Learning Directory

Welcome to the latest edition of the MPW Learning Directory.

The descriptions in this learning directory are a generic outline of the standard courses that we currently deliver. To ensure we keep our suite of courses up to date, new courses have been added and some existing courses have been modified. This will make sure that we continue to provide programmes that include the latest developments in any particular subject.

The programmes contained within this directory can be modified or new programmes can be developed in order to meet your specific requirements. At MPW Learning we consider it essential to discuss our customer's requirements prior to delivery so we can make the necessary changes to the programme to suit your specific need.

Why not contact us on the phone number or e-mail address on the front page to discuss your requirements. You will find us flexible and easy to do business with. Our goal is to meet your learning needs consistently and completely.

We look forward to welcoming you to our growing list of satisfied clients.

Regards

Martin Walton

Learning and Development Director

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Effective Leadership

As a people manager in any organisation you must be able to understand the basic principles of leadership. However the most necessary skill for any leader is a self-awareness of their leadership style and where they need to develop to create an environment where they inspire and encourage people to perform.

During this course participants will learn the difference between managing and leading and how they can use a variety of methods and techniques to become an effective leader. Participants will find that by being flexible with their leadership style, individuals are far more responsive, motivated and able to carry out a wide variety of tasks without the need for continual supervision.

Overview
- 12 Leadership characteristics.
- Leadership versus management.
- Leadership styles.
- Appropriate use of styles.
- Transformational Leadership.
- Empowerment through coaching.
- Coaching model.
- Influential questioning & listening.
- Action planning for self-development.

Length of course: 2 days

Introduction to Management

This programme is essential for newly appointed or existing managers/team leaders and covers a wide variety of subjects required to manage people and achieve results through others.

Delegates will learn how the role of today's people manager is not that of an autocratic figure but more of a respected and influential team member. This programme will help individuals to understand what is required of them as a manager/team leader and how to achieve results by managing people effectively.

Overview
- The role of the manager.
- Communication foundation.
- Management styles.
- Leadership versus management.
- Performance Management.
- Coaching.
- Rapport building.
- Time management.
- Delegation.
- Giving effective feedback.
- Getting the most from your team.

Length of course: 2 days

Coaching Skills for Managers

With the need for managers and supervisors to become more responsible for staff development, more emphasis has been put on coaching employees. This programme explores the principles and techniques not only to effectively transfer skills but also to deal with issues such as motivation and attitude in the most effective way. The course allows the delegate to practice techniques in a safe environment and to receive feedback on their strengths and development areas.

Overview

- What is coaching and when should we coach?
- Identifying good coaching practices.
- Coaching model.
- Setting challenging objectives.
- Coaching a skill.
- Effective questioning.
- Coaching behaviour.
- Creating a comprehensive action plan.
- Coaching practice.
- Identify best practices.

Length of course: 2 days

Communication Skills

Having highly effective communication skills to manage, influence and lead others is probably the most important asset in today's business world. In order to adopt these skills, we need to learn how people relate to each other and how to deal with the emotions arising in difficult situations. As well as covering verbal communication in depth, this programme can also incorporate the use of written communication in business letters and emails.

Overview
■ Attributes of an effective communicator.
■ Verbal/non-verbal communication techniques.
■ Communicating styles.
■ How best to communicate with the people you interact with.
■ Interactive behaviours.
■ Assertiveness.
■ The importance of body language.
■ Handling conflict situations effectively.
■ Identify the factors affecting team dynamics.

Length of course: 2 days

Assertiveness at Work

To be able to operate in any business environment, people must be able to deal with relationships effectively. By using the most appropriate skills, it is possible to turn even the most explosive situation into an outcome where both parties reach an agreeable solution. During the programme, delegates will have the opportunity to practice the tools and techniques of assertiveness and conflict handling through a variety of exercises so that they are able to achieve optimum results in every interpersonal transaction.

Overview

- What is assertiveness?
- Assertiveness vs. aggressive and passive behaviour.
- How to influence effectively.
- What are my rights?
- How to say no.
- Types of assertiveness.
- Giving effective feedback.
- Conflict model.
- Typical conflict behaviours.

Length of course: 2 days

Dealing with Difficult Behaviour

Today's managers regularly have to deal with performance issues. It could be a motivational or attitude problems but it will always affect the person's ability to perform their job. This programme explores the principles and techniques to recognise and deal with difficult behaviour and offer support through to a solution.

Overview
- When is it appropriate?
- Helping style matrix.
- Performance model.
- Effective listening skills.
- Questioning techniques.
- What would you do if………
- Transactional analysis.
- Life positions.
- Interventions/structure.
- Action planning.

Length of course: 2 days

Mediation for Managers

Changes to legislation mean that many managers will now be expected to act as informal mediators. This can be a daunting prospect due to the uncertainty of how to deal with such a situation. This course aims to give managers the skills and tools to effectively mediate and resolve grievances in the workplace before they escalate, saving time and money to ensure their team remains as productive as possible.

- **Overview**
- The need for mediation in the workplace.
- The definition of workplace mediation.
- When to use mediation and when to proceed to the formal grievance procedure.
- The benefits of using mediation as a tool to resolve disputes.
- The skills required to mediate.
- The principles of the mediation process.
- The mediation model.
- Active listening.
- Questioning skills.
- Remaining neutral and impartial.
- Mediation practice.

Length of course: 2 days

Successful Negotiation

This programme is designed for people who negotiate with others at a high level, either within their own organisation or externally. Although we deal with the process of negotiation, the emphasis during the programme will be on understanding behaviours. Delegates will learn to understand their own behaviour and style and how it can impact on other people. They will have several opportunities to practice to develop their skills and give them the confidence to tackle a range of difficult negotiating situations.

Overview

- Skills of an Effective Negotiator
- Planning to Negotiate
- Negotiation Exercise
- Adversarial versus Co-operative Bargaining
- Identification of Negotiation Style
- Negotiation Matrix
- Stages of Negotiation
- Building a Strategy
- Relationship Building
- Questioning & Listening Skills
- Proposing & Bargaining
- Common Negotiation Mistakes
- Negotiating with Different Personalities
- Putting it all Together

Length of course: 2 days

Delegation Skills

One of the biggest challenges for any manager is to delegate tasks effectively. It is an essential skill to manage your own time and more importantly to develop others. During this programme, attendees will create a document which contains the critical elements for successful delegation in the form of a checklist to use back in the workplace. They also explore through practical exercises the impact of being flexible with their management style throughout the delegation process and what can be done to overcome any resistance to delegation.

Overview
- How effective are my delegation skills.
- What stops you delegating.
- Identify good and poor delegating practices.
- Construct a delegation brief to define a task using SMART objective setting.
- Explore the use of the skill/will matrix to change your style.
- Use a coaching style and structure to delegate tasks to others.
- Identify the steps to successful delegation.
- Create a document to use as a checklist when delegating tasks.
- Delegation skills practice.

Length of course: 2 days

Time Management

Due to today's business pressures, managing time effectively is becoming more and more important. This programme highlights key ways to manage busy work schedules to facilitate above and beyond the traditional methods of self-management techniques. It introduces practical methods of organising and prioritising work to gain precious time during the day.

Overview
- Creating effective personal and work related objectives.
- Prioritise your workload.
- Making a to-do list work for you.
- Identify your personal time bandits.
- Documenting project progress.
- Organising yourself and your workspace.
- Say 'no' and negotiate a desired outcome without causing conflict.
- How to structure an effective meeting.

Length of course: 1 day

Facilitation/Meeting Skills

Meeting facilitation is critical in today's collaborative business environment to improve efficiency and productivity. This programme is designed for anyone who is required to facilitate meetings on a regular basis. During the course the delegates are exposed to a wide variety of group-based exercises and cover how to plan, organise and deliver effective meetings in a continuously improving environment.

Overview
- Group dynamics.
- Introduction to facilitation.
- Management versus facilitation.
- Planning for meeting success.
- Meeting skills.
- Interactive Skills.
- Facilitator as an influencer.
- Pushing and pulling.
- Listening under pressure.
- Dealing with dysfunctional behaviour.
- Action planning.

Length of course: 2 days

Appraisal Interviewing

Being able to run an effective appraisal is a critical skill for any manager. Unfortunately some managers see appraisals as a waste of time and conduct them as a tick in the box exercise. This can have a dramatic negative impact on individual and team performance. This programme provides anyone who has to conduct appraisals with the skills to effectively prepare for appraisals and motivate individuals so that they strive to exceed performance levels.

Overview
■ Why are appraisals important?
■ Assessing performance.
■ Appraisal structure.
■ Setting clear objectives.
■ Preparing for an appraisal.
■ Questioning techniques.
■ How to motivate an individual.
■ How to give developmental feedback.
■ Appraisal practice.

Length of course: 1 day

Perfect Presentations

This programme is designed for people who have a need to make confident and stimulating business presentations at meetings, conferences or to customers. The course covers all the skills involved from preparation and planning through to delivery and dealing with audience questions. In addition to proven presentation theory, delegates will receive a recording of both their presentations providing valuable reference material to encourage future development.

Overview
- First presentation delivery with feedback.
- What your audience wants.
- What makes a good presentation?
- Presentation structure.
- Beginnings, middles and endings.
- Using Mind maps.
- Choosing effective words.
- Using visual aids effectively.
- 10 steps of a persuasive presentation.
- Managing questions and answers.
- Second presentation delivery with feedback.
- Action planning.

Length of course: 2 days

Train the Trainer

This programme is designed to provide the essential skills required for people to enter the professional training environment whether they are a full time or part time trainer. In addition to effective delivery methods, the programme also covers the skills necessary for the appropriate design of in-house training events. There is an opportunity to deliver a number of fully assessed training sessions, which together with documented follow-up plans will provide the participant with the confidence that they will be able to deliver participative and effective training sessions.

Overview

- First training sessions with feedback.
- Roles & professional characteristics of a trainer.
- Setting behavioural objectives.
- Communication & rapport building.
- Questioning types and techniques.
- Behavioural analysis of current style.
- Developing session plans.
- Setting the environment.
- Using visual aids effectively.
- Skill Development Model.
- Handling difficult groups.
- Final training sessions with feedback.

Length of course: 2 days

Advanced Train the Trainer

The role of a trainer has become far more than just delivering training courses. An understanding of all the elements in the training cycle from analysis to evaluation, as well as an awareness of learning psychology is required to be a competent training professional. This course builds on the fundamental skills developed in the Train the Trainer programme and explores advanced training interventions and methods. It covers the techniques of accelerated learning and neuro-linquistic programming (NLP) enabling trainers to design and facilitate training events that provide stimulating, enjoyable, and innovative learning experiences.

Overview

- Coaching for Learning.
- Transactional Analysis.
- Ego-states.
- Parent Drivers.
- Relationship Analysis.
- Motivation.
- Using NLP in training.
- How people learn.
- Accelerated Learning techniques.
- Training session delivery with feedback.

Length of course: 3 days

Customer Care

This programme enables every person who has direct contact with either internal or external customers to develop the necessary skills to handle a wide range of customer care situations. It uses several tools and techniques in order to understand how people relate to each other and how to deal with the emotions that occur in difficult situations. Attendees will learn how to maintain a positive and professional relationship with the customer in all circumstances.

Overview
■ Why bother with customer service.
■ Why organisations lose customers.
■ How much is a customer worth?
■ Creating excellent customer service.
■ Red flag statements.
■ What customers want.
■ Creating and building rapport with your customers.
■ Handling complaints and solving customer problems.
■ Using an effective influencing style when dealing with customers.
■ Dealing with difficult customers.

Length of course: 2 days

Building Business Relationships

Research shows that even with the best products and business practices, strong relationships are required for any business to succeed in the marketplace. It is therefore essential that effective relationships are built at all levels between management teams, business colleagues, customers and suppliers. This programme enables participants to fully understand their communication style so they can develop practical skills and approaches to turn any relationship problem into a productive partnership.

Overview
- Create solutions to address any business communication issues.
- Identify your own individual communicating style and recognise the styles of people you interact with.
- Recognise varying human behaviour patterns and the impact these have on communication.
- Explore the importance of beliefs and values within the communication process.
- Identify the 3 key negotiation styles.
- Identify your individual influencing style and the impact of this style on negotiation.
- Discuss the most emotionally intelligent response to a given business relationship issue.
- Explore the skills of relationship building in a simulated exercise.
- Recognise the specific needs of the customer and how to fulfil this expectation.

Length of course: 2 days

Team Management

To enable businesses to operate more effectively, it is essential that teams work towards business goals as a cohesive unit. This programme is designed to maximise the performance of any team to deliver long-term business focused results. First, the environment is established to allow team relationships to flourish by identifying the barriers that inhibit team performance and then the team set objectives and plan using a defined structure. Finally the team look to the future and create a culture of continuous improvement.

Overview
- The role and responsibilities of a team manager
- Varying your management style.
- Team roles and team evolution.
- Motivating the team to improve performance.
- Creating team identity.
- Delegating tasks effectively.
- Giving structured feedback.
- Dealing with difficult situations

Length of course: 2 days

Team Health Check

Due to busy work schedules, teams very rarely get the chance to look at how they are performing. They continue to manage day to day and do not consider how they could improve their way of working and become more productive. This programme allows teams an opportunity to discuss issues they are facing in a safe environment and create an action plan to improve their productivity. This can be followed up by a Team Activity day to allow the team to work together in a fun environment.

Overview

- Setting of ground rules
- Team analysis to understand where to focus effort to move the team forward.
- Team mission statement to create a team identity.
- Team roles to understand what part each member plays in the team.
- How to work together in conflict situations and how conflict may arise in the team due to lack of understanding.
- Team exchange process.
- Action plan to identify new working practices and processes.
- Team Activity day (brochure available on request).
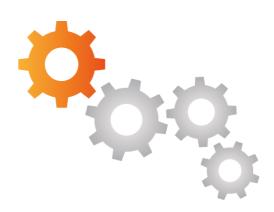
Length of course: 2 days

Other Courses

Topics	Length of course
■ Speed Reading	1 day
■ Memory Techniques	1 day
■ Mind Mapping	1 day
■ Emotional Intelligence	1 day
■ Problem Solving using Quality Tools	2 days
■ Minute Taking	1 day
■ Competency Based Interviewing	1 day
■ Telephone Techniques	1 day

Course outline provided on request.