![British Council logo]

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Corporate Training Directory 2019

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Welcome to our
2019 Training Directory

For organisations to grow so must their people. Commitment to continuing professional development and 21st century skills is the mark of those looking to the future realities of the local and globalised economy. We understand this.

British Council has more than 75 years' experience in teaching and training worldwide. We develop cutting edge content in our centres of excellence and adapt it to meet local aspirations.

Our unique training methodology puts learning and learners at the centre of everything we do. The approach is practical, experiential and highly enjoyable ensuring maximum benefit in the workplace.

Our personalised approach to partnership includes updating, refining and adapting our training programmes to ensure they are cutting edge and practical. This means sourcing and adapting content being constantly developed in British Council centres of excellence worldwide as well as developing local bespoke material. Our interactive approach is highly regarded and feedback from participants is extremely positive. We are very keen to listen to all suggestions that ensure we remain relevant and the partner of choice.

'You surpassed my expectations ….high quality course, interactive and very useful.'

Our team is highly experienced both locally and internationally. We look for, recruit and develop only the best practitioners available. As well as qualifications and accreditation they have expertise garnered from a rich variety of organisational backgrounds and roles.

Contact us at training@britishcouncil.or.ke

We use a training methodology where learning and the learner, are at the centre of everything we do. Our experiential methods are informed by up to the minute research into learner-centred and interactive approaches. This means we take on-board differing learning styles, learners' expectations and the effectiveness of training room techniques on each.

Our overarching approach is based on a cycle of acknowledgment of current practice – reflection and critique – lessons learned – action. Participants are guided towards their own learning outcomes which fosters sustained behavioural impact and transferability of skills absorbed. The pre-course assignments orientate the learners towards meaningful engagement and our post-course follow through cements learning.

'The practical tasks highlighted new and rarely used tactics to apply during presentations.'

'The facilitator was …. Knowledgeable, listened to participants and made everyone feel important. He was fantastic'

Join our public workshops, all listed in this catalogue, and benefit from valuable opportunities to share your training and network with learners from a wide range of sectors. Alternatively, have a workshop customised to your company's needs by our team of well-qualified and experienced trainers and content writers worldwide. This approach works well for organisations that want to train their people together with content tailored meet your workplace or industry's specific needs.

Check out our courses this year and if you would like to talk to us about your training and development needs, please feel free to contact the British Council team.

Corporate Training Directory 2019

Bitesize 90 Workshops

BRITISH COUNCIL

Bitesize 90

In our busy and hectic work environment with constant emails, phone calls, text messages and meetings, it can be difficult to find time for a two day, or even a one day, training course.

The Professional Development Centre's Bitesize 90 programme has been designed to enable learning and development within your organisation in 90-minute chunks.

Benefits

- See an immediate impact as the modules are rooted in real-life workplace issues
- Quickly upskill employees in a wide range of areas, from communication skills to creativity to coping with change
- Have complete flexibility as you can plan your own pathway through the units to fit your business needs
- Have training at a time that suits you
- Units can be done at any time during the work day, with minimal impact on other tasks
- Improve your team's morale by bringing them together for a fun, relevant and interactive learning and development session

Contact Alan, Sean or Karen at **ProfessionalTraining.bd@britishcouncil.org** for more details!

THE WELL YOU

THE INFLUENCER

THE CONNECTOR

THE THINKER

THE TEAMSTER

WORKING WITH CHANGE

THE BEST OF YOU

THE COMMUNICATOR

BRITISH COUNCIL

THE CONNECTOR

Better connect with your team, clients, staff or colleagues and build stronger, more positive relationships.

- Coaching in the Workplace
- Counselling in the Workplace
- Effective Networking
- Flexing your Communication Style
- Listening Skills
- Overcoming Communication Barriers
- Understanding Communication Styles
- You and Your Voice

THE INFLUENCER

Better influence those around you and build more positive relationships.

- Building Rapport
- Building Trust
- Influence and Persuade People that Matter
- Mentoring in the Workplace
- Motivational Techniques
- Negotiation Skills
- Positive Influencing Skills
- Success with Presentations
- Success with Presentations: Upping the Ante

THE COMMUNICATOR

Develop your communication skills to speak with greater confidence in any situation and better understand others.

- Assertive Communication
- Communicating in a Matrix Team
- Communicating in a Virtual Environment
- Giving Constructive Feedback
- Making Meetings Work
- Successful Public Speaking
- The Art of Asking Questions
- Understanding Verbal and Non-Verbal Communication

THE TEAMSTER

Enhance your ability to motivate and enthuse your staff as well as deal with conflict when it arises.

- Energise your Team
- Forming your Project Team
- Getting Support for your Project
- Inspire your Team
- Managing Conflict in your Team
- Managing your Team Creativity
- Motivating your Project Team
- Setting up a Project Successfully
- The Benefits of Diversity in a Team
- The Multi-Cultural Team
- The Multi-Generational Team

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THE WELL YOU

Better manage your own emotions and reactions in the workplace.

- EQ – Knowing Yourself
- EQ – Manage your Behaviour
- Increase your Empathy
- Managing your Stress
- Mindfulness
- Using the Johari Window

THE THINKER

Improve your creative thinking, lateral thinking and problem-solving skills.

- Better Brainstorming
- Critical Thinking Skills
- How to be a Thought Leader
- Making the Best Decisions
- Planning Tools
- Problem Solving – Unlocking the Problem
- Storytelling
- The Entrepreneurial Spirit
- Unlock your Creativity

WORKING WITH CHANGE

Develop skills, strategies and ideas to overcome difficult situations and cope with challenges and change in the workplace.

- Communicating Change
- Dealing with Difficult People
- Dealing with Resistance to Change
- Dealing with the Emotions of Change
- Exploring Change through the 'Fun Theory'
- Facilitating Change
- Having Difficult Conversations
- Learn to Facilitate
- Managing Stakeholder Conflict
- Managing your Performance
- Setting Goals
- Staying on Track

THE BEST OF YOU

Make the most of yourself and your skills. Enhance your performance, increase your productivity and feel good about what you are doing

- Assertiveness
- Coping with Criticism
- Increase your Resilience
- Managing your Time
- Managing your Work-Life Balance
- Optimistic Thinking
- Overcoming Fear of Public Speaking
- Projecting a Professional Image

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Contact us at training@britishcouncil.or.ke

> **"** The course
> was excellent with
> a good balance
> between theory
> and practice. **"**

Manager

International Design Company

Blended/ eLearning

Blended/
eLearning

The British Council's Professional Skills Network has developed a new, state of the art eLearning platform. This platform is being used globally by a range of organisations to enhance face-to-face training with either blended learning or fully online modules.

Our online, self-study, modules use articles, video clips, games and quizzes to introduce the key workplace skills and concepts. Course participants can also interact with each other in chat forums. These are moderated by an experienced trainer who will answer questions, guide discussions and give feedback. Our modules also include an end of module assessment for participants to track their progress and review the areas they need to work on.

Our blended courses include trainer-led sessions, which can be carried out face-to-face or by webinar, to suit your needs. Our webinars are highly interactive and replicate a training room environment with discussions, pair tasks and group activities.to ensure you get the most out of the programme. The courses begin and end with an assessment of each participant's skill level so you can easily measure improvement. Participants will also complete an action plan saying how they are going to implement the learning at work and how they are going to continue to improve.

Organisations and individuals can also become members of the Professional Skills Learning Community, which brings a range of additional support and resources. Members can participate in events, competitions, sharing sessions as well as access an eLibrary. This is a handy 'one-stop shop' for the latest information on trends in workplace skills development and advice on how to develop them in staff and yourself.

Contact us to find out more about how the Professional Skills Network's eLearning platform can enhance your in house training programmes.

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"
In this course I liked the trainer's presentation and how nicely she responded to any questions we had.
"

Trainee from BRAC

For Researchers

Researcher Connect

In an increasingly competitive and global market, researchers and the institutions they represent need to communicate their research effectively to an international audience. Researchers need the communication skills to enable them to publish in international journals and present at conferences in English; apply for funding to national and international bodies; communicate with the wider public and policy-makers; and build international collaborations to further their research.

Researcher Connect has a flexible design to meet different institutional needs. It is made up of one core and seven optional modules:
- Core Module: Know your audience
- Module 2: Presenting with Impact
- Module 3: Persuasive Proposals
- Module 4: Abstracts
- Module 5: Academic Collaboration
- Module 6: Effective Emails
- Module 7: Academic Writing
- Module 8: The Digital Researcher

The key professional skills covered on the programme are:
- Understanding yourself and others
- Listening, fostering trust and building rapport
- Communicating effectively in speaking and writing
- Developing effective teamwork in face-to-face and virtual academic teams
- Motivating and persuading; getting funding and being published

The programme will be customised to meet your institution's development needs.

Researcher Connect is a series of short interactive modules for researchers at any stage of their career and from any academic discipline. It is a professional development course that focuses on the development of excellent communication skills and will enable learners to communicate their research effectively with a range of audiences in appropriate academic and/ or professional styles. It will also help researchers develop professionally in key areas.

Researcher Connect is available as a series of modules delivered in workshop format by experienced and quality assured trainers. In addition there is an online learner community seeded with related activities and resources.
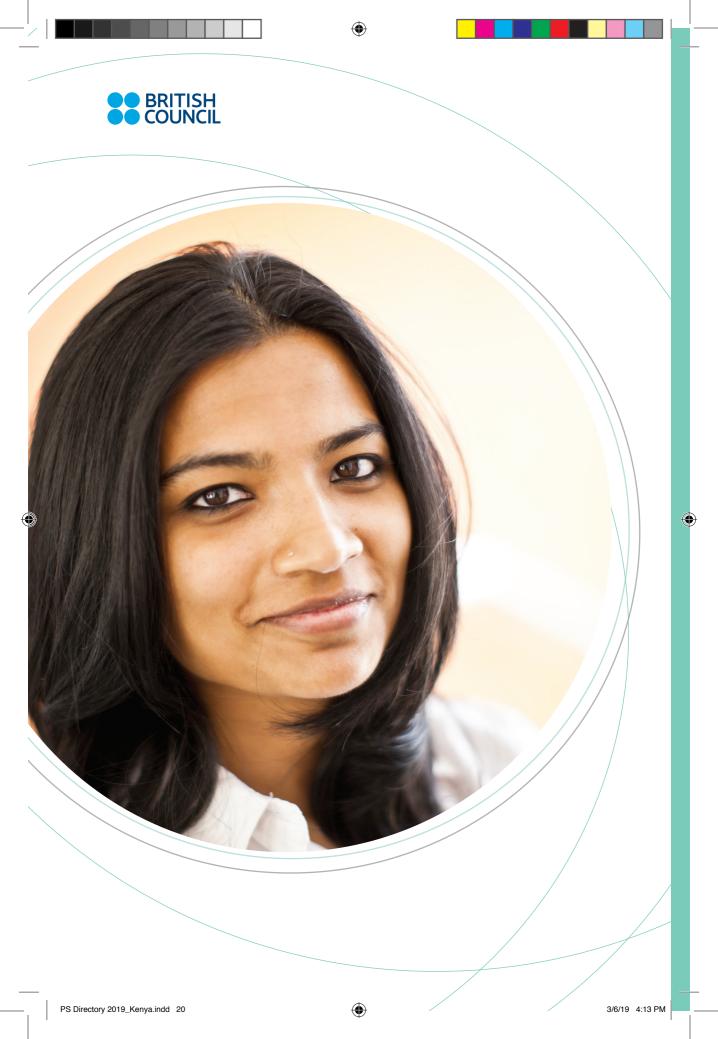
BRITISH COUNCIL

" Fantastic! **"**

Supervisor

International Security Company

Leadership and Management

Advanced Team Leader

Length
1 Day

This workshop provides you with a better understanding of yourself and your team members. You will learn techniques to improve relationships, motivate your team and lead more effectively.

Each participant will receive a personalised Team Management Profile (TMS®) report. This powerful psychometric tool highlights your work preferences and the implications of these when working with others.

Who should attend?
Managers and team leaders who want deeper insights into their behaviour at work.

Learning Outcomes
After taking this workshop you should be able to:
• understand more about why people behave in certain ways at work
• describe your leadership strengths and areas for development
• better understand others and increase the level of engagement in your team

Course Outline

Understanding types of work
• The 8 essential work functions
• You and the work functions
• Your team and the work functions

Understanding preferences
• The 4 types of work preferences
• Your work preferences
• Your Team Management Profile

Analysing your team
• Identifying your team's work preferences and strengths
• Dealing with skills gaps
• Allocating the right work to the right people

Leading your team
• Assessing relationships within your team
• Developing your team members
• Identifying what motivates your team

Contact us at training@britishcouncil.or.ke

Authentic Leadership

Length
1 Day

A good leader needs three important ingredients: management skills, leadership skills and awareness of their authentic qualities as a human being. This exciting new workshop will give you clearer insights into all 3 as well as showing you how to lead with purpose and authenticity.

Each participant will receive a 360° Leadership and Management Profile (LMP) from Integral Development. The profile highlights the key aspects of management and how it differs from leadership while also focusing on the qualities of authentic leadership.

In the workshop we will use interactive activities, discussions and videos to introduce the LMP and key concepts. You will also have the option of signing up for executive 1:1 coaching (at a reduced rate) to support your progress with your leadership development plan.

Who should attend?
Anyone who would like to increase their self-awareness and lead with authenticity.

Learning Outcomes
After taking this workshop you should be able to:
- feel more confident and self-aware as a leader
- describe the 4 key functions and 8 roles of leadership and management
- lead with an increased sense of purpose and authenticity

Course Outline

Introduction and overview
- What is authentic leadership?
- Head, heart, hands, gut

Management and leadership skills
- 4 functions of leadership and management
- 8 roles of leadership and management
- Case studies and discussion

Authentic leadership
- What are the indicators?
- Behaviours of authentic leaders
- Video - discussion

Receiving feedback
- Understanding your feelings
- The power of vulnerability

Your Integral 360° profile
- Understanding your profile results

- Identifying your strengths
- States of leadership

Your authentic leadership action plan
- Developing your vision: work and home
- Identifying common themes
- Setting goals
- Creating a leadership action plan

Coaching, Counselling and Mentoring

Length
2 Days

Coaching, counselling and mentoring are all about focusing on others. They are three of the most effective skills a manager has to improve team effectiveness, boost morale and increase productivity. This workshop explores the skills and attitudes you will need to coach, counsel or mentor your direct reports.

This is a hands-on course which uses role plays, case studies, discussions and interactive tasks to practise the three core skills.

Who should attend?
Managers, supervisors and team leaders.

Learning Outcomes
After taking this workshop you should be able to:

- coach your team with greater confidence and purpose
- use basic counselling techniques to help colleagues overcome emotion-based problems affecting their work
- understand the role of mentor and the skills and knowledge required

Course Outline

Introduction and overview
- Your case study
- Defining coaching, counselling and mentoring
- Characteristics and applications of each skill
- How people learn

Coaching
- The GROW model
- Case study: The Helping Hand
- Effective questioning
- Active listening

- Motivation and barriers to change
- Coaching role plays

Feedback
- Four approaches to feedback
- Giving positive and critical feedback
- Dealing with challenging situations

Counselling
- Their problem, their solution?
- Information vs advice
- Increasing empathy

Mentoring
- What mentors do
- Mentoring gains and rules
- Mentoring case studies

Coaching Skills
for Managers

Length
2 Days

This workshop provides managers with the skills to support, challenge and motivate their team members through coaching.

Coaching helps you to develop strong relationships with your team, promotes a strategic, action-based approach to dealing with issues and encourages reflection and growth for both the coachee and the coach. This course aims to build confidence in coaching through tips, techniques and feedback on practical coaching sessions.

Who should attend?
Managers who want to support and develop their staff through coaching.

Learning Outcomes
After taking this workshop you should be able to:

• select the right framework for your coaching conversations
• use powerful questions to encourage deeper insights from your coachees
• help your team to grow and develop professionally

Course Outline

The coaching context
• Which 'hat' am I wearing?
• Defining coaching
• Coaching ethics, boundaries and benefits

Making a start
• Qualities of a successful coach
• Why should anyone be coached by me?
• Being clear and precise before you start
• Practicing the pre-coaching qualification

The coaching conversation
• Building coaching presence
• Why good listening matters
• Coaching frameworks – TGROW and OSKAR
• Powerful questioning
• Coaching in action

Motivating your coachee
• Empathy vs sympathy
• Conditions for growth and development

• Challenging perceptions and assumptions
• Deeper questioning

Moving forward
• Recapping key points
• Acknowledging emotions and gathering feedback
• The coachee's journey forward

Corporate Training Directory 2019

Compassionate Leadership

Organisations are increasingly concerned with the human dimension of management. How can we create better working environments and develop warmer interpersonal relationships - which in turn support greater engagement and lead to better business results?

This one-day workshop, delivered in partnership with Roffey Park, offers insights and practical guidance on how to combine compassion and care with holding people accountable for achieving results.

Who should attend?

Leaders, managers and team leaders who are keen to deepen their leadership and managerial capabilities

Learning Outcomes

After taking this workshop you should be able to:

- describe the key characteristics and benefits of compassionate leadership at work
- build the foundations for greater engagement, enhanced productivity and better results
- develop an action plan for improving your own compassion and fostering a more compassionate workplace

Course Outline

What is compassion leadership?

- The five constructs of compassion
- Compassion and self-compassion
- Empathy vs compassion

How compassionate are you?

- Using the Compassion in the Workplace tool
- Reflecting on your results
- Taking action to enhance or improve your compassion

Compassionate leadership – case studies

- Organisational compassion – how it happens
- What works best?
- Bringing compassion into organisational systems and processes

Compassion at your workplace

- What does your organisation do well?
- What could you stop? What could you continue?
- Developing an action plan for a more compassionate workplace

Creating Executive Presence

When a leader with executive presence speaks, people pay attention, feel inspired and are moved to act. But can executive presence be learned? The good news is yes!

In this workshop you will explore the 3 Cs of executive presence: confidence, credibility and connection. You will also use our KNOW Presence Assessment Tool, developed in partnership with Six Seconds®, to pinpoint your leadership strengths and areas for development.

Who should attend?
New and experienced leaders or managers who want to learn how to communicate their personal brand with impact and convey presence at work.

Learning Outcomes
After taking this workshop you should be able to:

• understand the key characteristics of executive presence
• project a more confident image in the workplace
• strengthen your ability to connect with others

Course Outline

Introduction and overview
• Presence in practice
• Defining executive presence
• Assessing and enhancing your executive presence
• The 3 Cs of executive presence

Establishing credibility
• You and your brand
• You character and legacy
• The power of story
• Building your narrative

Building confidence
• The impact of pressure
• Conveying poise and confidence
• The science of body language
• Increasing presence in meetings

Navigating challenging situations
• Keeping calm in challenging situations
• The Think, Feel, Act model

• Communicating your message clearly
• Having challenging conversations

Creating connection
• The 3 circles of energy
• A full mind or mindful?
• The empathy effect
• Mood contagion

Effective Mentoring

Length
1 Day

This one-day workshop introduces the core mentoring skills and attitudes needed by managers to help their staff grow and achieve their full potential.

You will explore the structures needed to build an effective mentoring relationship as well as the issues that can arise during the process. You will also practice key mentoring discussions through role plays, case studies and simulations.

Who should attend?
Managers, supervisors and team leaders.

Learning Outcomes
After taking this workshop you should be able to:

- use the skill of mentoring to enhance team performance
- recognise mentoring boundaries and pitfalls
- develop others through the mentoring cycle

Course Outline

Introduction and overview
- Advice from your role model
- What is mentoring?
- Exploring the benefits of mentoring

Preparing for the first meeting
- Understanding your mentee's background
- Establishing rapport
- Using questions to check the tone
- Developing the mentoring contract
- Mentoring role pay

Moving forward
- Dealing with issues
- Keeping up momentum
- Mentoring techniques
- Overcoming barriers to successful mentoring

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Essential Skills for Managers

Length
3 Days

This workshop gives you in-depth insights into your managerial preferences, strengths and areas for self-assessment. It concentrates on developing your skills through an experiential approach that will enable you to better understand, communicate with and manage your team.

You will receive a personalised 4,000-word Team Management Profile (TMP) highlighting your work preferences by Team Management Systems™. You will reflect on these preferences and take part in a series of case studies, discussions and hands-on activities designed to help you maximise your strengths as a manager.

Who should attend?
New managers, managers who want an opportunity to develop themselves further and those aspiring to management positions.

Learning Outcomes
After taking this workshop you should be able to:

- state your preferences, strengths and areas for assessment as a manager
- better manage individuals, tasks and your team
- communicate with your people more effectively

Course Outline

Introduction and overview
- Management vs Leadership
- What makes an effective manager?
- Why people should be managed by you

Management theories
- Are you a theory X or theory Y manager?
- The core functions of management
- Adair's Action-Centred Leadership
- Shifting roles, shifting mind sets

Your Team Management Profile (TMP)
- Introducing the 8 work functions
- Exploring different preferences
- Your management preferences, strengths and areas for self-assessment

Team-building
- Analysing your team's preferences
- Allocating work effectively
- Using the TMP to balance your team

Communicating with your team
- Effective communication using the 3 Vs
- Adapting your communication style for different TMP preferences
- Case study and role-play – influencing a challenging team member

Delegating work
- Why, what and when to delegate
- How to delegate to each TMP preference
- Reviewing the results

Motivating your team
- Understanding what motivates people
- Motivating different TMP preferences
- Case study and role-play – motivating a disengaged team member

Making decisions
- Decision making and TMP
- Communicating tough decisions
- Bias within decision making

Giving feedback
- Giving feedback to different TMP preferences
- Structuring your feedback
- Case study and role-play – giving constructive feedback

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Having Difficult Conversations

Length
2 Days

Do you sometimes have difficult conversations at work that don't go as planned? Do they become emotional rollercoasters where everyone involved gets more frustrated and disheartened? Are you avoiding a conversation you really need to have?

This workshop will help you to manage your difficult conversations at work. You will be introduced to a framework for structuring your conversations and discover what is at stake for both parties. You will also learn how to analyse, prepare for and begin your conversation, as well as staying on track and agreeing actions.

Who should attend?
Anyone who needs to have difficult conversations at work.

Learning Outcomes
After taking this workshop you should be able to:

- say what is at stake during difficult conversations
- draw on a range of tools and techniques to manage your conversations more effectively
- use difficult conversations to develop relationships with your team and help people to grow

Course Outline

Introduction and overview
- What are some conversations difficult?
- The need for difficult conversations
- Case study – your difficult conversation
- Managing difficult conversations tool

Setting the context
- Considering human needs
- Introducing the 3 conversations: 'What happened', 'Feelings' and 'Identity'
- Understanding the ladder of inference
- Conflict handling preferences

Planning your difficult conversation
- Knowing your purpose and goals
- Truth, intention and blame
- Feelings, emotions and reaction patterns
- Defining identities – what's at stake?
- Difficult conversations framework – six key steps

Opening your difficult conversation
- When and how to raise an issue
- Starting from the 'third story'
- Opening a conversation

Staying on track
- Communicating effectively
- Anticipating reactions, acknowledging emotions
- Showing empathy
- The five levels of listening

Problem-solving and agreeing actions
- Exploring ideas and options
- Being open minded
- Building on their contributions
- Agreeing next steps and follow up

Practice your difficult conversation
- Practical exercises, self-reflection and feedback

Contact us at training@britishcouncil.or.ke

Leading Effective Change

Length
2 Days

There is nothing permanent except change. But leading change programmes can be challenging. As a leader, how can you make sure that your transformation goals are successful?

This workshop, which draws upon the British Council's experience of delivering global change programmes, will help you to lead more effectively during periods of change. You will learn more about your own reactions to change and how to support, communicate with and engage your team though the transition period.

Who should attend?
Leaders and managers who need to implement change programmes at work.

Learning Outcomes
After taking this workshop you should be able to:

- have a deeper insight into your own and others' reactions to change
- engage and motivate your team throughout the change process
- achieve your transformation goals

Course Outline

Change and you
- Your attitudes change
- Why does change need to be led?
- Your current change situation
- Putting people first

Reactions to change
- Preparing the team for change
- How will people react?
- Introducing change curves
- Navigating the curve

Engaging your team
- Putting stakeholders at the heart of your strategy
- Who are your people?
- The power/interest grid
- Project – plan your change management project

Managing transitions
- Change vs transition
- Empathically engaging your team
- The communication escalator
- Project – plan your communication strategy

Building resilience
- What is resilience?
- How resilient are you?
- 5 resilience capabilities
- Project – strengthening your team's resilience

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Leading with EQ

Length
2 Days

This workshop provides you with a deeper understanding of your emotional intelligence and its relation to your leadership role. It will enable you to facilitate deeper learning conversations with your team and lead your team more effectively.

Each participant will receive a personal SEI Emotional Intelligence Assessment by Six Seconds®. Your accredited trainer will use your assessment to determine your current 'success factors' and how you can use these to optimise your performance at work.

Who should attend?
Managers, supervisors and team leaders.

Learning Outcomes
After taking this workshop you should be able to:

• understand the 'know yourself, choose yourself, give yourself' model
• increase your confidence in developing others through powerful conversations
• lead with greater empathy, self-awareness and choice

Course Outline

Introduction and overview
• Defining EQ
• EQ and leadership
• The power of disclosure and vulnerability

Expanding your conversation tool-kit
• Having difficult conversations
• Fears, blocks and overused strengths
• When do we run?

The de-brief conversation
• Structuring a learning conversation
• Powerful questions
• Deep and empathetic listening

Understanding your emotional intelligence assessment
• The Six Seconds EQ domains and competencies
• The purpose and ethics of your assessment
• Drawing conclusions

Know yourself
• Enhancing emotional literacy
• Recognising your patterns

Choose yourself
• Applying consequential thinking
• Navigating emotions
• Engaging intrinsic motivation

Give yourself
• Increasing empathy
• Pursuing noble goals

Contact us at training@britishcouncil.or.ke

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Learning to Lead

Length
2 Days

Leaders aren't born, they are made. This workshop equips aspiring and newly appointed leaders with the self-awareness and skills to lead their teams and deliver powerful results.

Each course participant will receive a personal 'Work of Leaders' DiSC® profile. This provides a simple, three-step process to help you reflect on how you approach the most fundamental work of leaders: creating a vision, building alignment and championing execution. There is a project running throughout the workshop where you can immediately put your insights into action.

Who should attend?
Those new to leadership roles or aspiring leaders.

Learning Outcomes
After taking this workshop you should be able to:
• describe your personal style of leadership
• understand the vision, alignment and execution process and say how it relates to your current role
• lead your team more effectively and deliver better results

Course Outline

Change and you
• Your attitudes change
• Why does change need to be led?
• Your current change situation
• Putting people first

Reactions to change
• Preparing the team for change
• How will people react?
• Introducing change curves
• Navigating the curve

Engaging your team
• Putting stakeholders at the heart of your strategy
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• Project – plan your change management project

Managing transitions
• Change vs transition
• Empathically engaging your team
• The communication escalator
• Project – plan your communication strategy

Building resilience
• What is resilience?
• How resilient are you?
• 5 resilience capabilities
• Project – strengthening your team's resilience

Maximise your Team's Productivity

Length
2 Days

Improving organisational productivity is crucial for success in today's competitive and globalised workplace. Could your team do more with the resources available?

This hands-on workshop is an essential productivity 'health check' for any team or organisation. Through activities, discussion and practice you will gain practical tools to help increase performance and enhance employee engagement.

Who should attend?
Managers, supervisors and team leaders.

Learning Outcomes
After taking this workshop you should be able to:

- understand how to measure organisational or team productivity
- use a range of techniques to get the most from your team
- lead your team more confidently through a process of change

Course Outline

Introduction and overview
- What is productivity?
- Why does productivity matter?
- What helps and hinders productivity?
- Establish a productivity improvement process

Assess
- How productive is your organisation or team?
- Establishing a baseline
- Identifying opportunities for improvement

Prepare
- What is your mission and vision?
- Setting aligned goals
- Three-step goal realisation process
- Anticipating potential challenges

Design
- Evaluating skills and skills gaps
- Improving human performance
- Creating a productivity plan

Implement
- Are you a change agent?
- What team members should do
- Building trust
- Learning from failure

Sustain
- Keeping up momentum
- Evaluating success

Project Management Essentials

Length
2 Days

A successful project needs good organisation, detailed planning and strong controls. But these skills alone won't ensure success, as ultimately projects are all about people.

This workshop looks at each stage of the project life-cycle in detail. It provides you with tips and techniques to build team cohesion, overcome people-related obstacles and deliver better outcomes for your stakeholders.

Who should attend?
Anyone who wants to improve the success rate of their projects. Both Project Managers and project team members will benefit.

Learning Outcomes
After taking this workshop you should be able to:

- gain and maintain support for your projects
- help your project team to work together more effectively
- better manage communication with your project's key stakeholders

Course Outline

Introduction and overview
- Why do some projects fail?
- Creating the right balance
- Understanding types of project teams

Starting your project
- Planning pitfalls
- Articulating your project aims
- Using AIDA to persuade others

Communicating with your project team
- The stages of team development
- Building commitment, trust and rapport
- Delegating effectively

Managing conflict in your project team
- Sources of interpersonal conflict
- Giving feedback
- Maintaining momentum

Managing stakeholder communication
- Identifying, analysing and mapping your stakeholders
- Planning your communication approach

Closing your project
- Closing a project successfully
- Celebrating success

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Stakeholder Engagement

Length
2 Days

Engaging the right people at the right time and in the right way is critical to the success of any project. Perhaps your organisation is going through a period of change, or you need to understand how to make your products or services more relevant to your customers. If so, this workshop is for you!

You will explore the impact of successful stakeholder engagement and be introduced to a range of tools and techniques to help you create powerful engagement in your projects.

Who should attend?
This workshop is ideal for those new to stakeholder management, or managers and leaders looking to hone their engagement skills.

Learning Outcomes
After taking this workshop you should be able to:

• understand the key elements of stakeholder engagement and its importance for all projects and campaigns
• connect with and influence a wide range of stakeholders
• use a framework to help you plan, implement and monitor engagement

Course Outline

An introduction to stakeholder engagement
• Your current engagement project
• Defining stakeholder engagement
• The business case for engagement
• Stakeholder engagement: a 5 step process

Step 1: Set the intent
• Critical questions for setting the intent
• The SMART test
• Practice task: setting the intent

Step 2: Identify and analyse
• Identifying and analysing your stakeholders
• Mapping your stakeholders on the power/interest grid
• Your SWANS and OWANS

Step 3: Plan and prepare
• Strategies for reaching stakeholders
• A case study example
• Planning your engagement approach

Step 4: Engage
• Building trust with stakeholders
• Consulting through change
• The behavioural communication model
• Dealing with the emotions of change
• Engaging blockers and saboteurs

Step 5: Monitor and evaluate
• Evaluating for success: critical questions
• Evaluating your engagement approach
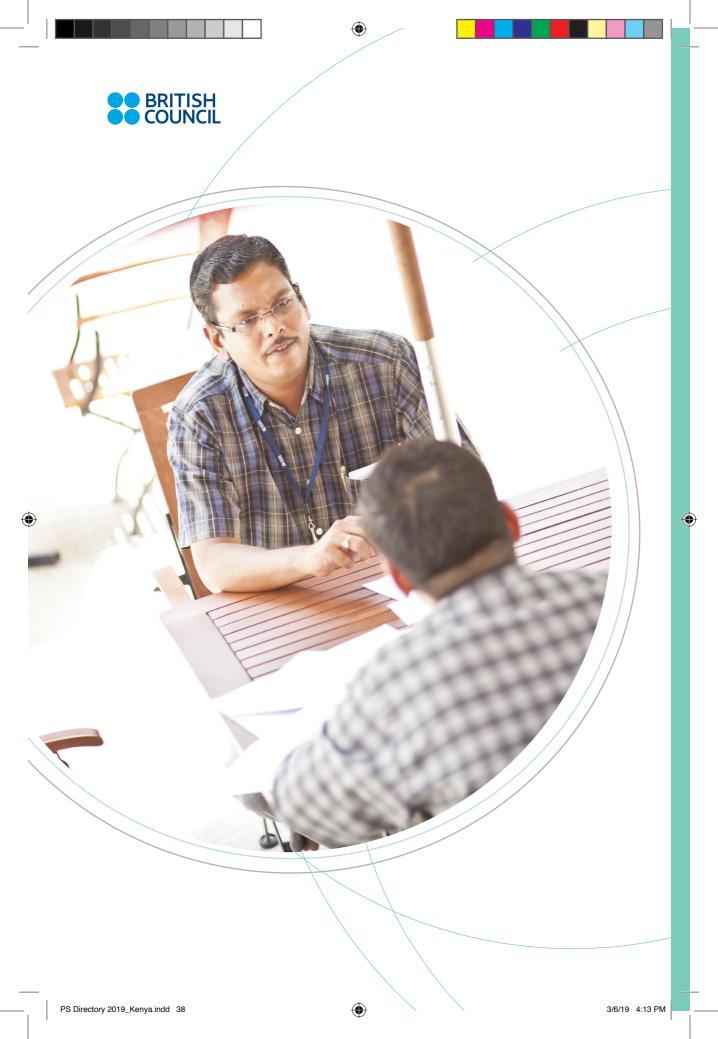
Contact us at training@britishcouncil.or.ke

"

I learned real knowledge and skills on this course. The trainers' proficiency level was excellent. I highly recommend this course to everyone

"

BSRM trainee

Diversity and Inclusion

Intercultural Fluency Essentials

Length
2 Days

This revealing workshop asks you to reflect on your values and behaviours and consider how these may impact your working relationships in multicultural environments. It also introduces you to a range of tools and techniques to help you better understand how people from other cultural backgrounds prefer to work.

Your accredited trainer will take you through a range of strategies you can use immediately to enhance relationships, build rapport and communicate with confidence across cultures.

Who should attend?
Anyone who needs to work with colleagues, customers or clients from different cultural backgrounds.

Learning Outcomes
After taking this workshop you should be able to:

• build relationships and overcome differences in multicultural and global situations
• respond more flexibly to new and complex cultural contexts
• feel comfortable and at ease in unfamiliar cultural settings

Course Outline

What is culture?
• A description of culture

Culture and you
• Who are you?
• What are your preferences?
• What's on and under the surface: organisational culture
• Personal, cultural, global

Building rapport across cultures
• Insights or stereotypes?
• Four behaviours and rapport
• Observing and being responsive
• My case study

Multicultural meetings
• Cultural moments in meetings

Communicating with style
• Four communication styles
• Communication challenge
• What's your communication style?
• Adapting your style
• Responding to the context

Multilingual situations
• Multilingual contexts
• Techniques to avoid miscommunication

Bringing it all together
• My communication case study
• My learning journey progress

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Multigenerational Working

Length
1 Day

This workshop will challenge your assumptions about colleagues from different generations. By encouraging a culture of respect and cooperation it will help you to adapt to others and build more meaningful relationships at work.

Through discussions, case studies and video clips you will learn more about our five generation workforce as well as the characteristics of each generation.

Who should attend?
Anyone who would like to work more effectively with their multigenerational colleagues.

Learning Outcomes
After taking this workshop you should be able to:

- have a deeper understanding of and respect for your multigenerational colleagues
- communicate more effectively with your team
- enjoy better quality of relationships at work

Course Outline

Introduction and overview
- A trip down memory lane
- Your objectives

Embracing diversity
- The benefits of a diverse team
- Our interesting differences
- Things we have in common

The generations
- What is a generation?
- Our five generation workforce
- Case studies – generational conflict at work

Shifting attitudes and emotions
- The five generations and their characteristics
- Millennials – their wants and needs
- What other generations think about you
- Strategies for multi-generational harmony

Building cross-generational relationships
- Getting to know, appreciate and learn from each other
- Managing millennials and older employees
- Case studies – cross-generational communication

Corporate Training Directory 2019

Unconscious Bias

Length
1 Day

Even the most open-minded people have unconscious biases. These happen when our brains make quick assessments of people and situations and can have both positive and negative consequences.

This revealing workshop will help you to discover the biases in your unconscious mind and how they affect your decision-making and performance at work. You will also learn techniques to manage these unconscious biases for personal success.

Who should attend?
Anyone who wants to learn more about their unconscious biases and how to manage them more effectively.

Learning Outcomes
After taking this workshop you should be able to:

- understand how unconscious biases are formed
- consider how unconscious bias can influence your decision making and communication at work
- develop strategies to actively manage your biases

Course Outline

Introduction and overview
- Defining unconscious bias
- The origins of bias and fast thinking
- Fast vs slow thinking in action

How biases are formed
- We're hard-wired for bias
- How thinking pathways are formed
- Decision making based on quick thinking
- The ladder of inference

Projecting our bias
- How do we transfer our ideas?
- Justifying and giving feedback

Unconscious bias in action
- Bias in the workplace
- What biases do I have?
- Unconscious bias tips

Understanding Yourself and Others

Length
1 Day

This workshop will help you to understand the factors that influence the way people behave at work. With a focus on soft skills, you will learn new techniques to relate to your colleagues more effectively.

You will also receive your own Team Management Profile (TMP). This will provide you with feedback on your preferred ways of working and give you insights on the areas you need to improve.

Who should attend?
Anyone who wants to know why people behave as they do at work – including themselves!

Learning Outcomes
After taking this workshop you should be able to:

- understand why people behave as they do
- communicate more effectively by adapting your style to others
- make the most of your work strengths and address areas that need improvement

Course Outline

Introduction and overview
- You and this workshop
- Your 'web' of connections at work

Understanding types of work
- Introducing the TMS work functions
- You and the work functions
- Your profile – a personal 'snapshot'

Understanding types of people
- Exploring RIDO – work preference measures
- Extrovert vs introvert
- Practical vs creative
- Analytical vs beliefs
- Structured vs flexible

Understanding people at work
- Your work preferences
- Exploring your TMS profile
- Communicating with others

Managing your relationships
- Adapting your communication style
- Personal action plan

Corporate Training Directory 2019

Written Communication

Advanced Business Writing

Length
2 Days

Are you a competent business writer? Would you like to enhance your credibility and effectiveness at work by taking your writing skills to the next level?

This workshop considers the more challenging areas of modern business writing. Looking at a range of document types, you will discover how to build lasting relationships, get others to do things and handle difficult messages. There is a writing activity after each section of the course where you can immediately put the new skills you learn into practice.

Who should attend?
Any competent writers or those who have already taken our Business Writing Essentials workshop.

Learning Outcomes
After taking this workshop you should be able to:

- feel more confident in your ability to write well in a range of advanced business writing situations
- build better relationships through more empathetic writing
- achieve better results through more targeted and effective writing

Course Outline

Introduction and overview
- Advanced writing competencies
- Analysing business writing samples
- Your case study

Writing for the reader
- Profiling reader needs
- Tailoring your messages
- Exploring the four communication styles
- Adapting your writing to the different styles

Writing persuasively to encourage action
- Understanding persuasive writing
- Selecting the best structure for your text
- Adapting your language

Disagreeing and saying 'no' diplomatically
- Tips for disagreeing and saying 'no'
- How style and tone affect your readers
- Analysing case studies

Giving constructive feedback sensitively
- The purpose of constructive feedback
- The impact of badly written feedback
- Dos and don'ts of constructive feedback

Applying your new skills
- Your case study
- Your new writing competencies and action plan

Corporate Training Directory 2019

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Better Emails

Length
2 Days

Is your inbox overflowing? Are you still waiting for important information that you asked for last week? This workshop will help you to develop the quality and effectiveness of your emails so that you can achieve your goals at work.

You will be introduced to the POWER writing process and the 6 Cs of professional email writing. You will also write emails and receive feedback from your trainer and other course participants on how to improve.

Who should attend?
Anyone who wants to improve the quality and effectiveness of their emails.

Learning Outcomes
After taking this workshop you should be able to:

- plan and organise your email writing to fit your purpose
- adapt your emails to different audiences and situations
- write and edit your emails to make them clear, concise and easy to understand

Course Outline

Introduction and overview
- Are you a professional email writer?
- The POWER writing process
- The 6 Cs of email writing

Planning essentials
- Having a clear purpose
- Knowing what you want to achieve
- Adapting to your audience

Getting organised
- Exploring BLADE and ODAC
- Choosing the right structure

Writing for your reader
- Asking reader-focused questions
- Using appropriate levels of formality
- Getting your tone right

Focusing on language
- The importance of plain English
- Writing clear action points
- Making your emails more concise

Communicating difficult messages
- Giving bad news in a good way
- The power of positive language

Managing email threads
- Key principles in managing an email thread
- Summarising important information

Editing and reviewing
- Using the 6 Cs to edit and review your emails
- Email writing action plan

Business Writing Essentials

This workshop provides you with a thorough understanding of modern business writing. This will help you to write all kinds of documents more effectively and professionally.

Through analysis and hands-on activities, you will learn how to plan and edit a variety of documents. You will also write a case study text and use the 5 Cs to progressively refine this throughout the workshop.

Who should attend?
Anyone who wants to learn the fundamentals of modern business writing.

Learning Outcomes
After taking this workshop you should be able to:

- feel more confident in your knowledge of modern business writing
- communicate your ideas more effectively
- use writing to enhance your professional image at work

Course Outline

Introduction and overview
- Your writing at work
- The 5 Cs of business writing
- Case study – writing practice

Complete
- Stating your purpose
- Who are your readers?
- Getting the action you want
- Using diagrams to plan

Clear
- Being specific
- Linking your ideas
- Writing effective paragraphs
- Structuring your information
- Modern document layout and design

Correct
- Eliminating grammatical errors
- Commonly confused words
- Understanding sentence structure

Courteous
- Avoiding over-formality
- Using the active voice
- Adopting a reader-friendly tone

Concise
- Using short, familiar words
- Avoiding repetition and redundancy

Summary
- Editing your documents
- Online tools for business writers

Digital Content Writing

Content is on the rise. More organisations are turning to quality online content to attract and engage their target audiences. This means that more professionals are being called upon to write articles, blog posts, case studies and white papers.

This workshop helps you get started by taking you through the process of content creation – from generating ideas to crafting and polishing your writing.

Who should attend?
Those who have been tasked with writing online content for their organisations. You could be in a communications role or a subject matter expert.

Learning Outcomes
After taking this workshop you should be able to:

- understand why online content is one of the most powerful ways to help your organisation achieve its goals
- generate ideas for your articles, blog posts, case studies and papers
- turn your ideas into engaging and enjoyable content

Course Outline

Introduction and overview
- What is content writing?
- The qualities of good content writing
- Types of content writing
- Establishing yourself as a thought leader

Who am I writing for?
- Understanding your online readers
- Researching your target audience
- Developing target personas

Why am I writing?
- Knowing what you want to achieve
- Exploring your surface and deeper purpose

What do I write about?
- Keeping your target reader in mind
- Using tools to generate ideas
- Analysing your competitors
- Project – choose an idea for your content

How do I write it?
- Choosing the right structure for your content

- Exploring best practice for articles, blog posts, case studies and papers
- Using storytelling to engage your readers
- Project – select a format and write your first draft

The edit
- Selecting keywords and attention grabbers
- Using the right tone
- Adapting your language to your audience
- Checking for common grammar errors
- Project – polish your content

Editing Skills for Company Publications

Length
2 Days

Editors are crucial to great writing. This workshop introduces easy-to-use tools and techniques to help you take ordinary writing to the next level. It will give you the ability to polish text until it shines; producing writing that is professional and meets the needs of your readers.

You will work in groups and take part in discussions and interactive exercises. You will also edit texts and receive feedback from your trainer and other participants on your strengths and areas for development.

Who should attend?
Staff who are responsible for editing company documents and publications.

Learning Outcomes
After taking this workshop you should be able to:

- use a process to edit more confidently and efficiently
- produce higher quality writing
- develop better relationships with your colleagues and readers

Course Outline

Introduction and overview
- An editor's role and responsibilities
- What makes good writing?
- An editing process

Editing for content
- Making writing reader-focused
- Deciding on the best structure
- Keeping a text on topic
- Aligning title, opening and closing

Editing for language
- Maintaining a consistent style
- Using the right tone
- Selecting the right words

Editing for grammar
- Identifying common mistakes
- Following the 'rules'
- Choosing tenses
- Mastering punctuation

Editing for appearance
- Perfecting the format
- Including headings
- Writing good headlines

Editor's toolkit
- Comparing style guides
- Discovering online resources
- Creating a personal toolkit

Fine-tuning:
Vetting Skills for Managers

Length
2 Days

Do you 'vet' documents or need to give your team feedback on their writing? Does your own writing need fine-tuning? If so, this workshop is for you.

Through discussions and group work you will explore the conventions of modern business writing. You will practice vetting documents for clarity, conciseness, tone and grammar. You will also learn best practice for giving constructive feedback to your team.

Who should attend?
Both new and experienced managers and team leaders will benefit.

Learning Outcomes
After taking this workshop you should be able to:

- be better equipped to vet your staff's writing
- improve the efficiency and effectiveness of your organisation's vetting process
- become a trusted mentor for team members and colleagues

Course Outline

The fundamentals
- What makes an effective business document?
- The POWER writing process
- The 5 Cs of modern business writing

Vetting for clarity and conciseness
- Plain English
- Effective sentences
- Using bullet points
- Modern document layout

Vetting for tone
- Using a conversational style
- The 'you' approach
- The power of positive language
- Writing with courtesy

Vetting for grammar
- Improving grammatical accuracy
- Top 5 errors in Singapore
- Online tools for checking grammar

Vetting emails and letters
- Saying 'no' effectively
- Responding to complaints
- Giving bad news
- Adjusting your tone

Vetting reports
- Direct and indirect structures
- Using the active voice
- Linking ideas
- Key questions for each section

Giving feedback
- Authorship
- The benefits of feedback and two feedback models
- Golden rules for giving constructive feedback
- Helpful phrases and questions

Vetting practice
- Vet a business document
- Give feedback
- Reflect on your performance

Grammar Foundations

Length
2 Days

This workshop reviews the foundations of English grammar, with a focus on areas where Kenyan usage differs from Standard (British) English.

Your trainer will take you through a series of interactive, hands-on activities to help you avoid grammatical errors. As a result your writing should become more accurate and you will gain confidence in your everyday use of grammar.

Who should attend?
Those who need to gain more confidence in the basics of English grammar.

Benefits
After taking this workshop you should be able to:
- avoid common grammatical mistakes
- feel more confident in your knowledge of the basics of English grammar
- edit your and others' writing to make it more accurate

Course Outline

Introduction and overview
- Pre-course grammar quiz
- Case study writing activity
- Defining and identifying word classes
- Using online resources

Question forms
- Different questions for different contexts
- Direct and indirect questions
- Question tags

Verbs
- Present perfect and past simple
- Using timelines
- Interviewing a colleague
- Writing a professional profile

Nouns, quantifiers and articles
- Countable and uncountable nouns
- What is a quantifier?
- Rules for using articles

Prepositions and collocations
- Prepositions of place
- Common collocations or Standard English?

Putting it all together
- Planning a work event
- Giving a mini presentation
- Writing a summary email

Minutes of Meetings

Length
2 Days

Do your minutes take you hours? This workshop will help you to become a more effective and confident note-taker and minute-writer.

As well as discussions and games, you will watch videos of meetings and take real minutes. There will be a role-play meeting and you will receive feedback from your trainer on what you need to do to improve your minute-writing.

Who should attend?
Anyone who needs to write minutes or take notes in meetings or discussions.

Learning Outcomes
After taking this workshop you should be able to:

- feel more confident during meetings and take better notes
- report discussions and actions using correct grammar and tone
- write minutes that are accurate, brief, clear and diplomatic

Course Outline

Introduction and overview
- Why keep records?
- Key competencies for minute-takers
- Minutes – what and why?
- Common problems for minute-takers and solutions

Preparation
- Rights and obligations of the minute-taker
- Note-taking skills and formats
- Being assertive - getting the information you need
- Three styles of minutes

The language of minutes
- Reported speech and back-shifting
- Using reporting verbs
- Choosing the right preposition

Summarising
- Reporting outcomes
- Being diplomatic
- Analysing and correcting minutes

Just do it!
- Role playing a meeting
- Writing up your minutes
- Reviewing your minutes

Proofread to Perfection

Length
1 Day

Everyone makes mistakes. But these reflect badly on your organisation's image as well as the products or services you provide. In this workshop you will learn the key proofreading skills needed to consistently remove surface errors and improve writing quality.

Working individually and in small groups, you will take part in a variety of accuracy-based exercises designed to build your confidence and effectiveness as a proofreader.

Who should attend?
Anyone who needs to improve the accuracy of their and others' written communication.

Learning Outcomes
After taking this workshop you should be able to:

- spot common errors in your organisation's written communication
- use a proven proofreading process to improve accuracy
- act as an essential resource for your team or department

Course Outline

Introduction and overview
- Initial proofreading assessment
- Proofreading vs editing
- Competencies of expert proof-readers
- Proofreading quiz

Understanding reading
- Reading and the brain
- Understanding word shapes
- Proofreading techniques

A proofreading process
- Skimming to get the 'gist'
- Considering style and formatting
- Spotting grammar mistakes
- Checking spelling and punctuation
- Reading for coherence and consistency
- Checking factual accuracy

Proofreading practice

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Reports
that Work

Length
2 Days

Good decisions come from good reports. The best reports earn the writer respect and achieve an appropriate, positive response.

This workshop guides you through the essential skills for planning, structuring, writing and checking all of your reports at work. Throughout the course you will work on a case study, putting the skills you pick up into practice immediately.

Who should attend?
Anyone who needs to write reports at work.

Learning Outcomes
After taking this workshop you should be able to:

• write reports which are clear, well-structured and convincing
• edit your own reports and save yourself time
• project a more professional image through your report writing

Course Outline

Introduction
• What makes a good report?
• Understanding different types of report
• Reports vs proposals
• Your report writing strengths and challenges

Structuring your reports
• Exploring two report structures
• Identifying each section
• Organising your material
• Including a table of contents

Case study
• Planning your report

Writing your report
• Writing facts and describing data
• Presenting information clearly
• Using and selecting diagrams
• Coming to logical conclusions
• Making persuasive recommendations
• Writing your introduction

Case study
• Writing the first draft of your report

Making it readable
• Focusing on your readers
• The 6 Cs of report writing
• Using plain English
• Avoiding redundancy and repetition

• Linking information
• Making your report cohesive

Editing your report
• Understanding past tenses
• Selecting the right tense for each section
• Using active and passive voices
• Correcting common grammatical errors

Case study
• Editing your report and making it readable

Review
• Reviewing your case studies
• Peer and trainer feedback
• Action plan

Taking Your Grammar to the Next Level

Length
2 Days

This workshop looks at a range of challenging areas of grammar. Mastering these will enhance both your written and spoken communication at work.

Your trainer will guide you through practical activities such as speed meetings, mini presentations and group writing tasks. You will also analyse a selection of workplace documents and evaluate their use of grammar.

Who should attend?
Those who have already attended our Grammar Foundations workshop or who have a good grasp of the fundamentals of English grammar.

Learning Outcomes
After taking this workshop you should be able to:

• have a clearer understanding of advanced English grammar and its use
• present a more polished professional image when writing
• speak more appropriately during face-to-face business interactions

Course Outline

Introduction and overview
• The language of grammar
• Grammar and you

Building blocks
• Constructing sentences
• Linking your ideas
• Email writing task

More information, please
• Using relative clauses
• Describing a person
• Defining jargon and technical terms

Verbs and tenses
• Review of the English tense system
• Modal verbs and their uses
• Using 'will' and 'would'

The big 'if'
• First and second conditional
• Promoting a product
• Writing a proposal

What did they say?
• Reported speech and back-shifting
• Speaking and writing tasks

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Technical Writing

Length
2 Days

This workshop helps you with typical technical writing problems: getting your thoughts onto paper, explaining complex information in laypersons' terms and writing simple and effective processes and instructions.

You will learn how to structure your test and lab reports using the tried and tested IMRaD formula. You will also take part in a fun experiment using household materials which will form a project running through the workshop.

Who should attend?
Anyone in a technical profession who needs to write documents, including IT staff and engineers.

Learning Outcomes
After taking this workshop you should be able to:

- translate complex ideas into clear, logical and technically accurate documents
- produce technical information for non-specialist audiences
- help your readers to take action or make decisions more effectively

Course Outline

Understanding your readers
- Building information about your readers
- Focusing on your readers' needs
- Using a reader analysis chart
- Generating your content

Processes and instructions
- Best practice for writing instructions
- Project – writing instructions

- Describing a piece of equipment
- Project – describing a process

Test and lab reports
- Project – conducting a test
- The purpose of your reports
- Titles and abstracts
- Exploring the IMRaD structure
- Project – writing a test report

Reviewing
- Clarity and conciseness
- Using articles effectively
- Dealing with technical language
- Giving definitions
- An editing process
- Project – editing your reports

Corporate Training Directory 2019

Writing Customer-focused Emails

Writing to customers in a style that focuses on them is vital to your organisation's reputation and success.

Focusing on challenging correspondence such as refusing requests and dealing with complaints, this workshop provides you with an in-depth understanding of how to write in a customer-focused way. You will write two case study emails related to your workplace and receive feedback from your trainer and other participants on your strengths and areas to improve.

Who should attend?
Anyone who has to deal with challenging correspondence or who would like to make their writing more customer-focused.

Learning Outcomes
After taking this workshop you should be able to:

- better engage your customers, even when responding to difficult correspondence
- structure and write emails which have a positive effect on the reader
- enhance your professional reputation and that of your organisation

Course Outline

Introduction and overview
- Presenting a positive service image
- The 5 Cs of customer-focused emails
- Preparing your case studies

Plan your email
- Meeting and exceeding customer expectations
- Analysing relationships with your readers
- Making follow-up actions clear

Organising and writing refusals
- Structuring your response
- Highlighting benefits of company policies
- Using positive language
- Explaining refusals
- Writing effective closings and headings

Writing responses to complaints
- What do complainants want?
- Structuring your replies
- Deciding on an appropriate tone
- Adapting your tone to purpose and reader

Editing
- Conciseness and clarity
- Courtesy – plain English
- Correctness – common grammar errors

Reviewing
- Using the 5 Cs to review
- Personal action plan

Writing persuasive proposals

Length
2 Days

Do you need to persuade others or sell your ideas in writing? If so, this workshop is for you. You will produce proposals that address your readers' needs, flow logically and use language to convince key decision-makers.

You will work in groups and take part in discussions, exercises and interactive tasks. You will write a case study proposal and receive feedback from your trainer and other participants on your strengths and areas to improve.

Who should attend?
Managers, senior officers and executives who want to get their ideas accepted.

Learning Outcomes
After taking this workshop you should be able to:

- feel more confident in your ability to write persuasively
- better understand your readers and their expectations
- sell your ideas to the people who matter

Course Outline

Introduction and overview
- An introduction to persuasive writing
- Your objectives and expectations
- Proposals vs reports
- The purpose of proposals

What does a proposal look like?
- Meeting your readers' expectations
- Sections of a proposal
- Developing your situation and benefits

Who do you need to persuade?
- Meeting the organisation's evaluation criteria
- Countering objections
- Adapting to different readers' styles and concerns
- Appealing to your audience's 'hot buttons'
- Using themes to unify your proposal

How are you going to say it?
- Making your methods section more persuasive

- Writing effective headings and subheadings
- Using power language
- Exploring rhetorical techniques

Bringing it all together
- Recapping the course
- Writing an internal or external proposal
- Feedback and action plan

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Writing Standard Operating Procedures

Length
2 Days

A Standard Operating Procedure (SOP) is a set of written instructions that shows how to perform a routine activity in an organisation. This workshop takes you through the POWER writing process for developing effective SOPs.

You will use a work-based case study to write an SOP and then receive peer and trainer feedback on your text.

Who should attend?
Staff who need to write clear, concise and complete instructions to enable end users to successfully complete tasks.

Learning Outcomes
After taking this workshop you should be able to:

- provide clear information to help users perform a job properly
- generate buy-in from peers and management for your procedures
- facilitate consistency in the quality and integrity of an end result

Course Outline

Introduction and overview
- The purpose and benefits of SOPs
- SOP writers and their responsibilities
- An SOP writing process
- 'Backwards by design' technique

Planning your SOP
- Content and formatting
- Gathering data
- Deciding on the level of detail
- Understanding your target audience

Organising your SOP
- Task orientation
- Narrative vs step procedure
- Appendices, cover page and headers

Writing your SOP
- Using plain English
- Being clear and concise
- Conditional statements
- Logic tables
- Warnings, cautions and notes

Editing your SOP
- Using visual aids
- Creating flow charts
- Formatting and layout
- Checking your grammar

Reviewing your SOP
- Revising your document
- Testing and maintaining

> " The customer focused writing programme that the British Council have designed for us has been highly effective in creating changes that we want to achieve in our organisation. "

Their training methodology is also well-applauded by all our colleagues- trainers never fail to deliver the course in such a fun and engaging manner from the very first to the very last second, making learning such an unforgettable experience.

Innovation and Entrepreneurship

Problem Solving and Decision Making

Length
2 Days

This highly practical workshop introduces you to a range of tools and techniques to solve problems more effectively and make better decisions. You will discover your problem solving and decision making style and how to work more successfully with colleagues who have a different style to you.

Throughout the workshop you will work on a case study from your workplace where you can immediately put the new skills into practice.

Who should attend?
Anyone who wants to improve the way they identify problems, generate solutions and make decisions.

Learning Outcomes
After taking this workshop, you should be able to:

- anticipate and identify problems more effectively
- use a range of tools to help solve problems
- make the right decisions and take responsibility for them

Course Outline

Introduction and overview
- Problem-solving and decision-making styles
- Identifying your style
- Working with the different styles
- The PSI framework

P- The problem (the 'what' and 'why')
- Recognising the problem
- Defining the problem
- Identifying root causes

S- The solution (the 'how')
- Generating creative solutions to a problem
- Identifying the best solution
- Assessing and managing risk
- Building consensus

I – Implementing decisions (the 'do')
- Selecting the best implementation approach
- Communicating your decision
- Guidelines for communicating difficult decisions
- Reviewing the success of your solution

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Unlock
Your Creativity

Length
1 Day

This dynamic workshop is based on the principle that we all have the capacity to be creative. However, we often need to use tools or follow a process to bring out the creativity within us.

Your trainer will introduce you to 16 techniques to help you think more creatively. You will also learn how to brainstorm more effectively, and use the techniques to solve your work-related problems.

Who should attend?
Anyone who would like to brainstorm more effectively or generate creative ideas at work.

Learning Outcomes
After attending this workshop you should be able to:
• generate a wide variety of ideas and solutions
• select and use appropriate creativity techniques at work
• activate your creative potential

Course Outline

Introduction and overview
• Getting to know you...creatively!
• Defining creativity
• Your case study

Exploring the process
• Design thinking – five key steps
• Tips on how to brainstorm effectively
• Facilitating 'brainwriting' and 'braindump' sessions

Framing the issues
• Writing a problem statement
• Doing a root cause analysis
• Drawing a 'why-why' diagram

16 creativity techniques
• Understanding how to use the techniques
• Using the techniques on your case studies
• Reviewing the effectiveness of the techniques

Corporate Training Directory 2019

Productivity and Performance

Contact us at training@britishcouncil.or.ke

Assertiveness: Achieving Win-Win

Length
1 Day

This workshop is designed to help you be more assertive in challenging interpersonal situations at work. It's about feeling confident, building rapport with your colleagues and customers and working together to achieve win-win solutions.

Through quizzes, discussions and role plays you will learn how to apply the powerful 'WIN' process to all of your challenging workplace interactions.

Who should attend?
Anyone who wants to communicate with confidence and build strong and lasting relationships with others.

Learning Outcomes
After taking this workshop you should be able to:

- explain the differences between aggressive, passive and assertive behaviour
- use various ways to influence others, especially when raising issues
- deal with criticism more effectively

Course Outline

Introduction and overview
- Defining assertiveness
- How assertive are you?
- What makes people passive or aggressive?
- Introducing the WIN process

Wants and needs
- Defining and analysing wants and needs
- A difficult situation from your workplace

Influencing
- The 3 Vs of assertive communication
- Giving negative feedback assertively

Neutralising
- Controlling your emotions
- Using three assertiveness techniques
- Assertiveness role plays

Achieving win-win
- Your assertiveness case study
- Planning ahead

Contact us at training@britishcouncil.or.ke

Increase Your Personal Productivity

Length
1 Day

Do you have a 'to-do' list that never seems to get any shorter? Do you sometimes feel overwhelmed at work and don't know where to begin? Would you like to 'work smarter, not harder'? If so, this workshop is for you.

Through reflective exercises and activities you will learn ways to better manage yourself, your tasks and your priorities so that you can increase your personal productivity.

Who should attend?
Anyone who would like to be more productive at work.

Learning Outcomes
After taking this workshop you should be able to:

- identify your blockers to working productively
- use a range of techniques to prioritise tasks and remain focused
- achieve more at work and in your free time

Course Outline

Introduction and overview
- Defining personal productivity
- How to be more productive
- Are you balanced?
- Your productivity blockers

Managing yourself
- Productivity and emotional intelligence
- Can stress be helpful?

- Stress and resilience
- Digital distractions and detoxification

Managing your workload
- Working smarter
- Planning and protecting your time
- Eliminating waste

Staying focused
- Using four productivity techniques
- Productivity apps
- Reflection and action plan

Corporate Training Directory 2019

Networking and Relationship Building for Success

Length
1 Day

This workshop will help you to network with anyone, anywhere and at any time!

You will be introduced to tips and techniques to increase your confidence so that you can enjoy networking and do it more successfully. You will take part in interactive activities and role plays to immediately put into practice what you learn. You will also discover how social media can help you to build lasting relationships with your contacts.

Who should attend?
Anyone who needs to gain confidence in making new contacts and developing long-term relationships.

Learning Outcomes
After taking this workshop you should be able to:

- feel more confident in a variety of networking situations
- build rapport in business and social situations
- create a mutually beneficial network of contacts

Course Outline

Introduction and overview
- What is networking?
- Understanding your networking needs
- Examining your existing network

Prepare to network
- Striking up a conversation
- Continuing the conversation

- Asking good questions
- Remembering the people you meet

The networking event
- Dealing with nerves
- What do you have to offer?
- Networking etiquette
- Ending the conversation

Relationship building
- Connecting with your contacts
- Adding value with social media
- Building lasting relationships

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Time Management

Length
1 Day

This workshop will help you to better manage your time at work. You will be introduced to a range of techniques for prioritising tasks, dealing with time wasters and managing yourself and others.

You will participate in a series of questionnaires, games, discussions and video clips that relate the time management techniques to your daily life.

Who should attend?
Anyone who would like to be work more efficiently and effectively.

Learning Outcomes
After taking this workshop you should be able to:

• schedule your working day more effectively
• analyse and prioritise your workload
• focus on your key tasks and avoid distractions

Course Outline

Introduction
• A typical working day
• What kind of time manager are you?
• Organising and focusing

Manage your tasks
• 'To-do' lists
• Prioritising your tasks

• Covey's priority matrix
• Your body clock and 'prime time'

Manage yourself
• Your workspace
• Your inbox
• Your work patterns

Manage others
• Handling interruptions
• Saying 'No'
• Delegating

Corporate Training Directory 2019

Working with EQ

Emotional Intelligence (EQ) is about being smarter with feelings. It is a critical skill for success in today's workplace.

In this workshop you will learn more about EQ and how emotions affect your behaviour. You will also explore techniques to gain greater choice over how you respond to challenges at work. Each course participant will receive a personal EQ report from Six Seconds® giving an in-depth analysis of your strengths and areas for development.

Who should attend?
Anyone who wants to build stronger relationships and deliver better outcomes at work.

Learning Outcomes
After taking this workshop you should be able to:

- understand and be able to develop the core EQ competencies
- better recognise how pressure affects you, and know some techniques to manage in challenging situations
- build better relationships and deliver better outcomes in the workplace

Course Outline

Introduction and overview
- What is emotional intelligence?
- EQ vs IQ
- How EQ can help you at work

The core competencies of EQ
- A model for EQ in action
- The 8 competencies of EQ
- Exploring your Six Seconds profile

Know yourself
- Enhancing emotional literacy
- Exploring Plutchik's wheel
- Recognising your patterns and 'triggers'

Choose yourself
- Applying consequential thinking
- Navigating your emotions
- The six second pause
- Exercise optimism

Give yourself
- Increasing empathy
- Pursuing noble goals
- Your mission statement and EQ action plan

"
Very informative and useful workshop. Totally enjoyed it!
"

Participant

Unconscious Bias

Interpersonal Communication

Advanced Presentation Skills

Length
2 Days

Are you an experienced presenter? Would you like to increase your influence and impact with your stakeholders? If so, this advanced workshop will help you to create and deliver more powerful presentations.

In an action-packed two days you will explore techniques to enhance your skills as a presenter. You will also receive comprehensive feedback to help take your presentations from good to great!

Who should attend?
Experienced presenters who want to take their skills to the next level, or participants who have already attended our *Success with Presentations* course.

Learning Outcomes
After taking this workshop you should be able to:

- feel more credible, confident and connected to your audience when presenting
- know different ways to structure your presentation according to audience needs
- deliver more powerful presentations

Course Outline

Introduction
- What makes a presentation powerful?
- Powerful presenters in action
- Personal goal setting

Becoming a powerful presenter
- Overcoming nerves
- Building confidence
- Creating connection

Planning your message
- Identifying your theme
- Organising your ideas
- Storyboarding your content

Engaging your audience
- The art of storytelling
- Communicating with impact
- Harnessing the right media

Staying flexible but focused
- Contingency planning
- Dealing with interruptions
- Handling difficult questions

Effective Negotiation Skills

Length
2 Days

This highly practical workshop introduces you to the skills needed for effective negotiations. You will learn about the five negotiating styles and practice using a simple but effective process for conducting negotiations at all levels.

Over the two days you will watch video clips, discuss real-life experiences and take part in a variety of role plays and simulations to immediately put the skills you learn into practice.

Who should attend?
Managers, executives, buyers and anyone else who negotiates.

Learning Outcomes
After taking this workshop you should be able to:

- apply a systematic approach to having a negotiation
- achieve 'win-win' outcomes by collaborating with your negotiating partners
- feel more confident when negotiating

Course Outline

Introduction and overview
- Are you already a negotiator?
- What makes an effective negotiator?
- Bargaining vs trading
- Negotiating styles

A negotiation process
- Introducing PODD
- Role play negotiation – PODD in action

Prepare
- Positions vs interests
- Giving value to your interests

- Your ideal outcome, bottom line and BATNA
- Criteria for fairness

Open
- Laying the foundations
- Effective questioning – opening up
- Negotiating across cultures

Discuss
- Generating options
- The science of persuasion
- Reading body language
- The power of listening
- Overcoming blocks in a negotiation

Decide
- Effective questioning – closing down
- Gaining their commitment
- Closing the deal

Bringing it all together
- Role play negotiation – case studies
- Self-reflection and action plan

Effective Public Speaking

Length
2 Days

This workshop will help to build your confidence and skills in giving speeches. You will explore techniques for planning and delivering talks, as well as ways to engage your audience in a range of public speaking situations.

During the workshop you will develop and deliver a speech on a topic of your choice. You will receive detailed feedback on your performance from the other course participants and your trainer.

Who should attend?
Anyone who would like to be better at public speaking.

Learning Outcomes
After taking this workshop you should be able to:

- plan, structure and deliver short speeches
- use your speeches to engage, motivate and inspire others
- give impromptu speeches at work when the situation demands it

Course Outline

Introduction and overview
- Public speaking situations
- Speaking practice – introducing someone
- Speeches vs presentations
- What makes a memorable speech?

Planning your speech
- Asking questions about your speech
- Researching your topic
- Planning what to say and how to say it
- Using a framework

Building your speech
- Good introductions
- Creating interest in your speech
- Using rhetorical devices
- Language for speeches

Preparing yourself
- Dealing with stress
- Understanding and overcoming fear
- The power of positive visualisation

Delivering a speech
- Projecting a confident, credible image
- Using your voice effectively
- Keeping your audience engaged
- Delivering a speech written by someone else

Expecting the unexpected
- Giving impromptu talks
- Managing your emotions
- Handling questions
- Speaking practice – 'thank you' speech

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Interpersonal Communication Skills

Length
2 Days

Would you like to build more effective relationships with your colleagues, clients and managers? Are you struggling to get your ideas heard? Do you want to communicate in a more professional way?

This workshop will help you to develop the skills you need to communicate effectively in the modern workplace. You will learn more about communication styles and discover easy-to-use tools and techniques to help you build positive relationships and achieve your professional goals.

Who should attend?
Anyone who wants to communicate more effectively at work.

Learning Outcomes
After taking this workshop you should be able to:

- understand your communication style and be able to adapt it when necessary
- build rapport with colleagues, clients and superiors to help you get things done
- have the skills to improve a key relationship at your workplace

Course Outline

Introduction and overview
- What are interpersonal communication skills?
- A key relationship you'd like to improve

Building self-awareness
- Your communication strengths and challenges
- Understanding how people communicate
- Discovering your communication style
- Communicating more effectively with other styles

Communicating with impact
- Exploring the 3 Vs of communication

- Self-assessment, strengths and areas for development
- Communicating your key qualities

Communicating visually
- Using body language to create connection
- Aligning your visual communication with the people you work with
- Matching how you communicate visually to your message

Communicating vocally and verbally
- Exploring the elements of voice
- Effective questioning
- The power of positive language

Listening skills
- Listening – the missing half of communication?
- Levels of listening
- Building rapport by paying full attention

Showing empathy
- Understanding how others feel
- Communicating empathy
- Giving feedback in an empathetic way

The communication skills project
- Case studies and role plays
- Improving your key relationship
- Personal action plan

Corporate Training Directory 2019

Interviewing Skills for Managers

Length
2 Days

This essential one-day workshop focuses on developing your skills and knowledge around the interview process. As well as being introduced to an effective interviewing framework you will also learn tips and techniques about how to recruit using a competency-based approach. This will ensure that you always choose the best candidate for the job!

Anyone who has to conduct interviews as part of their job.

After taking this workshop you should be able to:
• manage the recruitment process more effectively
• interview candidates with confidence
• select the right person for the job

Course Outline

Introduction
• Preparing yourself for the role
• What makes an effective interviewer?

Preparing for the interview
• The interviewing panel
• Good practice in recruitment interviewing
• Your responsibilities during the interview process

The interview
• Using the S.T.A.R. approach in competency-based interviews
• Establishing rapport with the candidate
• Asking the right questions
• Being fair and transparent

Communicating effectively
• Effective communication using the 3 Vs

• Active listening
• Body language
• Opening statements to candidates
• Practice – role play an interview

After the interview
• Making the right decision

Positive Influencing Skills

Length
2 Days

This workshop shows you how to positively influence others at work so that you get the outcomes you want. These include selling your ideas, winning resources and getting others to take action.

Through interactive scenarios, self-reflection and a range of practical activities, you will explore ways to influence and better communicate with others, even in challenging situations.

Who should attend?
Anyone who has to influence or persuade others at work.

Learning Outcomes
After taking this workshop you should be able to:

- use a variety of techniques to positively influence others
- build trust and rapport with all of the people you work with
- get the results that you want

Course Outline

Introduction and overview
- What are positive influencing skills?
- Why, when and who do you need to influence?
- Barriers to influencing others

Principles of influencing
- What makes a great influencer?
- Discovering your influencing style
- Mapping your sphere of influence
- Influencing without authority

Planning your influence approach
- Clarifying goals and priorities
- Focusing on the other person

- Identifying currencies of exchange
- Achieving a win-win

Relationship skills
- Building trust and rapport
- Persuading, not manipulating
- Reciprocity and emotional bank accounts
- Building effective working relationships
- Push or pull

Influencing outcomes
- Using questions and active listening to probe
- Selling your ideas with AIDA

- Getting others to take action with WIIFM
- Using simple persuasion tactics
- Influencing online and on social media

Politics, influence and you: understanding your work context
- Managing up - influencing your manager
- Influencing your peers and subordinates
- Overcoming office politics
- Playing hardball - using tougher strategies

Corporate Training Directory 2019

Presentation
Slide Essentials

Length
1 Day

This workshop will show you how to prepare memorable, understandable and attractive slides that add depth to the message of your presentation. You will use a range of techniques to create your own set of slides during the workshop and present these to the group.

The emphasis is on the design of slides rather than the technicalities of using presentation software. However, your workbook will contain 'how to' guides which demonstrate various PowerPoint tools.

Who should attend?
Anyone who needs to prepare presentation slides at work.

Learning Outcomes
After taking this workshop you should be able to:

• create slides with increased visual impact
• communicate your key messages more clearly
• transform dry data into meaningful images

Course Outline

Make it memorable
• Knowing your purpose and outcome
• Understanding your audience's WIIFM
• Exploring presentation structures
• Planning your slides
• Some alternatives to PowerPoint

Slide design
• Structuring your slides
• Using bullet points
• Selecting your key words
• Creating contrast using fonts, background and colour

Diagrams and data
• Selecting the best diagram
• Creating effective graphs and tables
• Displaying large amounts of data

Images and animation
• Using images effectively
• Animating text and objects

Bringing it all together
• Present your slides
• Workshop review and action plan

Contact us at training@britishcouncil.or.ke

Strategic Business Storytelling

Length
2 Days

Business storytelling engages audiences and drives them to take a desired action. This workshop demonstrates the profound impact of storytelling on others as well as the uses and benefits of storytelling in a corporate environment.

You will learn how to prepare and structure your story to communicate your main message clearly and with confidence. You will tell your story, and receive feedback on your strengths and areas for improvement as a storyteller.

Who should attend?
Anyone who wants to communicate their messages more effectively and inspire and influence others.

Learning Outcomes
After taking this workshop you should be able to:

• plan, structure and deliver an effective business story
• match a suitable storytelling technique to your purpose
• better engage your audience and inspire them to act

Course Outline

Everyone loves a good story
• Your storytelling situations at work
• A video story
• What's your story?
• Why personal stories matter

Making sense of our business world
• Persuasion and the power of story
• Tools to combine stories with data
• Planning your strategic business story

Creating a good story
• Structuring your story
• Four storytelling techniques
• Choosing the right technique

Developing your story
• Deciding on your key message
• Developing characters and tension
• Describing emotions and feelings

The storyteller
• Starting strategic business story
• The narrative technique
• Using your voice for atmosphere
• Telling your story visually

Telling your story
• Tell your story
• Feedback and action plan

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Success with Presentations

Length
3 Days

This workshop will show you how to prepare for, structure and deliver successful presentations. You will learn how to engage your audience, open and close your talk memorably and use your voice for maximum impact.

Over the three days you will work on your own case study presentation. This will be recorded so that you able to identify how to improve your performance when you get back to work.

Who should attend?
Anyone who would like to build their confidence and skills as a presenter.

Learning Outcomes
After taking this workshop you should be able to:

• plan and deliver presentations with more confidence
• communicate your key messages more clearly to your audience
• use your presentations to get the results you want

Course Outline

Introduction and overview
• Diagnostic presentation and feedback
• What makes a successful presentation?
• Choosing your case study

Planning your presentation
• What's your purpose?
• Knowing the outcome you want
• What's in it for your audience?

Organising your material
• Structuring a presentation logically
• Brainstorming and organising content
• Opening and closing effectively

Your visual delivery
• Positive body language
• PowerPoint – best (and worst) practice

Your vocal delivery
• Pace and pausing
• Intonation, pitch and volume
• Emphasising key words

Fine-tuning your language
• Signalling transitions
• Asking rhetorical questions
• The rule of threes
• Using contrast for effect
• Handling interruptions

Train the Trainer: Essential Skills

Length
3 Days

Do you need to create or deliver training sessions for your staff? Would you like to incorporate training into your meetings or other team events? If so, let us share our 30 years of corporate training experience with you!

Through a series of learner-centred activities, you will learn how to plan, prepare and deliver training sessions that meet the needs of your trainees and engage them from start to finish. On the final day, you will work in teams to prepare and deliver a training session and receive feedback on your performance.

Who should attend?
For current or aspiring trainers, managers, team leaders and HR professionals.

Learning Outcomes
After taking this workshop you should be able to:

- select the best methods and activities for your group
- deliver well-structured training sessions that achieve their aims
- know how to engage trainees and keep them focused

Course Outline

Introduction and openings
- What makes a successful training session?
- Your current skills as a trainer
- Starting a training session

Planning and preparation
- Using energisers
- Understanding the needs of trainees, sponsors and stakeholders
- Planning your training session
- Writing SMART training objectives

Methodology
- Structuring your training session
- Using a learner-centred approach
- Getting participation in the training room
- Grouping and regrouping trainees

Activities
- Using sensory learning preferences
- Making your sessions interactive

- Giving clear instructions
- Asking questions and correcting errors

Feedback and endings
- Giving constructive feedback
- Delivering your training session
- Ending your sessions
- Post-course evaluation and action plan

Customer Service

Delivering Service Excellence

Length
2 Days

Would you like to develop your customer handling skills so that you are able to exceed your customers' expectations? If so, this workshop will give you the tools that you need.

As well as examining your customers' journey and how to improve it you will also practice key communication skills for frontline staff such as listening actively, using customer-focused language and dealing with complaints.

Who should attend?
Anyone in a customer-facing role who would like to deliver service excellence.

LEARNING OUTCOMES
After taking this workshop you should be able to:

• understand your customers' journey, and have some specific ways to improve it
• better deal with challenging customer interactions, such as handling complaints
• have more confidence in your ability to deliver service excellence

Course Outline

Introduction and overview
• Defining service excellence
• Customer service in Singapore
• Recognising 'Wow' brands and their features

The customer journey
• Understanding the customer journey
• Mapping and analysing your journeys
• Shep Hyken's 'Moments of Magic'

Consistent customer service
• Defining your service mission and values
• Meeting customer needs and expectations
• Consequences of dissatisfied customers

Communicating with your customers
• The 3 Vs of communication
• The importance of visuals – facial expressions and body language
• Active listening
• The conversation cycle

Handling complaints
• Complaints and service recoveries
• What complainants want
• Tips for handling complaints

Customer service language and stress
• Dealing with stressful customer interactions
• Using appropriate customer service language
• Saying 'no' in a friendly way

Bringing it all together
• Role play a challenging customer interaction

Contact us at training@britishcouncil.or.ke

Handling Angry, Hostile and Abusive Customers

Length
2 Days

Anyone who works on the frontline has, at some point, had to deal with exceptionally challenging behaviour from their customers. This workshop gives you practical tips and techniques to deal with these situations in a calm, assertive and professional manner.

Through discussions, case studies and role plays you will learn why people react angrily, how to manage your own emotions and how to handle hostile and abusive behaviour.

Who should attend?
Customer service professionals, executives and managers who want to build confidence in dealing with extremely challenging customers.

LEARNING OUTCOMES
After taking this workshop you should be able to:

- better understand your customers' anger and your own reactions
- know how to stay calm and think straight in stressful situations
- use a range of strategies to deal with hostile and abusive customers more assertively

Course Outline

Understanding yourself and others
- Knowing yourself
- Physical responses to challenging situations
- Dealing with stress

Anger and its causes
- The anger escalator
- Discovering the root causes of anger
- Case studies – handling angry customers

Managing conflict
- Using a 'decision tree' to manage an angry exchange
- Strategies to handle personal criticism
- Being assertive

Showing empathy
- Sympathy vs empathy
- Empathising with agitated customers
- Role plays

Handling refusals and complaints
- Refusing requests and offering alternatives
- Explaining policy using assertive techniques
- Tone in complaint handling

Dealing with hostile or abusive customers
- Identifying hostile or abusive customers
- 5 strategies to deal with hostile 'bait'
- Final role plays and feedback

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