

Appraisal Skills – One Day

Appraisals, or Performance Reviews, form an essential part of the development of an organisation and the people within it, they provide the opportunity to make a formal assessment of an individual by reviewing the recent past in order to look forward and plan the future.

Sadly, appraisals can often fall short of their full potential because those conducting them don't fully understand or appreciate the reasons and benefits of such a process, nor their true role in it, or they find it difficult to make a formal assessment of someone they often meet daily on a more 'casual' basis.

This course takes delegates through the key elements of the appraisal approach, from understanding the reasoning behind appraisals to conducting an interview.

What do delegates get out of it?

- Understanding of the various business tools that feed in to an appraisal
- The benefits of conducting appraisals
- Recognise the responsibilities they have in the process
- An overview of the appraisal process
- Reviewing and setting targets and objectives (SMART)
- How to adopt a beneficial approach to conducting the appraisal interview
- How to communicate effectively
- How to provide feedback
- Practice at conducting an interview.

What's been said by those attending it:

'Provided me with the understanding to conduct an appraisal with confidence'.

'I feel I now have the skills to conduct better interviews'.

'I can now see how appraisals do have a part to play'.

REMEMBER:

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Not a problem - these are all possible, just get in touch – info@fourstraightlines.co.uk

Basic Management – One Day

For those individuals recently promoted into a supervisory or line management role, or being considered for it, understanding the principles behind good sound management practices and behaviours is essential if those individuals are to exude confidence and make a positive contribution and benefit to those around them, and not least – enjoy this first step of their career progression.

Designed primarily to impart basic management skills to first line managers, those more experienced have found it stimulating in confirming and developing existing.

This course examines the skills and behaviours essential for effective management practice, covering areas involved with communication, motivation, trust and goal setting.

What do delegates get out of it?

- **Manager V Leader**
 - The Job Profile!
 - The responsibilities of both
- **Leadership types and behaviours**
- **Three approaches to Leadership**
- **Managing performance**
 - The Performance Framework
 - Why manage it?
 - Goal Setting
 - Monitoring Performance
- **Teams**
 - What are they?
 - Their Composition
 - Team Development model
 - Team Roles – Eight Team Types
- **Workplace Motivation**
 - A Definition
 - The Motivational Environment
 - A Motivation Audit
 - Motivational ‘Laws’
- **The part Coaching plays**
 - Coaching Styles
 - Giving Feedback – The Four Stages

What’s been said by those attending it:

‘Excellent presentational skills – very easy to listen to and take in the information provided’.

‘Good insight into management basics’.

‘I wish I had been on this course when I first went into management’.

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Conflict Resolution – One Day

Unless populated by clones with the same ideas and opinions, organisations are inevitably going to have conflict situations develop amongst their employees, at whatever level!

What a lot of people don't appreciate is that conflict can often produce positive benefits, flushing a logjam through and creating understanding where previously there was acrimony - not always obvious at the outset of a conflict!

Interestingly, for those meant to manage difficult situations and who do not – possibly through their lack of confidence and fear of conflict – additional tensions, anxiety and potential stress can result.

This course explores the many and varied elements concerned with conflict, from the reasons why it occurs, the various levels of conflict, through to the behaviours which can help to resolve it. Equally applicable to anyone likely to face conflict and require a resolution.

What do delegates get out of it?

- What triggers conflict?
- Recognising the signs and symptoms of conflict
- An appreciation of the impact of certain words and phrases
- What is our body saying?
- Approaches to different levels of conflict
- The 5 Step Framework to addressing conflict
- Given a choice of four, the best response to conflict
- The use of Assertive behaviour in reaching a positive outcome
- Understanding the four key 'positions' and outcomes associated with human behaviour
- The use of good communication skills
 - Controlling the conversation
 - Listening
 - Asking the right type of questions
 - Quality Feedback
- A simple Problem Solving technique to produce a result.

What's been said by those attending it:

'It was really useful learning how to speak to people who are aggressive'.

'Having different situations explained and different ways of dealing with them'.

'Good information, easy to understand'.

'I now better appreciate and understand the other person's likely position'.

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Delegation – One Day

If any individual or organisation is to achieve their desired goals, then organisation and delegation skills are an essential ingredient.

Only by understanding, appreciating and implementing best practice in resource management and delegating tasks appropriately, can people be motivated to achieve the required outcomes and make the best use of the time available.

This one day course examines key areas associated with organising and delegating, prompting and challenging attendees to re-assess their own, their bosses and their organisation's approach to organising and delegating and identifying potential areas for improvement.

What do delegates get out of it?

- The Roles and Responsibilities of those undertaking organising and delegating
- Organising:
 - Setting Objectives to support a Goal/Vision
 - Identifying the people to carry out the tasks
 - Matching skills to achieve the desired outcome
 - Gap Analysis – Incorrect skill mix – insufficient resource
 - Forecasting future work levels, productivity and labour turnover
- Delegation:
 - What is it and what are its benefits?
 - What don't people delegate?
 - Three key essentials to good delegation
 - When to delegate and when not to delegate!
 - The process of delegation
- Motivation and Empowerment:
 - How can delegation motivate?
 - Using delegation as a motivator
 - What is Empowerment?
 - The ingredients required to ensure effective empowerment
- Reviewing:
 - What has been achieved?
 - What lessons can be learnt?
 - What performance and behaviours were observed?
 - The Four Stages of Feedback.

What's been said by those attending it:

'Excellent and good at adapting the programme and the style of delivery to the needs of the delegates'.

'Really good and made some brilliant points'.

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Emotional Intelligence – One Day

More people and organisations are now reaping the benefits of understanding what is meant by emotional intelligence and applying its principles.

This is a subject that can have a significant impact upon how people think, communicate, and behave, all of which influences their motivation, commitment and performance levels.

Being aware of our emotional intelligence and that of those around us can affect the way we approach a situation and the individuals involved, providing the basis for a positive and enduring outcome.

This course examines what is meant by emotional intelligence and goes on to cover areas associated with; its benefits, the Four Domains of EI., handling emotions, EI Competencies and our Internal Critic.

What do delegates get out of it?

- An understanding of the difference between IQ, EQ and EI
- The benefits of EI
- The eleven Personal Competencies
- The thirteen Social Competencies
- The Four Domains of EI
- Handling emotions
- Understanding of the five EI Competencies
- Making use of the Internal Critic
- Using Feelings to advantage.

What's been said by those attending it:

'Very interesting – made me think about my past practices and myself!'

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Leadership – One Day

Are leaders born or are they made? That is the question that continues to generate debate!

Maybe the easier question to answer is; Do our 'leaders' control, maintain, administer and think operationally, i.e., Manage. Or do they inspire, originate, challenge, think strategically, point the way ahead, provide direction, initiate change, etc., in other words – Lead?'

Most organisations don't have the luxury of having managers and leaders in two separate people, these roles are normally undertaken by one and the same individuals – Managers. Nonetheless, leadership skills are an essential ingredient for success.

This course takes a close look at the differences between managing and leading and examines the skills and techniques which are proven to enhance the leadership skills of an individual. Ideal for those new to 'leading people' and the more experienced.

What do delegates get out of it?

- What is the difference between Managing V Leading?
 - The responsibilities of both
 - The qualities of recognised leaders
- Leadership Styles and Behaviours
 - The benefits of each
 - The drawbacks of each
 - The application of a particular 'leadership style'
- Approaches to Leadership
 - How do you match up?
 - Is your approach in balance?
 - How adaptable are you to the situation?
- Workplace Motivation
 - The essential ingredients for motivation to work?
 - The Motivation Audit
 - Motivational 'Laws'

What's been said by those attending it:

'This course will help me greatly'

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Managing Change – One Day

The words; 'Change is Constant', is a well-worn phrase and never more true than in today's world!

Those involved with change need the skills to smooth the path for successful implementation and appreciate the dynamics at play when change is suspected, imminent, taking place or completed.

It's important to recognise that change can have far reaching ramifications in terms of employee wellbeing and relations, personal effectiveness, labour turnover and not least its impact on bottom line targets, objectives and results.

This course will take the attendee through the various aspects of change, from understanding what is meant by change, planning to make changes and how to influence reactions to change.

What do delegates get out of it?

- What is change?
- Understand reactions to change
- The Emotional Change Life Cycle
- The Process of Transition
- Promoting change
- Resistance to change:
 - The symptoms of resistance
 - Force Field Analysis
 - A Model of Change
- Achieving successful change
 - Its planning
 - Its implementation
 - Trialling change
- The part communication plays
 - Verbal and non-verbal
 - Communicating the change
 - Dealing with 'reasoning animals!'
- Follow through – making it stick.

What's been said by those attending it:

'Change is more than just making a change!'

'Made me appreciate the bigger picture and what I must consider as part of the change processes'.

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Motivation – One Day

Without motivated people, most initiatives or projects will be severely hampered, if not completely derailed!

Understanding what motivates us and those around us is a key ingredient to bringing people along willingly and 'recruiting' true allies along the way.

This course examines the triggers that motivate people, what can get in the way and techniques designed to motivate those around us. Applicable to all those who need to motivate and energise those around them.

What do delegates get out of it?

- What do we mean by motivation?
- What motivates people to work?
- Motivation theories and their relevance
- Appreciate and understand the Motivational Laws
- Dealing with the lack of motivation
 - The Causes
 - The underlying reasons for the lack of motivation
 - De-motivation indicators
 - The Cures
 - How to motivate someone
 - A motivating environment
 - Developing team motivation

What's been said by those attending it:

'Very informative, good experiences and examples used'.

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Negativity – One Day

Negativity can lead individuals to become demotivated, reduce their performance and even become ill!

Organisations can suffer too, through poor employee relations, low morale, reduced productivity and increased labour turnover.

But don't despair, through a better understanding of negativity, the personality types involved and the benefits of coaching and other creative interventions, such negatives can be turned into positives for the mutual benefit of all involved.

This course explores the causes of negativity, the types of behaviour involved and the strategies and techniques to overcome it. It is suitable for all those who come face to face with such behaviour and have to deal with it and achieve a positive outcome.

What do delegates get out of it?

- The triggers for negativity
- The two forms of negativity
- The shaping of 'Points of View'
- Behaviour and signs associated with negativity
- The four factors which create negative thinking
 - Control
 - Confidence
 - Community
 - Maturity
- The Circles of Concern
- The Negativity Pyramid
- Strategies for overcoming negativity
 - Making the new behaviour 'stick'
 - Developing the team
- The part Motivation plays

What's been said by those attending it:

'Very professional delivery of the course using good examples'.

'Provided me with a deeper understanding of negative attitudes'.

'Helped me see the reasons why people are negative and not just their personality'.

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Performance Management – One Day

Performance management is an essential skill if supervisors and managers are to get positive results through people.

An understanding of the components which contribute to performance management is vital if goals and targets are to be achieved. Monitoring progress toward those goals and targets is another essential skill to achieve success.

This course for supervisors and managers is designed to impart the knowledge and skills to set, manage and ultimately achieve results through professional performance management.

What do delegates get out of it?

- Understand the framework within which performance management operates
- Understand the Performance Cycle
- The benefits of assessing performance correctly
- Appreciate the positive environment required
- The part motivation plays
- Exploration of motivational theory
- The part goals and objectives play
- Understanding SMART goals and how to set them
- Monitoring the progress being made
- Keeping goals on track and action to take to rectify divergence
- Getting a team to perform
- Providing direction for a team
- The part behaviour plays in team performance
- Overcoming poor behaviour
- Appreciate a performance model and its use
- Keeping the communication going and providing feedback.

What's been said by those attending it:

- 'Presented in such a way as to make it immediately applicable'.
- 'We talk about performance management, but now I understand what is meant by it'.

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Problem Solving and Decision Making – One Day

Be it in personal or working life, most people face problems of one sort or another, problems which ultimately require a decision to be made.

Problems are often left for another day because they appear almost insurmountable, the consequences of this procrastination can be that additional problems occur with a wider impact than if dealt with in a prompt, creative, rational and planned manner.

This course is suitable for everyone involved in solving problems and who want to arrive at results that are seen as logical, credible and acceptable because of their 'watertight' supporting arguments. Typically using delegates' actual problems, they immediately apply the process to their problem to begin the process of resolution.

What do delegates get out of it?

- What are problems?
- The type of problem to be addressed now or maybe in the future!
- A detailed examination of a stepped approach to problem solving and reaching a decision:
 - The **P**roblem - what is it?
 - The **R**esults - what should they be?
 - The **D**ata - what information is required?
 - The **B**rainstorm - the use of creative techniques to identify solutions
 - The **C**onsequences - what could be the ramifications?
 - The **E**valuation - making the decision and communicating it
 - The **M**easure of success - monitor and track to outcome.

What's been said by those attending it:

'Training and course very relevant to me and the situations I'm facing'.

'Techniques I can apply immediately upon my return'.

'My boss just shouts and bangs the table! I now know there is a better and more logical way which is likely to be accepted by more people'.

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Recruitment and Interviewing Skills – One Day

So much depends upon good recruitment approaches.

Opportunities can be lost when recruiting new people:

- **Lost because reviewing a job's 'person specification and job specification' is sometimes overlooked, so any shortfalls from the past are carried forward and can manifest themselves again in a future recruit**
- **Lost because the right questions are not asked and followed through**
- **Lost because the interview isn't structured and conducted to get the best out of the candidate.**

Recruitment can be a costly exercise, not just in terms of the process, but the cost of a vacant position, the recruit 'getting their feet under the table', 'getting up to speed', and heaven forbid, if they don't 'walk the talk'!

This participative course will enable those involved in recruitment to prepare, conduct and follow-up on the recruitment process, providing a level of confidence in both the process and facing the interview, which many interviewers are often nervous in doing and demonstrating. Delegates are given the opportunity to write interview questions and apply them in an interview situation.

What do delegates get out of it?

- Understand what can go wrong when recruiting and interviewing?
- Using job descriptions and person specifications
- Understanding the use of competencies
- Interview objectives and structuring an interview
- Preparing to interview – location, style of interview, legislation and discrimination
- Behaviour based interviewing
- Questioning technique – STAR
- Questioning and listening skills and techniques
- The use of body language
- Shortlisting the candidates – their qualities, competencies, attributes, skills
- Making the 'offer'.

What's been said by those attending it:

'Course tailored to the needs of the group, so was relevant and useful. A beneficial use of my time'.

'Responded well to questions and was very knowledgeable and experienced'.

'Trainer was excellent. Good examples and a sense of humour'.

'Has a good way of provoking thought'.

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Stress Management – One Day

Stress is non-selective in who it affects, whether they are in employment or not, and at whatever level of the working hierarchy!

People react differently to situations they find themselves in, a scenario which might lead one person to experience stress might have no effect on another.

A certain amount of stress can help people achieve their goals and generally 'get things done'. However, problems can arise when a person begins to feel pressure – events seemingly controlling them rather than them being in control. This mental state can ultimately have an adverse effect upon physical and mental health and wellbeing.

This course will provide an understanding of what is meant by the term 'stress', provide the opportunity for delegates to assess their susceptibility to stress, and learn how to address the symptoms.

What do delegates get out of it?

- An understanding of what is meant by the term 'Stress'
- What creates stress
- Symptoms to look out for
- How susceptible they are to stress
- Is their life in balance?
- How to reduce stress
- Technique for prioritising and controlling activity
- Managing stress for self and others
- Preventing and reducing stress at work.

What's been said by those attending it:

'I wish I had learnt this before I became a manager'.

'This will be really useful both in work and at home'.

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Team Building – One Day

A group of individuals or a true team working towards achieving agreed goals?

Anyone that is responsible for a team of people needs the ability to analyse both themselves and their team members. What type of leader are they and what are the strengths and weaknesses of their team?

Whatever euphemism is used for change taking place in today's corporate world, e.g., mergers, takeovers, restructuring, downsizing, consolidation, etc., people can find themselves either thrust into a new group of people with a newly appointed manager, or a manager inherits a 'team' of people who are expected to perform as a team from day one!

So much depends upon teamwork and the theories and mechanism that support it.

This course is designed to provoke and challenge thought concerning teams, making it ideal for both new team leaders/managers and those already performing such a role. Delegates will explore the elements concerned with improving team direction, motivation and achieving performance.

What do delegates get out of it?

- An appreciation of where they currently are in terms of their team's development
- Team development issues
- Leadership V Manager?
- Qualities and management skills
- Examination of their style of leadership
- The part credibility and trust play
- Motivation theory and its likely impact
- Team Roles
- Communication rules
- Conflict reducing behaviours
- Problem solving and decision making

What's been said by those attending it:

'I never really appreciated how much there was to understand in managing a team'.

'I now realise, that my problem is that I manage the team the same way that my manager did with the team I was in – and badly!'

'Times have changed, where once fear ruled, I now understand that fear is short term, getting people on your side by other means makes life more enjoyable for everyone...'

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