



Leadership is unlocking people's potential to become better

OUR SERVICES AND APPROACH

OUR LEARNING SOLUTIONS IN MORE DETAIL

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HOW CAN YOU IMPROVE LEADERSHIP, MANAGEMENT AND ESSENTIAL SKILLS? ENHANCE YOUR KNOWLEDGE WITH SGS CONSULTANCY AND LEARNING SOLUTIONS

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OUR SERVICES AND APPROACH

When it comes to driving your business successfully, effective leadership and management is critical. Not only can we support you through consultative excellence, we also offer a comprehensive range of leadership and management training courses, covering every aspect of the discipline at every level – from First Line Management development to Project Management, right through to your Senior Leadership Team.

To complement our management offer, our unique package is also inclusive of Essential Skills such as; effective communication, time management, presentation skills, influencing and negotiating, and strategic thinking.

As a world leader in management development training, we offer you an unrivalled experience, resources and professional instructors to help you get the most from your training budget. Our blended learning initiatives and accelerated learning techniques help you to achieve learning objectives for individuals or your entire workforce. The services we provide are bespoke and designed with you to ensure that your strategic objectives are met and customer satisfaction remains high.

SGS Academy programmes are designed and delivered by highly experienced learning and development professionals with extensive experience of working across industry and business both in the UK and worldwide. All programmes are participative and engaging and focus on real-time leadership and management situations.

WE FOCUS ON FOUR KEY LEVELS:

I. SENIOR MANAGEMENT



II. MIDDLE AND TECHNICAL MANAGER



III. FIRST LINE MANAGEMENT



IV. ESSENTIAL SKILLS



I. SENIOR MANAGEMENT



Effective leadership is essential for commercial success. Capable leaders must be able to motivate stakeholders, other senior managers and colleagues across the organization to work towards business goals. Our specialized consultants are ready to support you and your company's business-critical issues, create value, improve performance and maximize return on investment.

We provide objective guidance based on discussions with your key stakeholders, and observation and analysis to direct strategic change as well as the structure, management and operations of your company. We look at current market options and bespoke solutions to identify best practice for your organization and suggest recommendations for change, as well as advising on additional resources where required to assist in the implementation of solutions.

Our unparalleled consultancy package also offers interactive workshop solutions for senior management, to encourage engagement and active participation from all levels of the business.

SENIOR MANAGEMENT TRAINING SOLUTIONS:

- Visionary Leadership
- Strategic Thinking
- Managing Change and Engagement

II. OPERATIONAL AND TECHNICAL MANAGEMENT ROLES



Operating effectively with a team of direct reports requires management skills in addition to subject matter expertise drawn through experience. Getting the best from the most expensive asset any organization has – its people - ensures the most successful return on investment.

OPERATIONAL AND TECHNICAL MANAGEMENT TRAINING SOLUTIONS:

- Managing People Effectively
- Coaching and Talent Development
- Project Management Skills
- Leading within a Quality Environment
- Managing Employee Performance – appraising, developing and correcting
- Finance for Non-Financial Management – forecasting and budgeting
- Presenting Effectively

III. FIRST LINE MANAGEMENT



Our first line management programmes provide you with the in-depth training and skills you need to ensure continual improvement of your business operations and personal development of your colleagues.

Our first line management courses are aimed at enhancing personal and managerial effectiveness, enabling participants to gain the skills needed for career enhancement, while helping your organization improve efficiency, reduce risk and deliver competitive advantage.

FIRST LINE MANAGEMENT TRAINING SOLUTIONS:

- Stepping into Management (3 Day Modular)
- Stepping into Management (3 Day Intensive)
- Stepping into Management (2 Day Accelerator)

MANAGEMENT SKILLS TRAINING SOLUTIONS:

- Team Meetings and Briefings
- Handling Challenging Conversations

IV. ESSENTIAL SKILLS



Nurturing effective leadership throughout your organization improves communication, clarifies strategy and enables you to meet your business goals. To help you achieve these aims, we offer a complete range of learning solutions to develop inspirational leadership throughout your business.

BY ADOPTING AN ENGAGING APPROACH, OUR RANGE OF ESSENTIAL SKILLS SOLUTIONS COVERS A BROAD RANGE OF TOPICS, INCLUDING:

- Communication and Self-Awareness
- Influencing, Negotiation and Persuasion
- Problem Solving through Creative Thinking
- Time and Priority Management

OUR **LEARNING SOLUTIONS** IN MORE DETAIL



I. SENIOR MANAGEMENT SOLUTIONS - VISIONARY LEADERSHIP

With the weight of responsibility for the success of a business's performance, accountable to financial institutions, shareholders, customers and colleagues; the need for a strong vision and clear leadership from Senior Management is what differentiates the initiators from the followers.

COURSE AIMS:

This one-day workshop is designed to provide the opportunity to take a step back from operational short-term challenges, to set out the aspirations of the organization with which to engage the hearts and minds of those affected by the outcome.

At the end of this workshop, participants will:

- Define the organization's "fit for the purpose" ten years from now
- Examine the route map to achieve it
- Identify the human challenges in moulding the organization of the future

AGENDA:

- Introductions and Welcome
- It is ten years from now
- Travelling forward with visionary thinking, the organization has achieved what it set out to achieve ten years earlier, to review the current profile of the organization today

CURRENT STATUS

A ranking exercise to identify the greatest strengths and biggest challenges to achieving the long-term goal in today's model. Using the output from the previous session, the group will identify the "distance" from the end goal.

UNDERSTANDING HUMAN VALUES AND BELIEF STRUCTURES

Brief input session on values and their importance in relation to personality, attitude, behaviours and actions. This demonstrates the link between personal values and beliefs and their impact on corporate values and the way they are transmitted and received.

HOW CORPORATE VALUES ARE CURRENTLY PERCEIVED

Examining the output from the employee surveys to identify behaviours required as measurable evidence to achieve future ambitions. This session will clarify the interpretation of "values" and define the positive and negative evidence around each as communicated and demonstrated by the senior teams across business groups.

DRIVING CULTURAL CHANGE THROUGH STRONG LEADERSHIP

The human challenge with re-engineering an organization, including an input session on change reaction. This session will cover:

- Understanding our own reaction and its impact
- Communicating change and the need for it
- The need for intentional change versus imposed change
- Equating "pain of change" to "positive values"
- Balancing loss with gain
- Driving cooperative change

ACTION PLANS

The final session will draw together a set of priorities with defined actions, accountabilities and time frames.

SUMMARY AND CLOSE

I. SENIOR MANAGEMENT SOLUTIONS - STRATEGIC THINKING AND PLANNING

Designed for senior management, this course is to help them identify and plan the future strategy of their organization, help them understand current structures and challenges as well as forecast changes needed to be fit for the future.

CONSULTATION OBJECTIVES:

By the end of this interactive consultation leaders who attend will be able to:

- Develop strategic planning skills to become more forward-thinking in their everyday roles by identifying and exploiting opportunities that are within their control
- Become strategically agile and capable of quickly responding to changes or trends
- Better balance their time and attention between daily operational pressures and longer-term strategic initiatives
- Attain more alignment and traction for overarching strategies that drive bottom-line results
- Improve analysis of the longer-term impact of decisions and plans
- Discover new sources of motivation and excitement in their work
- Create a culture of innovation where individuals achieve strategic targets with greater success

AGENDA:

Ways to successfully optimize or unconsciously undermine the best-laid plans

CREATIVE STRATEGIC THINKING

- The difference between thinking strategically and creative strategic thinking
- Introducing innovation into strategy
- How to avoid repeating past performance in changing circumstances
- Tried and tested strategies can be synonymous with tired and tested ones

FIRST SOLUTIONS

- Developing first thoughts
- Challenging traditional or first plans
- Recognizing habits and patterns from past experiences – avoiding the “We have always done it this way” trap

STRATEGIC THINKING MODELS

Examples of tools and techniques used to prompt creative strategic thinking; learning from the experience of others – benchmarking, case studies and examples

CURRENT STATUS

THE FUTURE

- Thinking out of the box
- “What if” exercises – if there were no constraints, greenfield opportunities, no limits
- Focusing on Key goal
- Exploring options and promising possibilities
- Practical planning
- Scoping of strategic plans
- Time and budget plans
- Contingencies and plan Bs

MAKING THE CASE

- Producing the business case
- Presenting to stakeholders
- Dealing with resistance
- Motivating buy-in

MONITORING PROGRESS

- Setting operational objectives
- Allocating resources to strategy
- Reviewing external and internal risks
- Adjusting operational plans in line with strategy

SUMMARY AND CLOSE

I. SENIOR MANAGEMENT SOLUTIONS - MANAGING CHANGE AND ENGAGEMENT

Designed for senior managers to identify best practice when implementing change programmes and to explore the human reasons why change can be resisted and change programmes fail or are avoided. This practical workshop uses real-life examples from businesses that have reinvented themselves or crashed in changing business environments.

COURSE AIMS:

- Identify the qualities that characterize effective leaders
- Recognize key influencers among senior managers and stakeholders
- Measure operational colleague levels of engagement and support
- Apply inspiring scenarios and present sound business cases to gain commitment from top management and other interested parties
- Motivate colleagues to adopt best practice in alignment with business goals

CONSULTATION OBJECTIVES:

At the end of this workshop, participants will be able to:

- Prepare to lead change
- Communicate the change and the reasons for it
- Manage personal views and emotions
- Deal with dissension and unpopular change initiatives

AGENDA:

“WHY CHANGE” MANAGEMENT

Introduction reviewing the importance of the effective implementation of change and the extent to which change management is a ‘business as usual’ process

CHANGE MANAGEMENT PROCESS

From ideas to implementation; an exploration of the stages involved

POTENTIAL IMPACTS OF NOT ACTIONING A CHANGE MANAGEMENT PROGRAMME

Scenarios of organizations who failed to innovate and have subsequently disappeared as a consequence. Exploring the concept of continuous improvement to avoid lethargy

INTENTIONAL AND IMPOSED CHANGE

Practical exercise to identify the difference between changes we initiate and changes we are driven to make

THE CHANGE CURVE

Reviewing the human response to change to prepare for responses and reactions

OUR IMPACT AS “COMMUNICATORS”

Exercise based on Selling the Sizzle – encouraging buy-in and commitment to secure engagement

CHANGE COMMUNICATION BEST PRACTICES

When change goes well, it is not an accident – case studies drawn from organizations who have managed change and transition well

COMMUNICATING POSITIVELY

Delivering the change message and the importance of language

RECOGNIZING CONCERN

Identifying the key resistors and issues that prevent engagement, and taking action to alleviate these

EMPOWERING THE TEAM

Using the dynamics of groups and front-line workers to initiate change

DELIVERING POSITIVE CHANGE

Focusing on successes and victories and learning from failures, recognizing effort, communicating incremental achievement

CHANGE MANAGEMENT IMPLEMENTATION

A practical exercise to identify the key learning points for introducing a successful and engaging change programme

CELEBRATING SUCCESS

Considering ways to reward and recognize achievement to foster a change in culture towards greater agility and less change resistance

II. OPERATIONAL AND TECHNICAL MANAGEMENT SOLUTIONS - MANAGING PEOPLE EFFECTIVELY

This programme will enable those who attend to bring the best out of the people they manage. Based upon sound people management principles, it provides ample opportunity to apply those principles to real-life situations and has already helped hundreds of managers to manage their people more effectively. In addition to defining the key functions of management, subjects covered include motivational strategies, team building, delegation and communication.

COURSE AIMS:

This two-day workshop will enable participants to identify the key principles of management, helping to concentrate on the things that need to be done to be an effective manager. The programme is intensive and utilizes case studies, practical exercises and discussion, both in small groups and with the participants as a whole. It is ideally suited to those with existing management experience with limited or no formal management training

OBJECTIVES:

By the end of this programme, participants will be able to:

- Define the main responsibilities and functions involved in managing people
- Prioritize and plan to achieve work objectives
- Define the issues surrounding the motivation of staff
- Devise appropriate strategies to maximize staff commitment and job satisfaction
- Identify the principles of building effective teams

AGENDA:

DAY ONE

INTRODUCTION AND OBJECTIVES

- What is Management?
- Structure and style
- Responsibility and accountability
- Producing results
- Managing teams
- Developing individuals
- Practical exercise

GENERATING MOTIVATION

- Factors that motivate
- Theories of Maslow and Herzberg explained
- Minimizing demotivators
- Using reward structures
- Motivational questionnaire

COMMUNICATING EFFECTIVELY

- Walking the walk
- Handling dissension
- Delivering vision
- Linking to motivation, participants examine ways to deliver information in an effective way
- Communication case study

DELEGATION

- What does it mean?
- Why is it beneficial?
- What can go wrong?
- Best practices in delegation
- Practical exercise

DAY TWO

EFFECTIVE TEAM BUILDING

- What makes a successful team?
- Examining team types and behaviours
- How to build a successful team
- Stages of team development
- The dangers of cloning
- Team leadership style versus traditional management style

PERFORMANCE MANAGEMENT

- Dealing with poor performance
- Delivering difficult messages
- Developing individuals
- Examining the options available to managers with performance management situations
- Supporting the team
- Ensuring that the team is supported during individual performance issues
- Performance case studies

MANAGING CHANGE

- Dealing with change
- Communicating positively
- Recognizing concern
- Empowering the team

COURSE REVIEW AND PLANNING FOR THE FUTURE

PREPARATION AND ACTION PLANS FOR BUILDING ON THE SKILLS LEARNT

SUMMARY AND CLOSE

II. OPERATIONAL AND TECHNICAL MANAGEMENT SOLUTIONS - PROJECT MANAGEMENT SKILLS

In addition to “business as usual” management, many modern managers are also responsible for the delivery of projects, which may include working with diverse teams and subject matter experts without direct reporting lines.

COURSE AIMS

This programme focuses on the elements of project management needed to deliver successful outcomes, on time and on budget. The course highlights the tools and techniques required to manage the deliverables of a project with a potentially diverse and geographically scattered team.

OBJECTIVES:

At the end of this course, participants will be able to:

- Identify the component parts of any project
- Recognize the characteristics and actions of effective leadership
- Set realistic objectives and deadlines
- Identify and use the appropriate planning tools
- Describe the team development stages during a project
- Measure progress and identify blockages
- Communicate project progress effectively

AGENDA:

INTRODUCTIONS AND OBJECTIVES

WHAT IS MEANT BY PROJECT MANAGEMENT?

- A review of the characteristic of project management and how they differ from traditional team, functional or departmental management

ESSENTIAL PLANNING AND CONTROL FOR PROJECT MANAGEMENT

- Tools and techniques for controlling projects
- Scoping and Objectives
- Stakeholders and their agreement
- Tracking tools and record keeping

PROJECT RISK MANAGEMENT

- Identifying Risk
- Fall back or contingencies for delay or external risks

PROJECT COMPLETION

- Sign off and hand over to “business as usual” activity
- Project review to identify successes and lessons
- Celebrating milestones

MANAGING PROJECT TEAMS

- Building a team from subject matter specialist and individuals
- Allocating roles and responsibilities
- Monitoring performance and deliverables

EFFECTIVE PROJECT COMMUNICATION

- Presenting progress and outcomes
- Selling the Sizzle
- Giving feedback and communicating with functional managers

SUMMARY AND CLOSE

II. OPERATIONAL AND TECHNICAL MANAGEMENT SOLUTIONS - LEADING WITHIN A MANAGEMENT SYSTEMS ENVIRONMENT

This programme is designed to focus on the required skills of those operating in operational roles such as quality, environmental and health & safety for the evolution of management systems standards within the Annex SL Framework and their respective commercial impacts.

COURSE AIMS:

The two-day course aims to develop the techniques used to engage and influence stakeholders, senior managers and operational functions to highlight the commercial success derived from best practice. The workshop will utilize a relevant case study throughout the two days from which participants can draw examples, transferable to their specific situations.

OBJECTIVES:

At the end of this programme, participants will be able to:

- Identify the knowledge, skills and behaviours of effective leaders
- Recognize the key influencers of stakeholders and senior managers
- Present a sound business case
- Measure the level of engagement and support of operational staff
- Motivate the organization to adopt best practice
- Apply inspiring business scenarios to gain commitment and support

AGENDA:

DAY ONE

Welcome, logistics, aims

INTRODUCTIONS

Workshop will start with an opportunity for each participant to sell the quality agenda in a brief introductory piece

LEADERSHIP STYLES

Brief facilitator-led input on the definition of leadership and the associated knowledge, skills and behaviours followed by a personal questionnaire to identify the existing leadership preferences that will demonstrate the competencies of effective leadership

IDENTIFYING THE VARYING NEEDS OF STAKEHOLDERS

A practical exercise to explore the characteristics of different stakeholder types and levels within an organization's hierarchy

APPLYING DIFFERENT TECHNIQUES

Case study activities for analysis of management systems and their impact on the commercial success of a business – participants identify the impacts

WORKING WITH TEAMS

Understanding the dynamics present within teams and applying collaborative leadership. Input on the characteristics present within the workplace and a practical activity using team skills.

MOTIVATING FOR ENGAGEMENT

Participants will be introduced to motivational theory before considering the tools and techniques for motivating others to adopt best practices of a management system. Exploring the aspects that drive employee engagement to recognize and overcome active disengagement.

SUMMARY OF DAY ONE

DAY TWO

Welcome and recap of key learning points from Day One

INFLUENCING OTHERS

Facilitated input on the skills of influential leaders followed by an influencing activity to enable participants to demonstrate the interpersonal skills required to present a winning argument. Dealing with disagreement and handling resistance. Participative team exercise to deal with common challenges.

MAKING RECOMMENDATIONS

Acting as a consultant to your business, benchmarking and providing business analysis. Dealing with risk and culpability. Providing advice and guidance to stakeholders on the adoption of quality management strategies as a commercial benefit.

LEADING CHANGE PROGRAMMES

Reviewing the change process – facilitated input of the stages of change. Activity to highlight the signs and signals of reaction and a techniques exercise for helping others to accept the need to evolve.

ACTION PLANNING

Identifying areas for continuing professional development and setting key objectives for putting learning into practice.

SUMMARY AND EVALUATION OF WORKSHOP



II. OPERATIONAL AND TECHNICAL MANAGEMENT SOLUTIONS - MANAGING EMPLOYEE PERFORMANCE

Appraising, developing and correcting performance forms a key part of any line-management role. This training will help managers and team leaders recognize their role and contribution and will provide them with the necessary skills to effectively manage performance and conduct at work.

COURSE AIMS:

This two-day programme is designed to introduce or update managers on the benefits of effective employee performance via an effective performance review, coaching practices, talent management and corrective actions required due to either capability or disciplinary concerns.

OBJECTIVES:

At the end of this event participants will be able to:

- List the advantages of an effective appraisal system
- Set objectives for the following year / quarter that satisfy the SMART rule
- Describe the structure to be used during an Appraisal Interview
- Give constructive, balanced feedback
- Conduct an Appraisal Interview on return to the office

AGENDA:

DAY ONE

Welcome, logistics and Introductions

BENEFITS OF PERFORMANCE MANAGEMENT

Review of the benefits for organizations, managers and employees of timely and constructive reviews

THE PROCEDURAL ASPECTS OF PERFORMANCE REVIEW SYSTEMS

Practical exercise using case studies to enable participants to prepare fully for review conversations

OBJECTIVE SETTING

- Translating the vision, mission and strategic objectives of organizations into operational objectives
- Delegating and allocating responsibility through objectives

COMPETENCIES AND EVIDENCE

- Utilizing standards, job descriptions, contracts and staff handbooks as a model to gather evidence of performance
- Evaluating evidence of performance against requirements

THE MECHANICS OF APPRAISING

- Logistics, preparation, timing - getting it right
- Preparing the employee through effective briefing and expectation setting

THE STRUCTURE OF APPRAISAL INTERVIEW

- Creating a personal and individual discussion agenda
- Setting the scene, reviewing the year, setting future goals and the support needed to achieve them

ROLE-PLAYS WITH CCTV

Putting it into practice

DAY TWO

Identifying and Managing Talent and Potential

- Defining the characteristics of employees labelled as talented or with potential
- Exploring the levels of motivation for development

DEVELOPING KNOWLEDGE AND SKILLS THROUGH LEARNING

Auditing the levels of knowledge, skills and behaviours present in those identified as potentials and creating Personal Development Plans (PDPs)

COACHING DEVELOPMENT OF BEHAVIOURAL SKILLS

Applying the GROW model to develop behaviours and skills

MANAGING UNDERPERFORMANCE

- Evidencing underperformance thoroughly
- Differentiating between capability and disciplinary – cannot do/will not do – Skill vs. Will
- Discussing standards, objectives and expectations of performance

SETTING CORRECTIVE ACTIONS

- Producing a Performance Improvement Plan (PIP) and setting objectives
- Setting realistic goals for improvement
- Documenting agreement
- Providing support

MONITORING IMPROVEMENT

- Setting milestones and goals
- Checking performance and acting on results

FOLLOWING FORMAL PROCEEDING

- Understanding the importance of process and procedures
- Keeping accurate records

STAYING WITHIN THE LAW

- Operating within the parameters of UK employment law
- Escalating repeat offenders whether through capability or disciplinary action

SUMMARY AND EVALUATION OF WORKSHOP

II. OPERATIONAL AND TECHNICAL MANAGEMENT SOLUTIONS - FINANCE FOR NON-FINANCIAL MANAGEMENT - FORECASTING AND BUDGETING

Managing the finances of a department requires a basic understanding of financial principles, although many organizations do not provide this as a standard introduction, often leaving managers to gain knowledge and experience independently.

COURSE AIMS:

This one-day programme aims to provide the fundamental knowledge required to make sense of the financial processes used by businesses to measure their financial performance and track and control their spending.

OBJECTIVES:

By the end of the course you will be able to:

- Identify the role and importance of finance within organizations
- Recognize and describe some of the common terms and jargon that are used
- Identify the elements of the profit and loss account and balance sheet
- State the key distinction between profit and cash
- Understand the principles of budgets and budgeting

AGENDA:

Welcome and Introductions

FINANCIAL PRINCIPLES AND TERMINOLOGY

- Financial principles – how finance works in organizations
- Terminology – making sense of the language
- Business cycles – operational and capital investment
- Financial statements - income and expenditure (P&L) and balance sheets

FINANCIAL RATIOS – MEASURING FINANCIAL PERFORMANCE

- Liquidity
- Performance and profitability
- Investment
- Productivity

CASH AND CASH FLOW

- Distinction between profit and cash
- Cash flow statement
- Cash flow forecasting

UNDERSTANDING COSTS

- Importance of managing costs
- Fixed vs variable
- Direct and indirect
- Break-even

BUDGET AWARENESS

- Types of budget
- Budgeting process
- Reviewing budgets

SUMMARY AND CLOSE

II. OPERATIONAL AND TECHNICAL MANAGEMENT SOLUTIONS - PRESENTING EFFECTIVELY

A large percentage of the population lists “presenting” as one of their most frightening experiences. This programme is designed to help overcome the nerves through providing hints and techniques in presentation skills – making the right impression and getting the right message across.

PRE- REQUISITE OF COURSE:

Participants on this programme are to prepare a three-minute “About me” introductory presentation using visuals of their choosing as well as bringing an existing business presentation they have delivered or witnessed for use on the second day.

COURSE AIMS:

This two-day programme enables participants to work on presentation formats they are likely to use in the workplace and to use fellow participants as “typical audiences”

OBJECTIVES:

At the end of this course, participants will be able to:

- Explain the stages of preparation involved
- Produce effective briefing notes for presentations
- Describe the advantages and disadvantages of visual aid equipment
- Use group participation in future events
- Demonstrate the above techniques in a televised “presentation situation”

AGENDA:

DAY ONE

- Opening Individual Presentations
- Presentation Skills
- Preparation, Notes, Timing, etc.
- Room Layout
- Managing Groups; Handling Questions; Dealing with Snipers
- Visual Aids; Which? When? How?
- Equipment

DAY TWO

- Preparation for role-play
- Televised role-play
- Feedback & Observation

SUMMARY AND CLOSE

III. FIRST LINE MANAGEMENT SOLUTIONS - STEPPING INTO MANAGEMENT

Developing talent is a critical component of continuous improvement. As a leader, understanding how to guide and motivate your team is essential, in order to improve performance and achieve results. Our **Stepping into Management** programme will enable you to manage people and results through effective training and development.

COURSE AIMS:

Ideal for new and existing first line managers and supervisors wishing to develop or refresh their leadership and management skills; this course will teach you how to:

- Identify the skills of good management
- Recognize the actions of success
- Apply theory in practice through scenarios
- Transfer learning to the management of people
- Understand the developing role of management

KEY MODEL:

John Adair’s Action-Centred Leadership is a simple leadership and management model, which when applied effectively enables you to keep the right balance, get results, build morale, improve quality, develop teams and increase productivity.

THIS COURSE CAN BE DELIVERED THROUGH ONE OF THREE PATHWAYS; MODULAR, INTENSIVE OR ACCELERATOR.

MODULAR

The three-part approach would see the programme divided into three one-day courses but with connecting assignments or activities to be completed by the participants between modules. This approach encourages continuous professional development as participant learning can be spaced out into appropriate intervals to meet the needs of the business and reflect any internal development plans participants may already be aligned to. See page 17 for full course content.

INTENSIVE

The three-day block approach would require participants to attend an intensive programme that covers core topics of first line management. This approach would see candidates launched into their career in people management at the end of the programme. See page 17 for full course content.

ACCELERATOR

Our two-day accelerator programme is great if you have a very short time frame within which to upskill your first line managers. This course is particularly beneficial if the company is going through rapid change or a new project needs to be managed and you need your workforce up to speed rapidly; however, as an accelerator, it does not cover all the same topics our Modular or Intensive programme would offer, or in as much detail. See page 18 for full course content.



III. FIRST LINE MANAGEMENT SOLUTIONS - STEPPING INTO MANAGEMENT - MODULAR AND INTENSIVE COURSE

Course content for Modular and Intensive Pathways

DAY ONE

- Introduction and Objectives
- The Role of Leadership and Management
 - John Adair build the team; manage the task, develop the individuals
- Knowledge, Skills and Behaviours of an Effective Leader
 - Exploring the qualities of leadership
 - Defining competencies and attributes of effective leadership
 - Management styles self-assessment
- Responsibilities and Accountabilities
 - Managing resources
 - Setting objectives
 - Delegating effectively
 - Operating within policies and procedures
- Communicating Effectively as a Leader
 - Setting clear objectives
 - Generating motivation
 - Dealing with dissent
- Recruiting and Selecting Talent
 - Defining attributes
 - Screening applications
 - Assessing through interview
 - Testing competence

- Managing onboarding

DAY TWO

- Managing the Team
 - Communicating vision, mission and strategic objectives in an engaging way
 - Understanding team styles (Belbin Team Role Analysis)
 - Profiling the team members
 - Identifying team mix and behaviours
 - Managing team conflict
 - Allocating team responsibilities based on capability and talent
- Managing Meetings
 - Constructing agendas
 - Managing team input
 - Monitoring targets and team objectives
 - Dealing with disruption
- Presenting to Groups
 - Delivering confidently
 - Managing change announcements
 - Managing audience behaviour
 - Handling feedback

SUMMARY AND CLOSE

DAY THREE

- Managing the Individual
 - Understanding motivation
 - Identifying individual drivers
 - Measuring capability
- Setting and Agreeing Performance Objectives
- Using SMARTER tools
- Coaching and Mentoring Skills
 - Developing skills and talents through coaching
 - Devising development plans for aspiring team members
 - Closing performance gaps through goal setting
 - Giving and eliciting feedback
- Taking Corrective Action
 - Applying expected standards
 - Setting interim targets
 - Managing disciplinary processes
 - Handling grievances
 - Understanding the applicable employment law
- Personal Development Plans
 - Setting and agreeing continuous improvement goals (possibly with senior management present)

SUMMARY AND CLOSE

III. FIRST LINE MANAGEMENT SOLUTIONS - STEPPING INTO MANAGEMENT - **ACCELERATOR COURSE**

Course content for Accelerator Pathway

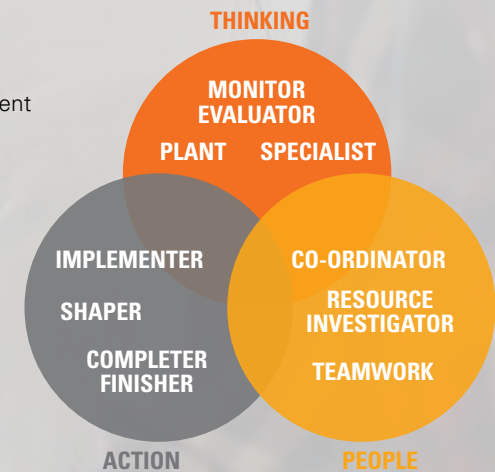
DAY ONE

- Introduction and Objectives
- The Role of Leadership and Management
- John Adair build the team; manage the task, develop the individuals
- Knowledge Skills and Behaviours of an Effective Leader
 - Exploring the qualities of leadership
 - Defining competencies and attributes of effective leadership
 - Management styles self-assessment
- Communicating Effectively as a Leader
 - Setting clear objectives
 - Generating motivation
 - Dealing with dissent
- Recruiting and Selecting Talent
 - Defining attributes
 - Screening applications
 - Assessing through interview

DAY TWO

- Managing the Team
 - Communicating vision, mission and strategic objectives in an engaging way
 - Understanding team styles (Belbin Team Role Analysis)
 - Identifying team mix and behaviours
 - Allocating team responsibilities based on capability and talent
- Managing Meetings
 - Constructing agendas
 - Managing team input
 - Monitoring targets and team objectives
 - Dealing with disruption
- Managing the Individual
 - Understanding motivation
 - Identifying individual drivers
 - Measuring capability
 - Setting and agreeing performance objectives

BELBIN TEAM ROLE ANALYSIS



SUMMARY AND CLOSE

IV. ESSENTIAL SKILLS - TEAM MEETINGS AND BRIEFINGS

Making the transition from team member to team leader can be a nerve-racking experience. Managing the change of status and relationships can come under the spotlight when taking a leadership role in a meeting. Setting out your expectations and the format for your new team is an important step in future management of your colleagues.

COURSE AIMS:

This one-day workshop aims to provide participants with the tools and techniques for managing meetings and gaining confidence in taking a leadership role with groups.

OBJECTIVES:

At the end of this event participants will be able to:

- Plan effective team meetings
- Conduct effective meetings
- List the benefits of being an effective chairperson
- Describe the main components of a meeting
- List the key objectives in conducting team meetings
- Demonstrate techniques to achieve key objectives in conducting team meetings

AGENDA:

THE BENEFITS OF TEAM COMMUNICATION

Understanding why meetings and group interactions are a fundamental piece in the communication toolkit

THE STRUCTURE OF A MEETING - MANAGING THE AGENDA

Building efficient and effective structures for meetings that manage the time allocated proportionately

THE ROLE OF A CHAIRPERSON

The knowledge skills and behaviours that make for effective facilitation

THE IMPORTANCE OF PREPARATION

Setting clear objectives and outcomes, giving enough notice of expected actions

DIFFERENT TYPES OF MEETINGS

- Information distribution
- Consultation
- Debates

GROUP BEHAVIOUR AT MEETINGS

- The impact of audience size, level and engagement
- Seating impact
- Snipers and challengers
- Diversionary tactics and how to manage them

CONDUCTING A TEAM MEETING - SCENARIO PRACTICE ACTIVITY

Incorporating the techniques into small group activities

THE PURPOSE OF MINUTES

Examining the importance of meeting notes, records of agreed actions, attendees present, and tasks assigned and accepted

MEASURING ACTIONS

Methods for measuring the cost effectiveness of meetings and the return on investment for well-constructed and organized meetings

SUMMARY AND CLOSE

IV. ESSENTIAL SKILLS - HANDLING CHALLENGING CONVERSATIONS

From time to time, the role of managing people will involve dealing with very challenging subjects. These subjects may oppose our personal values and beliefs, potentially causing conflict if handled incorrectly.

COURSE AIMS:

This one-day programme is designed to assist managers in handling situations that we would all rather avoid. These include conversations such as the dogmatic colleague with long service who fails to comply; the employee who acts inappropriately at work; the emotionally charged situations which produce volatile responses and the dreaded personal hygiene conversation.

OBJECTIVES:

By the end of this course, participants will be able to:

- Identify the situations that present challenge
- Recognize the characteristics and traits associated with these
- Examine the reasoning associated with challenging behaviours
- Manage and control the range of reactions and emotions
- Conduct a challenging conversation in practice
- Focus on facts, actions and tangible expectations
- Set corrective actions
- Monitor and coach progress

AGENDA:

Welcome, Logistics and Introductions

WHAT MAKES SOME CONVERSATIONS DIFFICULT?

- Exploring the topics that make us uncomfortable
- Identifying the behaviours and reactions we struggle to comprehend
- Managing our own concerns

USING APPROPRIATE LANGUAGE

- Transactional analysis: parent - adult - child language
- Removing emotive language

RECOGNIZING MOTIVES

- Why do we want to see change?
- The consequences of doing nothing

CHALLENGING ASSUMPTIONS

- What do we think and believe versus what we know?
- Using evidence and examples to demonstrate the issues

SETTING CORRECTIVE ACTIONS

- Working with a plan to turn a corner
- Providing coaching and support

MONITORING PROGRESS

- Recognizing improvement and effort

SUMMARY AND CLOSE

IV. ESSENTIAL SKILLS - COMMUNICATION AND SELF AWARENESS

When all is said and done, there is more said than done. This workshop increases our ability to effect progress via powerful communications. This training explores the communications process, examines current styles and identifies the most effective communication approaches.

COURSE AIMS:

Ideal for those in line or project management who need to get results, this one-day course teaches you how to improve the level of understanding and co-operation you can create through all forms of communication.

OBJECTIVES:

By the end of this one-day programme, participants will:

- Understand the differences in people's behaviour and how to modify their own to accommodate
- Filter out unproductive communication and uncover what people really mean
- Be more confident in their own communication and be able to assert themselves when necessary
- Understand the value of questioning and gaining buy-in and control in conversations
- Give and receive constructive feedback

AGENDA:

- Introduction and Objectives
- Your Communication Strengths
- Your Communication Development Needs

SKILLS OF ASSERTION

- Where are we now – Interpersonal Skills Questionnaire
- Techniques for effective assertive behaviour
- Mirroring assertive behaviour

COMMUNICATION SKILLS

- Introducing powerful change
- Avoiding negative language
- Using silence to gain control
- Attitudes and paradigms
- Non-verbal behaviour
- Aspects of vocal communication and language

QUESTIONING AND LISTENING SKILLS

- Finding out more about the views and concerns of others
- Levels of listening
- Listening barriers and filters
- The easy route to agreement – strategy

GIVING AND RECEIVING FEEDBACK

- Using questioning to achieve understanding
- Providing evidence-based feedback
- Seeking feedback for hints and tips for improvement

SUMMARY AND CLOSE

IV. ESSENTIAL SKILLS - INFLUENCING, NEGOTIATION AND PERSUASION

The ability to positively influence and persuade others is essential. Our training enables you to identify and apply the skills required to effectively influence outcomes through reasoning and effective tactics.

COURSE AIMS:

This one-day workshop explores the characteristics of effective influencing and negotiating behaviours. The course also focuses on how to deal with those who apply pressure, power and coercive tactics to achieve results.

OBJECTIVES:

By the end of this one-day course, participants will be able to:

- Understand influential communication techniques
- Recognize existing skills and style preferences
- Read the signs and signals that affect the decisions of others
- Apply skills in practical case study scenarios

AGENDA:

- Introduction and Objectives
- Influencing and its Impacts
- Personal Styles of Influence
- Blockages and Barriers to Effective Outcomes
- Preparing Options
- Anticipating Resistance and Preparing Strategies
- Reviewing Effectiveness
- Applying the Principles in Practice
- Action Planning

SUMMARY AND CLOSE

IV. ESSENTIAL SKILLS - PROBLEM SOLVING THROUGH CREATIVE THINKING

Making the right decisions in business can be the difference between success and failure. Organizations need employees with analytical, problem-solving and decision-making skills that are second to none, to ensure quality management, increases in profit and achievement of growth targets.

COURSE AIMS:

This one-day workshop introduces techniques for alternative thinking to those required to identify alternative and creative solutions to challenges. Working in the world of unfettered 'what ifs' and using experience without being constrained by it, participants will explore ideas using open-mindedness and practising creative thinking.

OBJECTIVES:

By the end of this workshop participants will be able to:

- Understand the stimuli needed to encourage creative thinking
- Generate creative idea sessions
- Recognize creativity barriers and blockers
- Capture and develop ideas using analysis tools
- Encourage 'out of the box' thinking
- Apply creative thinking to problem solving

AGENDA:

- Introduction and Objectives
- What is Creative Thinking?
- Dr. Benziger's model
- Stimuli
- Limiting Factors - getting the grey matter moving
- The Paper Chain
- Six Thinking Hats
- Putting Six Thinking Hats to work
- Personal Plan

SUMMARY AND CLOSE

IV. ESSENTIAL SKILLS - MANAGING TIME AND MULTIPLE PRIORITIES

With the pressure of work increasing year on year and the introduction of mobile connectivity stretching the working day, the ability to manage and control how our time is used becomes ever more critical.

COURSE AIMS:

This one-day workshop is designed for those who recognize they may be losing control of their ability to deliver – let alone maintain – a healthy work–life balance. This programme provides participants with the opportunity to take stock and reform their ways of working with practical hints and tips.

OBJECTIVES:

At the end of this event delegates will be able to:

- Manage workloads in a time-efficient way
- Cope better with multiple priorities
- Plan ahead to reduce last minute issues
- Deal with stressful situations by reducing stress levels while maintaining motivation
- Know how to say “No” in the right way

AGENDA:

Introduction and Objectives

WHERE DOES TIME GO?

- Recognizing current time demands and issues
- Tracking activity to regain control
- Working within time boundaries
- Setting realistic plans
- Risks of “crisis management”
- What SHOULD I be doing?
- Setting effective goals

USING TOOLS EFFECTIVELY

- Making sure managing time does not take up time
- What is wrong with lists
- Portioning time in plans
- Operating the Pareto Principle

DECISION MAKING WITH PRIORITIES

- Techniques for determining priorities
- Using the four-box grid
- Categorizing actions into priorities
- Managing incoming! Maximizing effect of outgoing
- Email management using Outlook as an electronic secretary

MANAGING TIME BANDITS ASSERTIVELY

- Managing time thieves
- Controlling personal demons
- Procrastination – getting around to it
- Saying “No” to unreasonable requests
- Managing expectations of deliverables
- Setting a plan for the future

SUMMARY AND CLOSE

ABOUT SGS ACADEMY

Transforming people and businesses with worldwide centers of excellence to meet your global and local training needs, SGS Academy offers the very best in professional development training and customized training solutions. Unrivalled experience and expertise, combined with SGS's unique global reach ensures that clients benefit from consistent training and development at every level of their organization – anywhere in the world.

WHY SGS?

SGS is the world's leading inspection, verification, testing and certification company. SGS is recognized as the global benchmark for quality and integrity. With more than 97,000 employees, SGS operates a network of over 2,600 offices and laboratories around the world.

We are constantly looking beyond customers' and society's expectations in order to deliver market leading services wherever they are needed. We have a history of undertaking and successfully executing large-scale, complex international projects. With a presence in every single region around the globe, our people speak the language and understand the culture of the local market, and operate globally in a consistent, reliable and effective manner.

CONTACT SGS ACADEMY

To know more about our training and consultancy solutions contact us today.



ukacademy@sgs.com



t: +44 (0) 1276 697777
f: +44 (0) 1276 697696



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WHEN YOU NEED TO BE SURE

SGS