunity to sit and reflect on whether the team you have in place is actually the team you need to help you perform against the objectives you have set. This session offers you a series of techniques to help you understand the make-up of your team and then shows you how to get the best out of each team member. A highly practical session giving you the opportunity to work with your existing team and come away from the day with a clear idea about what needs to happen to achieve optimum performance.

Key Topic Areas

- ▶ Different contributions, different expectations.
- ▶ Recognising your Super Keepers, Keepers, Solid Citizens and Misfits.
- ▶ Retaining your Super Keepers – keeping them challenged and engaged.
- ▶ Developing your Keepers – building skills and experience.
- ▶ Keeping your Solid Citizens motivated and engaged.
- ▶ Turning round the Misfits.
- ▶ Team audit – what do I have and what needs doing?
- ▶ Identifying real-time skills gaps in your current team.
- ▶ Plugging those gaps with proactive intervention.
- ▶ Exploring what happens to engagement and motivation levels in challenging times.
- ▶ Recognising your stop doing list.
- ▶ Building a motivational environment.
- ▶ Building the Psychological Contract.
- ▶ Recognising individual motivations and pushing the right buttons.
- ▶ Harnessing the full potential of your team.

MANAGER AS MOTIVATOR

Full Day / Bite-Size Course

All teams are exposed to a variety of situations that generate a variety of different pressures, all of which can lead to periods of both motivation and de-motivation for team members. This session will focus on how to provide inspirational leadership that a motivated team needs. It will focus on the skills you need to develop to build and maintain momentum in the team's effort. Particular emphasis is given to how you as a manager need to provide inspirational leadership if you are to develop fully the manager/employee psychological contract, a contract which defines both output and performance. We will look at just how easy it is to put the common motivators in place but also show you how to recognise individual motivations and how such motivations can be harnessed to drive individual performance. We will also show you how to spot the early warning signs of de-motivation and what you need to do to get your team member back on track.

Key Topic Areas

- ▶ Exploring the key theories of motivation – what are they and how do they apply?
- ▶ Motivation as a context, not an action.
- ▶ Understanding individual motivations.
- ▶ Recognising and responding to de-motivation.
- ▶ Building motivation into the working day.
- ▶ Building and structuring your team to achieve results.
- ▶ The process of effective team building.
- ▶ Understanding the different stages of team development.
- ▶ Defining the features of a winning team.
- ▶ Managing a dysfunctional team with either performance or people issues.

The information in the course was invaluable (Belbin's team roles, motivational techniques and performance management) and will aid with my work immensely. The Psychological Contract was very interesting. This was one of the most useful management courses I have attended at Haymarket.

- HAYMARKET BUSINESS MEDIA

“Half my team have been posted to a new project leaving me with a selection of newbies all looking to me for direction. There’s more pressure than ever from above to get results. Where do I start?”

360 Prescribes...
MANAGER AS PACE-SETTER
Full Day / Bite-Size Course

In today’s challenging times, more and more managers find themselves having to cope with conditions and issues they may never have encountered before. Maybe you are working with a reduced resource; maybe team spirit is low; results may be proving more challenging than ever; and overall momentum may appear to be stalling, or even worse, coming to a stand-still. Now is the time for you to step-up your game and demonstrate those qualities and skills that can make such a profound difference in times like these. This session will show you how to achieve focus and direction for the team, identifying your real-time challenges and developing strategies to help you navigate your way through those challenges, as well as at the same time, show you how to support and lead the team to stronger results.

Key Topic Areas

- ▶ Exploring your role as a Pace-Setting Manager.
- ▶ Situation analysis – identifying your real-time challenges and threats.
- ▶ Developing 360 vision – the challenge diagnostic.
- ▶ Generating options and opportunities, the role for creative thinking.
- ▶ Bringing your ideas alive - turning disciplined thought into disciplined action.
- ▶ Kick starting performance, building momentum, getting buy-in.
- ▶ The role for measurable objectives and Key Performance Indicators.
- ▶ Tracking performance against plan.
- ▶ Responding to deviations and detours.
- ▶ Re-igniting flagging effort.

MOTIVATING THROUGH MEANINGFUL FEEDBACK
Full Day / Bite-Size Course

As development specialists, we have learnt the fundamental contribution that well timed, well thought through and well delivered feedback can have on raising organisational performance. Feedback is a constant thread that should run through every task, but people often put off providing feedback to those they work with because they are too busy or are not too sure how to say what needs saying. Our experience has shown us that many employees identify a lack of feedback as a major cause of job dissatisfaction, often contributing to increased staff turnover and poor productivity. Balancing critical feedback with the right amount of praise is a challenge. In this session, you will explore how to communicate feedback in a constructive manner and learn just how effective and motivational this can be for both your team and yourself.

Key Topic Areas

- ▶ Developing a feedback culture.
- ▶ Recognising feedback as a performance builder and problem solver.
- ▶ Improving your feedback skills – developing interpersonal and communication skills.
- ▶ Planning your approach, sharpening your message.
- ▶ Considering the role for language, tone and timing.
- ▶ Setting the context where openness, constructive criticism and feedback are the norm.
- ▶ Successful motivational feedback when confronting performance issues.
- ▶ Structuring your message – feedback, example, impact and change needed.
- ▶ The role for positive and constructive feedback, avoiding prescriptive feedback.
- ▶ Stimulating interaction – handling disengagement and shut down.
- ▶ Recognising and managing the most common feedback disrupters.

“I will make more of an effort to be disciplined about monitoring performance and tackling problems of output before they become a serious issue. Will think about the example I am setting more often. A perfect course especially in these difficult times.”

- CENTAUR MEDIA

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“I’ve learned from past experience not to try and do everything myself. But what should I be delegating to other members of my team? I’ve had a few issues recently with work coming back that’s well below par. I’m sure it’s just because they resent me handing them things to do...”

360 Prescribes...
DELEGATING NOT DUMPING
Bite-Size Course

All too often delegating is something we do when deadlines are looming or we’re looking to offload an unpleasant task or project. But with a bit of thought and planning, proactive delegation can bring many benefits. In fact, it’s a vital management skill and should be common practice within your team. It gets the job done – but it also develops, stretches and motivates your team. It builds your confidence in the competence of your team and helps you to focus on the more critical parts of your role. In this session, you will discover how to delegate with confidence. We’ll discuss how to choose what to delegate, who to delegate it to, and how to gauge the level of input required from you. Most importantly, you’ll find out how to safeguard an outcome that everyone will be happy with.

Key Topic Areas

- ▶ What should I delegate and who should I delegate to?
- ▶ The role for competence and motivation in helping you decide.
- ▶ Proactive Vs. reactive delegation – the right time for each.
- ▶ Take your time – the value of a simple but thorough brief.
- ▶ Avoiding boomerang delegation.
- ▶ Communication skills that improve the process of delegation.
- ▶ The missing steps – coaching the task, modelling and shadowing the task.
- ▶ The interplay between delegation and feedback.
- ▶ Building performance through experience.
- ▶ Communication skills that help delegation.
- ▶ The consequences of micro-managing – cutting out the control freak and ‘mini-me’ instincts.
- ▶ Appraising delegated work – building the blueprint for future work.

MANAGER AS COACH
Bite-Size Course

It will come as no surprise to find that those managers who get the most out of their team are the ones who spend a high proportion of their time and energy coaching and developing their team. However, we do appreciate that for some of you finding the time to coach, as well as deliver on all your other responsibilities may feel like something of a challenge. In this session, we show you how to transform sentiment into action, demonstrating that by taking the time to develop a robust coaching climate within your organisation, you will make a significant impact on performance, motivation, retention of talent and ultimately the achievement of your strategic goals. We will start by looking at exactly what it takes to be a successful coach, exploring the competencies that will support you in your role. Then we will look at just how easy it can be to build coaching into part of your working day, from water cooler coaching to on-the-job and crisis coaching. We will demonstrate how with just a little bit of thought you can find lots of ways to coach performance across the team.

Key Topic Areas

- ▶ Exploring coaching competencies – what makes an effective coach?
- ▶ Why coach? The benefits of building a coaching culture.
- ▶ Identifying coaching opportunities – both reactive and proactive.
- ▶ Running a coaching session.
- ▶ Framing the session – identifying the desired outcome.
- ▶ Building a framework and developing content.
- ▶ The role for action-based learning.
- ▶ Pressure points in the coaching relationship.
- ▶ Understanding the resistance and barriers you may face.
- ▶ Confronting performance issues through constructive and positive feedback.
- ▶ Measuring progress.

“I’m enjoying my new responsibilities, but I do wonder sometimes if I’m really being listened to. On a couple of occasions I’ve really struggled to get my message across. Now I’m not a natural leader, but I’d really like to fulfill my potential.”

YOU AS A LEADER

Full Day / Bite-Size Course

Leaders don't just become leaders overnight. We believe that leadership is both an innate and learned behaviour that develops over time and in doing so develops through three key stages. The Emerging Leader demonstrates very early on in their career some of the essential behaviours associated with leadership and it is the demonstration of such behaviours that open the gateway to the next step on the leadership ladder. Once the essentials are in place, the Matrix Leader must then learn to navigate their way through the many challenges associated when asked to work as part of a larger management team. Working alongside different stakeholders with different priorities and responsibilities can make this a very testing time for the Matrix Leader. But if you make it through this stage of leadership development then you are well on your way to being a Summit Leader, where leadership once again takes on a different form. This session will encourage you to consider how far you have come in the acquisition of leadership skills and how far you still have to go.

Key Topic Areas

- ▶ Layered leadership – building behaviour from the bottom up.
- ▶ Exploring the different levels of leadership – Base Camp Leadership, Matrix Leadership and Leadership at the Summit.
- ▶ The essentials – self-awareness, influencing skills and mind set.
- ▶ Leading from the middle – to survive or to succeed?
- ▶ Exploring classic survivalist styles - Cave Dweller, Boy Scout, Expert, Politician and Autocrat.
- ▶ Why do we use such styles?
- ▶ The positives and negatives of each style.
- ▶ Successful Matrix Leadership.
- ▶ Motivation and moments of truth.
- ▶ Leading from the Summit – smart and not so smart leaders.
- ▶ Exploring the role for Situational Leadership.
- ▶ Recognising what your team needs right now.
- ▶ Understanding different leadership styles and the impact of these different styles.
- ▶ Creating and embedding values - the leaders' ultimate challenge.

PITCHING FOR SUCCESS - WIN THAT PITCH

Full Day / Bite-Size Course

You've one chance to get it right and see off the competition – so how do you make sure it's your pitch that has the desired effect. What and who are you going to be up against? Preparation is everything, but how do you know what to prepare? This session is aimed at anyone who wants to bring a fresh approach to winning new business. We'll look at how you can dig deeper into the brief and make your efforts pay off. Learn how to break free from the traditional pitch formula and make your presentations memorable for all the right reasons.

Key Topic Areas

- ▶ The purpose of the pitch – are you clear?
- ▶ Winning a competitive advantage over the others.
- ▶ Interpreting the brief – filling in the gaps, how much research is required, pulling together your team.
- ▶ Making your credentials more relevant and interesting to the potential client.
- ▶ Creative stage – put yourself in the clients' shoes – what do they want to see and hear?
- ▶ Crazy ideas for pitches that worked – and those that didn't.
- ▶ A pitch planning process to ensure you cover all bases and hit your deadline.
- ▶ On the day, delivering your message with impact.

“The exploration of survivalist styles worked well, as did the opportunity to discuss real situations. I will use and fulfil the psychological contract.”

- BRITISH MEDICAL JOURNAL

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360 Prescribes...

PRESENTING WITH IMPACT

Full Day / Bite-Size Course

You know how to build the content for a presentation; you know what you need to do when faced with your audience; and you have delivered a number of different presentations. However, you feel that you would like to take your presentation skills to the next level. This session is suitable for those who have experience of presenting and want to refine those skills - whether it be a sit-down or group presentation. We will focus on the delivery of presentations, specifically looking at fine-tuning your body language and voice, getting the message out with maximum impact, and in particular, how to develop your 'natural self'.

Key Topic Areas

- ▶ Defining your current skills level – delivery of an introductory presentation.
- ▶ Delivering concise messages with maximum impact.
- ▶ Body language – fine-tuning your body language.
- ▶ Voice – how tone, timing and volume can affect your credibility.
- ▶ Developing your 'natural self' - how to loosen up your style and feel at ease.
- ▶ Choice of language – communicating your message with passion, connecting with your audience.
- ▶ Presenting fluently – knowing your links.
- ▶ The use of rhetorical questions – adding impact to your presentation.
- ▶ Dealing with challenging audience members and answering their questions.
- ▶ How to deliver bad news in a presentation.
- ▶ How to deliver unexpected news.
- ▶ Re-visiting the opening presentation – delivery of re-worked introductory presentation.

PRESENTATION SKILLS

Full Day / Bite-Size Course

In your role you may have to present to both internal and external audiences, so it is critical that you communicate your message clearly and confidently, guaranteeing the encounter is engaging, motivational and memorable. During this session, we will focus on what powerful communication looks like and how we need to adapt our communication style to meet the needs of the audience. We will look at the role for preparation and design in helping you develop your confidence, with an emphasis on the importance of defining the key message, building a logical and persuasive structure, and the use (and abuse) of visual aids, prompts and cue cards. We will also pay particular attention to the delivery of the presentation focusing on the use of language, your voice and body language. As with any presentation, you may also come across difficult people, so time will be spent on handling difficult questions and challenging situations. You will also be given the opportunity to test out various techniques using a variety of different exercises.

Key Topic Areas

- ▶ Defining your current skills level – delegates deliver a presentation to the group.
- ▶ Exploring the fundamental principles of effective communication.
- ▶ What can we learn from great communicators?
- ▶ Where do I start? Defining the objective of the presentation and building your case.
- ▶ The role for preparation – researching your target group.
- ▶ Structuring and shaping your message for maximum impact.
- ▶ Setting the scene – your credibility zone.
- ▶ Effective openings and closes – inform, engage and motivate to act.
- ▶ Techniques to improve the impact of your presentations - using ideas, storytelling, use of visuals and more.
- ▶ Building effective visual aids – avoiding death by PowerPoint.
- ▶ Bringing your message alive – making dry material stimulating.
- ▶ Identifying your links and pause points – presenting fluently.
- ▶ Developing your 'natural self' - how to loosen up your style and feel at ease.
- ▶ Choice of language – communicating your message with passion, connecting with your audience.
- ▶ The role for body language – adding energy to the presentation.
- ▶ Voice – how tone, timing and volume can affect your credibility and impact.
- ▶ Calling for action, closing the presentation.
- ▶ Communicating with confidence - controlling nerves, channelling adrenalin.
- ▶ Handling difficult questions and challenging situations.
- ▶ Re-visiting the opening presentation – delivery of a re-worked presentation.

“This training was really very good. It makes you think about how to deliver information and helps you make the individual elements of a presentation more interesting for the audience. A really useful insight to the Do's and Don'ts of presenting. Constructive and fun at the same time. It was very worthwhile – I learnt transferable skills that I will use immediately. I would definitely recommend this session.”

- PUBLICASITY

PROJECT MANAGEMENT

Full Day Course

Most of us know how to get a project off the ground and will be familiar with the tools and techniques to help put a project plan together. However, most projects run aground because we fail to appreciate the many challenges that are quite often faced during the project life span. During this session, you will gain a detailed understanding of the structures and framework that support project management, as well as looking at the softer skills needed to ensure that projects are delivered on time and on budget. You will come away with the foundation, experience, techniques and tools to manage each stage of the project lifecycle and have a better understanding of project management, the role of the project manager and the related skills to be developed.

Key Topic Areas

- ▶ Best practice in project management – sharing of experiences.
- ▶ Identifying opportunities - which projects will really deliver value for the organisation?
- ▶ The role for the challenge diagnostic.
- ▶ The role for creative thinking, recognising barriers to innovation.
- ▶ Taking charge – the roles and responsibilities of the project manager and project team.
- ▶ Managing the project lifecycle – deciding what needs doing and how to get it done.
- ▶ Ensuring consistency of approach and recognising the value of blueprints, templates and guidelines.
- ▶ Project sizing - managing and deploying resources.
- ▶ Building your influencing skills across the stakeholder group.
- ▶ Keeping people informed – communications management.
- ▶ Carrying out the work – implementation.
- ▶ Monitoring performance and initiating change and a change of pace if necessary.
- ▶ Successful completion – project close-out.
- ▶ Difficult project situations.

EFFECTIVE DECISION MAKING AND PROBLEM SOLVING

Full Day / Bite-Size Course

How do you feel when you are faced with making an organisational or departmental decision? Do you avoid the process, not knowing where to start? Deliberate anxiously about the outcome – especially when the decisions have to be made within a demanding environment or restricted time frame? If so, you are not alone. Fear of making the wrong decision often stops us in our tracks. This session uncovers practical guidance on how to make decisions.

Key Topic Areas

- ▶ Exploring decision making preferences.
- ▶ Instinctive decision making styles and the challenges they bring.
- ▶ Managing your instincts – building awareness of your preferred decision making style.
- ▶ The thinking behind the decision, building 360 vision.
- ▶ The role for problem definition.
- ▶ Digging deeper, separating fact from fiction.
- ▶ Creative thinking, generating ideas, solutions and possibilities.
- ▶ Simple choice to multiple choice.
- ▶ The role for the Reframing Matrix.
- ▶ Making your decision – evaluating using Plus/Minus/Interesting (PMI) Technique.
- ▶ The role for the six thinking hats technique.

STRATEGIC MANAGEMENT

Full Day / Bite-Size Course

Strategy is a term that's often used, but less often considered. What does it mean and how can we define it? If your role involves the need to think and act strategically, then we're here to help. We'll help you produce business plans and think ahead about the opportunities and threats facing your departments or organisations. We'll show you how to take a balanced, objective overview of your organisation; and unveil the pitfalls for those of you who feel that 'urgent' work all too often takes priority over 'important' work.

Key Topic Areas

- ▶ What do we mean by strategy?
- ▶ Reasons for having a strategy – and the consequences of not having one.
- ▶ Elements of strategic management.
- ▶ Analysing opportunities and threats from the business environment.
- ▶ Analysing your organisation's strengths and weaknesses.
- ▶ Strategic appraisal and organisational problem diagnosis.
- ▶ Choosing the appropriate strategy generation.
- ▶ Criteria of successful strategies.
- ▶ Strategy implementation – moving forward.
- ▶ Managing stakeholders and resistance to change.
- ▶ Monitoring the effectiveness of strategy.
- ▶ Project planning for strategy implementation.

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"I loathe brainstorming.
Why am I so utterly useless at coming up with decent ideas?
I'm always the one sat in the corner with nothing to contribute – and
it's really knocking my confidence."

360 Prescribes...

INNOVATION AND CREATIVE THINKING

Full Day / Bite-Size Course

Is creative thinking an innate skill or a state of mind? We like to think it's the latter and that any team can be encouraged to up its creative ante. But in order to break out of traditional thinking processes, it's essential to make yourself think differently about the challenges or issues you face. Here, we'll help open up new opportunities and provide dynamic solutions to commercial problems. At the end of this course you'll be able to draw on a variety of techniques to help stimulate creative thinking and turn such thinking into commercial reality, and ultimately success.

Key Topic Areas

- ▶ The role for problem definition, the diagnostic.
- ▶ Creative thinking techniques – evolution to revolution.
- ▶ The SCAMPER Technique.
- ▶ Morphological analysis.
- ▶ The Reframing Matrix, the Reversal Technique.
- ▶ The role for the Brainstorm, the Analogy Exercise and Random Word Seeding.
- ▶ Exploring solutions – identifying best fit.
- ▶ Evaluating solutions using the Plus/Minus/Interesting (PMI) Technique.
- ▶ Green light? Transforming creativity into reality.

"I'll definitely use the solutions outlined during creative sessions."
Babel PR

MANAGING CHANGE

Bite-Size Course

The trigger for change can come from a variety of sources including new leadership, mergers and acquisitions, economic and financial instability, increased competition, the need for diversification and more. Some changes are so organic they are hardly felt, but some will have a resounding impact right across the organisation. So, how do you deal with such change? How do you communicate change? How do you ensure the key stakeholders are behind the change? This session will empower you with the tools and techniques to support both you and your team through the change management process, whether it be a quick win, short-term change or a more structured and wider reaching, longer-term change. We will give you the tools to help you model the behaviour required during a period of what feels like 'uncertainty' to others, and help you to influence change across departments, managing your key stakeholders and change champions.

Key Topic Areas

- ▶ Shaping change – what do we want to achieve, who will be affected and what can we anticipate as the barriers?
- ▶ Creating change and making it happen.
- ▶ Managing others through change – managing upwards, key stakeholders and your team.
- ▶ Ensuring all stakeholders and change champions take ownership and responsibility.
- ▶ Reasons for resistance and how to overcome it.
- ▶ Eight easy steps to team buy-in.
- ▶ What is involved in the process of overcoming resistance?
- ▶ What is it we need to do as managers? The six most important styles to guide you through change.
- ▶ The role for modelling, consistency and communication.
- ▶ The process of transition.
- ▶ The consequences of imposing change.

“Since the last wave of redundancies it’s been impossible to keep my team motivated.

Everyone’s looking around wondering if they’re next.

I know times are hard, but this is ridiculous...”

360 Prescribes...

MANAGING THROUGH CHALLENGING TIMES

Full Day / Bite-Size Course

The current economic climate is affecting us all at varying levels and in various ways. The impact on your organisation will have become visible and very real. Those organisations who have streamlined resourcing or improved efficiency will still be expected to maintain productivity and performance levels but with a smaller head count and possibly reduced motivation. This can be a very demanding and stressful time for you as a manager and you will need to develop different skill sets to keep motivation and performance levels at the level you need. This session will provide you with the confidence to inspire, lead and motivate your team through turbulent times. It will give you not just the strategic skills, but also the interpersonal skills to deal with negative emotions and periods of uncertainty.

Key Topic Areas

- ▶ Survive or succeed? The current management challenge.
- ▶ Understanding the impact of recent events on your organisation and its people.
- ▶ The role for revisiting existing plans, strategies and objectives.
- ▶ Managing and maintaining high performance levels.
- ▶ Understanding the effects of pressure and stress on team motivation.
- ▶ Managing upwards and outwards - effective influencing and persuading skills.
- ▶ Communicating under pressure - developing communication strategies for dealing with difficult situations.
- ▶ Dealing with negativity and tough questions - handling fear and uncertainty.
- ▶ Retention - strategies for managing and retaining talented people.
- ▶ Personal effectiveness - managing and prioritising your own workload.
- ▶ Dealing with cutbacks - best practice tips and techniques.
- ▶ Managing others through change.
- ▶ How to keep individuals and team members focused during difficult change.
- ▶ How to overcome resistance associated with change.
- ▶ Coping strategies for individuals and teams who are being affected by negative change experiences.

RECRUITMENT AND SELECTION

Full Day Course

Have you ever read a CV on your way to an interview? Not felt confident that a candidate can really do the things they claim they can? Or conducted a third interview to help you make up your mind? If the answer to any of these questions is “yes”, then you need our help. We’ll show you how to prepare for an interview, how to structure it and how to thoroughly test competency claims. We will also give you a thorough grounding in the processes for recruitment and selection, with focus on the employment legislation that relates to recruitment and selection, and the importance of documenting all decisions within the process.

Key Topic Areas

- ▶ How does employment legislation relate to recruitment and selection?
- ▶ Embedding a system and framework that makes recruitment more effective.
- ▶ Building the skills profile - what are we looking for?
- ▶ CV assessment - identify gaps and motivations.
- ▶ Get the most out of the interview - testing skill sets and achievement statements.
- ▶ Exploring attitudes and motivations - what really makes this candidate tick?
- ▶ The role for hypothetical questions.
- ▶ Making the decision - do their skills match and can I work with them?
- ▶ Documenting all decisions.
- ▶ Exploring challenging recruitment interview situations.

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EFFECTIVE APPRAISALS

Bite-Size Course

Everyone acknowledges the vital role appraisals play in managing performance, but for both the appraiser and appraisee to benefit, it is essential that they are run effectively. We’ll help you look at how to approach and run an appraisal that motivates and directs team members, and at the same time renews the employer/employee psychological contract. We’ll show you the importance of preparation, the value of control and how to stimulate two-way communication, ensuring the real issues are identified, explored and resolved. We will also look at the importance of objective setting and action planning, and what is involved during the appraisal follow-up and its role in managing performance.

Key Topic Areas

- ▶ Exploring appraisal experiences - the good, the bad and the ugly.
- ▶ Defining expectations with a pre-appraisal meeting.
- ▶ Conducting the appraisal - key principles of control and involvement.
- ▶ Ensuring effective two-way communication.
- ▶ The value of specific and meaningful positive feedback.
- ▶ The role for active listening.
- ▶ Addressing poor performance - giving negative and uncomfortable but constructive feedback.
- ▶ Dealing with confrontation and emotion.
- ▶ Developing skills and behaviour that supports stretch objectives.
- ▶ Defining key objectives and agreeing performance direction.
- ▶ The appraisal follow-up - what happens now from both the appraiser and appraisee’s perspective?

“Excellent focus on techniques behind successful and solution focused appraisals. Very enjoyable. The course has taught me not to be scared of being the ‘bad guy’, the role-plays were invaluable in getting the language right.

- AMNESTY INTERNATIONAL

ACTION LEARNING SETS

Bite-Size Course

How do you feel when you are faced with making an organisational or departmental decision? Do you avoid the process, not knowing where to start? Deliberate anxiously about the outcome - especially when the decisions have to be made within a demanding environment or restricted time frame? If so, you are not alone. Fear of making the wrong decision often stops us in our tracks.

Key Topic Areas

- ▶ Resolution of challenging situations.
- ▶ Confidence in and a strengthening of their communication skills.
- ▶ Improving creativity and problem solving skills.
- ▶ Stronger networks across the organisation.
- ▶ Broader organisational awareness.
- ▶ Application of skills and techniques learnt from the session.

TALENT MANAGEMENT

Bite-Size Course

According to a study by McKinsey & Company, the most important corporate resource over the next 20 years will be talent. Unfortunately, it’s also the resource in shortest supply. So, what are you doing to make sure your business attracts, develops and retains the talented people who are capable of making all the difference to your success? This session will help you explore some of the latest thinking on managing and nurturing talent within organisations.

Key Topic Areas

- ▶ The key components of an active talent management strategy.
- ▶ Attracting talent - recruiting the most talented people.
- ▶ Spotting the talented employees - the role for performance management systems and processes.
- ▶ Identifying your Super Keepers, Keepers, Solid Citizens and Misfits.
- ▶ Developing talent - the role for training, coaching and mentoring.
- ▶ Understanding the changing Psychological Contract.
- ▶ Retaining talent - exploring both small company and big company retention strategies.
- ▶ Talent management self-audit - how are we doing?

“They’ve really piled the pressure on this time. Not that I’m complaining –

I enjoy a challenge.

But I do feel as if my days are running away from me.

Where on earth does the time go? Maybe I should be delegating more...

Any suggestions?”

360 Prescribes...

PERSONAL EFFECTIVENESS

Full Day / Bite-Size Course

As your role becomes more demanding and resources become even tighter, it is critical that you manage your time and resources more effectively. This session will give you essential tools and techniques to help you build self-management systems and action plans that help you to find the time to spend on the high value tasks that will make a significant contribution to your overall performance. It will also give you the tools and techniques to manage your time more effectively when dealing with those time bandits and monkey givers that may derail the achievement of your objectives. This session will also explore the key principles associated with effective delegation. We will help you to identify what to delegate, who to delegate it to, and how to effectively communicate the task to get the desired outcome.

Key Topic Areas

- ▶ What do we mean by personal effectiveness?
- ▶ Defining your job role and responsibilities.
- ▶ Identifying your key performance indicators – what is expected of you?
- ▶ Essential planning skills – identifying the high value, high impact tasks.
- ▶ Setting realistic yet challenging objectives and deadlines.
- ▶ Identifying resource pressure points and developing a strategy for dealing with them.
- ▶ Making use of your resources – you, your team and technology.
- ▶ Learning the value of effective prioritisation – using the urgent/important matrix.
- ▶ Identifying skill sets and motivations of those who support you.
- ▶ What can I delegate and to whom?
- ▶ Communication skills that help delegation.
- ▶ Managing interruptions and reactive tasks.
- ▶ Identifying your time bandits and monkey givers.
- ▶ Avoiding procrastination, creative procrastination.
- ▶ Pushing back - the role for assertive communication in personal effectiveness.

ASSERT YOURSELF

Full Day / Bite-Size Course

In a recent survey of MBA graduates, personal communication was voted the number one essential business skill. Moreover, communicating comprehensively, promptly and transparently was seen as vital to the health of an organisation. Assertiveness is a key communication skill, central to your self-empowerment. In this session, we’ll explore specific verbal and non-verbal ways in which you can use assertiveness to guarantee effective communication. Drawing on both professional and personal experiences, we’ll build your confidence in dealing with others, especially those whose behaviour you consider to be challenging and unhelpful.

Key Topic Areas

- ▶ What is meant by assertive behaviour? How does it differ to other forms of communication?
- ▶ How to recognise your default communication style.
- ▶ Exploring the impact of that style on you and on those around you.
- ▶ The rights and responsibilities of an assertive person.
- ▶ How to balance your needs with the needs of others.
- ▶ Assertive language and delivery.
- ▶ Non-verbal skills – using body language.
- ▶ Techniques to use in difficult situations.
- ▶ Turning up the assertiveness volume.
- ▶ How to deal with conflict or criticism.
- ▶ Responding to aggressive or manipulative people.



I’ll make a point of thinking more assertively before the meeting and try to anticipate the views of others and which compromises would work for me.

-WELLCOME TRUST SANGER INSTITUTE



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Why does he always have to be so negative?

I’m sure he just does it to wind me up. He’s always undermining me in meetings, why can’t he just agree with me for once?

If it happens again, I’ve a good mind to walk.

360 Prescribes...

MANAGING CHALLENGING RELATIONSHIPS

Full Day / Bite-Size Course

As a manager there are bound to be times when you will be faced with difficult people or challenging situations. Get it wrong and you can fracture relationships, trigger negative feelings, contribute to levels of toxicity throughout the workplace, cause de-motivation and ultimately, chronic underperformance. This session is suitable for anybody working in teams, those with the responsibility for managing others, as well as for those in a client-facing role. We’ll help you to understand the five key sources of conflict and show you how conflict and confrontation can be handled using a variety of different communication and assertiveness techniques. You’ll learn how to deal effectively with the problems associated with difficult relationships, difficult personalities, challenging behaviour and demanding business situations, turning them into a much more positive experience. Skills such as how to defuse aggression, how to neutralise emotion and how to build rapport will become much more instinctive once you understand how to tackle these issues with confidence.

Key Topic Areas

- ▶ Exploring the five sources of conflict – intention, incompetence, insensitivity, intrusion and inevitability.
- ▶ Understanding responses to confrontation and conflict – the instinctive response and the considered response.
- ▶ The role of the toxin handler within today’s organisations.
- ▶ Building an understanding of the role for communication.
- ▶ Identifying preferred communication styles and their impact.
- ▶ Defusing aggression and building rapport.
- ▶ Avoiding fixed and antagonistic positions.
- ▶ Stimulating communication in difficult situations.
- ▶ Maintaining your assertiveness, avoiding neural hijacking.
- ▶ The role for questions, active listening and empathy building.
- ▶ Managing individual relationships – prevention and remedy.
- ▶ The importance of building relationship credit.

COMMUNICATING WITH IMPACT

Full Day / Bite-Size Course

Effective communication is a life skill and one of the most important and challenging skills to get right. It’s a powerful gift – get it right and everyone benefits, get it wrong and you can destroy relationships. It’s a critical part of your working day but how often have you reflected on whether the impact you are making is the impact you intend to make? Interacting with both internal and external audiences can sometimes be challenging and difficult with the message getting lost or people simply not listening to what you are saying. If you would like objective feedback on your communication skills, as well as the opportunity to test your skills in a series of challenging and stretching situations, then this session is for you.

Key Topic Areas

- ▶ Powerful communication and why it matters.
- ▶ Identifying the different ways we prefer to communicate.
- ▶ What impact does my preference have on those around me?
- ▶ Understanding your own communication preference and the strengths and challenges associated with that style.
- ▶ Exploring preference difference and the effect it may have on a client or colleague.
- ▶ The value of flexible communication – getting it right most of the time.
- ▶ What happens when we get it wrong?
- ▶ The role for body language – reading between the lines.
- ▶ Setting the scene – your credibility zone.
- ▶ Using your voice – the role for pace, pause, tone and timing.

INFLUENCING, PERSUADING AND NEGOTIATING

Bite-Size Course

A successful relationship, by its very nature, requires two-way communication. To influence and persuade effectively, an individual must be aware of their own communication preference and, in particular, what happens to that preference in difficult and stressful situations. This session will help you get the most out of your business relationships by developing a flexible approach to communication and relationship building. In particular, we'll help those of you dealing with challenging communication and negotiation situations, and help you to build relationships that ensure ongoing success. You will also benefit from taking part in a real-life case study and role play to ensure all the principles outlined are experimented within the session itself.

Key Topic Areas

- ▶ The foundations of successful relationships.
- ▶ Persuading – what can we learn from great communicators?
- ▶ Understanding communication preference and the impact of such preference.
- ▶ Developing a flexible communication style.
- ▶ Developing awareness of your own style and the strengths and challenges associated with that style.
- ▶ The role for Emotional Intelligence and the four key areas of competence.
- ▶ Exploring preference difference and the effect it may have on team and business relationships.
- ▶ Adapting the skills to a more formal negotiation situation.
- ▶ Understanding the various pressure points when communicating.
- ▶ Understanding your triggers and your response to those triggers.
- ▶ Managing challenging relationships.
- ▶ Exploring the power of assertive communication.
- ▶ Modelling effective influencing skills in challenging situations.



I thought this course was very useful - interesting to look at things from a different perspective - its not just what you say but how you approach the situation. I think we should do more of this sort of thing. Excellent - thought provoking and genuinely practically useful for our job - for communicating with journalists and clients, but also with our teams. And the time flew - let's have 360 back again!

- FLEISHMAN-HILLARD UK LTD



NETWORKING THAT BRINGS RESULTS

Bite-Size Course

Networking isn't just schmoozing. The art of networking is to build relationships and contacts that make both you and your business "attractive" to others, with the ultimate objective being to build your profile and your business. But it comes more easily to some than to others. Our session will explore the concept of networking, the dos and don'ts, and offer you some tried and tested techniques to make you confident and effective.

Key Topic Areas

- ▶ What is networking and is it necessary?
- ▶ Where are the networking opportunities that are available?
- ▶ What is it you are trying to achieve? What are your hard and soft goals?
- ▶ Building the foundation skills, building your confidence.
- ▶ What are the potential pitfalls?
- ▶ Managing your credibility zone – personal presentation, voice and non-verbal communication.
- ▶ Building rapport – engaging your target.
- ▶ The three most important techniques – opening, steering and closing.
- ▶ Improving your influencing skills especially when dealing with people in authority or industry leaders.
- ▶ The power of the follow-up, realising the potential of the connection.

FACILITATION SKILLS

Bite-Size Course

Today's organisations use meetings to share ideas, make joint decisions and plan actions. This can be a useful exercise but the effectiveness of a meeting depends on the facilitator and their ability to lead effective, results-oriented sessions. The difference between a successful outcome and a disappointing one can be down to a variety of factors including preparation, goal setting, dealing with disruption and managing unhelpful behaviour. This highly practical session will show you how to prepare groups for a focused meeting, the importance of encouraging diverse points of view and how to keep the group focused and moving towards the achievement of the stated meeting objectives. We'll also explore the important role of the action plan and the follow-up.

Key Topic Areas

- ▶ Planning for successful meetings – the importance of a pre-circulated agenda.
- ▶ Ensuring preparedness – what needs to be done before the meeting?
- ▶ What's the objective?
- ▶ Exploring the key competencies required to run an effective meeting.
- ▶ The role for the chair.
- ▶ Applying facilitation techniques – setting expectations/identifying issues.
- ▶ Structuring meetings – focus, momentum and control.
- ▶ Keeping meetings on track – meeting-disrupters and how to manage them.
- ▶ Techniques for handling disruptive behaviour and difficult people.
- ▶ How to assign action items and make follow-up plans to conclude a meeting.
- ▶ How to evaluate success.

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There's always pressure from the board for me to 'lead from the front'.
I'm more than happy in that role, but I'm not sure if I'm really giving my team the support they need. What's the best way to coach my mentees – and how can I keep them motivated, even when times are tough?

360 Prescribes...

EFFECTIVE MENTORING SKILLS

Bite-Size Course

Mentoring is a powerful personal development as well as a motivational management tool. It is one of the most effective ways of helping people within the organisation to progress in their careers. As a mentor, you allow for growth and development of the mentee, whilst providing guidance and encouragement. This session will explore the role and skills required to be a mentor. You will come away with the tools and techniques to run effective mentoring sessions, building performance and confidence within the mentee.

Key Topic Areas

- ▶ What is the role of the mentor?
- ▶ What are the ground rules?
- ▶ What skills and experience can a mentor bring to a mentee?
- ▶ Exploring preference difference – what are the key sources of difference?
- ▶ Exploring Emotional Intelligence – what impact does it have on your role as a mentor?
- ▶ The core Emotional Intelligence competencies – self-awareness, self-management, social awareness and relationship management.
- ▶ Exploring potential pressure points with your mentee.
- ▶ Exploring varying levels of commitment to the relationship.



I shall use the techniques to manage emails, the 4 D's model and the structuring of emails. A useful course.

- BRITISH STANDARDS INSTITUTE



DETOX YOUR INBOX

Bite-Size Course

We live in the age of BlackBerry addiction, Wi-Fi dependence and text stress syndrome. When the latest survey reveals that PDA owners keep their favourite gadget by their bed at night, you know things are getting out of hand. Recent research shows that the typical office worker spends a daily average of 49 minutes managing their email inbox, while that figure soars to four hours for senior managers. In the last decade email has exploded onto the scene as the biggest business enabler of the digital age. But we at 360 wonder just how many working days have been lost to this all-consuming communication tool? This session offers you practical advice on getting more from email; in other words, how to let it work for you rather than against you. From organising your inbox to creating high-impact emails that are sure to be read, we'll show you how to take back control.

Key Topic Areas

- ▶ Email – the timewaster's friend.
- ▶ Tidy inbox, tidy mind?
- ▶ How to manage your inbox and save valuable time.
- ▶ Develop an easy-to-use technique to manage email in just a few minutes each day.
- ▶ The Four Ds model - Do, Defer, Delegate or Delete.
- ▶ Understanding how your message might be interpreted.
- ▶ The importance of subject lines.
- ▶ Creating high impact emails – ensuring your message gets read.
- ▶ Structuring your emails – handy techniques.
- ▶ Establishing and building rapport.
- ▶ Email as a barrier to communication.
- ▶ Is email the right tool for the job?
- ▶ Email-free days – the office of the future?

I wish I had someone to talk to.

Things at work have got so bad my nerves are shredded. My boss doesn't want to know – he's too busy with his own problems.

Why can't anyone see I'm struggling to keep up?

360 Prescribes...

STRESS MANAGEMENT

Bite-Size Course

Stress is one of the key causes of lost working time and is frequently cited in workplace grievance procedures. Some stress is good, and human beings thrive on having a healthy level, but when it passes the tipping point it can affect performance, your health and well-being. This highly practical session takes a look at your current experiences within the context of real-life issues and experiences, and explores the common causes of stress, the common reactions and the key differences between constructive and destructive reactions to stress. You'll be encouraged to explore your own stress triggers as well as your instinctive response to stress. Plus, we will give you an opportunity to explore a variety of different coping techniques. The case study work within this session will give you an invaluable opportunity to try out alternative solutions which will put you in a better position to tackle stress when you return to the "real world".

Key Topic Areas

- ▶ Understanding our different responses – an opportunity for disclosure.
- ▶ Exploring the pay-off/negative impact for each response.
- ▶ Identifying 'unhelpful' choices.
- ▶ Can we change our responses?
- ▶ Taking the necessary steps to remodel behaviour.
- ▶ Discussion – identifying 'unhelpful' behaviour.
- ▶ How is my behaviour and my response to stress shaped?
- ▶ What behaviour do I exhibit?
- ▶ Taking ownership/accepting responsibility for your behaviour and the outcome of your behaviour.
- ▶ Minimising stress risks.

TRAIN-TO-TRAIN

Bite-Size Course

It shouldn't come as a surprise to learn that those managers who get the most out of their teams are the ones who spend a high proportion of their time and energy training and developing others. We aim to show you that by taking the time to develop a robust training climate within your organisation, you will make a considerable impact on performance, motivation, retention of talent and ultimately the achievement of your strategic goals.

Key Topic Areas

- ▶ The case for developing a learning and development organisation.
- ▶ Understanding the resistance and barriers you may face.
- ▶ Exploring trainer competencies – what makes an effective trainer?
- ▶ Identifying training opportunities – both opportunistic and remedial.
- ▶ Running a training session.
- ▶ Framing the session – identifying the desired outcome.
- ▶ Building a structure.
- ▶ Developing content.
- ▶ The role for action based-learning.
- ▶ Pressure points.
- ▶ Confronting performance issues through constructive and positive feedback.
- ▶ Measuring progress.



This session has given me more insight into my strengths and weaknesses as a trainer and practical ways to improve the way I train. The trainer gave us examples of real-life situations she has encountered as a trainer which made it more interesting and enjoyable. I hope I'm half the trainer she is – she set a great example and is an inspiration.

- THE STROKE ASSOCIATION

