



2010 Catalogue of Training Courses



BUILD THE SKILLS OF YOUR PEOPLE

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 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.

TACK in Kenya is affiliated to the worldwide TACK organisation which operates in more than 40 countries. Elsewhere in Africa, the company has affiliates in Tanzania, Nigeria and South Africa. TACK courses have helped people get to the top of their careers for more than forty years in East Africa. Our portfolio of topics has something for everyone.

Please contact us to discuss how we can help you, your people and your organisation.

How your staff benefit from TACK courses

- ◆ A wide range of topics covering all the common 'soft skills' required by all employees in every organisation.
- ◆ Participatory methodologies designed to stimulate and motivate while ensuring high impact learning.
- ◆ A practical style which guarantees immediate application of the learning on the job.
- ◆ An international standard of training delivered in a locally relevant manner by people who know Kenya and where necessary in local languages.
- ◆ High quality reference materials for participants to keep.
- ◆ An internationally recognised course certificate which adds strength to trainees' CVs.
- ◆ A working partnership between you and TACK which ensures 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 development which means that we can provide support at every level of your need.
- ◆ Highly experienced trainers who are acknowledged experts in their own right.

New courses:

- ◆ Facilitation Skills
- ◆ Mentoring Skills
- ◆ Career Planning Workshop
- ◆ Working with Diversity

Your HR Business Partner

We also offer a broad based portfolio of consulting services covering all major human resource development and management needs including:

- ◆ executive selection and strategic resourcing
- ◆ competency assessments
- ◆ performance management systems and training
- ◆ event facilitation
- ◆ employee handbooks and manuals
- ◆ surveys and research.

IN-HOUSE TRAINING COURSES

Leadership and management

Leadership in Senior Management

1 day

Practical tips for busy senior executives.

You will learn:

- ◆ Critical success factors in business leadership
- ◆ The nature and challenge of change in the business environment
- ◆ The TACK Effective Leadership Model
- ◆ How to balance the development and motivational needs of your staff
- ◆ How to balance your business goals with your people's performance
- ◆ How to assess ability versus application of effort
- ◆ How to match your management style to employee needs
- ◆ Motivation and communication in practice

Integrated Business Skills

5 days

The Five Day MBA - a fast-track quick-fix.

You will learn:

- ◆ The key ingredients for management success and the need for a multi-disciplined approach
- ◆ How to approach strategic planning and the management of change
- ◆ How to develop strategic advantage over competitors
- ◆ Human resource applications in business - organisational structures, cultures, management styles, recruitment, staff development, appraisal and dismissal
- ◆ How to read and interpret annual reports and management accounts with confidence
- ◆ How to use financial information as an aid to decision making. Setting and controlling a budget.
- ◆ Marketing principles and techniques: marketing research, segmentation, the marketing mix, pricing.
- ◆ How to promote your product or service effectively - selling, advertising, public relations, exhibitions, auctions and telemarketing
- ◆ Applications of information and communication technologies

Effective Supervision and Management

3 days

Highly popular first level management training.

You will learn:

- ◆ The role and responsibilities of supervisors and managers
- ◆ How to develop and maintain your authority and human relations skills

- ◆ How to motivate your subordinates to give their best
- ◆ How to analyse problems and make better decisions
- ◆ How to communicate effectively with your team, your colleagues and your own managers
- ◆ Measuring and monitoring performance
- ◆ How to run meetings and discussions
- ◆ How to develop and maintain good working relationships
- ◆ How to organise your own work and that of your team
- ◆ Planning your own personal development

Developing your Management Skills

3 days

Solid follow up to basic management training.

You will learn:

- ◆ The skills and qualities of successful leaders
- ◆ The TACK Effective Leadership Model
- ◆ Contemporary and traditional management approaches and techniques
- ◆ Problem solving and decision making
- ◆ Use and application of authority
- ◆ Communication and persuasion
- ◆ Non-verbal communication
- ◆ Interviewing skills for recruitment and appraisal
- ◆ How to motivate and develop your staff
- ◆ How to run effective meetings
- ◆ Building and leading effective teams
- ◆ Implementing and managing change

Performance Appraisal

2 days

How to introduce an effective appraisal system and make it work.

You will learn:

- ◆ What performance appraisal is all about and the typical components of a performance management system
- ◆ The differences between appraisal and counselling
- ◆ Formal and informal methods of appraising performance
- ◆ Understanding job descriptions, competencies and job demands
- ◆ Agreeing objectives, targets and development plans
- ◆ Communication skills and how to overcome common barriers and negative attitudes
- ◆ Non-defensive and non-verbal communication in interviewing
- ◆ How to give criticism and handle problem performers
- ◆ Organising and arranging appraisal
- ◆ Appraisal forms and the annual cycle

The Manager as Coach

2 days

What coaching is all about and how to introduce it in the workplace.

You will learn:

- ◆ What it takes to become a great coach
- ◆ Coaching as a management style - barriers and benefits
- ◆ The language of coaching
- ◆ How people learn
- ◆ Behaviours and competencies
- ◆ The coaching process
- ◆ Instant-payoff coaching
- ◆ Conducting assessments
- ◆ Communication skills in coaching
- ◆ Giving feedback
- ◆ Coaching scenarios
- ◆ Practical issues in coaching

Project Management

3 days

The skills and techniques of bringing in projects on time and on budget.

You will learn:

- ◆ Concepts and approaches in project management
- ◆ The skills and qualities of successful project managers
- ◆ Techniques for planning and organising
- ◆ How manage time and resources
- ◆ Identifying and assessing risk and contingency planning
- ◆ Tasks, dependencies and scheduling
- ◆ Use of Gantt and PERT charts
- ◆ Use of computers in project management
- ◆ Feasibility studies and project appraisal
- ◆ Managing project meetings
- ◆ Building project teams
- ◆ Negotiating contracts and working relationships
- ◆ Project reporting and documentation

Strategic management

Strategic Planning Workshop

3 days

Formulation of corporate strategy.

You will learn:

- ◆ How to define your mission, vision and values
- ◆ How to assess your strengths, weaknesses, opportunities and threats
- ◆ Forces for change
- ◆ Scenario planning
- ◆ Examination of the internal culture - does it match strategic requirements?
- ◆ How to identify strategic themes and options
- ◆ Strategic action planning
- ◆ Implementation of strategy

Strategic Management of Change

2 days

Understanding and leading organisational change.

You will learn:

- ◆ Influences that have been felt around the world and which have impacts locally
- ◆ Customers, employees and investors as driving forces for change
- ◆ People's responses and obstacles to change
- ◆ Change characteristics of organisations
- ◆ The four key characteristics that research around the world has shown organisations which successfully embrace change have in common
- ◆ A model for the strategic management of change
- ◆ Current position and future goals - getting from here to there
- ◆ Force Field Analysis
- ◆ Barriers to change and how to overcome resistance
- ◆ A team approach to change
- ◆ Managing people through change
- ◆ The importance of communication and involvement
- ◆ Developing a change culture
- ◆ Controlling change projects

Business finance

Introduction to Finance for Managers

3 days

The classic 'finance for non-financial managers' course.

You will learn:

- ◆ Why businesses need finance, how it is used and obtained
- ◆ How to read profit statements and balance sheets
- ◆ What capital employed, profit and return on investment mean and what affects them
- ◆ How to calculate and interpret financial ratios for assessing profitability, solvency and use of assets
- ◆ How to read an Annual Report
- ◆ Different costing methods and when each should be used
- ◆ How to prepare and use budgets, budgetary controls and the use of computer spreadsheets to explore 'what if?' scenarios
- ◆ How to use management information to make better quality decisions
- ◆ How to assess the lifetime benefits of a new investment

Cash Collection and Credit Control

2 days

How to make sure you get paid on time.

You will learn:

- ◆ The vital importance of working capital and cash flow
- ◆ Where credit control fits in and how it contributes to overall company profitability
- ◆ How to establish a credit policy which is both flexible and effective
- ◆ How to assess credit-worthiness and establish credit limits
- ◆ The elements of an effective cash collection system
- ◆ Dealing with debtors, in writing and on the telephone
- ◆ How to handle difficult people and common excuses

Communication

Business Presentation Skills

3 days

How to give great speeches and presentations.

You will learn:

- ◆ How to set your objectives for the presentation
- ◆ How to structure a presentation which persuades and motivates the audience
- ◆ What material to include to hold interest and attention
- ◆ How to open and close with maximum impact
- ◆ How to use confidence cards
- ◆ How to use presentation equipment and visual aids including PowerPoint
- ◆ Stage managing the presentation
- ◆ How to use your voice to its full potential through breathing and voice control
- ◆ Techniques for overcoming nerves and mannerisms
- ◆ Handling questions and group discussions
- ◆ Dressing and personal presentation to project the right image
- ◆ How others see and hear you - on video

Business Writing

2 days

Skills and techniques for achieving clarity, speed and image.

You will learn:

- ◆ The Six Principles of clear writing
- ◆ The use of familiar words to aid understanding
- ◆ How to avoid long and complicated sentences
- ◆ Changing preconceived attitudes
- ◆ All about tone, style and jargon
- ◆ Practical tips on structuring reports
- ◆ The importance of outlining

- ◆ Formats for documents
- ◆ Layout and use of graphics
- ◆ Beating reporting deadlines
- ◆ Editing and reviewing
- ◆ Use of computer technology in document production

Effective Communication

3 days

A comprehensive introduction to organisational communication of all sorts.

You will learn:

- ◆ Simple rules to achieve effective communication
- ◆ Common barriers to communication and how to overcome them
- ◆ Message design to aid understanding
- ◆ Questioning techniques
- ◆ Active listening
- ◆ Giving and taking criticism in a non-defensive and non-offensive manner
- ◆ Non-verbal communication
- ◆ The six principles of clear business writing
- ◆ Assertiveness - how non-assertive behaviour affects communication
- ◆ Tips and techniques for effective communication on the telephone
- ◆ Information and communication technology - using mobile phones and e-mail

Training the Trainer

3 days

For managers, in-house trainers and professionals.

You will learn:

- ◆ How people learn - an introduction to adult education
- ◆ Barriers to learning and how to overcome them
- ◆ Training methods
- ◆ Accelerated learning techniques
- ◆ Structuring a training programme
- ◆ Learning objectives and lesson plans
- ◆ Delivery techniques
- ◆ Visual aids and equipment
- ◆ Handling questions and difficult situations
- ◆ Some modern approaches to training - coaching and mentoring, e-learning, learning centres
- ◆ Training evaluation

Time management and personal effectiveness

Profitable Time Management

2 days

Personal productivity and effectiveness for all.

You will learn:

- ◆ The TACK Time Management Programme - principles, practices and techniques
- ◆ How to identify your key goals and critical activities
- ◆ How to spend your time doing the right things
- ◆ Using task lists for self organisation
- ◆ How to handle paperwork
- ◆ How to manage new technology and communication
- ◆ How to plan and prioritise
- ◆ How to plan busy days using a Daily Action Plan
- ◆ How to survive interruptions and work under pressure
- ◆ How to say 'No' and get away with it
- ◆ How to run effective meetings
- ◆ How to delegate effectively
- ◆ The importance of investing time now to save time in the future

Team Building Workshop

2 days

How to work together and produce amazing results!

You will learn:

- ◆ What makes an effective team
- ◆ How competition and cooperation influence results
- ◆ Personality factors and their impact on teamwork and the roles people take
- ◆ The team leader's role
- ◆ How to select team members
- ◆ How to develop team spirit and motivate members
- ◆ Achieving consensus
- ◆ Communication in teams
- ◆ Team approaches to problem solving

Coping with Stress

1 day

Where stress comes from and how to deal with it.

You will learn:

- ◆ The main sources of stress
- ◆ Impacts of stress in your workplace, your family and yourself
- ◆ Coping strategies
- ◆ Managing stress in others

Selling skills

The TACK Sales Training Course

3 days

One of the world's most effective selling skills courses.

You will learn:

- ◆ Professional selling today - the skills and qualities you need
- ◆ Selling by objectives - the essential planning process for maximising effectiveness

- ◆ How to make appointments and obtain interviews
- ◆ How to gain and fully retain attention
- ◆ Questioning and listening skills to probe and identify real needs
- ◆ Offer Analysis - the vital discipline which assembles the features of your offer, converts them into benefits and relates them personally to each customer
- ◆ How to make customers want to buy from you
- ◆ How to answer objections
- ◆ How and when to close a sale
- ◆ How to build good client relationships
- ◆ Customers' likes and dislikes, and how to adapt your sales technique to each situation

Personal Selling Skills

3 days

Understanding face to face selling

You will learn:

- ◆ Revision of key selling principles and techniques
- ◆ How to plan and prepare for a sales interview
- ◆ Gaining the buyer's complete interest and attention
- ◆ Questioning and listening skills - how to probe and identify real needs
- ◆ How to apply Offer Analysis to motivate customers in general and individuals in particular
- ◆ Closing techniques - making them work in practice
- ◆ Using NLP in building rapport with customers
- ◆ Designing sales presentations and demonstrations
- ◆ Video recording and review of sales presentations

Selling through Distributors

3 days

Managing products through a distribution channel.

You will learn:

- ◆ The special roles and responsibilities of distributor sales personnel
- ◆ The principles and practices of distribution marketing
- ◆ The roles of the distributor and principal and their relationships
- ◆ How to motivate others to achieve targeted results
- ◆ How to train distributors and their staff
- ◆ Producing, monitoring and evaluating business plans
- ◆ The financial operation of distributor businesses
- ◆ Criteria for selecting and appointing distributors
- ◆ How to negotiate to mutual advantage
- ◆ How to handle field visits
- ◆ Distributor development strategies

Professional Telephone Selling

3 days

Achieving sales over the telephone.

You will learn:

- ◆ The role and limitations of the telephone in business
- ◆ Telephone manners
- ◆ How to plan your work
- ◆ Creating the right impression
- ◆ Questioning techniques and listening skills
- ◆ How to take notes
- ◆ Identifying the decision maker
- ◆ Motivating the buyer
- ◆ Attention getting methods
- ◆ Handling enquiries
- ◆ Incoming and outgoing calls
- ◆ Closing the deal
- ◆ Presenting costs and prices
- ◆ Techniques for handling objections
- ◆ Assembling the various components of telephone sales presentation

Key Account Development

3 days

For those selling capital equipment or dealing with large on-going assignments.

You will learn:

- ◆ Identifying and defining major or key accounts and evaluating their potential
- ◆ Key account positioning and prioritisation
- ◆ The psychology and politics of organisations and how to allow for them
- ◆ The principles of 'Client Centred Selling' - seeing through your customer's eyes
- ◆ Developing your strategy, tactics and timing
- ◆ How to identify key people and build lasting personal relationships
- ◆ How to analyse the motivations and priorities of key individuals
- ◆ Evaluating your competitive position with actual and potential accounts
- ◆ How to handle different personality types
- ◆ How to establish 'business partnerships'
- ◆ The ploys and tactics of professional buyers
- ◆ Negotiating to preserve profit and maintain goodwill
- ◆ Changing the emphasis of your selling as the account and relationships mature
- ◆ How to use the 'Warrior' Account Development System - a comprehensive blueprint for winning more key account business

Negotiating Skills

3 days

The essential skills of winning the deal.

You will learn:

- ◆ The different phases of the negotiation process
- ◆ Preparing for negotiation

- ◆ Understanding variables, limits and positions
- ◆ Available strategies, styles and tactics and when and how to use them
- ◆ How to use concessions
- ◆ Financial aspects of negotiations
- ◆ How to analyse power positions
- ◆ Negotiating behaviours and non-verbal cues
- ◆ Handling conflict and deadlock

Selling Professional Services

3 days

Application of selling skills for technically and professionally qualified people.

You will learn:

- ◆ Professional selling today - the skills and qualities you need
- ◆ Setting volume-driven business goals
- ◆ Overcoming barriers to success
- ◆ The TACK Selling Cycle of key activities
- ◆ Setting objectives and planning milestones
- ◆ Questioning and listening skills to probe and identify real needs
- ◆ Offer Analysis - the vital discipline which assembles the features of your offer, converts them into benefits and relates them personally to each customer
- ◆ Identifying and qualifying potential clients
- ◆ Clients' decision making processes
- ◆ How to answer objections, how to close a sale
- ◆ Negotiating the deal
- ◆ Winning proposals and persuasive presentations

Marketing and sales management

Introduction to Marketing

3 days

What it's really about.

You will learn:

- ◆ What marketing really is in practice - concepts, definitions and techniques
- ◆ The Marketing Mix and the other factors to allow for
- ◆ Marketing research and segmentation - how it is done and what it can achieve
- ◆ Product planning and development - different strategies and the importance of product life cycles
- ◆ How to set prices - objectives and methods
- ◆ Marketing communication - media and methods
- ◆ Advertising, public relations, sales promotions, merchandising, direct mail, and telesales
- ◆ The Internet and marketing
- ◆ How to select the right distribution channels
- ◆ Marketing management
- ◆ Implementing a marketing strategy

Profitable Sales Management

3 days

The key skills for managing a sales force.

You will learn:

- ◆ The key relationships in the job and mutual expectations and demands
- ◆ The range of skills and knowledge needed
- ◆ Different styles of management and their pros and cons
- ◆ Planned Business Development - a systematic approach to analysing the total market and increasing your share
- ◆ How to select high potential sales people
- ◆ How to motivate your sales team for maximum performance
- ◆ How to train and coach your people for greater productivity
- ◆ How to conduct field visits, training and counselling sessions
- ◆ How to organise and run effective motivational sales meetings
- ◆ How to improve results by understanding the financial aspects of sales management
- ◆ How to improve your own self-management and achieve more in less time

Customer service

Caring for the Customer

2 days

The fundamentals of great customer service.

You will learn:

- ◆ The importance of the customer in the business
- ◆ What customers like and dislike - and what they have a right to expect
- ◆ What customer care means in practice and how to develop the right attitude
- ◆ Communication skills in questioning, listening and giving information
- ◆ How to handle difficult customers and complaints
- ◆ Effective use of the telephone and e-mail in customer service
- ◆ Practical problem solving
- ◆ Achieving a customer orientation in yourself

Telephone handling skills

Telephone Communication and Image Building

2 days

Coaching and guidance for effective use of the voice and the telephone.

You will learn:

- ◆ How to gain and maintain your caller's interest and attention
- ◆ The words, phrases and intonation that creates a great impression

- ◆ How to handle difficult callers
- ◆ How to overcome the barriers to communication on the phone
- ◆ Preparing and structuring your calls
- ◆ Organising yourself and your call schedule
- ◆ Questioning and listening techniques
- ◆ How to use your voice to communicate clearly and pleasantly
- ◆ Taking messages accurately
- ◆ How to give information and gain commitment

Dealing with Customers by Telephone

2 days

How to build customer relations on the telephone.

You will learn:

- ◆ How to gain and maintain your caller's interest and attention
- ◆ The words, phrases and intonation that creates a great impression
- ◆ How to handle difficult callers
- ◆ How to overcome the barriers to communication on the phone
- ◆ Preparing and structuring your calls
- ◆ Organising yourself and your call schedule
- ◆ Questioning and listening techniques
- ◆ How to use your voice to communicate clearly and pleasantly
- ◆ Taking messages accurately
- ◆ How to give information and gain commitment

Support staff courses

The Executive Secretary

3 days

Working as a team with your boss, your colleagues and your suppliers.

You will learn:

- ◆ The secretary's and administrator's role
- ◆ Time management for yourself and your boss
- ◆ Team building within the office
- ◆ Communication skills
- ◆ Problem handling and decision making
- ◆ Using the telephone
- ◆ Self presentation
- ◆ Persuading and influencing
- ◆ Assertiveness and attitudes
- ◆ Organising conferences and meetings

Culture and competence

Working with Diversity

2 days

Gaining synergies by understanding and harnessing differences.

You will learn:

- ◆ How and why cultures emerge
- ◆ Cultural conditioning and stereotypes
- ◆ The impact of cultures on business and personal life
- ◆ How beliefs and values affect behaviour and job performance
- ◆ The key dimensions of national and corporate cultures
- ◆ Profiling your own and others' cultures
- ◆ Morality and ethics
- ◆ Cross cultural communication
- ◆ Strategies for handling cross cultural conflict
- ◆ Managing culturally diverse teams
- ◆ How to bridge the culture gap

Team building

TACK Team Building Programme

2 days residential

A powerful and stimulating programme which enhances team cohesion and synergy and harnesses collective energy and enthusiasm.

Combines practical discussion related to the workplace with experiential learning, personal style analysis and group brainstorming.

The entire programme is underpinned by the competitive TACK Team Challenge with fun, games and entertainment spread throughout the programme.

Outdoor Leadership Programme

2 days residential

An inspirational experiential development programme for senior management teams wishing to strengthen mutual understanding and personal leadership skills.

