



## Executive Development Training Programmes

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**INVESTOR IN PEOPLE**

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### **1. Introduction**

#### *The Drivers for Learning and Development in Contemporary Business*

Today's managers and professional staff must be competent to cope with greater levels of uncertainty and complexity than ever before. Implementation of cutting edge technology and the irresistible attractions of globalisation are driving change at unprecedented rates. Meeting the demands of stakeholders and society for regulation and transparency across multi geographical and cultural locations dramatically compound this relentless growth in complexity.

It is a well documented fact that organisations which do not keep pace with the rate of change in their business environment quickly fail. A strategic learning culture, hot linked to the business strategy, is therefore vital within our organisations.

#### *Ensuring the Learning and Development Supports the Commercial Edge*

Our fundamental approach to training is to help organisations compete in their business environment. Where we are engaged to look at the learning needs of an organisation – we do so by truly understanding what competencies are necessary to support the short and long term development of the business. To achieve this, we build self regenerating learning mechanisms which will give sustaining business advantage.

#### *Our Ethos*

We work with clients to identify the true learning needs and where interventions can ***make a difference to the business performance***. All of our training is based on fundamental principles – these are timeless, and provide the tools to make the vital judgements about the future.

#### *We Differentiate Ourselves as Consultants who are Trainers*

Our goal is to embed the basic principles and provide a practical understanding through transfer of experience, founded on our capabilities as consultants and abilities as trainers.

Thus we compliment the theoretical foundations with insights to practical experience, real life examples and case studies.

This pragmatism is reflected in our active input to the emerging standards for Governance and Business Architectures.

## **2. Overview of Services**

### **2.1 What we Do**

MD Consultancy provides both management consultancy and training courses for executives and managers. Our training courses take two forms:

1. Standard Training Programmes – as outlined within this document
2. Bespoke Training Programmes – where we customise the training for a specific aim group.

Our programmes may be held as public or in-house events.

### **2.2 The McFetridge Suite**

Our training is based on two key features:

- **The McFetridge Suite** – which is a comprehensive range of management development materials currently encompassing some 1,500 PowerPoint slides
- **MD Consultancy's Experience in Strategic Management** – our programmes have a solid basis in management theory which is enriched through our practical experience as consultants.

### **2.3 Strategic Partners**

Our programmes are offered through Strategic Partners in various parts of the world

### **2.4 Training Needs Analysis (TNA)**

We undertake training needs analysis (TNA) – we do this in close partnership with our clients.

We see a TNA as:

- An integrated component of the overall business strategy
- Aligned with the organisations value chain(s)
- Having empathy with the culture of the organisation

The outcome is a TNA which is:

- Comprehensive – from boardroom to front line product/ service delivery
- Thoroughly planned to recognise existing knowledge and how to grow competency with the planned needs of the organisation for growth

### 3. Training Courses

#### 3.1 Board Member Development Programme

<b>Title:</b>	<b>Board Member and Directors Development Programme</b>	
<i>Aim Group</i>	Board Members, Senior Executives	
<i>Duration</i>	Up to 5 days – may be taken as a series of 1 day modules. The needs of the group must to be identified first and the course tailored to these specific needs.	In-house
<i>Lecturers</i>	A Lilley, D Gilmour, A Simmonds, C Blake	2 to 4
<p><b>Course at a Glance</b></p> <p>The strategic direction of a company is ultimately in the hands of board members and the directors of the business. There are few comprehensive programmes available for this level of executive, leaving the executive dependent on his original discipline and the experience gained in the “silos” he or she has work in.</p> <p>It is the executives’ role to carry the company forward into unprecedented levels whilst dealing with the business dynamics. With burgeoning technology and globalisation, learning from past experience is not necessarily a formula for survival in the future – executives must have a foundation and skills which permits them to make strategic judgements about the future.</p> <p>This comprehensive programme provides a forum for executives to:</p> <ul style="list-style-type: none"> <li>• Rapidly close gaps in their knowledge</li> <li>• See where global best practice sits</li> <li>• Contrast and debate the merits of various philosophies</li> <li>• Learn how to approach unprecedented situations</li> <li>• Contrast options for next step on</li> <li>• Develop personal and (where appropriate) organisational plans</li> </ul> <p>This programme can be specially developed to provide the necessary tools and experience transfer to meet the needs of board members.</p> <p><b>Who Should Attend?</b></p> <p>The course is designed for people holding board, director or other executive posts, who are interested in:</p> <ul style="list-style-type: none"> <li>• Seeking endorsement of their present knowledge</li> <li>• Exploring best global practice in management</li> </ul>		

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### **Course Outline:**

The event will be run as a workshop where materials on each topic will be delivered - discussion will be expected from the delegates as a major component of the learning experience.

The intention of the programme is to provide a comprehensive foundation for executives based on a range of experts giving leading edge experience in their fields. The overall programme will be facilitated by one programme leader who will provide continuity and direct the experience towards individual and/or group outcomes.

### Topics covered:

- Role of Directors in the Business of the Future
- How Board Committees are Configured and Used
- To study the design of visionary strategic plans and how to develop these into Action Plans
- Governance Requirements to Operate in the Global Marketplace
- The Role of Audit
- Designing Organisations to Deliver the Strategic Plan
- Enterprise Risk Management
- Performance Culture
- Knowledge Management and Organisational Learning
- Transition Management
- To examine a model for organisational self-assessment
- To provide insights into strategic planning problems to avoid
- To highlight examples of strategic success and failure
- To understand the nature of the organisational life cycle

### **Learning Outcomes:**

Delegates will get the following experience from this course:

- Comprehensive Appreciation of All Main Elements of Business Operations and Best Global Practice
- How to Access Alignment of the Organisation with its Strategic Direction

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### **3.2 Delivery of Corporate Strategy**

<i>Title:</i>	Delivery of Corporate Strategy	
<i>Aim Group</i>	Board Members, Senior Executives and Managers, Team Leaders	
<i>Duration</i>	Up to 5 days – may be taken as a series of 1 day modules. The needs of the group must to be identified first and the course tailored to these specific needs.	In-house
<i>Lecturers</i>	A Lilley, D Gilmour, A Simmonds, C Blake	2 to 3

#### **Programme at a Glance**

Many organisations can define their strategy - the challenge is to implement it and deliver the anticipated results. The pace of change means that leaders and managers need to understand the strategy and take decisions to move the organisation forward. This programme equips leaders and managers with practical skills and tools to enable them to interpret the strategy, engage individuals and teams and build their commitment, translate strategy into action centred business plans, meantime responding to issues and opportunities as they emerge.

#### **Who Should Attend**

This programme is for managers of large business units and functional managers who are responsible for implementing strategy and providing feedback on progress and results.

#### **Course Outline**

This course covers the following elements:

- Develop the vision for your team, function or business unit
- Develop a strategically linked action plan
- Communicate in a compelling and motivational way
  - Creating alignment and building commitment
  - Creating ownership and accountability
  - Storytelling as an engagement tool
- Balancing strategic focus with the need to respond flexibly to opportunities and challenges
- Maintaining your own motivation and enthusiasm as a role model for others
- Linking the Key Performance Indicators (KPI's) of the overall strategy to KPI's for your team, function or business unit (including application of business scorecards)
- Tracking and measuring progress of implementation
- Communicating progress and results, including use of interim results to maintain focus and priorities amongst key groups of stakeholders

### **Learning Outcomes**

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

- Understand the impact of the strategy on key parts of the organisation
- Translate the strategy into practical and relevant decisions at the functional level
- Establish priorities for implementing the strategy, balancing 'quick wins' with longer-term actions
- Lead in order to maintain focus and commitment; engaging others
- Be pragmatic in adapting to opportunities and changing circumstances.

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### 3.3 Enterprise Governance (Regulatory Compliance, Performance and Risk)

<i>Title:</i>	<b>Enterprise Governance (Regulatory Compliance, Performance and Risk)</b>	
<i>Aim Group</i>	Board Members, Senior Executives, New Entry Managers	
<i>Duration</i>	Up to 5 days – may be taken as a series of 1 day modules. The needs of the group must to be identified first and the course tailored to these specific needs.	Public or In-house
<i>Lecturers</i>	A Lilley, D Gilmour, A Simmonds	2 or 3
<p><b>Programme at a Glance</b></p> <p>Regulatory compliance, organisational performance and risk, if not strategically aligned can easily be in conflict with one and other. Such conflict throws a raft of primary inefficiencies which will be compounded by a plethora of knock-on effects in the organisation. This is compounded where organisations operate in multiple jurisdictions and consequently have complex compliance and disclosure obligations.</p> <p>Enterprise Governance is where these three facets of business management (corporate governance, organisational performance and risk management) are harmonized by strategic alignment with the founding principles of the organisation. This workshop takes a “how to” approach, leaving delegates with a practical understanding on delivering them within their organisations.</p> <p>The workshop will demonstrate to the delegates how to make the alignments with the founding principles of the organisation, governance and risk. Roll-out of the approach can be a complex activity and requires a control mechanism – we have developed the <b>Governor</b> software to achieve this. The workshop also shows how these aspects can be disseminated throughout the organisation in a controlled and structured manner using the Governor software.</p> <p><b>Who Should Attend</b></p> <p>This programme is for managers of large business units and functional managers who are responsible for implementing strategy and providing feedback on progress and results.</p> <p><b>Course Contents</b></p> <p>The workshop will cover the following topics:</p> <ul style="list-style-type: none"> <li>• Identification of the business principles</li> <li>• The positioning and role of Governance, Performance and Risk</li> <li>• The issues and surrounding each of the following as discrete entities:             <ul style="list-style-type: none"> <li>○ Governance</li> <li>○ Performance</li> <li>○ Risk</li> </ul> </li> <li>• The use and role of the Governor to identify and control successful and</li> </ul>		

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harmonized integrated approach.

### **Learning Outcomes**

Executives attending the workshop will gain a practical approach to successfully deliver these three principal elements within their organisations.

### 3.4 Organisational Design Techniques

<i>Title:</i>	Organisational Design Techniques	
<i>Aim Group</i>	Board Members, Senior Executives, Managers	
<i>Duration</i>	3 days. The needs of the group must to be identified first and the course tailored to these specific needs.	Public or In-house
<i>Lecturers</i>	A Lilley	
<b>Programme at a Glance</b>		
<p>Design of organisations follows a combination of rules and best practices. It has many parallels with any other generic design approach, whilst recognizing the high dynamic created by the business environment and the vagaries of human factors.</p> <p>This programme discusses tried and tested approaches used by MD Consultancy in both small and large organisations.</p>		
<b>Who Should Attend</b>		
<p>The programme is intended for executives who are presently involved or likely to become involved with any aspect of organisational design: new organisations, established organisations and organisations going through a merger or acquisition.</p>		
<b>Learning Approach</b>		
<p>The approach to this subject is a training seminar where each module will have a basis of learning and an open forum where concepts can be challenged and experience shared.</p> <p>The overall programme has been developed to comprehensively cover the various aspects of performance management from its strategic introduction to practical application.</p>		
<b>Course Overview</b>		
<p>This course will cover the following aspects of organisational design:</p> <ul style="list-style-type: none"><li>• Steering Group – Selection and Role</li><li>• Basis of Design – Determination, Consensus and Commitment</li><li>• Fundamental Organisational Configurations</li><li>• Good and Bad Practice in Design</li><li>• Value Chain and Process Re-engineering</li><li>• Functional Diagrams and Organisation Charts</li><li>• Competencies and Manpower Levels</li><li>• The Role of Performance</li><li>• Modelling the Transition</li><li>• Organisational Readiness or Readyng the Organisation</li></ul>		

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### **Learning Outcomes**

The goal of the course is to provide the attendees with sufficient information and understanding to make a competent approach to design/ re-design of an organisation.

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### 3.5 Performance Management

<i>Title:</i>	Introduction to Performance Management	
<i>Aim Group</i>	Senior Executives, Managers, People With Responsibility for Performance within their Organisation	
<i>Duration</i>	1 to 3 Days. The needs of the group must to be identified first and the course tailored to these specific needs.	Public or In-house
<i>Lecturers</i>	A Lilley	
<p><b>Programme at a Glance</b></p> <p>Performance management is widely accepted one on the major approaches to enhancing the profitability of organisations. Performance Management is a term which may be used to collectively describe Strategy Maps, Balanced Scorecard and Key Performance Indicators (KPI's). The introduction of Performance Management is a fundamental organisational transition where all people within the organisation adopt a proactive and productive set of behaviours – it is a strategic topic for organisations to ensure competitiveness in today's business environment.</p> <p>The programme is aimed at organisations who are considering embarking on the introduction of performance management and those who wish to re-assess their experience of how performance management is operating in their organisation.</p> <p><b>Who Should Attend</b></p> <p>This course is intended for a wide range of people interested in how organisational performance can be improved through the introduction of a performance management culture. It will give managers and those who are or will be responsible for performance in their organisations an appreciation of the role of performance, how performance management might be introduced or re-energised if it has already been introduced.</p> <p><b>Course Overview</b></p> <p>The approach to this subject will be a training seminar where each module will have a basis of learning and an open forum where concepts can be challenged and experience shared.</p> <p>The overall programme is designed to comprehensively cover the various aspects of performance management from its strategic introduction to practical application.</p> <p>Topics covered will include:</p> <ul style="list-style-type: none"> <li>• Strategic Role of Performance Management</li> <li>• Measuring Outputs as opposed to Control of Inputs</li> <li>• Strategy Maps</li> <li>• Balanced Scorecard</li> <li>• Key Performance Indicators</li> <li>• Harmonising Related Techniques: QA, TQM, Six Sigma, EFQM etc.</li> </ul>		

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- Changing the Culture
- Bringing it all Together

### **Learning Outcomes**

At the end of this programme the delegate should be able to appreciate:

- The role of Performance Management and how its potential can be harnessed to deliver significant bottom line benefits to the organisation
- The key elements in a Performance Management System
- The issues which must be addressed to introduce a performance management system
- Understand how Performance Cultures themselves decline over time and what can be done to rejuvenate (this will provide insights to prevent or cure for companies who either are in the introductory phase or already have performance cultures).

### 3.6 Delivering Organisational Change and Transitions

<i>Title:</i>	Delivering Organisational Change and Transitions	
<i>Aim Group</i>	Board Members, Senior Executives, Managers	
<i>Duration</i>	2 to 3 Days. The needs of the group must to be identified first and the course tailored to their specific needs.	Public or In-house
<i>Lecturers</i>	A Lilley	
<p><b>Programme at a Glance</b></p> <p>In today’s business climate, organisations are driven towards change largely by the rampant pressures of the latest technology and globalisation. A fundamental truth is that only the organisations who can change as quickly as their business environment survive.</p> <p>Managing change successfully is an essential management skill in today's fast-paced business world. Change is often seen as threatening if not understood – this course teaches the lessons of this well trodden road and provides a framework such that delegates can manage major change programmes with confidence expected from managers tasked with this level of responsibility.</p> <p>Change is of two types: evolutionary change where organisations make slow and steady transitions and step change where fundamental differences occur at organisation wide levels e.g. the implementation of a new organisational design, the introduction of a performance culture, a major project such as the introduction of a organisation wide software, merger or acquisition. This course focuses on the latter type of change.</p> <p>This course is designed to help managers direct major change process to ensure that such changes are successful.</p> <p><b>Who Should Attend</b></p> <p>Line managers and project managers who need to manage and encourage others through major change programmes. This includes team leaders and supervisors who have to contribute to the planning and achievement of change.</p> <p><b>Course Overview:</b></p> <p>The approach to this subject will be a training seminar where each module will have a basis of learning and an open forum where concepts can be challenged and experience shared.</p> <p>The overall programme is designed to comprehensively cover the various aspects of change and transition management from its strategic introduction to full adoption and institutionalisation.</p> <p>Topics covered will include:</p> <ul style="list-style-type: none"> <li>• Identifying and Understanding the Drivers for Change</li> </ul>		

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- The real Challenge of Change is to Change
- Fundamentals of the Change Process
- Picking and Positioning the Change Team
- Developing the Change Strategy
- Identifying if the organisation is ready and prepared for the change
- Identifying the Barriers Predicting the Pitfalls
- Planning and Risk Assessment
- Identifying and Implementing the Pilot
- Establishing if the proposed change can be Implemented
- Acquiring the Budget
- Managing a Major Transition
- Measuring the Benefits
- Institutionalisation of the Change

### **Learning Outcomes**

At the end of the programme the delegates should be able to:

- Identify a strategy for change initiative
- Develop a clear pathway that enables change to be managed through discreet, well planned and risk managed components
- Consolidate the benefits and institutionalise the change

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### 3.7 Enterprise Risk Management

<i>Title:</i>	Enterprise Risk Management (ERM)	
<i>Aim Group</i>	Board Members, Senior Executives, New Entry Managers	
<i>Duration</i>	1 Day (may be modified according to client needs)	Public or In-house
<i>Lecturers</i>	A Lilley, D Gilmour, A Simmonds	2 of 3
<b>Programme at a Glance</b>		
<p>Management of risk at an enterprise wide level has, in recent years, become a discrete activity generally represented at board level by committee. Risk management formalization is also a requirement in many of the regulatory regimes.</p> <p>This programme offers executives an approach to the introduction of an enterprise wide risk management system and how to establish risk awareness throughout the organisation.</p> <p>We will demonstrate how the <b>Governor</b> software would be used to ensure a structured catch-all approach and manage the development of the risk culture.</p>		
<b>Who Should Attend</b>		
<p>The programme is intended for board members, people being groomed as board members and executives who are charged with the responsibility to introduce, develop or manage an enterprise wide risk management system.</p>		
<b>Course Contents</b>		
<p>The course will cover the following topics:</p> <ul style="list-style-type: none"><li>• The Drivers of Risk in Today’s Business Environment</li><li>• The role of ERM in Risk Mitigation</li><li>• Role of Risk Management Committees</li><li>• Cultural Transition</li><li>• Approach to Alignment of Risk to Business Principles</li><li>• Identification and Management of Risk – the <b>Governor</b></li><li>• Bringing it all together</li></ul>		
<b>Learning Outcomes</b>		
<p>At the end of this one day programme the delegate should have a good appreciation of how ERM is introduced and developed in the corporate environment.</p>		

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### 3.8 Contract Bid Response (IT and services)

<i>Title:</i>	Major Bid Responses	
<i>Aim Group</i>	Board Members, Senior Executives, Key Managers	A
<i>Duration</i>	3days	Public or In-house
<i>Lecturers</i>	Chris Blake, David Gilmour, Alan Simmonds	3
<b>Programme at a Glance</b>		
<p>It is always pleasant to receive the request to bid for a major contract. However, there is then an immediate need to put in a lot of effort, which can take up major amounts of resource and become a substantial drain on revenue.</p> <p>There are many decisions to be made – not the smallest being whether it is worth the effort and if the cost will be recoverable – indeed, measuring the cost of a bid response is an art in itself.</p> <p>During the bid process there is usually a need to get certain other information from the potential customer – or to make and record assumptions if information cannot be obtained. There may be deep requirements involving Due Diligence processes in company of competitors and it is important to understand how to handle these situations. Moreover, with large bids, the response is often the basis for the construction of the final contract. As a consequence, the actual construction of the response is of paramount longer term importance in the Governance of the supplier-client relationship.</p> <p>The programme covers the full check-list of steps that must be taken on receipt of a bid of any size, the decisions that must be taken at the outset and along the way. The assembly of the bid team and the plan of how best to use available resource. It also examines how to document the progress of a bid with future potential liabilities in view, including shareholder information, legal aspects and the financial and regulatory risk analyses that now go hand in hand with any substantial venture.</p>		
<b>Who Should Attend</b>		
<p>This course is rigorous course for senior managers including:</p> <ul style="list-style-type: none"><li>• Board members who will be responsible for understanding the implications of the content of bids assembled by their staff and for which they take corporate, regulatory and legal responsibility</li><li>• Senior Managers who will be responsible for supervising the work of assembling the bid content and marshalling the required resources</li><li>• Understudies of these functions</li></ul>		
<b>Course Overview</b>		

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This training programme is a combination of “teach and practice” using examples taken from actual Bid requests.

At this level it is expected that the candidates will be able, and sufficiently confident, to contribute some experiences in order to focus the relevance of a large body of complex subject matter.

Amongst the topics covered there will be:

The topics covered will include:

- What have we received – differences between RFP, RTT etc.
- Understanding the scale of the project in terms of
  - cost to do the bid
  - cost to fund the business if successful
  - cost of scaling the existing business
- Assembling the correct Bid team.
- Planning the bid steps within the available timetable.
- Financial control of the bid process.
- Understanding the Clients Bid scoring system.
- Assembling and proofing the bid.
- Conforming to cultural expectations – of business and ‘custom and practice’
- Provision of required references, guarantees etc.
- Structure of the Supplier-Client Governance interface
- The format and structure of the bid response and supporting documentation
- Handling the legal input
- Risk management and contract governance

There will be breakout and workshop sessions where appropriate.

### **Learning Outcomes**

This course will give the delegates a solid grounding to enable them to appraise any bid received, make rational decisions about how to handle it and provide a quality response.

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### **3.9 Outsourcing Contract Management by the Client – Pre-signature**

<i>Title:</i>	Contract Management by the Client – Pre-signature Phase	
<i>Aim Group</i>	Executives, Line Managers, Project Managers, Contract/Outsourcing Team	
<i>Duration</i>	2 Days – This Course can be Tailored to Meet the Needs of the Group	Public or In-house
<i>Lecturers</i>	A Simmonds, D Gilmour	2
<b>Programme at a Glance</b>		
<p>This programme is intended to help all client staff responsible for the pre-signature phase of the outsourcing contract to understand what is necessary, required to become productive and effective quickly. There are numerous issues to be considered during this phase of the contract lifecycle and each must be understood in order to correctly position the organisation and its processes to embed the new order.</p> <p>The course will teach through example and experience and will give adequate time for discussion and exploration of each area. Additionally it can be tailored, through the use of client's current contracts, for in-house courses considering:</p> <ul style="list-style-type: none"><li>• The reasons why an organisation would initially consider outsourcing of services</li><li>• The tendering process and response handling</li><li>• The criteria that may be involved in the final choice of supplier</li><li>• The essential differences between Transition and Service Management</li><li>• The impact that these may have on the contract and the way in which it may be defined and managed</li><li>• Outsourcing lifecycle</li></ul> <p>This course considers the steps leading to the initiation of a Service Contract involving third parties, the form that such a contract might take, the legal considerations involved, the financial aspects, and how these should be managed. This course considers the pre-signature phase of contract management.</p>		
<b>Who Should Attend</b>		
Client-side executives, Line Managers, Project Managers, Contract/Outsourcing Team		
<b>Course Contents</b>		
<p>The course includes the following range of topics:</p> <ul style="list-style-type: none"><li>• Introduction to contract management</li><li>• 3rd party/outsourcing review</li><li>• Bid initiation and documentation</li><li>• Negotiation</li><li>• Due diligence</li><li>• Contract initiation</li></ul>		

- Contract governance
- Financial elements
- Introduction to the contract
- Structure and constituents on the contract
- Pre-contractual obligations
- Master service agreement components
- Competencies necessary to manage the contract
- Legal aspects and language usage
- Common contract terminology
- Proofreading and understanding the contract

### **Learning Outcomes**

Delegates who have attended this course should be equipped to understand and manage the pre-signature phase of the contract. In particular they will be cognisant of the range of issues to be considered when entering an outsourcing agreement.

They will learn what is necessary to be put in place in terms of structure, process and resource to ensure that the basics are in place. This will permit them to move forward from signature, to a contract arrangement which can be properly controlled in a manner which is reasonable for both parties.

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### **3.10 Outsourcing Contract Management by the Client – Post-signature**

<i>Title:</i>	Contract Management by the Client – Post-signature Phase	
<i>Aim Group</i>	Executives, New Entry Managers, Line Managers, Project Managers, Contract/Outsourcing Team	
<i>Duration</i>	2 Days – This Course can be Tailored to Meet the Needs of the Group	Public or In-house
<i>Lecturers</i>	A Simmonds, D Gilmour, C Blake	3
<b>Programme at a Glance</b>		
<p>This course assumes that the service provider has already been chosen and that the contract for the required services has already been signed. This relates to the post-signature phase of contract management.</p> <p>The course will teach through example and experience and will give adequate time for discussion and exploration of each area. Additionally it can be tailored through the use of client contracts for in-house courses considering:</p> <ul style="list-style-type: none"><li>• The reasons why an organisation would initially consider outsourcing of services</li><li>• Understand what constitutes a contract</li><li>• Understand the requirements and implications of transitioning and the changes that need managing in processes and people's roles, skills etc.</li><li>• Understand and start to implement the basics to a best practice outsourcing governance environment</li><li>• Be aware of the issues in managing offshore teams</li><li>• Understand and be able to make better use of service level maintenance/management as a tool in continuous improvement</li><li>• Identify skills and development issues essential to the running of an outsourced service</li><li>• Gain a grounding in the definition, development and maintenance of a contract governance process in order to best extract value from the outsourced service provider</li></ul> <p>This course reinforces the need for, and ongoing management of third party service providers from the client's perspective and requirements.</p>		
<b>Who Should Attend</b>		
Client-side executives and management responsible for contract management.		
<b>Course Contents</b>		
The course includes the following range of topics:		
<ul style="list-style-type: none"><li>• Introduction to supplier management</li><li>• Service and operating level agreements</li><li>• Performance indicators</li></ul>		

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- Acceptance criteria definition and selection
- Service measurement and monitoring
- Governance activities
- Nature of the partnership
- Contract review, renewal and exit

### **Learning Outcomes**

Delegates who have attended this course should be equipped to understand and manage the client-side of the post-signature phase of the contract.

They will have available to them an approach that covers the ongoing maintenance of the contract, supplier management and a framework within which to baseline and benchmark their supplier in order to make informed decisions on how to move forward with the relationship.

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### 3.11 Technology Governance for Business Advantage

<i>Title:</i>	Technology Governance for Business Advantage	
<i>Aim Group</i>	Head of group function (IT, security, procurement etc.), risk management, design authorities, compliance officers	
<i>Duration</i>	1-2 Days – This Course can be Tailored to Meet the Needs of the Group	Public or In-house
<i>Lecturers</i>	A Simmonds, C Blake, D Gilmour	2 of 3
<p><b>Programme at a Glance</b></p> <p>This course provides a practical introduction and exploration of what the organisation needs to govern a valuable resource – IT. The approach taken by this course will help organisations that require an independent assessment of their governance practices or have identified weaknesses in their governance practices. It will also help organisations wishing to reduce the overheads (time and resources) in their governance and risk management practices and particularly those who face a change in regulatory reporting requirements or compliance e.g. Basel II, FSA, Sarbanes-Oxley, outsourcing, leadership change, M&amp;A, etc.</p> <p>The purpose of technology governance is to ensure that an organisation’s management retains control of, and responsibility for, its IT operations and accordingly compliance with the relevant regulatory and auditing bodies such as the FSA (UK) and internal and external auditors. Standards, processes, organisation and information systems to support the governance function must reflect the needs of the organisation and recognize that those needs must be derived from agreed frameworks and their interaction with a number of identified empowered groups.</p> <p>Governance describes a set of processes and relationships that are used to manage a powerful organisational resource. Key to the understanding of governance are the concepts of risk management and process, both of which will be mitigated by integrating governance as a set of people-oriented processes with the normal functioning of all aspects of technology adoption and management as well as systems development. As such it is expected that the governance processes be used to empower and guide rather than overtly enforce control.</p> <p><b>Who Should Attend</b></p> <p>Head of group function (IT, security, procurement etc.), risk management, design authorities, compliance officers</p> <p><b>Course Contents</b></p> <p>The course includes the following range of topics:</p> <ul style="list-style-type: none"> <li>• The establishment and operation of technology best practice for             <ul style="list-style-type: none"> <li>○ Submission, adoption, reuse, reporting and retirement of policies, procedures, roles, skills, organisational structures and product sets</li> </ul> </li> <li>• Establishment of the correct organisational responsibilities and structures</li> </ul>		

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- Supporting the governance processes and reporting requirements
- Integration of tools and process to facilitate the take up of the processes both procedurally and culturally
- Management and control of the governance processes, dispensations and waivers, compliance requests and statements and approved product sets
- Meeting the internal and external requirements for the effectiveness, efficiency, confidentiality, integrity, availability, compliance and reliability of all governance related information, services and processes
- Integration with the organisation's project portfolio management

### **Learning Outcomes**

Delegates who have attended this course should be equipped with an approach and framework to understand, develop and manage their organisation's technology governance by:

- Continual alignment of IT Services to IT Strategy
- Clear visibility of IT function performance
- Ability to demonstrate regulatory and standards (internal and external) compliance
- Improved usage and visibility of the organisation's approved product and services set
- Improved control and auditability over IT efficiency and effectiveness
- Reduction in operational risk.

### 3.12 Implementing CobiT as a Technology Governance Framework

<i>Title:</i>	Implementing CobiT as a Technology Governance Framework	
<i>Aim Group</i>	Head of group function (IT, audit, security, procurement etc.), risk management, design authorities, compliance officers	
<i>Duration</i>	2 Days – This Course can be Tailored to Meet the Needs of the Group	Public or In-house
<i>Lecturers</i>	A Simmonds, C Blake, D Gilmour	2 of 3
<p><b>Programme at a Glance</b></p> <p>This course provides a practical introduction to CobiT 3 and 4 based on actual implementation.</p> <p>This programme extends our course ‘Technology Governance for Business Advantage’ through real-world expertise and alignment with CobiT. This will support the organisation’s effort to ensure that an increasingly important and valuable resource IT and related digital assets are properly governed. Disclosure, transparency and monitoring are core themes of this implementation-biased programme and promote integration and visibility across the IT/IS, Audit and Risk departments.</p> <p>A number of common components from ISACA are included in this programme and include when and how to use CobiT QuickStart™ and the CobiT Implementation Guide to help guide implementation of the technology governance environment.</p> <p>This programme is not merely ‘how to implement CobiT’ but presents real-world examples of the use of CobiT, how to use it as a guide and best-practice and most importantly how to integrate within the organisation through considered review, design and integration with existing processes, procedures, organisational structures and culture.</p> <p><b>Who Should Attend</b></p> <p>Head of group function (IT, audit, security, procurement etc.), risk management, design authorities, compliance officers</p> <p><b>Course Contents</b></p> <p>The course includes the following range of topics:</p> <ul style="list-style-type: none"> <li>• Introduction to CobiT as a technology governance standard</li> <li>• CobiT updates</li> <li>• Real-world issues in implementing technology governance guided by CobiT covering: <ul style="list-style-type: none"> <li>○ Submission, adoption, reuse, reporting and retirement of policies, procedures, roles, skills, organisational structures and product sets</li> <li>○ Management and control of the governance processes, dispensations and waivers, compliance requests and statements and approved product,</li> </ul> </li> </ul>		

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technology and services sets

- Establishment of the correct organisational responsibilities and structures
  - Supporting the governance processes and reporting requirements
- Identification of toolsets and supporting processes to facilitate technology governance
- Meeting the internal and external requirements for the effectiveness, efficiency, confidentiality, integrity, availability, compliance and reliability of all governance related information, services and processes
- Integration with the organisation's project portfolio management

### **Learning Outcomes**

Delegates who have attended this course should be equipped with an approach and framework to understand, develop, implement and manage their organisation's technology governance based on the industry standard CobiT, by:

- Understanding what a technology governance framework is
- How an industry-standard technology governance can be implemented
- How to integrate technology governance with existing processes and compliance content
- Provide performance measurement and maturity assessment of the technology governance function
- Demonstrate regulatory and standards (internal and external) compliance
- Improving usage and visibility of the organisation's approved product, technology and services set
- Supporting the risk and audit functions through transparency, control and effective monitoring of all IT/IS-related activities and initiatives.

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### **3.13 Workshop “New to Senior Management”**

<i>Title:</i>	New to Senior Management	
<i>Aim Group</i>	Board Members, Senior Executives, New Entry Managers	
<i>Duration</i>	2 Days Public Course.	Public or In-house
<i>Lecturers</i>	A Lilley	
<b>Programme at a Glance</b>		
<p>These programmes is intended for people who have held junior and middle management positions, and are now facing the challenge of increased responsibility and wider perspectives. It seeks to provide a more advanced set of skills and techniques aligned with the needs of senior managers to undertake more complex activities and projects within the organisation.</p>		
<b>Who Should Attend</b>		
<p>This course is appropriate for:</p>		
<ul style="list-style-type: none"><li>• Managers who have substantial experience and may or may not have had formal training</li><li>• Managers who have moved to senior or divisional level management roles</li></ul>		
<b>Course Contents</b>		
<ul style="list-style-type: none"><li>• The Global Drivers of Business Change and the Impact on Management in the Future</li><li>• Identifying and the New Mindset</li><li>• Delivering the Corporate Strategy of Business Plan</li><li>• The Impact of:<ul style="list-style-type: none"><li>○ Governance</li><li>○ Risk</li><li>○ Performance</li></ul></li><li>• Leadership and Team Working</li><li>• Managing the Companies Internal Brand</li><li>• Identifying Winning Initiatives</li><li>• Piloting New Initiatives and Securing Budget to Develop</li><li>• Designing Transitions</li><li>• Managing Internal Projects</li></ul>		
<b>Learning Outcomes</b>		
<p>This programme is intended to provide senior managers with knowledge set consistent with best global practice for senior managers.</p>		

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### **3.14 Toolbox for Problem Solving and Decision Making**

<i>Title:</i>	Toolbox for Problem Solving and Decision Making	
<i>Aim Group</i>	Board Members, Senior Executives, New Entry Managers	
<i>Duration</i>	2 Days	Public or In-house
<i>Lecturers</i>	A Lilley	
<b>Programme at a Glance</b>		
<p>This programme is designed to provide managers with a set of practical tools and techniques for problem solving. The programme is run by a practicing management consultant who makes use of these tools directly and indirectly on a daily basis. Real life examples will accompany the demonstration of each tool.</p>		
<b>Who Should Attend</b>		
<p>The programme is intended for managers and professional staff who wish to enhance their basic approach to solving both strategic and everyday problems in the workplace. It is suited to all types of professional staff such as: engineers, scientists, human resource specialists and IT specialists.</p>		
<b>Course Content</b>		
<ul style="list-style-type: none"><li>• The Business Context of Problem Solving and Decision Making</li><li>• Importance of Documenting and Recording from the Outset</li><li>• Sizing the Problem</li><li>• An Array of Techniques – 12 main techniques to problem solving</li><li>• Using Internal and External Sources of Information</li><li>• Avoiding the Pitfalls of Personal and Group Blindness</li><li>• Evaluation of the Options – Short and Long Term Impacts</li><li>• Involving Others</li><li>• Making Plan that will Win Through</li><li>• Winning Commitment and Support</li><li>• Delivering the Solution</li></ul>		
<b>Learning Outcomes</b>		
<p>This programme is intended to give managers and professionals a set of tools which will be suitable for addressing the range of issues they will experience in the workplace.</p>		

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### **3.15 Doing Business with Other Cultures**

<i>Title:</i>	Doing Business with Other Cultures	
<i>Aim Group</i>	Executives, Managers, Sales and Marketing Professionals	
<i>Duration</i>	1 Day	Public or In-house
<i>Lecturers</i>	A Lilley	
<b>Programme at a Glance</b>		
<p>The rampant growth of Globalisation has created opportunities for both buyers of overseas goods and services and the sellers in the overseas location. Many potential opportunities are lost or fail as one or both parties unintentionally get into a communications impasse.</p> <p>In any business venture, good preparation is a vital aspect of success. This programme is specially developed to appeal to both business persons going into new markets and for those in such markets hoping to attract buyers for their products and services.</p> <p>The course will be delivered by an experienced consultant who has spent most of his professional life in a range of overseas locations. The programme provides guidance on how to build relationships. It also covers many of the commercial aspects of doing business in other cultures.</p>		
<b>Who Should Attend</b>		
<p>This programme is suited to:</p> <ul style="list-style-type: none"><li>• Managers and professional staff who wish to do business in overseas locations</li><li>• Managers and professional staff who wish to attract and do business with people coming from overseas locations.</li></ul>		
<b>Course Contents</b>		
<ul style="list-style-type: none"><li>• Recognising Cultural Diversity</li><li>• Understanding the Role and Importance of Culture in Organisations</li><li>• Perceptions of Time, Role, Rank and Openness</li><li>• Role of International Standards and Governances (Quality, Environmental, Societal etc.)</li><li>• Profiling one's own and the Target Culture and Determination of any necessary Adjustments</li><li>• Initiation and Building the Business Opportunity "Levering on Levers"</li><li>• Negotiation of the Deal</li><li>• Successful Management of the Relationship and Project</li><li>• Remote Relationships</li></ul>		
<b>Learning Outcomes</b>		

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This course is intended to prepare business people prior to entering new business relationships with those of other cultures.

### 3.16 Successful Teams

<i>Title:</i>	Successful Teams	
<i>Aim Group</i>	Board Members, Senior Executives, New Entry Managers	
<i>Duration</i>	2 Days	Public or In-house
<i>Lecturers</i>	A Lilley	
<b>Programme at a Glance</b>		
<p>Team working is the basic model for delivery of results in high performing organisations. The high performance Teams which constitute such organisations deliver results faster and more effectively than alternative types of work groups. For such Teams to work, managers and Team members need to develop the necessary skills to manage and participate in such Teams.</p> <p>Managing Teams, however, is complex, with many possibilities for failure: different expectations, overlapping functions and responsibilities and interpersonal friction. Teams that are committed, managed and operating effectively deliver major improvements on organisational effectiveness, productivity, profitability and individual employee satisfaction.</p> <p>This seminar concentrates on the skills and techniques needed to create a dynamic Team with its own momentum. This is a very practical course using case studies and best practice.</p>		
<b>Who Should Attend</b>		
<p>This seminar is designed for all people who need to manage or transform their Team into a high-powered, motivated Team that consistently arrives at successful outcomes.</p>		
<b>Course Contents</b>		
<b>Teams and Types of Team</b>		
<ul style="list-style-type: none"><li>• What is a 'Team' and what would make it a High Performance Team</li><li>• Organisations and Team Culture</li><li>• Identifying the types of Teams<ul style="list-style-type: none"><li>○ Project</li><li>○ Re-engineering</li><li>○ International</li><li>○ Self Managing</li><li>○ Cross-Functional</li><li>○ Sales</li><li>○ Virtual or Remote</li></ul></li> <li>• The impact of effective Teams on business results</li></ul>		

### **The Relationship Between the Manager and the Team**

- Differences between Leaders and Managers
- Role of a Team Leader/ Manager
- Identifying your strengths and weaknesses and Understanding your Personal Influencing Style
- Selection of the Team
- Communicating effectively with your Team – face-to-face, two-way and open communication
- Remote communication with your Team – tools, methods and considerations

### **Defining the Goals and Targets**

- Identification of the role of the Team and the Business Benefit it has been tasked to achieve
- Forecasting the Life Cycle of the Team against its Goal
- Initial Selection of the members – roles skills

### **Initiating the Team**

- Setting rules, objectives, goals and expectations for clear Team understanding and future direction
- Understand why Teams are unsuccessful
- Turning groups into Teams – developing Team players
- Recognising and capitalising on the different qualities of individuals and Teams
- Developing a Team culture able to discuss differences openly
- Breaking down barriers, brainstorming, encouraging listening and building trust
- Using effective delegation to empower and improve Team performance

### **Challenges and Success as a Manager of the Team**

- Developing your management and interpersonal skills to work with Teams
- Know when to manage and when to lead
- Being confident and motivated in your ability to manage Teams – gaining credibility
- Making effective decisions on behalf of the Team
- Auditing your own Team - which stage of Team development is it at?
- The practical actions required of the Team leader to move the Team forward to the appropriate stage at the appropriate time
- Flexing your style to meet the needs of all individuals within the Team
- Developing the common vision and building commitment to it
- Aligning Team and personal objectives to that of the organisation
- Delivering difficult messages to the Team
- Using the skills of appropriate enquiry

### **Empowering and Motivating the Team to Achieve High Performance**

- Understand your current Team situation versus your desired situation
- Using empowerment to unleash motivation and increase Team initiative
- Working with and encouraging individuals within a Team
- Coaching and mentoring Team members for personal development and job enrichment
- Individual vs. Team incentives

### **Managing Change and Dealing with Conflict**

- Managing change in Teams
- Handling unvoiced and invisible objections
- Identifying the different characteristics of Team members and potential for conflict
- Dealing with difficult people
- Identifying and developing your conflict management style
- Dealing with difficult people in a positive and professional manner
- Giving feedback to both good and poor performers to improve results

### **Maintaining a Successful Team**

- Conditions for success and failure setting standards and follow up
- Understand where Team conflict arises and how do resolve it
- Measuring performance with Key Performance Indicators (KPI's)
- Encouraging feedback, monitoring and appraisal of Teams
- Action plans for building and managing effective Teams
- Using reward based targets
- Providing recognition and celebration for successes
- Development of a Personal Action Plan

### **Learning Outcomes**

Attending this seminar will give you the personal insight, proven methodologies, skills and practical application to effectively manage your Teams.

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### **3.17 New to Management**

<i>Title:</i>	New to Management	
<i>Aim Group</i>	Board Members, Senior Executives, New Entry Managers	
<i>Duration</i>	Up to 5 Days – This Course may be Tailored to Meet the Needs of the Group	Public or In-house
<i>Lecturers</i>	A Lilley	1

#### **Programme at a Glance**

This programme is intended to help new entrant managers to become productive and effective quickly.

The appointment of a manager is a risk for both the company and the appointee – the company generally loses productivity and is exposed to risk as the manager progressively finds his or her feet in the new role. Also, the new appointee requires a new skill set – which they may or may not acquire naturally. The new responsibilities alone create stress – much of this can be alleviated by giving the new entrant manager this skill set in the form of management principles and guidelines.

The course will not only teach the delegates, but it will give adequate time for discussion and exploration of the various concepts.

#### **Who Should Attend**

Newly promoted, or soon to be promoted, managers from all disciplines and backgrounds.

#### **Course Contents**

The course can include the following range of topics:

- Exploring the linking the overall business strategy and business plan to the department strategy and execution plan
- The Role and Delivery of Performance – Setting Realistic Goals and Targets
- The Role of a Manager – Leadership and Management
- Identification of Your Personal Management Style
- Recognising the Internal Customer
- Understanding the fundamental differences between radical transformation and continuous improvement
- Delegation
- The Role of Teamwork and how to Use Teams Effectively
- Risk Management
- Communication – Upwards and Downwards
- Setting Priorities, Planning and Time Management
- Giving Feedback on Successes and Failures
- Making a Professional Case

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- Competencies and Training Needs
- Staff Selection Techniques
- Team and Individual Coaching
- Running Meetings
- Facilitation, Difficult Situations and Conflict Resolution
- Recognising Cliques and Managing Group think
- Managing your Manager and their expectations.
- Supporting your Team

### **Learning Outcomes**

Delegates who have attended this course should be fully aware of the mindset difference necessary to hold the role of manager and be equipped with a range of tools to become effective quickly.

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### 3.18 Qualitative Risk Management for Managers

<i>Title:</i>	Qualitative Risk Management for Managers	
<i>Aim Group</i>	Board Members, Senior Executives, New Entry Managers	
<i>Duration</i>	1 Day	Public or In-house
<i>Lecturers</i>	A Lilley	
<b>Programme at a Glance</b>		
<p>The objective of this programme is to give people in management positions a straightforward, practical and powerful methodology to manage risk.</p> <p>Most aspects of delivering results have to be formally risk assessed and managed as a requirement of the company's internal management system and/or for regulatory compliance. Qualitative risk management covers the vast majority of the requirements that managers encounter in the risk management of department activities or projects.</p> <p>We approach this topic from a broad perspective such that the delegates have an overall understanding of the businesses context for undertaking risk management, and how risk should be addressed within the organisation.</p> <p>There are several exercises so that all of the delegates can get practical experience of undertaking a risk assessment.</p>		
<b>Who Should Attend</b>		
<p>The core of this programme is focused at a practical level for management and supervision at all levels. The programme is appropriate throughout the full range of management, and covers both projects and operations. It is not discipline specific and would apply for all types of specialist: engineers, doctors, academics, finance and audit, IT etc.</p>		
<b>Course Contents</b>		
<ul style="list-style-type: none"><li>• Risk and Business Performance</li><li>• Enterprise Risk Management and the Role of Risk Management in Modern Organisations</li><li>• Types of Risk (Business, Reputation, HSEQ, Schedule etc.)</li><li>• Techniques for Identification of Primary and Hidden Risks</li><li>• Examples of Profiles on How Different Types of Risk Develop</li><li>• Evaluation of the Impact for Various Types of Risk</li><li>• Mitigation of the Risks Identified</li><li>• Developing and Applying the Risk Register</li><li>• Action Programmes to Reduce the Risks</li><li>• Maintaining the Focus</li><li>• Risk Management Exercise</li><li>• Risk Blindness - How Psychological Issues Impact on Risk Management</li></ul>		

- Bringing it all Together

### **Learning Outcomes**

At the end of this course each delegate will have a solid understanding of risk in the workplace. They will take away a straightforward and practical methodology which he or she can start to directly apply to operational or project risks.

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### 3.19 Train the Trainer

<i>Title:</i>	Train the Trainer	
<i>Aim Group</i>	Board Members, Senior Executives, New Entry Managers	
<i>Duration</i>	3 Days	Public or In-house
<i>Lecturers</i>	A Lilley	
<b>Programme at a Glance</b>		
<p>Internal training is a cost effective and often the best way for organisations to develop certain types of change.</p> <p>Some people are natural trainers, but even if they are, there is a requirement to translate knowledge to certain standards using specific techniques. Others have to be taught the basics of how to train.</p> <p>This course has been developed by professional trainers for people in industrial and commercial settings who are to be tasked with knowledge transfer. It will include role-play and the use of video to enhance and consolidate learning.</p>		
<b>Who Should Attend</b>		
<p>This course is suited to all types of professionals who are required to train others: recently appointed managers in learning and development, managers, engineers, scientists, IT professionals, legal, contract, HR, salespersons, etc.</p>		
<b>Course Contents</b>		
<ul style="list-style-type: none"><li>• Interpreting the Learning and Development Strategy as a Vital Component of the Overall Business Strategy</li><li>• The Role of Competencies and Training in the Organisation</li><li>• Intrinsic Purpose - Creating a Step Change in Knowledge through Training</li><li>• The Implications of Delivering Different types of Training – Classroom, OJT, Distance Learning, 121</li><li>• Conducting a Training Needs Analysis</li><li>• Understanding Learning Styles</li><li>• Designing the Training Programme as a Component of the Training Strategy</li><li>• Development of Training Materials:<ul style="list-style-type: none"><li>○ Text</li><li>○ Graphical</li><li>○ PowerPoint</li></ul></li><li>• Setting Examination Questions</li><li>• Practical Experience of Delivery (role play and video)</li><li>• Handling Difficult Situations</li><li>• Determining the ROI from the Training Intervention</li></ul>		

### **Learning Outcomes**

Delegates attending this course will have a basic understanding of the reasons and purpose for the training intervention, how and why these fit into the organisational strategy and the commercial benefit of delivering an effective step change in organisational learning.

The Delegates will get a thorough insight and practical experience on all aspects of training from course development to delivery.

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### **3.20 Business Writing and Presentation Skills in the e-culture**

<i>Title:</i>	Business Writing and Presentations in the e-Culture	
<i>Aim Group</i>	Board Members, Senior Executives, New Entry Managers	
<i>Duration</i>	3 Days	Public or In-house
<i>Lecturers</i>	A Lilley	

#### **Programme at a Glance**

The course covers the full range of executive requirements for both written and verbal communications – e-mail, letters, reports and presentations using Word and PowerPoint.

Effective communication is one of the most important skills for executives - brilliant ideas not properly communicated are quickly lost. Moreover, evidence of inept communication can be a major setback for the executive. In today's fast moving and highly competitive business environment executives must also be capable of communicating by making best use of current workstation technology.

The programme examines how substance and content is identified, ranked and presented to achieve targeted outcomes which are of strategic value to the business. It then gives practical steps on how computer based applications can be harnessed to efficiently effectively deliver the message.

#### **Who Should Attend**

This combined programme is intended for anyone who is required to communicate efficiently in the business environment through print and presentations - especially those whose work has a major impact on critical decisions. This will include:

Directors, Executives, Experienced and Entry Level Managers, Supervisors, Team Leaders, Engineers, Scientists, Accountants, Economists, Academics, Medical Staff.

We are pleased to develop special programmes for single company groups, single discipline groups, project teams etc.

#### **Course Content**

This training programme is a combination of “teach and practice” using real life practical examples. We use several themes which run through the programme, these being selected to bring out the strategic thinking process and the tactics of positioning the message. We have a range of themes to cover large and small organisations and different levels of delegate. The various themes are evolved to give opportunities to put into practice the messages from the tutorial materials.

The presentations will be supported by the use of CCTV to provide feedback for the

delegates during the presentation sessions.

The course content is as follows:

- Identifying potential of the “Value Proposition” to be made
- Positioning the Proposition
- Describing the Proposition
- Building the Case
- Pre-selling the Proposition
- How to Communicate in Print:
  - e-Mail
  - Memos
  - Business Letters
  - Reports
- How to Communicate Verbally:
  - Development of PowerPoint Presentations
  - Delivery of PowerPoint Presentations
- Personal Action Plan

### **What You Will Learn**

This course will give the delegates a methodology to communicate effectively in writing and verbally. Whilst practice and critique will be part of the approach, the methodology should enable the delegate to continuously develop their skills.