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Training and Development

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Introduction

We provide focused, performance-oriented training modules to keep staff and organisations healthier, happier and at peak performance. This brochure gives a brief outline of our main topics. All sessions are 'tailored' to meet the needs of the group, and follow-up reports show that delegate satisfaction rating is a consistent 97%.

PPC training is fully integrated with our other services; on-line support, coaching and of course PPC's range of EAP services. Training adheres to the same ethos that governs PPC's rigorous clinical standards. Our courses are evidence based and evaluated for effectiveness.

Our trainers and facilitators are all practising professionals in their chosen areas with authoritative knowledge and first-hand experience of their subject matter. They will speak the language of their audience and be able

to relate the topic to delegates' experience. This ensures credibility, integrity and reliability as well as consistently high quality in terms of content and delivery. We aim to ensure that all our events are informative and engaging and, above, all of practical use to attendees.

For over 30 years, PPC has been supporting and protecting employers by ensuring the welfare of their staff and helping to improve performance. Our training continues and extends this tradition.



INVESTOR IN PEOPLE



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This brochure outlines our most popular one-day workshops.
Some can be delivered over a shorter period, please enquire.

Courageous Conversations

Managers are frequently under-confident about tackling staff on issues that may be judged 'sensitive'. When not handled with clarity and confidence, discussions that centre on performance, attendance or timekeeping, or more intimate matters like behaviour or even personal hygiene can create unnecessary tensions with the result that things can get worse, not better.

Courageous Conversations has grown out of our experience in supporting managers who need to tackle such topics in a productive, fair and balanced way, and be sure of getting the results they need. Striking the right note of respectful concern for the employee, personally and professionally, while addressing the job performance or other issues directly can be challenging. This experiential workshop will enhance managers' skills enabling them to act with greater confidence, set goals for their conversations and respectfully follow-through with staff. This will help to reduce the risk of misunderstanding, confrontation or grievance and will also encourage more collaborative relationships.

content

- How effective conversations build productive relationships and minimise stress
- One-to-one conversations – assumptions and fears
- The framework for effective conversations
- When managers must tackle sensitive issues

- Planning the meeting with the employee
- Setting and maintaining boundaries
- Deciding on outcomes and goals
- Listening skills, summarising, framing the response
- The productive use of language
- Monitoring and follow-through
- Common pitfalls and traps to avoid
- Review and action planning
- Communication in sensitive situations
- Giving news, 'good' or 'bad', feedback and comment
- Setting the scene and following through

objectives

Greater understanding of the importance of one-to-one relationships at work

Skillfulness in a framework for safe and effective conversations

Greater confidence when tackling sensitive issues or difficult topics with staff and colleagues

More collaborative working to avoid resistance and improved outcomes

A solution focused structure that will improve results

Managing Workplace Relationships

This workshop is designed to refresh and enhance existing interpersonal skills and to build the confidence of support staff in responding effectively to the demands of difficult and demanding people and situations. It empowers staff with new communication and problem solving strategies to help them handle their response to the demands of a busy work environment. It will help individuals to become more confident in standing up for their own views and needs whilst recognising their responsibility to others. Practical exercises will build understanding, skills and confidence.

content

- Understanding the difference between assertive, aggressive and passive behaviours
- Recognising the factors that influence personal communication styles
- The key skills of effective communication
- The impact of body language, voice tone and how and what you say
- Saying 'no' without feeling guilty and without causing anger or resentment
- Standing up for yourself and your own rights and needs whilst recognising your responsibility to others
- What makes people difficult?
- Strategies for responding effectively to different types of difficult behaviour
- Responding when external and internal customers, colleagues or senior staff are unduly demanding or difficult
- Avoiding emotional hi-jacking and handling emotional responses
- Deflating angry outbursts, defusing and calming

- Countering negativity, overcoming resistance
- Dealing with dissent and disagreement
- Working towards solutions
- Creating positive working relationships
- Working with people you can't stand
- Countering negativity, dealing with resistance, dissent and disagreement
- Handling your own emotional responses

objectives

Understand the patterns of assertive, aggressive and passive behaviours

Know how to manage or terminate aggressive interactions safely and professionally

Develop an understanding of how to deal effectively with manipulation and put-downs

Become more confident in the face of angry or demanding behaviour

Understand how to get better results from uncooperative 'others'

Identify a personal communication style or 'difficult behaviour'

Improve relationship skills

Know how to persuade or influence rather than confront

Handling Conflict – Staff

This practical workshop uses evidence based techniques to give delegates an opportunity to develop and practise strategies for working with difficult or threatening behaviour. This is the premier 'soft skills' course for people working on the front line. It covers the essential skills for defusing and de-escalating conflict, and provides the basis for building a constructive working relationship even under the most trying circumstances.

content

- Difficult and aggressive behaviour: definitions
- The importance of self-monitoring and managing our own emotions
- Identifying 'action points' in any conflict
- Phases of the incident
- Non-verbal communication
- Non-defensive listening
- The 'building blocks' of conflict management
- Developing a range of responses
- Keeping cool at all costs; what to do if we can't
- Techniques for managing aggressive behaviour
- De-escalation, defusing and calming techniques
- Setting boundaries and goals
- Responding when the situation is 'out of control'
- Solution focused negotiation and mediation

objectives

- Understand how and why conflict occurs
- Recognise how our own responses may contribute in disputes
- Develop a range of responses for use with conflict
- Devise a plan for dealing with conflict and verbal aggression
- Practise new skills for defusing anger
- Refresh and enhance existing interpersonal skills
- Reflect on our own need for stress management skills
- Participate in group discussions and exercises

Handling Conflict – Managers

Managers often feel under-skilled when confronted with conflict and disputes between members of their staff. The result is that disagreements can drag on longer than they need, and frequently escalate to cause more serious problems. This workshop provides a remedy by helping participants identify and strengthen their conflict management abilities, so that they can intervene sooner and more productively, before the dispute affects morale or performance.

Disagreement need not be destructive. The right guidance offered skillfully can help disputing parties maintain a viable working relationship, so they learn to settle disagreements without disruption.

content

- What constitutes 'conflict' at work?
- The inevitability of disagreement
- Causes, consequences and costs
- Routes to resolution; formal and informal
- The organisational view, policies and protocols
- People in conflict, drives and motivations
- Common responses; the avoidance cycle
- The colour of conflict, identify the grey areas
- Conflict styles, strategies and tactics

- Positions vs. priorities, staying on track
- Typical scenarios, understanding the patterns
- The conflict triangle
- Knowing how, where and when to intervene
- Proactive intervention – three options
- Who owns the conflict, rights and responsibilities
- Setting up the meeting, getting buy-in
- Managing anger and emotion
- Creating dialogue and understanding
- Goals and agreements
- Follow through and monitoring

objectives

Become more confident in dealing with disputes

Review the real costs of unresolved conflict in the workplace

Engage people in a structured and goal-oriented way

Understand the importance of informal dispute resolution

Reflect on and develop your conflict resolution skills

Put an end to the uncertainty and disruption of 'grey' conflict

Managing Change

It is a manager's responsibility to facilitate and enable change and to help staff through a period of transition – this role can be very demanding. This experiential, practical workshop examines understanding about the emotional and practical demands of change, and explores how managers can pro-actively develop resilience in both their staff and the organisation to enable consistent performance in times of change or high demand. Robustness will ensure continuity, giving both critical strategic advantage and helping to protect individuals from stress.

content

- The myths of change and the benefits that people overlook
- Common responses to uncertainty and change
- Firefighting versus forward thinking
- Matching personal goals and belief systems with organisational thinking
- Your attitude and approach – management and leadership and maintaining integrity
- The core qualities of a resilient manager
- Responsive management and stress awareness
- The three step approach to managing organisational stress
- Pro-active response to change
- Encouraging staff to become an active part of the change process

objectives

Time to reflect on the change process

Identify personal core values and belief systems

Understand how pressure, uncertainty and change can affect thinking

Enable better understanding of how people typically respond to change

Provide new insights into improving the quality of working life when under pressure

Know how to enhance personal communication to build and sustain effective working relationships

Mediation skills

Managers are increasingly expected to deal with tricky or challenging situations as a routine part of their work. Mediating differences between colleagues, encouraging teams to work together, resolving disputes, negotiating sensitive issues and even supervising disciplinary procedures; these are just some of the tasks they are expected to handle with confidence and flair.

Organisations expect more of their managers these days. As employees' rights and expectations rise and the traditional respect for authority decreases, surefooted ability in negotiating workplace relations is a must.

content

- Roles and job descriptions
- Identification of existing competencies
- Goals for the course, self monitoring and plans for consolidation
- Conflict, disputes and disagreement; what the process commonly involves
- The relationship first, results second
- Building rapport, verbal and non-verbal strategies
- 10 keys to resolving conflict
- The four 'default modes' of people under pressure
- The language of disputes; the difference between words and meaning
- Remaining creative; thinking past the obstacles

- Goal setting and measuring progress
- Distinguishing players from non-players
- Encouraging a collaborative stance
- Reducing the risk of escalation
- Developing the mediation model
- Boundaries on difficult behaviour
- Remaining resourceful under pressure
- Removing obstacles and remaining solution focused
- What could go wrong? Avoiding the pitfalls

objectives

Understand how to make interventions most acceptable

Build productive working relations even with alienated individuals

Adopt a no blame, solution focused stance in all interactions

Help protagonists discuss and set their own goals

Align differences of opinion in a non-destructive way

Assess the gravity of any given situation as seen by the protagonists

Initiate dialogue to start the dispute resolution process

Balance individual and organisational interests

Bullying Awareness – Staff

It is inherent in the ways individuals in the workplace interact that a certain amount of 'banter' and even more 'robust' exchanges are a natural part of workplace lore. Occasionally this gets out of hand and causes harm where none was intended. On the other hand, bullying does occur; it is a common phenomenon and one which employers have to take very seriously. One way to avoid or at least minimise the risk in both cases is to make bullying and harassment open topics of conversation in organisations. This seminar style day is designed to raise awareness and suggest ways that staff can help reduce the incidence of bullying – real and perceived – and what to do if they think a colleague needs help or support.

content

- Bullying and harassment defined
- The legal and Health and Safety issues
- It may be 'just talk' to you...
- Prejudice and tolerance
- Common forms of denial
- Emotions and coping
- Anger and conflict
- Pressure of work and bullying
- Stress and its effects

- Communication styles
- Assertiveness versus aggression
- Recognising the signs of bullying
- Early, effective action
- What to do if you are a witness
- Keeping your employer informed
- Avoiding recrimination
- Additional resources

objectives

Raise awareness of bullying at work

Spot the risk factors in bullying and harassment

Understand how our own behaviour might unwittingly contribute

Discuss ideas for minimising bullying and harassment

Identify the patterns of behaviour that cause accusations of bullying

Know how to proceed if bullying is witnessed

Know what to do if we think we may have bullied another

Bullying and Harassment – Managers

This experiential workshop provides a sound framework for managers responsible for staff. This module has been specially designed to help them understand and recognise the dynamics of bullying and the types of behaviour which can easily be misinterpreted. The day also equips managers with ideas on improving communications in order to avoid appearing 'heavy handed' when instructing and supervising staff, particularly where deadlines are concerned. It also covers the statutory obligations towards staff, how to protect them and the interests of the organisation.

content

- The key management skills
- Legal and Health and Safety duties
- Balancing the interests of all concerned
- Bullying and harassment: definitions
- Whose responsibility is it?
- Case studies from the law
- Bullying: occupational risk factors
- Bullying checklist, how staff perceive it
- The manager's dilemma: support staff, get results

- Effective communication
- Workload and deadlines
- Staff supervision and guidance
- Suitable responses to 'cries for help'
- Three strategies for reducing false accusations
- Conflict resolution or mediation, when to get help
- Protecting the staff and the organisation

objectives

Improve awareness of bullying issues and how behaviour can unwittingly contribute

Recognise signs in ourselves and others

Understand the Health and Safety and legal implications

Acquire practical information and advice on bullying and harassment

Develop strategies for using the manager's role responsively

Know when and how to intervene if bullying is reported or observed

Stress Awareness – Staff

Staff are increasingly expected to work under pressure. Changing roles, extra demands, deadlines and a variety of other factors mean that staff must be supported if they are to remain effective in their work. This course will help staff understand, identify and manage the stressors that can ultimately result in absenteeism and poor performance. It introduces simple and practical ways to manage their response and stress effectively. A must for organisations experiencing pressure or change of any kind.

content

- Identifying stress
- Warning signs; emotional, physiological and behavioural
- Stress cycles; work, home and lifestyle stressors
- How to spot the common triggers in yourself and others
- The emotional and thinking patterns that cause stress
- Handling stress from work overload/underload and people
- Practical skills to reduce the effects of stress
- The 'duck or sponge' distinction, avoiding burnout and building resilience
- Goals, lifestyle and work-life balance
- Maintaining well-being and sources of support

objectives

- Understand the emotional patterns that cause stress
- Recognise the damaging effects of stress
- Understand how to take remedial action
- Work more objectively when under stress
- Develop a personal stress plan
- Know when to ask for help and sources of support

Stress Awareness – Managers

These experiential and practice based workshops provide a sound framework for managers responsible for staff who are at risk from high levels of stress. This HSE compliant module is specially designed to help them understand and recognise the early signs of stress in their staff and the steps to take to reduce the negative impact. We review the statutory legal obligations towards staff and explore how to reduce stress risk. The workshop links the HSE guidelines to the practical interventions managers can take to identify and reduce workplace stress and encourage a positive approach to well-being. It includes stress management techniques for the managers themselves.

content

- Managing stress responsively – key management skills
- Legal and Health and Safety requirements
- Understanding the risk to the organisation
- Balancing the interests of all concerned
- Occupational and organisational stress factors
- Recognising the signs of stress and long term effects
- Understanding the impact on individual and team performance
- Hearing 'the message' in staff complaints
- Suitable responses to 'cries for help'
- HSE Management Standards and what they mean in practical terms
- Three levels of intervention by managers
- Practical strategies for reducing stress among staff

- Delegation, supervision and support
- Developing a stress management programme at work
- Sources of help and support
- Emotional hygiene and personal stress management
- Demonstration of 'stress inoculation' techniques

objectives

Improve awareness of the negative effects of stress

Identify problems at an early stage

Understand the Health and Safety and legal implications

Recognise the risk to the individual and the organisation and how to reduce it

Develop strategies for using the manager's role responsively

Understand the HSE standards and compliance

Identify techniques for handling occupational stress among staff

Acquire practical information and advice on stress management

Use a range of stress reduction measures

Help staff develop their own ways of coping under pressure

Use reporting methods to protect staff and employer

Know how to get guidance and support

Managing Redundancy

This workshop is designed for managers who may have to give news of redundancy and support affected staff during their period of notice. It explores how to communicate more effectively with people who have to be given bad news and prepares managers so they can act with humanity and greater confidence in sensitive situations. The day also enables participants to better appreciate the human factors of redundancy, the 'ripple effect' that results and the impact on remaining staff and offers a solution-focused approach to handling the situation.

content

- Understanding the impact of redundancy on an individual and normal responses – emotional, physical and behavioural
- Giving news, 'good' or 'bad'
- Key issues that need to be considered
- Structuring your approach
- Setting the scene and following through
- The guiding principles of effective communication
- Dealing with anger, distress, denial and resignation
- Checking and ensuring clarity of understanding on both sides
- Empathy versus sympathy
- Encouraging individuals to plan for the future
- Ways of handling difficult situations
- Essential 'do's and don'ts'
- Offers of practical help and other staff support options

- Managing progress reviews
- Maintaining good relationships with those made redundant or under job review
- Dealing with hostility and encouraging co-operation and motivation
- The guilty survivor – understanding the impact of changing team structures
- The importance of clear open communication
- Managing team uncertainty and building on strengths and resources
- Managing the stress and pressures of the redundancy period

objectives

Understanding of how people typically react to news of redundancy and how to respond

Awareness and guidance on issues that need to be addressed

Guidelines and developing practical skills for giving news of redundancy

Recognising the direct and secondary impact on staff

Appropriate and professional responses to anger and distress in others

Clear and effective communication

Maintaining motivation and co-operation

Diversity Awareness

Encouraging tolerance for difference is easier said than done. Few organisations would say that they do not aspire to equality at work, but making it work consistently is another matter. This workshop helps attendees gain a better understanding of the facets of human nature that can unwittingly lead to – or be interpreted as – discriminatory behaviour, and encourages them to examine how small changes in individual behaviour can produce lasting change in workplace relations. Participants are encouraged to take a proactive stance, and personal responsibility, towards creating and maintaining a ‘healthier’ workplace where individuals can flourish.

content

- Brief definitions of ‘equality’
- European and UK law
- Bullying and harassment
- Unwitting discrimination
- Respect and dignity, at work and elsewhere
- Difference: race, gender, ethnicity, sexual orientation, age and ‘other’
- Assumptions, thoughts and behaviour
- Knowing ourselves, recognising bias and prejudice
- Monitoring our language, beliefs and behaviour
- Understanding and demonstrating equality

- The strengths of diversity
- Personal responsibilities, management contributions
- Creating and maintaining a tolerant environment
- Actions for a workplace that works
- Organisational culture and climate

objectives

Raise awareness of the factors that create workplace inequalities for staff based on perceived ‘difference’

Foster an understanding of how our personal attributes and behaviour might unwittingly cause offence to others

Encourage reflection on how individuals might contribute to a respectful and tolerant organisational culture

Provides a management checklist for ensuring a positive work environment

Acts as a forum for discussion and review of the organisation’s policy and practice

The Confident Manager

A workshop for delegates who want to develop or brush up their managerial skills. Managers frequently have to develop these abilities 'on the job' with no specific training to help them. This means that they are often less effective and confident than they could be. The day enables participants to better appreciate the manager's role, and to learn how to balance effective delegation, authority and supervision with the essential ability to remain approachable and human.

content

- Defining the manager's role
- Deciding on desired outcomes
- Supervising and empowering staff
- Successful delegation and follow up
- Effective two way communication
- The essential 'soft' skills
- Monitoring, evaluating and reviewing progress
- Building staff confidence in you
- Maintaining order, structure and a clear head, defining boundaries

objectives

- Gain a clearer understanding of managers' roles within organisations
- Develop better management skills and communication style
- Maintain respect through balanced authority
- Understand how to define limits and individual responsibilities
- Give effective and empowering appraisals
- Be better able to maintain effective discipline
- Combine dignity, authority and respect for staff

Managing Performance and Appraisals

Skilled, confident people handling is a crucial skill for managers who want to make a difference. Supervision and effective delegation will both empower and develop staff. Competent and constructive appraisals and performance reviews encourage better performance, identify developmental needs and help to motivate and inspire individuals. This solution focused interactive workshop offers the opportunity for managers to reflect on their approach and enhance their skills for this essential and demanding management responsibility.

content

- Examining the meaning of good performance management
- Understanding motivation and influence in the workplace
- The power within acknowledgement and effective appraisal
- Supervising with skill and empowering staff
- The framework for effective delegation
- Setting objectives and clear expectations
- Developing open and honest two way communication
- Giving clear, specific motivational or developmental feedback
- Monitoring, evaluating and reviewing progress
- Coaching for development
- Understanding your role and responsibility as an appraiser

- Essential preparation for competent appraisal and performance review
- Structuring and managing the appraisal discussion
- The seven step approach to performance improvement discussions
- Staying objective in discussions; what to say and how to say it
- A model for clear, specific and motivational feedback
- Defining areas for development, setting objectives and following up

objectives

Appreciate how good performance management benefits individuals and the organisation

Understand employee attitudes to work and what motivates people

Know how to delegate and supervise effectively to empower staff

Enhance communication skills to give effective appraisals

Understand the structure of meaningful performance reviews

Know how to give effective motivational and developmental feedback

Understand how to define development areas and set objectives

Disaster Response

When a disaster or crisis strikes, managers are faced with the complexity of rapidly changing events. Normal resources may be reduced or unavailable and the work force depleted by people personally affected by the incident. The transition as the organisation recovers and moves towards normal routines needs careful handling to manage the impact on staff and the operation of the business.

Balancing competing demands, managing a rapidly changing work culture and supporting employee wellbeing is both a skill and a significant responsibility for management. This interactive workshop looks at the human rather than operational aspect of internal crisis management. It is an essential part of 'core preparedness' and provides an opportunity to prepare and plan for post-incident recovery through information, reflection and discussion on best practice. Practical exercises help to enhance skills and competencies in handling challenging situations.

content

- The core qualities needed for effective and flexible management in crisis
- The importance of clear communication
- Managing good and bad news
- Understanding the impact on behaviour and motivation
- The change cycle – understanding how people adjust and how to manage it
- Dealing with anger, denial or uncertainty

- Knowing when and how to seek assistance
- Sources of support – ie using EAP, manager's help lines
- Protecting yourself when under pressure, practical skills for stress management
- Closure as 'normality' returns and moving on

objectives

To identify and develop the core qualities needed as manager in the aftermath of a critical incident

To develop understanding about how a critical incident can affect individuals

To recognise the key phases of the change cycle from incident back to normal working and people's response

To identify practical measures for managing the changes in team structure and changing work loads

Communicating with clarity and accuracy

Guidance on handling sensitive conversations

Introducing co-coaching for support

Resources for management help and support

Practical skills for managing personal pressure

Crisis Management

This one day training module is designed to prepare key staff for handling interpersonal communications during crisis situations or in the aftermath of a disaster. It may be used to complement disaster incident planning, or in any setting where staff might be expected to respond to others who are themselves distressed because of recent news or events.

The day focuses on advanced communication techniques, reactions to grief and bereavement and the psychological and behavioural impact of tragedy with suggestions for the appropriate steps to take once the immediate safety and survival concerns have been addressed.

content

- Communication in extreme situations
- Typical responses, shock, distress and trauma
- Post traumatic stress
- Recognising the signs in ourselves and others
- Psychological and behavioural reactions
- When and how to intervene, what support to offer
- Relating to relatives
- Denial, uncertainty and hope
- Dealing with anger
- Supporting colleagues

- Constructive questions to ask
- Listening and acknowledgement
- Empathy versus sympathy
- Giving news, good or bad
- Post trauma 'do's and don'ts'
- Handling our own distress
- Offers of practical help
- Keeping communications open
- Cultural and linguistic considerations
- A practical guide to feeling better
- The healing process

objectives

To raise awareness of the psychological and behavioural responses to tragedy and to consider the impact on self and others

To discuss how to communicate most effectively with people who have recently experienced traumatic events

To prepare staff so they may act with greater confidence in extreme situations

To suggest appropriate humane and effective responses to distress in others

To offer guidelines for self care and follow up

Team Building

Few people have elected to be in the teams they work in. Team friction is often blamed for poor performance, yet even the most dysfunctional team is usually doing more things right than wrong. We adopt a solution focused approach to empowering individuals and enhancing team performance. The workshop also acts as a 'team building' session to clarify team objectives, protocols and codes of behaviour with the aim of encouraging collaboration and creating a happier, healthier and more productive team.

content

- What makes a team
- Creating and maintaining the vision
- Short term, medium term goals
- Dealing with dissent
- Mismatched needs, private agendas
- Confused aims or no agreed goals
- Roles and understanding
- See differences in others, NOT deficiencies
- Words and actions that match
- Creative communication
- Avoiding the communication black-spots

- Identifying realistic criteria
- Deciding objectives
- Plan your team's long term goals
- Self management, stress and coping
- Emotions and problem solving
- Team problem solving strategies
- Summarising achievements
- Planning daily/weekly programmes

objectives

Understand the common 'pitfalls' of team work

Examine the myths of team work that mask effectiveness

Identify and build on existing team strengths

Create and maintain team goals and objectives

Conduct more productive team meetings

Deal constructively with dissent within the team

Recognise the 'early warning signs' that can disrupt the team

Build a team 'plan' for future success

Time Management

Time management courses generally ask you to look at how you spend your time and it can be a huge irritation filling in logs and charts as you work, on top of everything else. Most of us know our personal 'time weaknesses' and how and why we waste time. Many of us become even more keenly aware of a 'lack of time' in times of high demand or change. Some of us are chronically disorganised but most of us really do have too much to do and too many competing time pressures – all this and trying to discover the meaning of that elusive work-life balance!

This workshop approaches time management from the more personal perspective of personality, belief and motivation. It offers time for reflection and appraisal of how we actually react and respond to the myriad demands on our time and offers the opportunity to identify strategies that can be integrated into daily routine to make a difference.

content

- The balance in your life
- Factors that influence time management
- Creating the right supportive working environment
- Time management in your team
- Your personality and attitude

- How we think when under pressure
- Personal beliefs, values and motivation
- The rhythm of your day and managing your time at work
- Prioritising myriad demands effectively to achieve what is needed
- Delegating and keeping track
- Dealing with interruptions and distractions
- Handling the demands of e-mail
- Managing your physical and mental responses to time pressure
- Ultradian break activities

objectives

Understanding the influence of the emotional and the thinking brain on our time at work, particularly when under pressure or in periods of significant change

Recognising personality factors and identifying personal beliefs and values that influence our time management

The impact of the working environment on productivity

Exploring how to influence team time management

Integrating pro-active time management into the rhythm of your day

Telephone Rage

Difficult or abusive callers require skilled handling – this course is designed to enable administration and support staff to respond positively and effectively by developing a structured approach and to handle the call in a supportive, professional manner. Telephone staff are also helped to protect themselves from the effects of verbal abuse.

content

- Emotional patterns that cause difficult behaviour
- Spotting the common triggers
- Appropriate responses, prevent calls degenerating
- Setting boundaries and goals
- Strategies for avoiding confrontation
- Maintaining a professional manner
- Balanced communication and verbal skills
- Liability issues
- Defusing and calming techniques
- When the situation is 'out of control'
- Building and protecting self-esteem

objectives

Understand why 'phone rage' is on the increase and its physical and emotional effects on staff

Remain in control under pressure

Defuse or de-escalate angry calls and discussions

Communicate effectively with colleagues and the public

Terminate aggressive interactions more safely

Remain professional even when under personal attack

Some of our clients

The British Council
Colorcon
SCOPE
Office of the Rail Regulator
NSPCC
Sussex Police
Lilly
Save the Children
Pearson VUE
Guinness Trust
Connexions
Rooftop Housing Group
West London Mental Health NHS Trust
Cardiff University
Institute of Directors
Family Welfare Association
National Gallery
National Institute of Biological Standards and Control
Guardian Newspapers Ltd
Denton Wilde Sapte
Sheffield City Council
European Bank of Reconstruction and Development