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BUSINESS DEVELOPMENT PROGRAMME

'Build on your Capability'

SUITE 1 – Supervisory / Management Skills

FUNDAMENTALS

- Managing Within the Law
- Situational Leadership
- Finance for Non Financial Managers

ADVANCED:

- Inspirational Leadership
- Delegation Skills
- Negotiation Skills
- Motivation Skills

SUITE 2 – Team Leading Skills

- Creative Thinking
- Problem Solving Skills
- Project Management
- Team Leadership
- Team Skills

SUITE 3 – Personal Development

- Managing Personal Growth
- Communications
- Effective Use of Time
- Conflict Management
- Constructive confrontation

SUITE 4 – Customer Service

- Customer Care
- Telephone Skills
- Sales Training

SUITE 5 – Systematic / ADDIE Training

- Presentation Skills
- Coaching Skills
- Feedback Skills
- Systematic Training

COMPLIMENTARY

- Performance Management
- Behavioural Interviewing



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Suite 1

Supervisory / Management Skills



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MANAGING WITHIN THE LAW

AIM AND APPROACH:

This workshop looks at the practical application of Employment Law to the workplace. It uses Case Studies to illustrate the key learning points that modern managers must know.

PROGRAMME OBJECTIVES:

- To establish the context and links for H.R. practices
- To detail the main H.R. procedures and identify how key practices relate to the various points of contact with employees
- To provide examples of how situations with employees are managed

AUDIENCE:

- Team Leaders and Managers

DURATION:

1 Day

AGENDA:

- Introduction, Objectives and Agenda
- H.R. Strategy and Values – explaining the way in which people are strategically managed and emphasising the emergence of values
- Situational Management – overview of the model and examples of how it manifests itself through point of contact
- Legal Framework – overview of all of these with emphasis on key practices and where leaders fit in:
 - Open Door / Grievance
 - Discipline / Dismissal
 - Employment and Promotion
 - Redundancy
 - Health and Safety
 - Harassment
 - Contracts of Employment
 - Leave Entitlement
- People case Studies – series of case studies are presented and small groups are asked to resolve situations illustrating key words and behaviours. Role-plays may be used to enact the findings
- Process Review and Close



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SITUATIONAL LEADERSHIP

AUDIENCE: Existing Supervisors and Managers and people in a team leader role.

DURATION: 2 Days

OBJECTIVES:

- To provide participants with an insight into leadership at an individual and team level
- To provide tools and techniques to identify leadership practices
- To improve overall capability and enhance performance

THEMES:

- Leadership versus Management
- Situational and Inspirational
- Team Dynamic

AGENDA:

- Introductions, objectives and agenda
- Leadership in Context
- Management versus Leadership
- Situational Leadership
- Transactional Analysis
- Coaching Model & Role Play
- Team Dynamics
- Delegation
- Summary & Close



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FINANCE FOR NON FINANCIAL MANAGERS

AIM AND APPROACH:

The course focuses on dispelling the mystery of financial jargon. At the end of this course the participants will be able to understand the basic principles of business finance.

PROGRAMME OBJECTIVES:

- Understand what the balance sheet, profit and loss account and cashflow statement say about business performance
- Understand and use management accounts to assess and manage internal financial performance in line with company goals

AUDIENCE:

- Managers working at strategic positions with no financial training

PRE-WORK:

Before training a list of participants and some background information about them, e.g. role in current position, experience in finance.

DURATION:

1 Day

AGENDA: Day 1 – Financial accounts:

- Introduction, Objectives and Agenda
- Introduction to accountancy and different types of accountants
- Busting financial jargon
- Financial accounts
 - Financial accounting versus management accounting
 - Where do the financial accounts come from?
 - Uses of the financial accounts
 - Investment and financing cycle – the balance sheet
 - The trading cycle – the trading profit and loss account
 - Cash versus profit
 - The cashflow statement
 - Concepts underlying the financial statements
 - Using ratio analysis to examine in depth the performance of the business in terms of liquidity, operational efficiency, profitability and return on investment

Day 2 – Management accounts:

- Budgeting – planning and controlling
- Variance analysis
- Cash budgets
- Capital budgeting
- Cost accounting – different types of costs and costing systems



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INSPIRATIONAL LEADERSHIP

AIM AND APPROACH:

This module looks at the origins and development of Leadership thinking from its initial consideration to today's thinking. It provides a number of diagnostics to help participants understand their own leadership style and looks at practical situations where flexibility and effectiveness are needed.

PROGRAMME OBJECTIVES:

- To provide insight into personal styles of leadership and interpersonal skills
- To demonstrate the connection between leadership style, employee relations, motivation and teamwork
- To introduce the key interpersonal skills that create performance improvement for individuals and teams

AUDIENCE:

- Managers working at strategic positions with no financial training

PRE-WORK:

Participants will be asked to complete Firo-B and Emotional Intelligence Quotation (EQi) and return it before the workshop. They will also be provided with Leadership Behavioural Analysis (LBAII), Personal Relations Survey and the Self Perception Inventory. These should also be completed before the event and brought to it.

DURATION:

1 Day

AGENDA:

- Introduction, Objectives and Agenda
- Video Icebreaker
- Leadership in Context – linking Leadership Development to TQM and World-Class Business
- Leadership Alliance – video case studies illustrating need for change plus review in small groups
- Situational Leadership – review of LBAII and input on use of model as it relates to communication processes, quality and customer service
- Overview of process of communication
- Stages of group development
- Decision-Making exercise – prefaced by review of Belbin's Self Perception Inventory



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INSPIRATIONAL LEADERSHIP cont'd

AGENDA cont'd

- Transactional Analysis – review of model relating to Firo-B report and Relationship Audit
Option: Create your own Case Study / Video Case Study
- Role-play – based on either option from above
- Interpersonal Skills overview – input including explanation of Johari window using Personnel Relations Survey
- Listening exercise
- Case studies and role-plays based upon Interpersonal Skills
- Personal Development Planning
- Process review and close





DELEGATION SKILLS

AIM AND APPROACH:

Delegation is not “dumping” or merely allocating task. It is a skill that comparatively few managers/supervisors/team leaders possess to a high level. Done well, delegation makes a significant difference to the motivation of the individual and productivity of the team. Good delegation also frees management time to allow pursuit of priority goals. This aids the career of the manager/team leader and the success of the team. The manager/team leader will not always be available due to holidays, internal meetings and sickness. The resilience of the team to cope with problems and opportunities is increased by the understanding and skill created by effective delegation. The growth of the organisation is often limited by the quality of new managers. Good delegation ensures new managers have a head-start in their roles.

PROGRAMME OBJECTIVES:

- The participants will learn the role, value and meaning of effective delegation
- To identify appropriate tasks and people
- To manage the delegation process for significant projects and balance tasks between the team
- To perform the act of delegation for minor and significant tasks
- To follow-up on delegation

AUDIENCE:

- All Managers, Supervisors, Team Leaders and professional staff who have people reporting to them officially or unofficially

DURATION:

1 Day

AGENDA:

- Introduction, Objectives and Agenda
- What is Delegation?
- Rules of Delegation
- Delegation opportunities
- The act of Delegation
- The Delegation review meeting



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NEGOTIATION SKILLS

AUDIENCE: All employees involved in the procurement of products and services **DURATION:** 2 Days

SUMMARY: This course offers a unified professional company wide approach and image concerning the day to day internal and external relationships which are based on negotiation and agreement.

OBJECTIVES:

- To provide the skills and knowledge required to allow employees perceive the negotiation position and the problems, tactics and objectives of suppliers.

AGENDA:

- Introductions, objectives and agenda
- Defining negotiation
- Why negotiate?
- Negotiation exercise and review
- Negotiation strategy
- Satisfaction strategy
- Bargaining / Persuasion
- Skills input – communications / listening
- Negotiation role plan and review
- Summary and close

METHODS: A feature of this workshop will be the high level of participation and involvement through a series of exercises, role plays, group discussion and team activities.



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MOTIVATION SKILLS

AUDIENCE: Managers and Team Leaders

DURATION: 1 Day

OBJECTIVES:

- Understand the range of research and theories on employee motivation and morale
- Demonstrate the connection between Leadership Styles and Employee Motivation
- Learn and apply a series of interpersonal skills that will create more motivational and effective outcomes
- Create a personal development plan to further enhance their personal effectiveness and motivational skills

AGENDA:

- Introductions, objectives and agenda
- The Leadership Context
- The concept of Maturity
- Motivation Research and Theories
- Management of Motives Index
- Group Exercise on Index Outcomes
- Transactional Analysis Review
- Summary and review

AGENDA (DAY 2):

- Key Motivational Skills
- Skills Models
- Role Play Building Exercise
- Role Play Activity
- Group Exercise
- Personal Learning Log
- Summary and Close



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PERFORMANCE MANAGEMENT

PROGRAMME OBJECTIVES:

- To establish a clear understanding of Performance Management Systems and its links to the Business Management Process
- To follow the company procedures and apply the appropriate management skills to each part of the process
- To practice the key interpersonal skills associated with effective Performance Management

AUDIENCE:

Team Leaders and Managers

DURATION:

2 Days

AGENDA:

- Introduction, Objectives and Agenda
- The context for Performance Management – input on vision, MBO and review processes – emphasis placed on motivational aspects
- Value exercise – individual and small group
- What is Performance Management? – how is it used and upon what values is it applied
- Do's and don'ts of Performance Management – series of case studies for review in small groups and conclusions drawn around Do's and Don'ts
- Performance Management and its associated components – overview of links to coaching, recognition and discipline
- Performance Management procedures – view of the procedures emphasising the interpersonal skills needed for effective reviews
- Body Language – input and video exercise highlighting key issues to consider
- Review Meetings – role-plays are issued and worked through, highlighting difficult situations
- Action planning
- Process review and close



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BEHAVIOURAL INTERVIEWING

AUDIENCE: Potential Interviewers

DURATION: 2 Days

SUMMARY: This is a workshop that introduces the best current thinking on the recruitment process. It provides theory and practice to ensure immediate application.

OBJECTIVES:

- Clarify the importance of the selection process in achieving the overall goals and objectives of the business
- Develop a systematic process for the effective selection of employees
- Enhance skills in interviewing and assessing job applicants
- Practice the application of the skills through role play interviews

AGENDA:

- Introductions, objectives and agenda
- Current issues, concerns and ideas
- The economics of employee selection
- Determining the requirements for the job
 - Job descriptions
 - Employee specifications
 - Performance standard
 - Evaluation criteria
- Developing the interview plan
- General questions and questioning technique
- Conducting the interview - The P.E.O.P.L.E. Process
- Video – *“More Than a Gut Feeling”*
- Communications skills and interviewing
- Interview role plays with feedback
- Evaluating candidates
- Summary and close

METHODS: This workshop employs short inputs, video and role play using “live guinea pigs”. It is enjoyable and practical.



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Suite 2

Team Leading Skills





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CREATIVE THINKING

AUDIENCE:

Managers, Team Leader and Specialists who have to develop or create ideas from their area and/or Company. Each participant will be encouraged to keep a learning record for the Programme which can be used as part of the assessment process certification.

DURATION:

1 Day

AIM & APPROACH:

The aim of this workshop is to provide participants with an understanding of the Novel approaches that have been developed to help people improve their approach of thinking. It provides a baseline for innovation and creativity. This workshop is fast paced using a series of exercises to illustrate the tools and techniques for Breakthrough Thinking.

OBJECTIVES:

- To introduce the concept of innovation and creativity and emphasis its importance to business
- To provide a thinking experience
- To apply Breakthrough Thinking processes to help solve problems and promote ideas

PRE-WORK:

A series of warm-up exercises are provided before the event to put participants in the right mood.

AGENDA:

- Introductions, objectives and agenda
- Icebreaker – Brainstorm
- Multiple Intelligence – Fun Quiz and overview of model and its implications to differentiate between cause and effect and creativity
- Innovation and creativity – its importance in modern business
- What is Thinking?- Exercise and input
- Six Thinking Hats – Input and exercise
- Exercises – Individual and small groups
- Problems and improvements – Exercise
- Killed any good ideas lately?
- Breakthrough Thinking – Context
- Creative problem solving activity
- Action planning to identify opportunities



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PROBLEM SOLVING SKILLS

AUDIENCE: Team Participants

DURATION: 1 / 2 Days

SUMMARY: This workshop gives delegates an opportunity to experience and understand problem solving skills.

OBJECTIVES:

- To provide a range of tools and techniques to support the implementation of continuous improvement
- To encourage a “bias for action” and confidence in people’s ability to identify and solve problems and make improvements
- To identify the opportunities to transfer the concept and skills to client companies

AGENDA:

- Introductions, objectives and agenda
- The continuous improvement process in context
- Understanding the improvement cycle
- Creative and analytical problem solving
- 7 steps to problem solving
- Methods of control and prevention
- Problem analysis meetings and methods
- Applying the process within client companies

METHODS: This workshop is built around a series of exercises. It is highly participative and energetic.



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PROJECT MANAGEMENT WORKSHOP

AUDIENCE: Project Managers who are working on live projects **DURATION:** 2 Days

PREWORK: Attendees should complete, LBA II, Managing Change Audit, and Myers Briggs Team types. All should have read Case Study beforehand.

OBJECTIVES:

- Establish the context for project management within the department
- Analyse and plan projects in an effective and consistent fashion
- Create, structure and organise projects using project planning tools
- Recognise the importance of teamwork in project management

AGENDA:

- Introductions, objectives and agenda
 - Change management – input on establishing the context for project management and considering technical, cultural and political aspects. Includes self-analysis using managing change audit
 - Force-Field analysis – short input on the technique and application to case study using visualisation exercise to help create future state
 - Steps in effective project management
1. Define and organise the project
 - Establish the project organisation
 - Define the project parameters
 - Plan the project framework
 2. Plan the project
 - Develop the work breakdown structure
 - Develop the preliminary schedule
 - Refine estimates and analyse resource commitments
 - Optimise tradeoffs
 - Develop risk management plans
 - Transition to management phase



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PROJECT MANAGEMENT WORKSHOP Cont'd...

3. Track and manage the project

Collect status

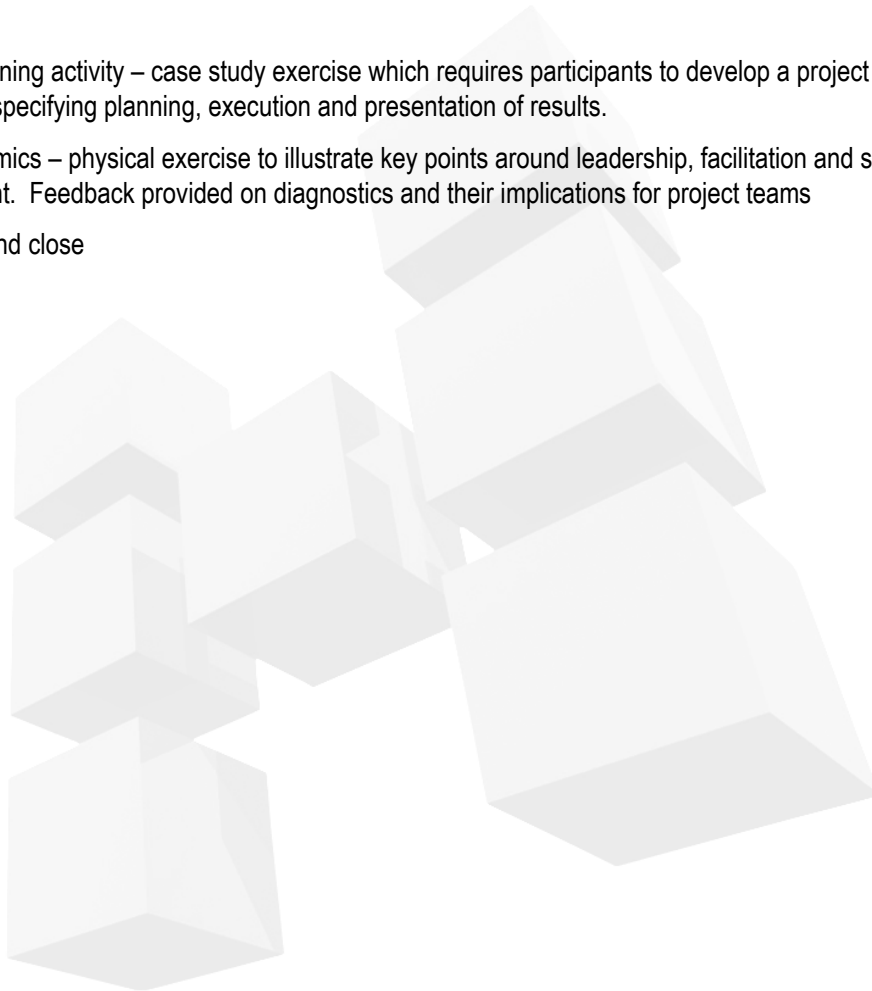
Analyse variances

Plan and take adaptive action

Report project status

Close out the project

- Project planning activity – case study exercise which requires participants to develop a project plan that necessitates; budgeting, specifying planning, execution and presentation of results.
- Team dynamics – physical exercise to illustrate key points around leadership, facilitation and stages of group development. Feedback provided on diagnostics and their implications for project teams
- Summary and close





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TEAM LEADERSHIP

AIM AND APPROACH:

The purpose of this workshop is to provide Team Leaders with the appropriate skills, behaviours and understanding to set-up, lead and maintain Continuous Improvement Teams.

PROGRAMME OBJECTIVES:

- To provide a general overview of leadership and draw out the common elements as they apply to delivering excellence
- To identify and apply the appropriate leadership style to the various stage of team development
- To highlight and practice the critical leadership behaviours that accelerate team performance
- To identify the obstacles to effective team performance and determine approaches to overcome them.

AUDIENCE:

- Team Leaders and Managers

DURATION:

2 Days

AGENDA:

- Introduction, Objectives and Agenda
- General Leadership Theory – Overview
- Situational Leadership – Diagnostic and Application
- Team Development – Stages of group development and issues for the leader in each
- Team Effectiveness – Understanding the will and doing and how to get it right
- Change Management and how to overcome the blockages through communications and leader behaviour
- Behaviour Management – What to expect in High Performance Cultures and how to motivate people to get their methods

METHODS:

This is a thoughtful and interactive programme that gives Team Leaders the opportunity to think through their own style and stages of group development. Time is given to reflect on past experiences and what can be learnt from them.



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TEAM SKILLS

AUDIENCE: Anyone who works within a team environment

DURATION: 1 Day

SUMMARY: For organisations to be successful they must focus their energy on creating efficient, intelligent and effective teams. Productive teams are vital to customer focused organisations.

Throwing together a group of talented individuals does not always result in a successful team. Having the skills to work within a team is vital. In this course participants will develop an awareness of all aspects of working within a team.

This course is aimed at helping participants to work effectively within teams and to harness the energy of other individuals to create powerful teams.

OBJECTIVES:

- Understand the benefits of teams
- Understand the characteristics of a successful team
- Identify the components of a team
- Understand the advantage of diversity
- Define how different people work within teams
- Identify the roles of stakeholders
- Communicate effectively within a team
- Set team goals
- Manage conflict within teams
- Work within a team culture
- Empower other team members
- Motivate a team
- Create a successful environment for the team
- Delegate within a team

AGENDA:

- Belbin Team Roles Team Fundamentals
- Teamwork Qualities
- Team Member Qualities
- Leadership in Teams
- Team Motivation
- Resolving Conflict
- Decision Making and Consensus



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Suite 3

Personal Development





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MANAGING PERSONAL GROWTH

AIM AND APPROACH:

The main purpose of this workshop is to help participants to develop effective behavioural skills to influence others positively in their day-to-day work, and life. The core elements are about building relationships, gaining commitment to achieve objectives and developing a common language.

PROGRAMME OBJECTIVES:

- To investigate career anchors and personality types
- To establish what participants need to do personally and developmentally to support possible career options
- To develop an Action Plan that supports career decisions in the Company

AUDIENCE:

- All

PRE-WORK:

Before the event, Participants will be given a number of questionnaires to complete. These include: -

OPQ-32

Career Pathfinder

EQI (Emotional Quotient Inventory)

DURATION:

1 Day

AGENDA:

- Introduction, Objectives and Agenda
- Career Development Model and Career Paths
- Career Analysis Exercise
- Overview of Diagnostics
- Challenging Strengths and Weaknesses
- Core Competencies – Interpersonal Relationship as an example
- Next Steps and Action Planning
- Organise one-to-one sessions on Personal Reports



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COMMUNICATIONS

AIM AND APPROACH:

The main aim of this programme is to create a context for Communication in business and illustrate the main skills needed to communicate and motivate individuals and teams. The programme emphasis short inputs and skills practice. Case studies are used to develop the skills practice activity and participants will be encouraged to use their own workplace examples.

PROGRAMME OBJECTIVES:

- To develop communication capability
- To develop the skills necessary to ensure commitment to better people management
- To increase interpersonal skills to manage individuals and teams effectively and attain goals.
- To proactively manage employee relationships, teamwork and goal achievement

PRE-WORK:

A number of diagnostics such as Personal Relations Survey (Johari) will be provided with some selected readings on motivation before the event. Each participant will be encouraged to keep a learning record for the Programme which can be used as part of the assessment process for those interested in FETAC awards.

DURATION:

1 Day

AGENDA:

- Introduction, Objectives and Issues
- Motivation Theories – Overview
- Situational Leadership. Diagnostic and review of Model
- Interpersonal Skills Overview
- Personal Relations Survey – Review of diagnostics
- Clarification and confirmation – Skills Practice
- Building, Crediting and Recognising – Skills Practice



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COMMUNICATIONS cont'd

AGENDA cont'd:

- Constructive Criticism – Skills Practice
- Influencing – Skills Practice
- Managing Differences – Skills Practice
- Team Dynamics – Overview
- Team Roles – Diagnostic and Input
- Video-Input “More Bloody Meetings”
- Facilitation – Skills Practice
- Running a Successful Team Meeting – Exercise and Input
- Action Planning

WORKPLACE ACTIVITY:

Self-Perception Inventory to be completed

Participants will be asked to write an assignment on the area of Motivation and Communications in their own business



EFFECTIVE USE OF TIME

AUDIENCE: Managers / Supervisors

DURATION: 1 Day

SUMMARY: This workshop provides an opportunity to think about how you manage your time. It is not driven by a diary system but is about putting you in control.

OBJECTIVES:

- To analyse and reflect on how you spend your time
- To differentiate between important and urgent work
- To explore new ways and techniques to use time more effectively
- To gain more control of your time

AGENDA:

- Introductions, objectives and agenda
- Rate yourself as a time manager
- The difference between URGENT and IMPORTANT
- Planning your day – week – month
- The art of delegation
- Time analysis exercise
- How to say NO
- Communications, planning
- Summary and review

METHODS: A series of exercises are used to analyse how you use your time. This is used to assist you in planning and delegating your work. A number of videos support the inputs and exercises.



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CONFLICT MANAGEMENT

AIM & APPROACH:

The workshop is built around a series of case studies and role plays based on the key interpersonal skills. Constructive feedback is provided throughout the process.

AUDIENCE: Employees who need to improve their capability in confronting and handling conflict effectively.

DURATION: 1 Day

PREWORK: Participants will be asked to complete Kilmann's Diagnostic before the event

OBJECTIVES:

- Define constructive confrontation and identify the effective skills and behaviours to use in conflict situations
- Assess conflict situations in the workplace
- Review their own preferred style of dealing with conflicts
- Identify a five stage process for joint problem solving

AGENDA:

- Instruction, objectives and agenda
- Defining constructive confrontation and assessing conflict situations
- Review of personal diagnostic
- Approaches to handling conflict situations – Self-assessment
- Relationship Audit & Transactional Analysis
- A five stage process for Joint Problem Solving
- Key skills and behaviours for constructive confrontation situation
- Role play exercise and analysis

WORKPLACE ACTIVITY:

Complete a learning log in relation to difficult situations that could have been handled better.



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CONSTRUCTIVE CONFRONTATION

AUDIENCE: All

DURATION: 1 Day

OBJECTIVES:

- Define constructive confrontation and identify the effective skills and behaviours to use in conflict situations
- Assess conflict situations in team
- Understand their own preferred style of dealing with conflict
- Identify a five stage process for joint problem solving

AGENDA:

- Introductions, objectives and agenda
- The Leadership Context
- Defining constructive confrontation and assessing conflict situations
- Approaches to handling conflict situations – self assessment
- A five stage process for joint problem solving
- Key skills and behaviours for constructive confrontation
- Planning for a constructive confrontation situation
- Role play exercise and analysis



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Suite 4

Customer Service





CUSTOMER CARE

AIM AND APPROACH:

This is an intensive workshop that provides participants with working models and many ideas around improving Customer care

PROGRAMME OBJECTIVES:

- Identify the value of the Customer Service Role in organisations
- Identify opportunities to meet and exceed Customer expectations
- Deal effectively with a range of Customer interactions
- Relate the importance of meeting Customer requirements within the context of an SLA environment
- Apply appropriate communications styles to deal with a variety of customer types

AUDIENCE:

• Employees who need information on improving Customer Care generally and specifically, people who deal with Customers – internally and externally. Each participant will be encouraged to keep a learning record for the Programme which can be used as part of the assessment process for those interested in FETAC Award.

PRE-WORK:

Participants will be asked to gather data on their Customers in terms of current service levels and profiles. A workbook will be provided and several best-practice readings should be reviewed beforehand.

DURATION:

1 Day

AGENDA:

- Introduction, Objectives and Agenda
- Learning Contract and Issues
- The Customer Service Proposition
- Why is Customer Service Important?
- Moments of Truth and Triangle of Service



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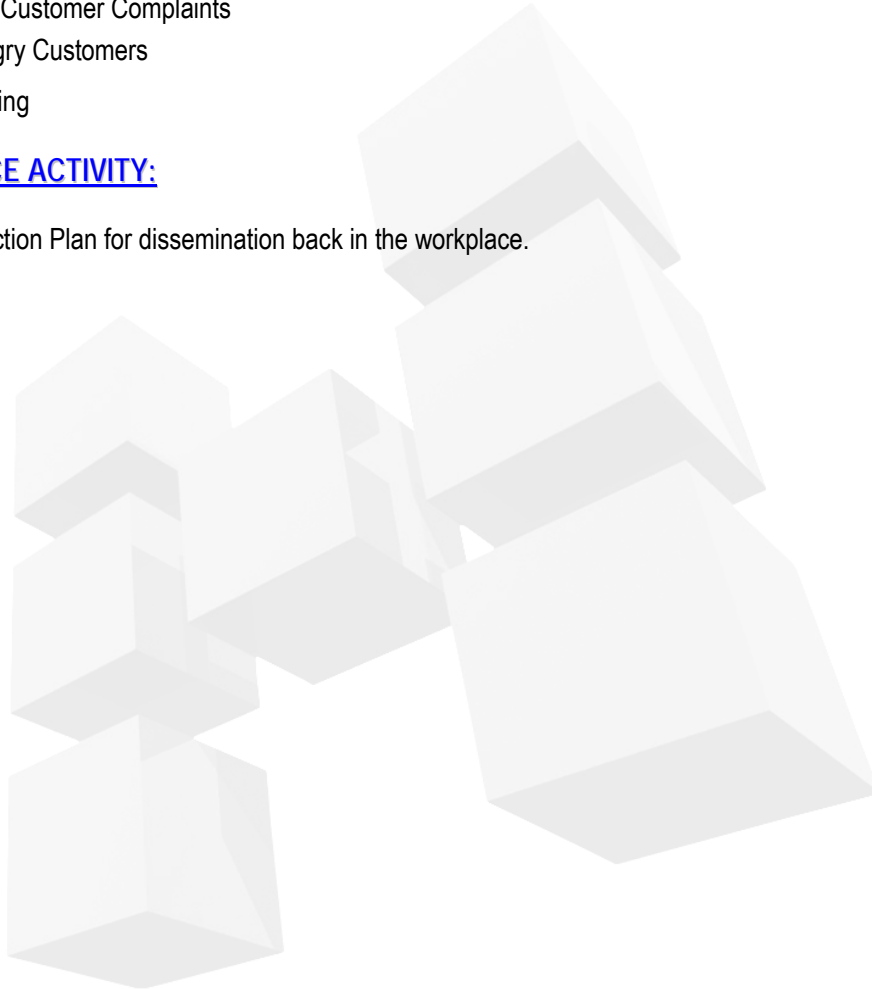
CUSTOMER CARE cont'd

AGENDA cont'd:

- Delighted, Satisfied versus Dissatisfied Customers
- Video Input
- Effective Listening Skills
- Communications in Customer Care. Use and abuse of email
- Telephone skills
- Managing the Customer Interaction
- Dealing with Customer Complaints
- Diffusing Angry Customers
- Action Planning

WORKPLACE ACTIVITY:

Develop an Action Plan for dissemination back in the workplace.





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TELEPHONE SKILLS

AIM AND APPROACH:

The aim of this workshop is to provide participants with an effective approach to handling customers and colleagues on the telephone. It provide professional standards and ideas to implement in the workplace.

PROGRAMME OBJECTIVES:

- Demonstrate the professional approach to handling the telephone and increase self-confidence
- Adapt their individual communication style through voice, speed and tone to suit different customers
- Apply active, emphatic listening with questioning techniques for a complete understanding of the customer's needs
- Manage the conversation with an assertive action-oriented approach
- Effectively address and satisfy a difficult or irate customer

AUDIENCE:

• Employees who need initial or refresher training on the telephone. Each participant will be encouraged to keep a learning record for the Programme which can be used as part of the assessment process for those interested in FETAC Awards.

PRE-WORK:

Participants will be given a guide on Telephone standards and asked to review their own organisation against these.

DURATION:

1 Day

AGENDA:

- Introduction, Objectives and Agenda
- Icebreaker – The Difficult Call
- Managing Customer Service
 - Who is the Customer? What do they need?
 - Your area's approaches and standards
 - Cycle of Service
- Hosting the Customer – Telephone Skills practice on audiotape and review practice
- Handling Customers – developing scripts to overcome problems
- Action Planning
- Listening Skills Exercise and Feedback

WORKPLACE ACTIVITY:

Develop an Action Plan for dissemination back in the workplace.



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SALES TRAINING

AIM AND APPROACH:

The aim of this programme is to provide participants with best-practice techniques in Account Management and Sales. It is a very intensive and interactive process that includes video role play and short inputs.

PROGRAMME OBJECTIVES:

- Develop skills required for effective implementation of Sales Management techniques and abilities.
- Impart critical knowledge involving Sales Management.

AUDIENCE:

• Any employee who is currently in Sales or Customer Service or any employee who needs exposure to Sales Training. Each participant will be encouraged to keep a learning record for the Programme which can be used as part of the assessment process for those interested in FETAC Awards.

PRE-WORK:

Participants will be asked to complete a Sales Diagnostic (CPQ) before the event as well as reviewing some standard article.

DURATION:

2 Days

MODULE 1 – SALES MANAGEMENT

AGENDA:

- Key account manager role definition
- Styles versatility – Selling and Buying Styles
- Being coached in your role
- Conversational selling – Mastering the key to key account management
- Influencing results through conversations
- Demonstrating clinical assertiveness
- Breakthrough thinking by paradigm shifting
- Understanding the importance of the background of relatedness

WORKPLACE ACTIVITY:

Develop the first draft of the presentation material.



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SALES TRAINING cont'd

MODULE 2 – Sales Management Behaviour:

AGENDA:

- Behavioural change – The Unnatural Stretch
- Seeking Feedback
- Current sales process understanding – what you are doing and why you are doing it.
- Active listening
- Referred leads – how to maximise your conversation
- Doing the basics excellently – how do you rate?

WORKPLACE ACTIVITY:

Extract key points and discuss with own boss.





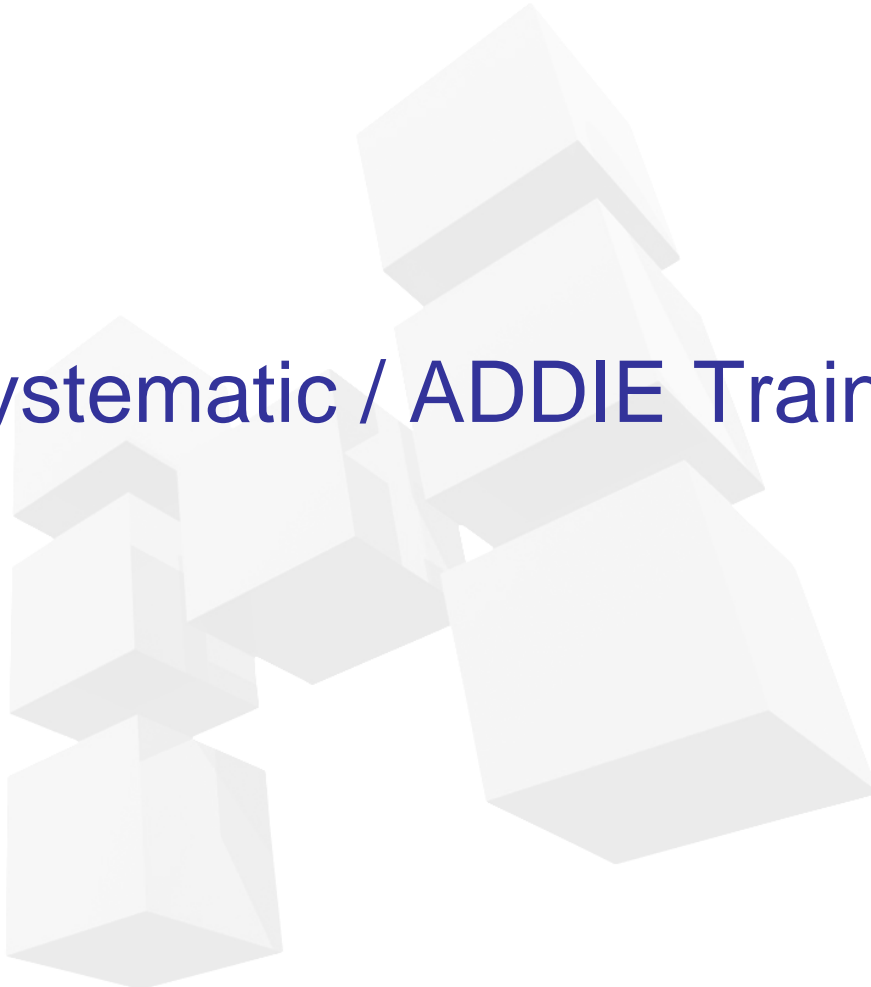
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Suite 5

Systematic / ADDIE Training





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PRESENTATION SKILLS

AIM AND APPROACH:

The aim of this workshop is to provide potential presenters with all of the techniques to deliver professionally. This is an intensive workshop that provides a structured approach to presentations and affords numerous practice sessions for each key step.

PROGRAMME OBJECTIVES:

- To make a professional and effective presentation that will put their message across with enthusiasm and clarity
- To design and develop presentations that will be professional, impact and successful
- To make the best use of visual aids and equipment and avoid the pitfalls of their abuse
- Recognise the importance of solid preparation as the key to successful presentations

AUDIENCE:

• Employees who have to make presentation skills as part of their duties or are lacking in assertiveness. Each participant will be encouraged to keep a learning record for the Programme which can be used as part of the assessment process for those interested in FETAC Award.

PRE-WORK:

Participants should arrive at the workshop with some firm ideas and research done on their area of presentation.

DURATION:

2 Days consecutively

AGENDA DAY 1:

- Introduction, Objectives and Agenda
- Presentation Skills
- Initial Presentations Exercise
- Knowing your Audience
- Defining the purpose of your presentation
- Developing the subject material

WORKPLACE ACTIVITY:

Develop the first draft of the presentation material.



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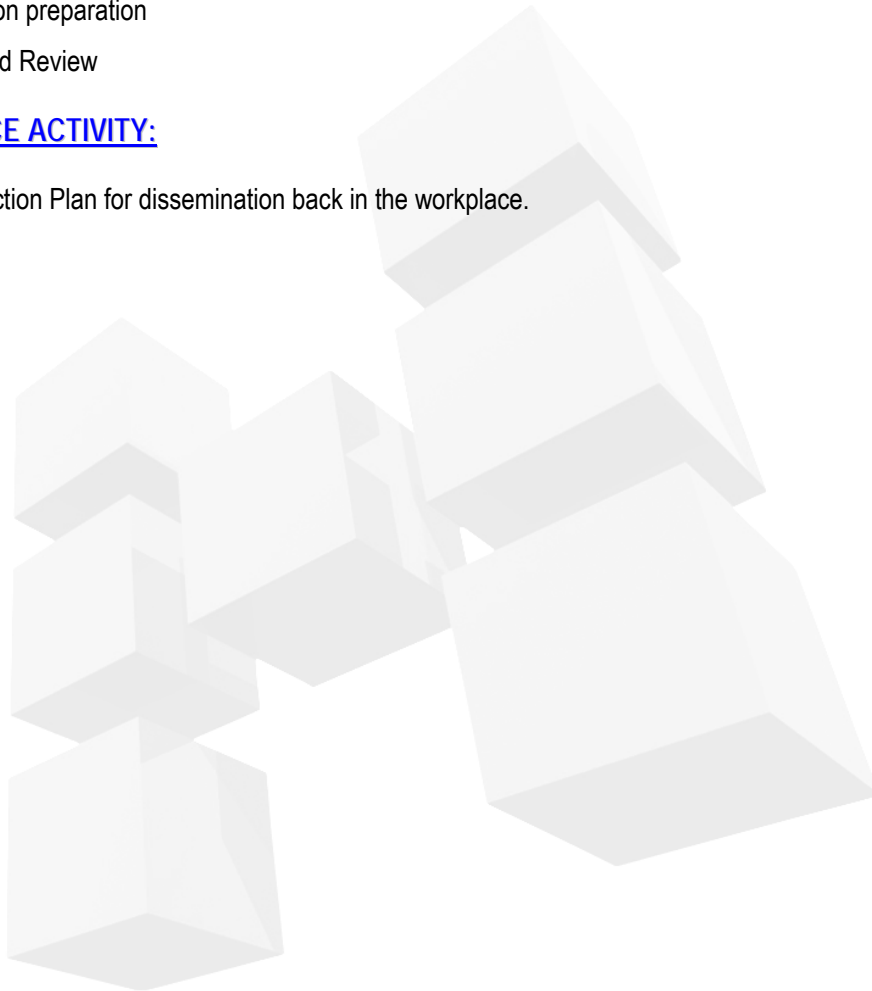
PRESENTATION SKILLS cont'd

AGENDA DAY 2:

- Packaging your presentation
- The use and abuse of visual aids
- Delivery approaches and skills
- Presentation Exercises with Feedback on video
- Review of key learning's
- Dealing with group process and questions
- Final points on preparation
- Summary and Review

WORKPLACE ACTIVITY:

Develop an Action Plan for dissemination back in the workplace.





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COACHING SKILLS

AUDIENCE: Trainers, Supervisors and Managers

DURATION: 2 Days

SUMMARY: This is an interactive workshop that uses coaching models to enhance people's performance. It relies heavily on methods employed in sports.

PROGRAMME OBJECTIVES:

- Identify why one-to-one coaching is a highly effective and powerful process of communication
- Detail the key components of effective coaching and work through the coaching process
- Develop a range of skills that will enable participants to maximise the benefits of the coaching process for themselves and the organisation

AGENDA:

- Introductions, objectives and agenda
- The key components of effective coaching
 - Awareness
 - Trust
 - Goal setting
- Steps in the coaching process
- Listening styles and responding
- Giving and receiving feedback
- Key verbal skills
- Role play exercise
- Summary and close

METHODS: The workshop combines orthodox inputs with more unorthodox simulations usually associated with sports. It is a very participative process of training.



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FEEDBACK SKILLS

AUDIENCE: All Managers, Supervisors, Team Leaders and professional staff who have to communicate for effective relationships

DURATION: 1 Day

SUMMARY: Feedback does not assume that the giver is totally right and the receiver wrong: instead, it is an invitation to interaction.

PROGRAMME OBJECTIVES:

- To identify effective and ineffective feedback behaviours
- Relate to feedback in their daily working communication
- To build effective feedback strategies for improved performance and development
- Identify feedback as an essential communication media

AGENDA:

- Introductions, objectives and agenda
- Effective and Ineffective feedback behaviours
- Effective feedback
- Ineffective feedback
- Role-plays and exercises to allow for participation and sharing
- Criteria for giving useful, helpful feedback
- The benefits of effective feedback
- Use interpersonal skills in feedback
- Guidelines for receiving feedback

Personal Development Planning:

The concept of Personal Development Planning for staff has been included as part of the programme to allow participants reflect on their effectiveness at work and develop strategies to improve feedback.



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ADDIE/SYSTEMATIC TRAINING

AIM AND APPROACH:

The overall aim of this programme is to convert non-professional trainers into professional trainers. It does this through an intensive, fast moving process that moves from job analysis to the full development of training instructions. They can be used for both on the job and off the job training purposes. Serious attention is given to evaluation methods.

PROGRAMME OBJECTIVES:

- To apply the principles of ADDIE/Systematic training and adult learning
- To design, develop and deliver systematic training using the ADDIE approach
- Produce training documentation that integrates fully with Quality systems
- Develop evaluation and assessment methods for training events that meets the National qualification standards

AUDIENCE:

Any Employee who is required to train other employees. Each participant will be encouraged to keep a learning record for the Programme which can be used as part of the assessment process for those interested in FETAC Award.

PRE-WORK:

Participants will have identified a specific project in their own area before attending. Some reading and diagnostics will also be provided.

DURATION:

5 Days + 1 project day

FETAC AWARDS

This programme is designed in accordance with FETAC Level 3 Modules. Attendance, completion of workplace activities and maintenance of a Learning record are critical to the assessment process for the awards.

AGENDA DAY 1 - MODULE 1 – Context for ADDIE/Systematic Training

- Introduction, Objectives and Agenda
- Icebreaker
- Organisation context for ADDIE/Systematic Training
- “Sitting beside Nellie” – What’s wrong with her?
- Competency Models and National qualification standards
- ADDIE/Systematic Training Model overview

WORKPLACE ACTIVITY:

Complete Learning Styles Questionnaire



ADDIE/SYSTEMATIC TRAINING cont'd

AGENDA DAY 2 - MODULE 2 - Analysis

- Adult Learning – principles and implications for trainers
- Project Selection
- Job Analysis
- Individual Engineering Concepts – process maps and models

WORKPLACE ACTIVITY:

Carry out Job analysis in their own Workplace

AGENDA DAY 3 - MODULE 3 - Design

- Writing Learning Objectives
- Senses in Learning Process
- Multiple Intelligences
- Training Design

WORKPLACE ACTIVITY:

Develop Mind Maps or Horizontal Plan on Training Content

AGENDA DAY 4 - MODULE 4 – Development and Implementation

- Main Training Methods
- On-the-Job Training vs Off-the-Job Training
- Developing Instructions for Training
- Documentation Control
- Presentation Skills

WORKPLACE ACTIVITY:

Develop presentation on their own Training Instructions

AGENDA DAY 5 - MODULE 5 – Evaluation

- Evaluation Model
- ROI Exercise
- Qualification Models
- Records
- Plans/Duty aligned Curricula
- Tests and their application
- Summary

AGENDA DAY 6 - WORKPLACE ACTIVITY:

Complete Training Instructions and present to their own boss



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POSITIVE POWER & INFLUENCE

AIM AND APPROACH:

The main purpose of this workshop is to help participants to develop effective behavioural skills to influence others positively in their day-to-day work, and life. The core elements are about building relationships, gaining commitment to achieve objectives and developing a common language.

PROGRAMME OBJECTIVES:

- To complete objectives through other people while maintaining or building good working relationships
- Increase the range of styles and behaviours required to meet a variety of influence situations
- Influence others in the absence of positional power, and use positional power positively when it is available
- Be more aware of individual strengths and increase the options for dialogue
- Plan for up and coming situations where impact is needed

AUDIENCE:

- Anyone who wants to improve their ability to present ideas effectively and to influence people and control events.
- Individuals with or without formal authority who negotiate with others in order to agree priorities and allocate resources.
- People, who as a result of organisation restructuring, need to deal regularly with more senior managers and directors.
- Technical or professional personnel without management experience who are taking leadership or supervisory responsibility for the first time
- Managers whose current style is considered to be either too “hard” or too “soft”
- Potential High-Fliers

PRE-WORK:

Before the event, Participants will be given a questionnaire to complete about their characteristic approach to situations which call for the use of influencing skills. They also collect feedback from people who work with them. This is the starting point of the course: a 3600 assessment of one's current influencing style.



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POSITIVE POWER & INFLUENCE cont'd

DURATION:

2 Days

AGENDA:

- Introductions, Objectives, Issues and Agenda
- Self-Assessment Exercise – Further Data Collection on Current Influencing Style
- The Influencing Model – Energy, Styles and Behaviours
- Analysing Style Use and Impact
- Introduction to Questionnaire Data Analysis
- Exploring Alternative Styles – Practice Session
- Influence Styles Questionnaires – Analysis and Review
- Define Personal Learning Goals based on data collection
- Self-Directed skill practice (session one)
- Planning for a live influence situation at work
- Rehearsals with coaching and feedback
- Continuing Self-Development
- Programme Evaluation
- Close and Review

OUTCOME:

- Adapt the style to respond to and manage rapidly changing business challenges
- Present their views in a persuasive way, with enthusiasm, vision and logic
- Create a positive impact on other members of their organisation, including their manager and senior staff
- Manage and motivate “difficult” or under-performing employees
- Influence others without pulling rank
- Resolve conflict and generate commitment to team decisions
- Complete tasks and projects without delay