

# 2012 Catalogue of **TACK Training Courses**

See also <http://training.tackafrica.com>

*The widest range of high impact, short business training courses*

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## ABOUT TACKAfrica

*If you ever wondered where leading global corporations like Unilever and Nestlé get their ideas from, it's because we teach them!*

TACKAfrica has been providing business and HR development support to clients in East Africa for 45 years. We're the licensed partner for East Africa in the global network of TACK and TMI companies which operate in 60 countries. Our range of HR development services includes corporate training, online learning, performance management systems, team building, psychometric assessments, executive recruitment, coaching, culture and diversity, surveys and research, and workshop facilitation.

We have evolved from solely providing training courses to become a broad based commercial management consultancy practice. As well as maintaining a core team of consultants, we are part of a consortium of professional business advisors which significantly expands our pool of expertise into fields such as marketing, branding and recruitment.

In collaboration with partners overseas, we have developed a proprietary Strategic Alignment methodology which strengthens business performance by aligning strategy, branding, culture and people. We're also licensed to provide OMG sales and leadership online assessments and development programmes.

Our client base emphasises large international corporations, large and mid-size locally owned businesses, NGOs and development agencies. We work across all sectors. Globally, TACK has been contracted to operate learning academies for Unilever and Nestlé Foods, while TMI is famous for having led culture change and business turnaround for airlines SAS, BA and KQ.

TACKAfrica operates from offices in Nairobi and Dar es Salaam from where we staff assignments all over the greater East African region. TACK was originally established in the UK in 1948 and in East Africa in 1967. The firm operates in over sixty countries from a headquarters in Athens, Greece.

### **Retreats, workshops and special seminars**

Strategic Planning	A blend of hard analysis and creative thinking to develop a truly differentiated strategy which delivers clarity of direction and competitive advantage.
Team Building	Experiential learning which helps people pull together, work in harmony and achieve results.
Cultural Diversity Programme	An essential introduction to managing across cultures and working in diverse teams.
Train the Trainer	A practical workshop-style course to help professional trainers design and deliver high impact, cost-effective training.
Event Facilitation	A full conference organisation and event facilitation service is also available, including programme design, logistics and provision of speakers.

## Consulting interventions and performance improvement methodologies

Strategic Alignment	Gain synergy across the whole organisation by aligning strategy, brand, culture and competence to deliver performance, guaranteed.
Branded Customer Service	Ensure your front line staff and your support systems seamlessly deliver the brand promise and your strategic goals.
'Ignition' Corporate Realignment	Revive your business with our proprietary diagnostic and remediation process based on Insight, Inspiration and Impact.
Culture Change	Proven processes and tools for evolving and sustaining organisational change.
Performance Management	Design, training and implementation of performance management systems.
Kaizen Continuous Improvement	Training and implementation of Kaizen performance improvement programmes.
Training Needs Analysis	<ul style="list-style-type: none"> <li>• Assessment of organisational, departmental, team and individual development needs</li> <li>• Design of and training on TNA systems</li> <li>• Assessment centres</li> <li>• Psychometric testing</li> </ul>
Building a High Achieving Sales Team	<ul style="list-style-type: none"> <li>• Sales force effectiveness assessment - evaluate and remediate your people, systems and strategies</li> <li>• Sales recruitment psychometrics - put in place a robust selection, development and monitoring process</li> </ul>

### What to do now

Full details of our clients services, track record and capabilities are provided on [www.tackafrica.com](http://www.tackafrica.com), together with catalogues and information sheets.

For further details, discussions and presentations, please contact:

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## **TACK TRAINING**

### **Practical - Inspirational - Participatory - Experiential**

What makes TACK training different?

- Well proven participatory methodologies designed to stimulate and motivate to ensure high impact learning.
- A practical style which guarantees immediate application of the learning on the job.
- Highly experienced trainers who are acknowledged experts in their own right.
- High quality reference materials for participants to keep and an internationally recognised course certificate which adds strength to trainees' CVs.
- An international standard of training delivered in a locally relevant manner by people who know the environment.
- A regional and a global reach with the same high standard of delivery and impact wherever you need it.
- A working partnership between you and TACK so you can train who you want, when you want and how you want.
- Broad capability and very wide experience in all aspects of human resource and business development which means that we can provide support at every level to ensure the essential link between people and performance.

TACK training courses have been specially designed in their content and methodology to meet the needs of employees at all levels, providing an intensive input of essential skills in all aspects of management, sales and personal effectiveness.

TACK courses provide motivation as well learning, leading to an immediate improvement in workplace performance and ensuring a rapid return on your investment in human capital.

### **Learning methodologies**

Reaching out to people in diverse locations demands a creative approach to the delivery of learning and to its application and reinforcement on the job. TACK programme delivery may include any or all of the following techniques:

facilitated team projects - business simulations - trainer led 'input' sessions - virtual instructor led training - case studies - group presentations - personal action planning - psychometrics and questionnaires - on-line surveys and 360°s - skills practice - role plays - video recording and feedback - theatre - mazes - one to one training - coaching (face to face or via the web) - small group coaching - action planning - e-learning modules - e-mails and SMS texts - action learning projects - board games - virtual learning centres - webinars - podcasts - reference notes in print, on disk and online.

We can upload a dedicated client learning zone on our website where participants can access notes, articles, blogs, slides and further reference and reading materials. They will also have on-going access to our trainers as coaches and mentors to support them in their learning journey. Distance and location are no obstacle to the implementation of learning.

## **FULL COURSE LISTING**

### **Leadership, Management and Supervisory courses**

Leadership in Senior Management  
Motivational Leadership  
Managing Human Resources  
Effective Supervision and Management  
Developing your Management Skills  
Performance Appraisal  
The Manager as Coach  
Introduction to Finance for Managers  
Project Management  
Strategic Management of Change

### **Sales and Sales Management courses**

The PRO-PAYBACK Sales Training Course  
Solutions Based Selling  
Selling through Distributors  
Managing Channel Partners  
Key Account Development  
Relationship Management  
Negotiating Skills  
Sales Management Essentials  
Introduction to Marketing

### **Personal Effectiveness courses**

Making your Time Count  
Team Building Workshop  
Developing your Interpersonal Skills  
Mentoring Skills  
Facilitation Skills  
Giving and Receiving Feedback  
Assertiveness and Self-confidence  
Coping with Stress

### **Communication courses**

Business Presentation Skills  
Business Writing  
Effective Communication  
Training the Trainer

### **Customer Care courses**

Caring for the Customer  
Telephone Communication and Image Building

### **Special courses**

Cultural Diversity Programme  
Security for Non-Security Managers

## LEADERSHIP AND MANAGEMENT COURSES

Course	<b>Leadership in Senior Management</b>
1 day	<i>Practical tips for busy senior executives</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• Critical success factors in business leadership</li> <li>• The nature and challenge of change in the business environment</li> <li>• The TACK Effective Leadership Model</li> <li>• How to balance the development and motivational needs of your staff</li> <li>• How to balance your business goals with your people's performance</li> <li>• How to assess ability versus application of effort</li> <li>• How to match your management style to employee needs</li> <li>• Motivation and communication in practice</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Practical and easy to apply tools</li> <li>• Ready understanding of 'people' issues</li> <li>• Ability to flex style when needed</li> </ul>

Course	<b>Motivational Leadership</b>
3 days	<i>How to get the best out of your people</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• The TACK Leadership Model</li> <li>• Use of authority</li> <li>• People needs analysis</li> <li>• Communication in management</li> <li>• Motivating people</li> <li>• Decision making</li> <li>• Delegation</li> <li>• Coaching for improved results</li> <li>• Selection and dismissal</li> <li>• Correcting performance problems</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Perform the full leadership role and satisfy the needs and demands of your team members</li> <li>• Manage flexibly according to the ability and character of your subordinates</li> <li>• Develop personal authority and influence as a leader</li> </ul>

Course	<b>Managing Human Resources</b>
3 days	<i>Employment and labour issues for non-specialists</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• The TACK Human Resources development model</li> <li>• Jobs, people and competencies</li> <li>• Job evaluation and grading</li> <li>• Remuneration and rewards</li> <li>• Attracting and retaining the right people</li> <li>• Approaches to performance appraisal</li> <li>• Staff development and training needs assessment</li> <li>• Coaching and mentoring</li> <li>• Training methods and evaluation</li> <li>• Staff attitudes</li> <li>• Consulting and involving people</li> <li>• Labour and union relations</li> <li>• Handling grievances and disputes</li> <li>• Succession planning</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Gaining awareness of the latest thinking on HR management</li> <li>• Building real understanding in some critical areas</li> <li>• Sharing and overcoming problems and difficulties</li> </ul>

Course	<b>Effective Supervision and Management</b>
3 days	<i>Highly popular first level management training for supervisors and team leaders</i>
Group size	up to 30
Content	<ul style="list-style-type: none"> <li>• The role and responsibilities of supervisors and managers</li> <li>• How to develop and maintain your authority and human relations skills</li> <li>• How to motivate your subordinates to give their best</li> <li>• How to analyse problems and make better decisions</li> <li>• How to communicate effectively with your team, your colleagues and your own managers</li> <li>• Measuring and monitoring performance</li> <li>• How to run meetings and discussions</li> <li>• How to develop and maintain good working relationships</li> <li>• How to organise your own work and that of your team</li> <li>• Planning your own personal development</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Understanding what management is all about</li> <li>• The sheer practicality of the course and the broad range of topics covered</li> <li>• Learning how to handle vital people issues</li> </ul>

Course	<b>Developing your Management Skills</b>
3 days	<i>Solid follow up to basic management training</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• The skills and qualities of successful leaders</li> <li>• The TACK Effective Leadership Model</li> <li>• Contemporary and traditional management approaches and techniques</li> <li>• Problem solving and decision making</li> <li>• Use and application of authority</li> <li>• Communication and persuasion</li> <li>• Non-verbal communication</li> <li>• Interviewing skills for recruitment and appraisal</li> <li>• How to motivate and develop your staff</li> <li>• How to run effective meetings</li> <li>• Building and leading effective teams</li> <li>• Implementing and managing change</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Gaining awareness of the latest thinking on management</li> <li>• Building real skills in some tricky areas</li> <li>• Sharing and overcoming problems and difficulties</li> </ul>

Course	<b>Performance Appraisal</b>
2 days	<i>How to introduce an effective appraisal system and make it work</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• What performance appraisal is all about and the typical components of a performance management system</li> <li>• The differences between appraisal and counselling</li> <li>• Formal and informal methods of appraising performance</li> <li>• Understanding job descriptions, competencies and job demands</li> <li>• Agreeing objectives, targets and development plans</li> <li>• Communication skills and how to overcome common barriers and negative attitudes</li> <li>• Non-defensive and non-verbal communication in interviewing</li> <li>• How to give criticism and handle problem performers</li> <li>• Organising and arranging appraisal</li> <li>• Appraisal forms and the annual cycle</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Practical role play exercises that give real feedback on personal style</li> <li>• Understanding how appraisal works as a management tool</li> <li>• Gaining the ability to motivate staff while improving results</li> </ul>

Course	<b>The Manager as Coach</b>
2 days	<i>What coaching is all about and how to introduce it in the workplace</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• What it takes to become a great coach</li> <li>• Coaching as a management style - barriers and benefits</li> <li>• The language of coaching</li> <li>• How people learn</li> <li>• Behaviours and competencies</li> <li>• The coaching process</li> <li>• Instant-payoff coaching</li> <li>• Conducting assessments</li> <li>• Communication skills in coaching</li> <li>• Giving feedback</li> <li>• Coaching scenarios</li> <li>• Practical issues in introducing a coaching programme</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Understand what coaching is all about</li> <li>• Differentiate between coaching, training and mentoring</li> <li>• Able to follow a process of coaching for results</li> </ul>

Course	<b>Introduction to Finance for Managers</b>
3 days	<i>The classic 'finance for non-financial managers' course</i>
Group size	up to 25
Content	<ul style="list-style-type: none"> <li>• Why businesses need finance, how it is used and obtained</li> <li>• How to read profit statements and balance sheets</li> <li>• What capital employed, profit and return on investment mean and what affects them</li> <li>• How to calculate and interpret financial ratios for assessing profitability, solvency and use of assets</li> <li>• How to read an Annual Report</li> <li>• Different costing methods and when each should be used</li> <li>• How to prepare and use budgets, budgetary controls and the use of computer spreadsheets to explore 'what if?' scenarios</li> <li>• How to use management information to make better quality decisions</li> <li>• How to assess the lifetime benefits of a new investment</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Gaining useful tools and techniques that don't need accounting training</li> <li>• Taking the mystique out of the accounts</li> <li>• Learning how to really use financial information</li> </ul>

Course	<b>Project Management</b>
2 days	<i>The skills and techniques of bringing in projects on time and on budget</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• Concepts and approaches in project management</li> <li>• The skills and qualities of successful project managers</li> <li>• Techniques for planning and organising</li> <li>• How manage time and resources</li> <li>• Identifying and assessing risk and contingency planning</li> <li>• Tasks, dependencies and scheduling</li> <li>• Use of Gantt and PERT charts</li> <li>• Use of computers in project management</li> <li>• Feasibility studies and project appraisal</li> <li>• Managing project meetings</li> <li>• Building project teams</li> <li>• Negotiating contracts and working relationships</li> <li>• Project reporting and documentation</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Discovering tools and techniques to control time and meet deadlines</li> <li>• Identifying the critical tasks</li> <li>• Learning how to build and lead effective project teams</li> </ul>

Course	<b>Change Management</b>
2 days	<i>Understanding and leading organisational change</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• Influences for change, around the world and locally</li> <li>• People's responses and obstacles to change</li> <li>• Change characteristics of organisations</li> <li>• The critical success factors in achieving change</li> <li>• A model for the strategic management of change</li> <li>• Current position and future goals - getting from here to there</li> <li>• Force Field Analysis</li> <li>• Barriers to change and how to overcome resistance</li> <li>• A team approach to change</li> <li>• Managing people through change</li> <li>• The importance of communication and involvement</li> <li>• Developing a change culture</li> <li>• Controlling change projects</li> </ul>

Course	<b>Change Management</b>
Highlights and outcomes	<ul style="list-style-type: none"><li>• Understand and use a defined process for achieving sustainable change</li><li>• Identify and understand common obstacles to change and how to overcome them</li><li>• Relate issues of culture, personality and communication as critical success factors in change</li></ul>



## SALES AND SALES MANAGEMENT COURSES

Course	<b>The TACK PRO-PAYBACK Sales Training Course</b>
3 days	<i>One of the world's most effective selling skills courses</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• Professional selling today - the skills and qualities you need</li> <li>• The PRO-PAYBACK sales model</li> <li>• Selling by objectives - the essential planning process for maximising effectiveness</li> <li>• How to make appointments and obtain interviews</li> <li>• How to gain and fully retain attention</li> <li>• Questioning and listening skills to probe and identify real needs</li> <li>• Offer Analysis - the vital discipline which assembles the features of your offer, converts them into benefits and relates them personally to each customer</li> <li>• How to make customers want to buy from you</li> <li>• How to answer objections</li> <li>• How and when to close a sale</li> <li>• How to build good client relationships</li> <li>• Customers' likes and dislikes, and how to adapt your sales technique to each situation</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Practical worksheets you develop for immediate use in the field</li> <li>• Offer Analysis to convert features to benefits to motivational 'You Appeal'</li> <li>• The in-depth presentation planning form</li> <li>• Ability to gain and retain more customers</li> </ul>

Course	<b>Solutions Based Selling</b>
3 days	<i>The specific skill set needed in the B2B sales process</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• Using the 'FIND' model to research and investigate client needs</li> <li>• Segmenting your markets and territories</li> <li>• Qualifying and targeting prospects</li> <li>• Using Offer Analysis to present the features of your offer as benefits to the client</li> <li>• Building confidence in handling the financial aspects of the deal – costing, budgeting, pricing, terms</li> <li>• Writing winning proposals</li> <li>• Putting together a persuasive presentation - verbally and visually</li> <li>• Handling questions and overcoming objectives</li> <li>• Negotiating the contract</li> <li>• Managing customer relationships and service delivery</li> </ul>

Course	<b>Solutions Based Selling</b>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• The very wide skill set needed to sell professional and technical services and win complex contracts.</li> </ul>

Course	<b>Selling through Distributors</b>
3 days	<i>Managing products through a distribution channel</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• The special roles and responsibilities of distributor sales personnel</li> <li>• The principles and practices of distribution marketing</li> <li>• The roles of the distributor and principal and their relationships</li> <li>• How to motivate others to achieve targeted results</li> <li>• How to train distributors and their staff</li> <li>• Producing, monitoring and evaluating business plans</li> <li>• The financial operation of distributor businesses</li> <li>• Criteria for selecting and appointing distributors</li> <li>• How to negotiate to mutual advantage</li> <li>• How to handle field visits</li> <li>• Distributor development strategies</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• A course that explains the 'how' of the subject and not just the 'what'.</li> <li>• How to combine the roles of sales executive, trainer, PR agent and business advisor in order to guide and motivate people who are independent from your own organisation.</li> </ul>

Course	<b>Managing Channel Partners</b>
3 days	<i>How to motivate your distributor channels to promote your company profitably while building their own businesses</i>
Group size	up to 20

Course	<b>Managing Channel Partners</b>
Content	<ul style="list-style-type: none"> <li>• Identify and recruit the right channel partners</li> <li>• Interview techniques to explore potential channels and avoid unsuitable partners</li> <li>• Produce and present business plans that win commitment from your channels</li> <li>• Understand the importance of Key Performance Indicators in channel management and how to use them to monitor activity and targets</li> <li>• Finding the right Marketing Mix to promote your business profitably and achieve your joint objectives</li> <li>• How to be a flexible and effective channel manager, adapting your management style to different channels and partners</li> <li>• How to motivate your distributors for a win/win outcome</li> <li>• How to implement distributor training programmes that 'stick'</li> <li>• The principles of Partnership Selling using joint calls as coaching opportunities</li> <li>• Act as a 'business adviser' to your channel partner</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Getting key insights into relevant marketing and financial techniques which will help you advise your partners</li> </ul>

Course	<b>Key Account Development</b>
3 days	<i>For those selling capital equipment or dealing with large on-going assignments</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• Identifying and defining major or key accounts and evaluating their potential</li> <li>• Key account positioning and prioritisation</li> <li>• The psychology and politics of organisations and how to allow for them</li> <li>• The principles of 'Client Centred Selling' - seeing through your customer's eyes</li> <li>• Developing your strategy, tactics and timing</li> <li>• How to identify key people and build lasting personal relationships</li> <li>• How to analyse the motivations and priorities of key individuals</li> <li>• Evaluating your competitive position with actual and potential accounts</li> <li>• How to handle different personality types</li> <li>• How to establish 'business partnerships'</li> <li>• The ploys and tactics of professional buyers</li> <li>• Negotiating to preserve profit and maintain goodwill</li> <li>• Changing the emphasis of your selling as the account and relationships mature</li> <li>• How to use the 'Warrior' Account Development System - a comprehensive blueprint for winning more key account business</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Actually working on participants' most valuable accounts during the course.</li> <li>• Understanding who's who in the hierarchy and how to get alongside the right people.</li> <li>• Combating competitor activity and maximising profit margins.</li> </ul>

Course	<b>Relationship Management</b>
1 day	<i>How to retain more clients and win more of their business</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• How to maximise your strengths and overcome your weaknesses by developing your own personal action and development plan.</li> <li>• How to adapt your interpersonal style and use the most appropriate selling behaviour for each customer's needs.</li> <li>• How to analyse your customers' behaviour and motivations and understand the balance of emotion and logic.</li> <li>• How to use and understand non-verbal communication.</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Seeing yourself as your customers see you, helping you to evolve from salesperson to account manager.</li> <li>• TACK's powerful conversational questioning model which gets to the heart of your customers' unidentified and identified needs.</li> </ul>

Course	<b>Negotiating Skills</b>
3 days	<i>The essential skills of winning the deal</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• The different phases of the negotiation process</li> <li>• Preparing for negotiation</li> <li>• Understanding variables, limits and positions</li> <li>• Available strategies, styles and tactics and when and how to use them</li> <li>• How to use concessions</li> <li>• Financial aspects of negotiations</li> <li>• How to analyse power positions</li> <li>• Negotiating behaviours and non-verbal cues</li> <li>• Handling conflict and deadlock</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Practical case studies which strongly reinforce all the learning principles.</li> <li>• Resisting pressure and protecting the bottom line.</li> <li>• Adopting the right strategy and tactics.</li> </ul>

Course	<b>Sales Management Essentials</b>
3 days	<i>The key skills for managing, motivating and leading a sales force</i>
Group size	up to 20

Course	<b>Sales Management Essentials</b>
Content	<ul style="list-style-type: none"> <li>• The key relationships in the job and mutual expectations and demands</li> <li>• The range of skills and knowledge needed</li> <li>• Different styles of management and their pros and cons</li> <li>• Planned Business Development - a systematic approach to analysing the total market and increasing your share</li> <li>• How to select high potential sales people</li> <li>• How to motivate your sales team for maximum performance</li> <li>• How to train and coach your people for greater productivity</li> <li>• How to conduct field visits, training and counselling sessions</li> <li>• How to organise and run effective motivational sales meetings</li> <li>• How to improve results by understanding the financial aspects of sales management</li> <li>• How to improve your own self- management and achieve more in less time</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Using the TACK 'Warrior' sales planning tool for immediate results.</li> <li>• Develop a team of high performers.</li> <li>• Motivate the team while pulling in results.</li> </ul>

Course	<b>Introduction to Marketing</b>
3 days	<i>What it's really about, with all the latest digital updates</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• What marketing really is in practice - concepts, definitions and techniques</li> <li>• The Marketing Mix and the other factors to allow for</li> <li>• Marketing research and segmentation - how it is done and what it can achieve</li> <li>• Product planning and development - different strategies and the importance of product life cycles</li> <li>• How to set prices - objectives and methods</li> <li>• Marketing communication - media and methods</li> <li>• Advertising, public relations, sales promotions, merchandising, direct mail, and telesales</li> <li>• Digital marketing - the Internet and social networks</li> <li>• How to select the right distribution channels</li> <li>• Marketing management</li> <li>• Implementing a marketing strategy</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Understanding a diverse market place</li> <li>• Getting the right 'marketing mix' and using available channels</li> <li>• Making appropriate use of new technology</li> </ul>

## PERSONAL EFFECTIVENESS COURSES

Course	<b>Making your Time Count</b>
2 days	<i>Personal productivity and effectiveness for all.</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• The TACKTime Management Programme - principles, practices and techniques</li> <li>• How to identify your key goals and critical activities</li> <li>• How to spend your time doing the right things</li> <li>• Using task lists for self organisation</li> <li>• How to handle paperwork</li> <li>• How to manage new technology and communication</li> <li>• How to plan and prioritise</li> <li>• How to plan busy days using a Daily Action Plan</li> <li>• How to survive interruptions and work under pressure</li> <li>• How to say 'No' and get away with it</li> <li>• How to run effective meetings</li> <li>• How to delegate effectively</li> <li>• The importance of investing time now to save time in the future</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Practical tools that work</li> <li>• Being able to balance work and personal life</li> <li>• Feeling that you're achieving what really matters</li> </ul>

Course	<b>Team Building Workshop</b>
2 days	<i>How to work together and produce amazing results</i>
Group size	up to 40
Content	<ul style="list-style-type: none"> <li>• What makes an effective team</li> <li>• How competition and cooperation influence results</li> <li>• Personality factors and their impact on teamwork and the roles people take</li> <li>• Belebin's Team Role Profile analysis</li> <li>• The team leader's role</li> <li>• How to select team members</li> <li>• How to develop team spirit and motivate members</li> <li>• Achieving consensus</li> <li>• Communication in teams</li> <li>• Team approaches to problem solving</li> <li>• Experiential team activities</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• The sense of camaraderie and enthusiasm</li> <li>• Practical tips that help understand people's behaviour</li> <li>• Understanding my own strengths and weaknesses</li> </ul>

Course	<b>Developing Your Interpersonal Skills</b>
2 days	<i>Emotional intelligence and how to use it</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• Apply the components of emotional intelligence to increase your business and personal success</li> <li>• Understand your behavioural style and adapt it to get the best from every situation</li> <li>• Build rapport with different types of personalities</li> <li>• Generate cooperation through the use of ethical influencing techniques</li> <li>• Negotiate effectively to achieve your objectives while maintaining strong relationships</li> <li>• Deal with conflict situations assertively</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Learning how interpersonal skills are just as important as technical skills in achieving success</li> <li>• Learning how to achieve your objectives while retaining positive working relationships</li> </ul>

Course	<b>Mentoring Skills</b>
2 days	<i>What mentoring is and how to do it</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• What is mentoring?</li> <li>• Phases and functions in the mentoring Journey</li> <li>• Challenges and expectations</li> <li>• The mentor's job</li> <li>• Skills for mentoring</li> <li>• The importance of active listening</li> <li>• Planning your mentoring development</li> <li>• Types of mentoring assistance</li> <li>• Mentoring styles and methods</li> <li>• Cross cultural mentoring</li> <li>• Cross gender mentoring</li> <li>• Developing your mentoring relationships</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Knowing how to increase the confidence, self-sufficiency and career success of others.</li> <li>• Enhancing job satisfaction of self and others.</li> <li>• Personal strategies to develop my role as a mentor and the tools and techniques to build effective mentoring relationships.</li> </ul>

Course	<b>Facilitation Skills</b>
2 days	<i>Professional skills for facilitators</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• Purpose of facilitation</li> <li>• Designing an effective intervention</li> <li>• Group process</li> <li>• Communication</li> <li>• Handling group interaction</li> <li>• Managing conflict</li> <li>• Personal presence</li> <li>• Skills practice and feedback</li> <li>• Maintaining session output and energy</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• The range of facilitation techniques and tools to maximise session output and maintain energy</li> <li>• How to create meaningful outcomes</li> <li>• Developing structured session facilitation plans</li> </ul>

Course	<b>Giving and Receiving Feedback</b>
2 days	<i>The skills of promoting performance improvement through self-awareness</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• The value of feedback</li> <li>• Why we avoid giving feedback</li> <li>• The core skills</li> <li>• Dos and Don'ts of giving feedback</li> <li>• Managing personal emotions resulting from feedback</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Provide and receive constructive, observation-based feedback while considering the emotional response.</li> <li>• How to manage the personal emotions resulting from feedback.</li> <li>• The motivational impact of giving regular positive feedback.</li> </ul>

Course	<b>Assertiveness and Self Confidence</b>
2 days	<i>The tools and techniques to become more assertive and confident.</i>
Group size	up to 20

Course	<b>Assertiveness and Self Confidence</b>
Content	<ul style="list-style-type: none"> <li>• Projecting a powerful first impression</li> <li>• The characteristics of successful executives</li> <li>• Emotional Intelligence</li> <li>• Confidence and self-image</li> <li>• The psychology of success</li> <li>• Assertiveness role plays</li> <li>• Techniques of persuasion and negotiation</li> <li>• Corporate politics and how to manage your boss</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Handle situations and people with appropriate assertiveness and confidence</li> <li>• Manage the negative emotions that undermine confidence</li> <li>• Improved cooperation from others to raise work performance</li> <li>• Use of personal behaviour to influence the behaviour of others</li> </ul>

Course	<b>Coping with Stress</b>
I day	<i>Where stress comes from and how to deal with it</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• The main sources of stress</li> <li>• Impacts of stress in your workplace, your family and yourself</li> <li>• Coping strategies</li> <li>• Managing stress in others</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Understanding what 'stress' actually is</li> <li>• Recognise the signs of pressure in themselves</li> <li>• Cope with and manage their work pressure using a range of techniques</li> </ul>



## COMMUNICATION COURSES

Course	<b>Business Presentation Skills</b>
3 days	<i>How to give great speeches and presentations</i>
Group size	no more than 12
Content	<ul style="list-style-type: none"> <li>• How to structure a presentation which persuades and motivates the audience</li> <li>• What material to include to hold interest and attention</li> <li>• How to open and close with maximum impact</li> <li>• How to use confidence cards</li> <li>• How to use presentation equipment and visual aids including PowerPoint</li> <li>• Stage managing the presentation</li> <li>• How to use your voice to its full potential through breathing and voice control</li> <li>• Techniques for overcoming nerves and mannerisms</li> <li>• Handling questions and group discussions</li> <li>• Dressing and personal presentation to project the right image</li> <li>• How others see and hear you - on video</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• The sheer practicality of the course.</li> <li>• Overcoming nerves and getting my message across.</li> <li>• Seeing and hearing myself on video.</li> <li>• Enormously confidence building, helps the career along too.</li> </ul>

Course	<b>Business Writing</b>
3 days	<i>Skills and techniques for achieving clarity, speed and image</i>
Group size	up to 15
Content	<ul style="list-style-type: none"> <li>• The Six Principles of clear writing</li> <li>• The use of familiar words to aid understanding</li> <li>• How to avoid long and complicated sentences</li> <li>• Changing preconceived attitudes</li> <li>• All about tone, style and jargon</li> <li>• Practical tips on structuring documents using the Inverted Pyramid technique</li> <li>• The importance of outlining</li> <li>• Formats for documents</li> <li>• Layout and use of graphics</li> <li>• Beating reporting deadlines</li> <li>• Editing and reviewing</li> <li>• Use of computer technology in document production</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Unlearning what we 'learned' at school</li> <li>• The Six Principles that are so easy to understand and apply</li> </ul>

Course	<b>Effective Communication</b>
3 days	<i>A comprehensive introduction to organisational communication of all sorts</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• Simple rules to achieve and effective flow of information</li> <li>• Common barriers to communication and how to overcome them</li> <li>• Message design to aid understanding</li> <li>• Questioning techniques</li> <li>• Active listening</li> <li>• Giving and taking criticism in a non-defensive and non-offensive manner</li> <li>• Non-verbal communication</li> <li>• Principles of clear business writing</li> <li>• Assertiveness and personality - how non-assertive behaviour affects communication</li> <li>• Tips and techniques for effective communication on the telephone</li> <li>• Information and communication technology - mobile phones, e-mail and internet</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Learning that communication can be learnt.</li> <li>• Understanding the best way to communicate in different circumstances.</li> <li>• Overcoming passivity and getting information to flow.</li> </ul>

Course	<b>Training the Trainer</b>
3 days	<i>Essential skills for managers, trainers and professional educators.</i>
Group size	no more than 12
Content	<ul style="list-style-type: none"> <li>• How people learn - an introduction to adult education</li> <li>• Barriers to learning and how to overcome them</li> <li>• Training methods</li> <li>• Accelerated learning techniques</li> <li>• Structuring a training programme</li> <li>• Learning objectives and lesson plans</li> <li>• Delivery techniques</li> <li>• Visual aids and equipment</li> <li>• Handling questions and difficult situations</li> <li>• Some modern approaches to training - coaching and mentoring, e-learning, learning centres</li> <li>• Evaluation of training ROI</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Increased awareness of the techniques of whole brain learning to impart knowledge and skills.</li> <li>• Enhanced skills of training delivery including the use of visual aids and equipment.</li> <li>• Opportunity for improvement through practice.</li> </ul>

## CUSTOMER CARE COURSES

Course	<b>Caring for the Customer</b>
2 days	<i>The fundamentals of great customer service</i>
Group size	up to 20
Content	<ul style="list-style-type: none"> <li>• The importance of the customer in the business</li> <li>• What customers like and dislike - and what they have a right to expect</li> <li>• What customer care means in practice and how to develop the right attitude</li> <li>• Communication skills in questioning, listening and giving information</li> <li>• How to handle difficult customers and complaints</li> <li>• Effective use of the telephone and e-mail in customer service</li> <li>• Practical problem solving</li> <li>• Achieving a customer orientation in yourself</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• The motivational effect on the participants</li> <li>• Learning how to control one's emotions in tricky situations</li> <li>• Gaining competitive advantage through customer service.</li> </ul>

Course	<b>Telephone Communication and Image Building</b>
2 days	<i>Coaching and guidance for effective use of the voice in building customer relations on the telephone</i>
Group size	up to 15
Content	<ul style="list-style-type: none"> <li>• How to gain and maintain your caller's interest and attention</li> <li>• The words, phrases and intonation that creates a great impression</li> <li>• How to handle difficult callers</li> <li>• How to overcome the barriers to communication on the phone</li> <li>• Preparing and structuring your calls</li> <li>• Organising yourself and your call schedule</li> <li>• Questioning and listening techniques</li> <li>• How to use your voice to communicate clearly and pleasantly</li> <li>• Taking messages accurately</li> <li>• How to give information and gain commitment</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Using the telephone to project a professional image.</li> <li>• Developing a communication style that helps develop the business.</li> <li>• Hearing my voice how my customers hear it.</li> </ul>

## SPECIAL COURSES

Course	<b>Cultural Diversity Programme</b>
2 days	<i>Gaining synergies and eliminating conflict by understanding and harnessing differences</i>
Group size	up to 15
Content	<ul style="list-style-type: none"> <li>• How and why cultures emerge</li> <li>• Cultural conditioning and stereotypes</li> <li>• The impact of cultures on business and personal life</li> <li>• How beliefs and values affect behaviour and job performance</li> <li>• The key dimensions of national and corporate cultures</li> <li>• Profiling your own and others' cultures</li> <li>• Morality and ethics</li> <li>• Cross cultural communication</li> <li>• Strategies for handling cross cultural conflict</li> <li>• Managing culturally diverse teams</li> <li>• How to bridge the culture gap</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Understanding why people act like they do</li> <li>• Recognising and overcoming preconceptions</li> <li>• Bridging the differences and building successful teams</li> </ul>

Course	<b>Security for Non-Security Managers</b>
2 days	<i>How to protect corporate assets and reduce loss through fraud and theft</i>
Group size	up to 15
Content	<ul style="list-style-type: none"> <li>• The components of an integrated security management system</li> <li>• The nature of criminality – organised, opportunistic and casual</li> <li>• The 'concentric circles' concept of physical protection</li> <li>• Access control and identity management</li> <li>• Surveillance and electronic security systems</li> <li>• How to design, implement and ensure compliance with internal controls</li> <li>• How to recognise, detect and prevent fraud and theft</li> <li>• How to recruit employees you can trust</li> <li>• Incident investigation – gathering intelligence and evidence</li> <li>• Personal safety</li> <li>• Crisis management and disaster recovery</li> <li>• How to carry out a risk assessment and develop a security strategy</li> <li>• How to implement best practice 'standard operating procedures'</li> </ul>
Highlights and outcomes	<ul style="list-style-type: none"> <li>• Understanding that this is a vital topic for everyone, not just the 'security people'</li> </ul>

## **Corporate Learning Academy curriculum**

*A portfolio of high relevance, high impact topics mapped to modern management competencies.*

- Advanced presentation and influencing skills
- Building personal influence
- Change - 'Today is Different'
- Conflict management
- Cross cultural training
- Develop your people
- Develop a shared vision and aligned plans
- Effective team membership
- Effective team working
- Emotional intelligence
- Emotionally intelligent leadership
- Empower and hold accountable
- Everyday coaching
- Facilitation skills
- High performance teams
- How to recruit and retain the best
- Manage virtual teams
- Managerial dialogue and feedback
- Managing change
- Managing meetings for results
- Personal insights and development
- Personal productivity
- Presentation skills basics
- Setting SMART objectives