

# GUIDE TO CSAJ'S WORLD-CLASS PROGRAMS

- ✚ Customer Service
- ✚ Leadership
- ✚ Service Quality Leadership
- ✚ Management
- ✚ Service Quality Management
- ✚ Supervision
- ✚ Personal Effectiveness
- ✚ Group Effectiveness
- ✚ Human Resource Management
- ✚ Train-the-Trainer
- ✚ City and Guilds Certification



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ACADEMY OF  
JAMAICA LTD.**

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**Certification Programs  
Accredited by  
City and Guilds of London**

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**City &  
Guilds**

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## **SECTION A:**

### **A LOOK AT A WORLD-CLASS**

### **TRAINING COMPANY**

## **INTRODUCTION**

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CSAJ lets you link your organization's performance needs to specific CSAJ training and development tools. Whether you're interested in improving your hiring process, building leadership or workforce skills, providing extraordinary customer service, or improving the management of your people's day-to-day performance, CSAJ's programs can help. CSAJ also offers consulting, assessment, and outsourcing services to meet your organization's needs. All of CSAJ's training and development programs are designed to give people at all levels the skills they need to be increasingly effective in their jobs.

<p style="text-align: center;"><b>CSAJ'S VISION STATEMENT</b></p> <p>The vision of Customer Service Academy of Jamaica Limited is to be the leading-edge provider of customer service and related training solutions for our clients.</p>	<p style="text-align: center;"><b>CSAJ'S MISSION STATEMENT</b></p> <p>The Customer Service Academy of Jamaica Limited is the preferred source of customer service and related training for smart companies and organizations, whose employees interface with customers. The company is seen by its many clients as a compelling place to do business with.</p>
<p style="text-align: center;"><b>CSAJ'S TRAINING PHILOSOPHY</b></p> <p>CSAJ is committed to meeting the training objectives of its clients in the area of customer service and related training. Our constant evaluation has allowed us the ability to design training products to respond to the evolving demands of our clients.</p> <p>Our expertise is state-of-the-art. Perfectly poised to serve our clients better, our focus is regional, our position solid. Our posture today is one which will allow us to compete at local and regional levels, to collaborate with leading organizations as professional partners and deliver a wider and deeper range of training products for our clients.</p>	<p style="text-align: center;"><b>CSAJ'S MOTTO</b></p> <p style="text-align: center;">“Excelling Without Compromise”</p>
	<p style="text-align: center;"><b>CSAJ'S VALUE PROPOSITION</b></p> <p style="text-align: center;">“A Focused Future With Satisfied Clients”</p>

## **CSAJ'S AIMS**

The Customer Service Academy of Jamaica (CSAJ) aims to be the preferred source of customer service training for all companies and organizations, whose employees interface with customers such as: Hotels, Restaurants, Credit Unions, Banks, Building Societies, Insurance Companies, Supermarkets, Pharmacies, Hardware and Home Improvement Companies, Hospitals, Car Dealerships, Furniture and Appliances Stores, Department Stores, Gas Stations, Manufacturing and Distribution Companies, Tour Operators, Attraction-Based Companies, and Airlines, among others.

Our purpose is to support the development, nationally and regionally, of best practices in customer service. To this end CSAJ aims to help participants in its training program succeed in today's customer-driven world; and to ensure that companies and organizations maintain their competitive edge through adoption of CSAJ's revolutionary Quality Advantage Program, which provides the means by which they can deliver world-class customer service consistently.

We work in partnership with our clients to create bespoke consultancy, short courses and learner-centered development. CSAJ draws on the expertise of a cadre of world-class trainers. Because of this, the company has been able to develop a suite of services that have the capacity and capability to ensure a sustainable service culture in client organizations.

The structures, level, pace and timing of CSAJ's in-house programs are planned according to the needs of the individual organization. Open programs can be delivered in various locations in Jamaica and in the region.

CSAJ's partnership approach is designed to deliver tangible business benefits and to help establish "best practice" performance and prepare organizations for 21st century survival. CSAJ is committed to aggressively deliver cutting edge, high quality products, and to be competitive in pricing and delivery of value.



**BIOGRAPHY OF THE  
MANAGING DIRECTOR OF CUSTOMER  
SERVICE ACADEMY OF JAMAICA LIMITED**

Ben Henry

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Ben Henry is Managing Director of Customer Service Academy of Jamaica (CSAJ), the benchmark for customer service training in Jamaica and Caricom. Prior to that, he was Chief Learning Consultant of Sandals and Beaches Resorts, and before that, Group Director of Training and Development at that company.

A former university professor in the United States, Dr. Henry has authored several books including **Quality Customer Care for the Caribbean**, a required customer service textbook for tertiary students in the region. His latest book – **How to Become a World-Class Individual: 33 Strategies for Success** – has sold over 15,000 copies in the Caribbean and the United States.

He sits on ten boards throughout the region and the United States, notably the University College of the Caribbean, Suriname College of Hospitality and Tourism, University of Technology Jamaica Hospitality Board, the McLenaghan Board at Hocking College in Ohio, and the Turks and Caicos Hotel Tourism and Training Institute. He is also the External Examiner for City and Guilds Senior Awards Programmes in Jamaica.

## THE CSAJ TRAINING TEAM

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CSAJ is blessed with trainers who are leaders in their fields. The following persons are responsible for ensuring that CSAJ continues to excel without compromise, and for maintaining the company's competitive edge in customer service and service quality leadership training in the English-speaking Caribbean.

1. **Ben Henry, Ph.D., Hon. D. Mgt., M.S., B.A. (Econ.), Cert. Ed., CIMCA, CHT, ACI**, is founder and Managing Director of CSAJ and Trainer. (**The Quality Advantage, Customer Service, Telephone Techniques, Train-the-Trainer, Supervisory Skills, Situation Analysis, Motivation, Training Needs Analysis, Leadership, People Management, Management Audits, Service Audits, Customer Satisfaction Surveys, Employee Satisfaction Surveys, Human Resources Management, Customer Service Management, Management of the Service Function, Creating Customer Value, Creating Employee Value, Customer Satisfaction Standards, Customer Service Leadership**).
2. **Marlene Campbell, B.Sc., MBA**, Director of CSAJ and Trainer (**Change Management, Change Leadership, Strategic Management, Strategic Leadership, Customer Relationship Management, Performance Management, Teamwork, Stress Management, Planning for Retirement, Customer Service, Motivation**).
3. **Floyd Burchell, B.Sc., MBA, CHA, CHT, CHRE, ACI**, CSAJ Director and Trainer (**Customer Service, Supervisory Skills Development, Leadership, Service Audits, Team Building, Coaching for High Performance, Succession Planning, Situation Analysis, Performance Management, HR Audits, Motivation, Mystery Shopper Exercises, Employee Satisfaction Surveys, Customer Satisfaction Surveys, Change Management, Train-the-Trainer**).
4. **Patrick Donovan**, President of Training Communications Inc., Melbourne Beach, Florida, Associate Trainer (**Customer Service, Service Audits, Leadership, Management Audits**).
5. **Tony Henthorne, Ph.D.**, Professor and Department Chair, University of Nevada – Las Vegas; Associate Trainer (**Mystery Shopper Program, Customer Satisfaction Surveys, Service Audits, Employee Satisfaction Surveys, Sales and Marketing, Customer Perception Surveys**).
6. **Nathan Charles, Ph.D.**, Adjunct Professor of Human Resources Management, Nova Southeastern University, Fort Lauderdale, Florida, Associate Trainer (**Human Resources Management, HR Audits, Performance Appraisals, Leadership, Change Management**).

7. **Lincoln Marshall, Ph.D.**, Executive Director – Culinary Hospitality Management Institute, College of The Bahamas, Associate Trainer (**Change Management, HR Management, Strategic Management, Train-the-Trainer, Coaching and Counseling, Management-Supervisory Skills**).
8. **Joel Frater, B.Sc., M.S, Ed.D.** Associate Professor State University of New York, – Brockport, Associate Trainer (**Leadership, Teambuilding, Motivation, Recreation Planning, Corporate Recreation, Risk Management in Recreation, International Tourism, Resort Management and Operations, Customer Service**).
9. **Elwood Shafer, Ph.D.**, Retired Fullbright Professor, Pennsylvania State University, Associate Trainer (**Customer Service, Managing the Service Function, Leadership, Negotiation Skills, Change Management**).
10. **Arthur D. Leuden, M.A., CHE, Ph.D. Candidate**, President, Suriname College of Tourism and Hospitality Management, Suriname, Associate Trainer (**Customer Service, Supervisory Skills, Train-The-Trainer, Communication Skills for Managers**).
11. **Arlene Dixon, B.Sc. (HR), FIMCA. M.S.**, Associate Trainer (**Jamaica Labour Laws, Communication Skills**).
12. **Peter Meyer, CHA, ACI, CHE**, Former Professor, Hocking College-Ohio, Associate Trainer (**Strategic Management, Housekeeping Management, Food and Beverage Management, Supervisory Management, Leadership, Human Resource Management, World Class Certification Instructor for CHA, CRDE, CHT, CHRE, CFBE, CHS, CHDT, CHHE**).
13. **Annette Salmon, BBA, MBA**, Associate Trainer (**Customer Service, Marketing**).
14. **Diana McIntyre-Pike, M.Sc.**, Chairman/CEO, Countrystyle Community Tourism Network, Jamaica, Associate Trainer (**Customer Service, Motivation**).
15. **Sherril Edmonson, B.Sc., M.A., M.Sc., Dip.Ed.**, Associate Trainer (**Customer Service**).
16. **Anne Crick, Ph.D.**, Senior Lecturer in Organizational Management, University of the West Indies, Mona, Associate Trainer (**Service Quality, Organizational Culture**).
17. **Barbara Nash**, Associate Trainer (**Customer Service, Grooming, Etiquette, Corporate Image Building**).

18. **Leonie Hines Smith, B.Sc., M.Sc., M.Sc., LLB**, Associate Trainer (**Motivation and Self-Development, Customer Service, Business Communication, Time Management**).
19. **Baldwin Powell, B.Sc.**, Associate Trainer (**Transformational Leadership, Customer Service, Management Retreats**).
20. **Mervel Grant, J.P., M.Sc.**, Associate Trainer (**Customer Service, Telephone Techniques**).
21. **Vesta Ancel, B.A., Teaching Diploma**, Associate Trainer (**Customer Service**).
22. **Malcolm Letang, B.Sc., M.Sc., CHT, CHRE**, Associate Trainer (**Customer Service, Supervisory Skills**).
23. **Wongford Lewis, M.Sc., FIMCA**, Associate Trainer (**Leadership, Motivation, Finance for Non-Financial Managers, Supervisory Skills, Stress Management, Professionalism, Communication Skills, Cost Control**).

## **SECTION B:**

# **LEADERSHIP DEVELOPMENT**

<b>THE ART OF LEADERSHIP</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a heightened awareness of what makes a good leader, and will leave with a number of actionable steps that they can immediately take at the workplace.</p> <p><b>Target Group</b></p> <p>Managers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Ensuring survival in the 21<sup>st</sup> century.</li><li>✚ Common definitions of leadership.</li><li>✚ Warren Bennis' Four Competencies of Leadership.</li><li>✚ Management vs. Leadership.</li></ul>
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	<ul style="list-style-type: none"><li>✚ The Leadership Qualities of the Manager.</li><li>✚ Styles of Leadership.</li><li>✚ Power Bases that a leader can use and exploit:<ul style="list-style-type: none"><li>◆ Negative Power Types.</li><li>◆ Positive Power Types.</li></ul></li><li>✚ Characteristics of an Effective Leader.</li><li>✚ Leading through Commitment.</li><li>✚ Leading in a changing environment.</li></ul>
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<b>HOW TO DEVELOP SERVICE STANDARDS</b>	<p><b>Objective of Workshop</b></p> <p>Participants will understand the critical importance of service standards to organizational success, and will acquire the skills for writing these standards for the various frontline positions in their organization.</p> <p><b>Target Group</b></p> <p>Managers and supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Customer service as a competitive edge</li><li>✚ Definition and purpose of service standards</li><li>✚ Eight criteria for effective service standards</li><li>✚ The four-step approach to writing service standards</li></ul>
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	<ul style="list-style-type: none"><li data-bbox="667 226 1292 268">✚ Practice sessions in writing service standards</li><li data-bbox="667 300 1308 342">✚ Eight steps to implementing service standards.</li><li data-bbox="667 373 1157 415">✚ Service Level Agreements (SLAs)</li></ul>
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<p><b>LEADERSHIP AND CHANGE MANAGEMENT</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a heightened awareness of what makes a good leader and an awareness of the change process. They will leave with a bag full of actionable steps that they can begin to take to become a leader and change agent.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Three days. Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The Art of Leadership:<ul style="list-style-type: none"><li>◆ Common definitions of leadership.</li><li>◆ Warren Bennis' four competencies of leadership.</li><li>◆ The leadership qualities of the manager.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Styles of leadership.</li><li>◆ Building expert power: Lead from the front.</li><li>◆ The Manager-Employee Relationship.</li><li>◆ Some considerations for managing tomorrow.</li><li>◆ Enhancing employee value.</li><li>◆ Leadership at work.</li><li>◆ The manager's role in setting clear standards.</li><li>◆ The manager's role in motivating employees.</li><li>◆ The manager's role in building a positive organizational climate.</li><li>◆ The manager's role in building a great team.</li><li>◆ Using performance appraisals to enhance team effort.</li><li>◆ Improving employee performance via coaching, feedback, counseling and discipline.</li><li>◆ From Delegation to Empowerment: The Manager's role.</li><li>◆ The manager's role in listening and communicating.</li><li>◆  Managing the Human Side of Change:<ul style="list-style-type: none"><li>◆ Definitional issues.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Recognizing sources of change.</li><li>◆ What needs to change in your department/unit/organization.</li><li>◆ Changes needed on the part of managers and supervisors.</li><li>◆ How do we get managers/supervisors to embrace change?</li><li>◆ Changes needed on the part of employees.</li><li>◆ How do we get employees to embrace change?</li><li>◆ Creating a movement for change in the organization: Kotter's Eight-Stage Process of Creating Major Change.</li></ul>
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<p><b>LEADERSHIP STRATEGIES FOR EFFECTIVE TEAM BUILDING</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a heightened awareness of the actionable steps that they can immediately use to build an effective team.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Four hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m. or 1:00 p.m. – 5:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li> The leadership qualities of the manager.</li><li> Performance Leadership: Building a capable team.</li><li> Developing a vision and goals for the team.</li><li> Getting buy-in from the team.</li><li> The Mutual Reward Theory.</li></ul>
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	<ul style="list-style-type: none"><li data-bbox="667 226 1325 296">✚ Communicating the organization's mission, vision and values to followers.</li><li data-bbox="667 338 1325 407">✚ Components of a Mutual Reward Memorandum of Understanding.</li></ul>
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<b>MINIMIZING STRESS</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a heightened awareness of the actionable steps that they can immediately take to effectively minimize stress on and off the job.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Understanding Stress:<ul style="list-style-type: none"><li>◆ What is Stress?</li><li>◆ Defining Stress at Work.</li><li>◆ Recognizing Symptoms.</li><li>◆ Measuring Stress.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ How Stressed are You?</li><li>✚ Analyzing the Causes of Stress:<ul style="list-style-type: none"><li>◆ Changing Societies.</li><li>◆ Changing Organizations.</li><li>◆ Changing Practices.</li><li>◆ Analyzing Jobs.</li><li>◆ Assessing Relationships.</li><li>◆ Assessing the Workplace.</li><li>◆ Coping with Daily Life.</li></ul></li><li>✚ Dealing With Stress at Work:<ul style="list-style-type: none"><li>◆ Identifying Attitudes.</li><li>◆ Devising a Strategy.</li><li>◆ Taking Positive Action.</li><li>◆ Reclaiming Your Desk.</li><li>◆ Studying Work Patterns.</li><li>◆ Managing Time.</li><li>◆ Communicating Well.</li><li>◆ Gaining Inner Balance.</li><li>◆ Making Time to Relax.</li><li>◆ Analyzing Personality.</li><li>◆ Helping Others.</li></ul></li></ul>
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	<p> Taking Action at Home:</p> <ul style="list-style-type: none"><li>◆ Taking time off.</li><li>◆ Learning to Relax.</li><li>◆ Developing Interests.</li><li>◆ Improving Diet.</li></ul>
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<b>LEADING TEAMS</b>	<b>Objectives of Workshop</b>   The most common reason why team implementation succeeds or fails is the strength of the leaders, and yet leaders clearly are not getting enough help and support to make this difficult transition.  Rare is the organization that doesn't have people of all levels working on some type of team, whether a permanent work team, temporary project team, or virtual team. This two-day program is ideal if you find the effectiveness of your team leaders needs to be improved quickly, or if you have people new to the team leader role.  <b>Do you have any of these issues?</b>   Are teams operating at optimal effectiveness? If not, do leaders know what needs to be improved and how?   Do team meetings frequently get off track, and are they viewed as a waste of time?   Do teams struggle when they need to make decisions?  <b>Performance Objectives</b>  Helps leaders:   Improve the performance of the teams they lead.   Lead meetings that support business needs and get the right results.   Guide their team in making effective decisions that have the group's support and commitment.
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Building a Successful Team.</li><li>✚ Contributing to Team Success.</li><li>✚ Meeting Leadership.</li><li>✚ Decision Making.</li></ul> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Stages of Team Development.</li><li>✚ Characteristics of an Ideal Team.</li><li>✚ The Team Environment.</li><li>✚ Team Practices.</li></ul>
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	<ul style="list-style-type: none"><li>✚ Team Skills.</li><li>✚ The Team Performance Formula and the Three Roles of a Team Leader (influencer, coach, developer).</li><li>✚ Acting on the Three Roles.</li><li>✚ Action Planner – Developing Roles.</li><li>✚ Preparing for Meetings.</li><li>✚ Conducting Meetings.</li><li>✚ Group Agreement Techniques.</li><li>✚ Sharing Insights Gained During the Workshop.</li></ul>
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<p><b>SOLUTIONS FOR ENHANCED LEADERSHIP SKILLS</b></p>	<p><b>Objective of the Workshop</b></p> <p>At the end of the workshop, participants will be able to:</p> <ul style="list-style-type: none"><li>✚ Effectively conduct performance discussions, including establishing goals and reviewing progress.</li><li>✚ Transfer responsibility and authority to others.</li><li>✚ Continue to provide coaching, but in a way that helps team members become self-leaders.</li><li>✚ Build an environment of trust with and among others.</li><li>✚ Develop organizational talent.</li></ul> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Five days.</p> <p>Time: 9:00 a.m. – 4:00 p.m. each day.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>CONTENT DOMAIN</b></p> <p><b>Module 1 ... Performance Planning: Setting Expectations</b></p> <p>Helps leaders prepare for and conduct discussion on performance goals.</p> <p><b>Module 2 ... Performance Planning: Reviewing Progress</b></p> <p>Equips leaders to offer ongoing coaching and to encourage others to assume responsibility for achieving their plan.</p> <p><b>Module 3 ... Delegating for Productivity and Growth</b></p> <p>Prepares leaders to transfer responsibility and authority to others.</p> <p><b>Module 4 ... Managing Performance: Getting Business</b></p> <p>This two-day alternative delivery option combines content from the three options listed above.</p> <p><b>Module 5 ... Coaching: Developing High Performance</b></p> <p>Helps leaders guide people who are identifying development opportunities through the use of critical thinking skills.</p> <p><b>Module 6 ... Strengthening the Foundation</b></p> <p>Teaches leaders to recognize behaviours that lead to distrust and to understand the human impact of a non-trusting environment.</p>
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	<p><b>Module 7 ... Guiding the Development of Others</b></p> <p>Helps leaders understand the critical role they play in developing organizational talent, and provides a process for them to follow in doing so.</p> <p><b>Module 8 ... The Leader's Role</b></p> <p>This two-day alternative delivery option combines additional content with the two modules listed above and Leadership: Facilitating Change.</p> <p><b>Module 9 ... Building an Innovative Workplace</b></p> <p>Teaches leaders how to encourage innovation.</p> <p><b>Module 10 ... Maximizing Performance</b></p> <p>Aligns individual performance with an organization's vision, values, and business strategies.</p> <p><b>Module 11 ... Global Effectiveness</b></p> <p>Helps leaders build the skills they need to effectively compete and manage in the global marketplace.</p>
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<p><b>LEADERSHIP – INSPIRING COMMITMENT</b></p>	<p><b>Aims and Objectives of Workshop</b></p> <p><b>Achieving success in an area of downsizing, reorganization, and re-engineering demands total commitment, steady focus, and exceptional, competent performance from everyone in the organization.</b></p> <p>In this workshop, leaders learn how to inspire total commitment from the people who make things happen.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Do leaders know how to win over people who resist things, such as change, plans, and suggestions?</li><li>✚ Are leaders able to generate enthusiasm and inspire commitment to the organization's vision and values?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps leaders:</p> <ul style="list-style-type: none"><li>✚ Understand the forces of change and their effect on personal and work life.</li><li>✚ Identify and effectively apply key leadership actions and behaviours in leading and influencing others.</li><li>✚ Generate enthusiasm and inspire commitment by clearly communicating vision and values.</li><li>✚ Assess and apply specific behaviours to build trust and strengthen interaction.</li><li>✚ Formulate an action plan for the personal and organizational growth that will achieve objectives.</li></ul>
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Inspiring Others.</li></ul> <p><b>Workshop Overview</b></p> <ul style="list-style-type: none"><li>✚ Essentials for Success:<ul style="list-style-type: none"><li>◆ Managing.</li><li>◆ Leading.</li><li>◆ Professionalism.</li><li>◆ Characteristics, skills, and behaviours of high-performing leaders.</li><li>◆ Self-assessment to reveal strengths and development areas.</li></ul></li><li>✚ The use and abuse of personal and position power.</li><li>✚ The Communication Process and Relationships:<ul style="list-style-type: none"><li>◆ Verbal and Non-Verbal Behaviours.</li><li>◆ The Communication Model.</li></ul></li><li>✚ Vision:<ul style="list-style-type: none"><li>◆ Characteristics and applications of an effective vision.</li></ul></li><li>✚ Vision Skill Practice.</li><li>✚ Trust and Commitment:<ul style="list-style-type: none"><li>◆ Ways to establish trust and overcome barriers.</li></ul></li><li>✚ Action Planning.</li></ul>
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	<p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: Mid- to Senior-Level Leaders.</li><li>✚ Workshop length: Two Days.</li><li>✚ Workshop time: 9:00 a.m. – 4:00 p.m.</li></ul> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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<p><b>PARTNERSHIPS – CREATING SYNERGY</b></p>	<p><b>Aims and Objectives of Workshop</b></p> <p><b>Developing organizational talent is a key leadership responsibility critical to an organization's success. Leaders must foster and put into action shared responsibility.</b></p> <p>This workshop provides leaders, coaches, and mentors with the necessary skills and a practical process to develop talent. It focuses on a leader's critical role before, during, and after the development plan.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Are employees struggling to keep their knowledge and skills up-to-date?</li><li>✚ Are leaders responsible for developing employees but have no idea how to begin?</li><li>✚ How well do leaders measure and monitor the progress of development objectives, and do they have behavioural data to help?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps leaders:</p> <ul style="list-style-type: none"><li>✚ Ensure individual development goals aligned with organizational business strategy.</li><li>✚ Gather and review formal and informal behavioural data to determine a person's strengths and development needs.</li><li>✚ Plan and conduct discussion on strengths and development needs, and measure and monitor development progress.</li><li>✚ Handle challenging development discussions.</li></ul>
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Developing Others.</li></ul> <p><b>Workshop Overview</b></p> <ul style="list-style-type: none"><li>✚ <b>The Development Cycle:</b> Leaders discuss their role and that of individuals being developed. They explore the Development Cycle by working through a case study, with opportunities to build skills and apply tools for each component of the cycle.</li><li>✚ <b>Business Strategy and Success Profile:</b> Leaders learn about the need to link individual development efforts with critical business strategies.</li><li>✚ <b>Assess and Diagnose:</b> The facilitator introduces the concept of informal data (and formal data, if appropriate) used to determine strengths and development areas in relation to the Success Profile.</li><li>✚ <b>Discuss Strengths/Development Areas:</b> The purpose and importance of facilitating a two-way discussion of strengths and development areas.</li><li>✚ <b>Create and Implement the Development Plan:</b> Learners explore their role in the development planning process and review several tools and techniques to support that role.</li><li>✚ <b>Measure and Monitor Success:</b> Leaders explore a development measuring/monitoring tool for use before, during, and after development activities.</li><li>✚ <b>Handling Challenging Situations:</b> Leaders strategize solutions to difficult development situations.</li></ul>
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	<p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: Leaders.</li><li>✚ Workshop length: One Day.</li><li>✚ Workshop time: 9:00 a.m. – 4:00 p.m.</li></ul> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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<p><b>TRUST: STRENGTHENING THE FOUNDATION</b></p>	<p><b>Aims and Objectives of Workshop</b></p> <p><b>High-performance organizations are built on a foundation of trust. Vital leadership skills include personal strategies to strengthen trust at work and ways to overcome common trust traps.</b></p> <p>The workshop builds awareness of these traps and strategies, helping leaders create an environment in which people take risks, identify and solve problems, and work together.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Do employees trust leaders?</li><li>✚ Are leaders aware of the untrustworthy behaviours they are exhibiting?</li><li>✚ Do leaders understand why trust is a business imperative and what strategies they should use to build or regain trust?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps leaders:</p> <ul style="list-style-type: none"><li>✚ Describe a vision of and develop a plan for achieving a trusting work environment.</li><li>✚ Influence others about the benefits of solid, trusting relationships.</li><li>✚ Encourage open communication, thereby strengthening trust and contributing to the team's and organization's success.</li><li>✚ Plan an on-the-job strategy for strengthening trust within an interdependent environment.</li></ul>
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Building Trust.</li></ul> <p><b>Workshop Overview</b></p> <ul style="list-style-type: none"><li>✚ <b>Open:</b> Learners discuss the impact of mistrust in the workplace.</li><li>✚ <b>The High Cost of Low Trust:</b> Mindmapping helps describe causes of mistrust in business and its day-to-day impact.</li><li>✚ <b>Trust Traps:</b> Behaviours leading to mistrust and common trust traps are discussed.</li><li>✚ <b>Strategies for a High-Trust Workplace:</b> Leaders are introduced to five strategies for strengthening a high-trust workplace.</li><li>✚ <b>See It! And Believe It!</b> Leaders assess the state of trust in their organizations/work groups. They develop visions of trust and strengths as well as development needs.</li><li>✚ <b>Take It!</b> The impact of Key Principles on trust.</li><li>✚ <b>Walk It!</b> Ten techniques to help build trust are explained. Leaders describe how they plan to model trusting and trustworthy behaviour on the job.</li><li>✚ <b>Teach It!</b> Learners brainstorm actions and strategies to raise trust levels.</li></ul> <p><b>Lessons Learned and Applied:</b></p> <p>“What-if” thinking is presented as a way to build trust in challenging situations.</p>
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	<p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: Leaders.</li><li>✚ Workshop length: One Day.</li><li>✚ Workshop time: 9:00 a.m. – 4:00 p.m.</li></ul> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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<p><b>DEVELOPING, MOTIVATING AND RETAINING TALENT</b></p>	<p><b>Workshop Objectives</b></p> <p>At the end of this workshop, participants will be able to:</p> <ul style="list-style-type: none"><li>✚ Intensify their efforts to create an environment in which employees thrive.</li><li>✚ Identify the development needs of employees and guide them to take charge of their own development.</li><li>✚ Identify challenging opportunities that motivate employees.</li><li>✚ Align goals and accountabilities, and then appropriately recognize achievements.</li><li>✚ Make work meaningful and connected to organizational goals.</li></ul> <p><b>Target Group</b></p> <p>Leaders.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two Days.</p> <p>Time: 9:00 a.m. – 4:00 p.m. each day.</p>
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	<p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <ol style="list-style-type: none"><li>1. Guiding the development of others:<ul style="list-style-type: none"><li>◆ Understanding the critical role leaders play in developing organizational talent.</li></ul></li><li>2. Trust: Strengthen the Foundation:<ul style="list-style-type: none"><li>◆ Recognizing the behaviours that lead to distrust.</li><li>◆ Understanding the human impact of a non-trusting environment.</li><li>◆ Strategies for developing trust.</li></ul></li><li>3. Retaining Talent: The Leader's Role:<ul style="list-style-type: none"><li>◆ Embracing proven retention strategies.</li></ul></li><li>4. Coaching: Developing High Performance.</li><li>5. Performance Planning: Setting Expectations.</li><li>6. Delegating from Productivity and Growth:<ul style="list-style-type: none"><li>◆ The leader's role as catalyst for transferring responsibility and authority to others.</li></ul></li><li>7. Leadership: Inspiring Commitment:<ul style="list-style-type: none"><li>◆ The leader's role in communication vision, building trust, and inspiring commitment.</li></ul></li></ol>
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## **SECTION C:**

# **MANAGEMENT DEVELOPMENT**

<b>WHAT GREAT MANAGERS DO</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a heightened awareness of what great managers do, and will leave with a number of actionable steps that they can immediately embrace at the workplace.</p> <p><b>Target Group</b></p> <p>Managers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Four hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m. or 1:00 p.m. – 5:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Some leadership myths.</li><li>✚ What do leaders do?</li><li>✚ What great managers do (by Marcus Buckingham).</li></ul>
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	<ul style="list-style-type: none"><li data-bbox="667 226 1325 331">✚ The eight basic elements essential to creating a high performance organization (by Greg Smith).</li><li data-bbox="667 373 1325 447">✚ The eight managerial leadership roles and their key competencies.</li><li data-bbox="667 489 1325 562">✚ The guiding principles of the ideal people leader.</li></ul>
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<b>THE MANAGEMENT OF PEOPLE</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a heightened awareness of the actionable steps that they can begin to take to effectively manage their direct reports.</p> <p><b>Target Group</b></p> <p>Managers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ What is leadership?</li><li>✚ The best bosses are leaders, not managers.</li><li>✚ The Five Levels of Leadership.</li><li>✚ The Leadership Qualities of the Manager.</li></ul>
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	<ul style="list-style-type: none"><li>✚ Successful Leaders versus Unsuccessful Leaders.</li><li>✚ Ten Leadership Functions.</li><li>✚ The Manager-Employee Relationship.</li><li>✚ Some considerations for managing tomorrow.</li><li>✚ Styles of Leadership.</li><li>✚ Enhancing employee value.</li><li>✚ The three skills required of all managers.</li><li>✚ Leadership at work.</li><li>✚ The relationship between human resource management and success.</li></ul>
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<p><b>THE THIRTEEN PRINCIPLES FOR MANAGING PEOPLE</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will be able to identify the thirteen principles for effectively managing their direct reports.</p> <p><b>Target Group</b></p> <p>Managers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The purpose of leadership.</li><li>✚ The thirteen principles for managing people:<ul style="list-style-type: none"><li>◆ Hiring good people.</li><li>◆ Setting clear standards.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Training them well.</li><li>◆ Motivating them.</li><li>◆ Acknowledging and rewarding them.</li><li>◆ Building a positive organizational climate.</li><li>◆ Building a great team.</li><li>◆ Empowering team members.</li><li>◆ Delegating.</li><li>◆ Listening and communicating.</li><li>◆ Separating praise from correction.</li><li>◆ Promoting from within.</li><li>◆ Counseling out non-performers.</li></ul>
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<b>MANAGING TIME</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a heightened awareness of the actionable steps that they can immediately take to effectively manage their time.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Understanding Time:<ul style="list-style-type: none"><li>◆ Analyzing Time.</li><li>◆ Analyzing Use of Time.</li><li>◆ Assessing Your Ability.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>✚ Planning For Success:<ul style="list-style-type: none"><li>◆ Analyzing Your Goals.</li><li>◆ Working Out Priorities.</li><li>◆ Assessing Work Patterns.</li><li>◆ Using Time Planners.</li><li>◆ Thinking Positively.</li></ul></li><li>✚ Making Instant Changes:<ul style="list-style-type: none"><li>◆ Clearing Your Office.</li><li>◆ Filing Paperwork.</li><li>◆ Avoiding Interruptions.</li><li>◆ Filtering Information.</li><li>◆ Working with Others.</li><li>◆ Making Phone Calls.</li><li>◆ Taking Phone Calls.</li><li>◆ Reading and Writing.</li><li>◆ Using Technology.</li><li>◆ Holding Meetings.</li><li>◆ Traveling for Work.</li><li>◆ Scheduling Time Off.</li></ul></li><li>✚ Managing The Time of Others:<ul style="list-style-type: none"><li>◆ Communicating Well.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Delegating Effectively.</li><li>◆ Managing Colleagues.</li><li>◆ Managing Your Manager.</li></ul>
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<p><b>CHANGE MANAGEMENT</b></p>	<p><b>Objectives of Workshop</b></p> <p>At the end of the workshop, participants will be able to:</p> <ul style="list-style-type: none"><li>✚ Understand change.</li><li>✚ Describe how to implement a change program.</li><li>✚ Identify and overcome obstacles to change.</li><li>✚ Contribute to effective change in their organization, using the knowledge gained.</li><li>✚ Understand the impact of change in the organization.</li><li>✚ Understand the requirements for a sound change process within the organization.</li></ul> <p><b>Target Group</b></p> <p>Managers and supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ What is Change?</li><li>✚ When change comes.</li><li>✚ Drivers for Change.</li><li>✚ The Change-Adept Organization.</li><li>✚ Principles of Change Management.</li><li>✚ Types of Change:<ul style="list-style-type: none"><li>◆ Incremental.</li><li>◆ Planned.</li><li>◆ Transformational.</li></ul></li><li>✚ Dimensions of Change:<ul style="list-style-type: none"><li>◆ Leader Driven.</li><li>◆ Process Driven.</li><li>◆ Improvement Driven.</li><li>◆ Organizational Renewal.</li></ul></li><li>✚ Preparing for Change.</li><li>✚ Pre-requisites for Change:<ul style="list-style-type: none"><li>◆ Pressure for Change.</li><li>◆ A Clear Shared Vision.</li><li>◆ Capacity for Change.</li><li>◆ Actionable First Steps.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>✚ Resistance to Change:<ul style="list-style-type: none"><li>◆ Why Change Doesn't Work.</li><li>◆ Reasons for Resistance.</li></ul></li><li>✚ Leading Change.</li><li>✚ Real Change Leaders.</li><li>✚ Communicating and Implementing Change.</li><li>✚ Coping with Change.</li><li>✚ Why does Change fail?</li></ul>
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<p><b>CORE LEADERSHIP SKILLS FOR BUILDING COMMITMENT</b></p>	<p><b>Objective of Workshop</b></p> <p>Helps leaders:</p> <ul style="list-style-type: none"><li>✚ Adopt a catalyst approach that mobilizes others to take action.</li><li>✚ Enhance the efficiency of their communication with others.</li><li>✚ Meet the personal and practical needs of others and build commitment to achieve results.</li><li>✚ Ensure that they and others get feedback needed to perform at peak levels.</li></ul> <p><b>Target Group</b></p> <p>Managers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 3:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The leader's role as "catalyst"</li><li>✚ Assessing followers development needs</li><li>✚ The five Key Principles for meeting followers' personal needs in everyday interactions</li><li>✚ The Key Principle of Esteem</li><li>✚ The Key Principles of Empathy and Share</li><li>✚ The Key Principles of Involvement and Support</li><li>✚ Practicing the Key Principles</li><li>✚ Applying the skills learned following a three-step skill practice process – preparation, interaction, and feedback</li><li>✚ Feedback Skills</li></ul>
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<b>THE NEW SUPERVISOR</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a heightened awareness of what makes a good supervisor, and will leave with a number of actionable steps that they can immediately embrace at the workplace.</p> <p><b>Target Group</b></p> <p>New supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Three days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ What is supervision?</li><li>✚ What is leadership?</li><li>✚ The leadership qualities of the supervisor.</li><li>✚ The supervisor-employee relationship.</li></ul>
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	<ul style="list-style-type: none"><li>✚ The four “Fs” of good supervision.</li><li>✚ The four “Ps” of good supervision.</li><li>✚ The three skills required of all supervisors.</li><li>✚ The vital functions of effective supervisors.</li><li>✚ The supervisor’s role in setting clear standards.</li><li>✚ The supervisor’s role in motivating employees.</li><li>✚ The supervisor’s role in building a positive organizational climate.</li><li>✚ The supervisor’s role in building a great team.</li><li>✚ The supervisor’s role in listening and communicating.</li></ul>
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<p><b>THE KEYS TO SUPERVISORY EFFECTIVENESS</b></p>	<p><b>Objective of Workshop</b></p> <ul style="list-style-type: none"><li>✚ To provide practical, realistic guides to leadership development</li><li>✚ To examine the impact of leadership on group effectiveness</li><li>✚ To examine the supervisor's role in customer service leadership</li><li>✚ To show how supervisors/leaders are catalysts in developing working teams</li><li>✚ To demonstrate that leadership means more than simply managing people</li><li>✚ To enable supervisors to feel good about themselves and be comfortable with who they are, and to ensure that they go back to their departments/sections highly motivated and determined to create a winning team.</li></ul> <p><b>Target Group</b></p> <p>Experienced supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Three days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p>
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	<p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The supervisor as leader</li><li>✚ The five foundations of successful supervision</li><li>✚ The leadership qualities of the supervisor</li><li>✚ The vital functions of effective supervision</li><li>✚ Strategic leadership: Leading from the head</li><li>✚ Inspirational leadership: Leading from the heart</li><li>✚ Performance leadership</li><li>✚ Character leadership</li><li>✚ The leadership styles of supervisors</li><li>✚ The Supervisor as Mentor</li><li>✚ The Supervisor as Facilitator</li><li>✚ The Supervisor as Monitor</li><li>✚ The Supervisor as Climate Builder</li><li>✚ The Supervisor as Delegator</li><li>✚ The Supervisor's Role as Customer Service Expert</li><li>✚ The Supervisor's Role in Promoting a Customer Service Culture at the Workplace</li><li>✚ The Supervisor's Role in Managing the Service Encounter</li></ul>
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<p><b>COACHING: DEVELOPING HIGH PERFORMANCE</b></p>	<p><b>Objective of Workshop</b></p> <p>This workshop helps managers and supervisors:</p> <ul style="list-style-type: none"><li>✚ Guide others to think for themselves when taking on new challenges or solving problems.</li><li>✚ Balance telling and seeking to provide support, encourage involvement, and share responsibility.</li><li>✚ Develop all team members – with individual styles, abilities, and motivations – into high performers.</li></ul> <p><b>Target Group</b></p> <p>Managers and supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Definition of High Performance</li><li>✚ Creating the Environment:<ul style="list-style-type: none"><li>◆ definition of coaching and its goals</li><li>◆ how to create an environment in which people seek coaching and strive to be high performers</li></ul></li><li>✚ Assessing your coaching skills</li><li>✚ Characteristics of successful coaching</li><li>✚ Customized Coaching:<ul style="list-style-type: none"><li>◆ learning to balance seeking, telling and the use of interaction skills to suit the situation</li></ul></li><li>✚ Creating a mutual and interactive coaching conversation</li><li>✚ Practicing some basic coaching skills:<ul style="list-style-type: none"><li>◆ Attending</li><li>◆ Inquiring</li><li>◆ Reflecting</li></ul></li></ul>
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<p><b>FACILITATING IMPROVED PERFORMANCE</b></p>	<p><b>Objectives of Workshop</b></p> <p>In this workshop, you will:</p> <ul style="list-style-type: none"><li>✚ Distinguish between poor performance and poor work habits, including ways to approach each type of situation.</li><li>✚ Identify the work habits and performance problems that occur most frequently in today's workplace as well as their impact (consequences).</li><li>✚ Recognize your role in improvement discussions as that of a catalyst, someone who "sparks" others to improve.</li><li>✚ Prepare for effective improvement discussions using the Interaction Guidelines and Key Principles.</li><li>✚ Develop and share tactics for handling difficult improvement situations.</li></ul> <p>Applying these concepts/skills will enable you to:</p> <ul style="list-style-type: none"><li>✚ Encourage people to acknowledge and take responsibility for performance gaps and poor work habits, commit to improvement, execute an improvement plan, and track their progress.</li><li>✚ Through words and actions, communicate your confidence in the person's or team's ability to improve.</li><li>✚ Prepare for and conduct successful improvement discussions using newly learned skills.</li><li>✚ Handle improvement challenges, such as denial, resistance, and reluctance to take accountability for improvement.</li></ul>
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	<p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two days.</p> <p>Time: 9:00 a.m. – 4:00 p.m. each day.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ It started when you were a child ...<ul style="list-style-type: none"><li>◆ How did you do it?</li><li>◆ Create a vision.</li></ul></li><li>✚ The Interaction Process:<ul style="list-style-type: none"><li>◆ What the process does.</li><li>◆ The Five Interaction Guidelines.</li><li>◆ The Key Principles.</li></ul></li><li>✚ Improvement and the Key Principles:<ul style="list-style-type: none"><li>◆ Addressing personal needs.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Maintaining or enhancing Self-Esteem.</li><li>◆ Listening and responding with Empathy.</li><li>◆ Asking for Help and Encouraging Involvement.</li><li>◆ Sharing Thoughts, Feelings, and Rationale.</li><li>◆ Providing Support Without Removing Responsibility.</li><li>✚ Improvement and Interaction Guidelines:<ul style="list-style-type: none"><li>◆ Addressing Practical Needs.</li><li>◆ Meeting Practical Needs using the five interaction guidelines – open, clarity, develop, agree, close.</li><li>◆ Two More Skills for Effective Facilitation: Checking for understanding and making procedural suggestions.</li></ul></li><li>✚ A look at two Case Studies.</li><li>✚ Looking Back and Looking Ahead.</li><li>✚ Planning for Improvement.</li><li>✚ Finding the Right Words.</li><li>✚ Challenge Cues.</li><li>✚ Peer Support contract.</li><li>✚ Peer Support Worksheet.</li></ul>
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<b>FUNDAMENTALS OF THE PERFORMANCE APPRAISAL PROCESS</b>	<p><b>Objective of Workshop</b></p> <p>At the end of this workshop, participants will have an enhanced understanding of the role of the performance appraisal process in employee development.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Definitional issues.</li><li>✚ Purpose of Performance Appraisals.</li><li>✚ Benefits of a Performance Appraisal System:</li><li>✚ The Appraisal Cycle:<ul style="list-style-type: none"><li>◆ The Preparation Phase.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ The Appraisal Phase: Conducting the Interview.</li><li>◆ The Ongoing Phase.</li><li>✚ Improving Employee Performance:<ul style="list-style-type: none"><li>◆ Definition of “Performance”.</li><li>◆ Performance Improvement Techniques:<ul style="list-style-type: none"><li>○ Coaching.</li><li>○ Feedback.</li><li>○ Counseling.</li><li>○ Discipline.</li></ul></li></ul></li></ul>
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<p><b>DEVELOPING A REWARD AND RECOGNITION PROGRAM FOR YOUR ORGANIZATION</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of this workshop, participants will have a greater understanding of the need to develop an effective reward and recognition program and the eight steps to its development.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Three hours.</p> <p>Time: 9:00 a.m. – 12:00 noon</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ What is a reward system?</li><li>✚ What is a recognition program?</li><li>✚ Types of Reward and Recognition Programs.</li><li>✚ What gets rewarded gets done.</li><li>✚ Inspiring motivation through rewards.</li></ul>
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	<ul style="list-style-type: none"><li data-bbox="667 226 1325 300">✚ The eight-step approach to developing a formal reward and recognition program.</li><li data-bbox="667 338 1325 373">✚ Four categories of rewards.</li><li data-bbox="667 411 1325 485">✚ Creating a culture of recognition at the workplace.</li></ul>
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<p><b>THE MANAGEMENT OF PEOPLE – Guidelines for becoming a world-class leader</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of this workshop, participants will have fifty simple but powerful guidelines for developing/enhancing their leadership skills for success at the workplace.</p> <p><b>Target Group</b></p> <p>New and experienced managers and supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One Day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <p><b>Fifty Guidelines for Becoming a World-Class Leader</b></p> <p>Guideline 1 – Know Yourself. 2 – Keep Current of What's Happening. 3 – Be Honest. 4 – Be Involved. 5 – Have Fun. 6 – Be Persistent.</p>
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Guideline 7 – Take Risks.

- 8 – Experiment With New Ways.
- 9 – Learn From Failure.
- 10 – Look Forward.
- 11 – Be a Good Anticipator.
- 12 – Use Vivid Language.
- 13 – Think and Talk “We” Not “Me”.
- 14 – Get Out and About.
- 15 – Express Enthusiasm.
- 16 – Assume Responsibility.
- 17 – Display Competence.
- 18 – Create Visions.
- 19 – Provide Focus.
- 20 – Set Clear Goals.
- 21 – Show a Clear Sense of Direction.
- 22 – Direct Organizational Change.
- 23 – Be Credible.
- 24 – Model Appropriate Behaviour.
- 25 – Asking Questions.
- 26 – Provide Challenge.
- 27 – Use Positive Feedback.
- 28 – Evoke Confidence in New Practices.
- 29 – Guide Others.
- 30 – Know Your Followers.
- 31 – Love the Product and the People.
- 32 – Celebrate Successes.
- 33 – Recognize Others.
- 34 – Value Creativity and Innovation.
- 35 – Respect Others.
- 36 – Inspire Others.
- 37 – Keep Everyone Informed.
- 38 – Recognize Good Ideas.
- 39 – Be Accessible.
- 40 – Influence Others.
- 41 – Enable Others.
- 42 – Foster Teamwork.
- 43 – Involve Others.
- 44 – Overcome Resistance.
- 45 – Say “Please” and “Thank You”.
- 46 – Empower Others.
- 47 – Encourage Others.
- 48 – Convey Meaning.
- 49 – Create a Fear-Free Environment.
- 50 – Expect Success.



<b>BUILDING CUSTOMER LOYALTY</b>	<p><b>Workshop Aims and Objectives</b></p> <p>Customer Loyalty. It comes from an expectation of superior service. It's a belief that, even if something goes wrong, your company will do everything possible to make it right and to make sure the customer is happy. Is this the relationship you have with customers?</p> <p><b>Building Customer Loyalty</b> creates that level of service, helps eliminate customer defection, and strengthens customer satisfaction and loyalty. This program gives service providers more than a list of do's and don'ts by providing a toolbox of skills for effectively and efficiently handling all types of customer interaction.</p> <p>At the end of the workshop, service providers will be able to:</p> <ul style="list-style-type: none"><li>✚ Think and act consistently to please customers by putting them at the heart of your organization.</li><li>✚ Create unprecedented levels of customer satisfaction and loyalty.</li><li>✚ Ensure repeat business from established customers, increase word-of-mouth referrals for the business, and inspire loyalty in new customers.</li></ul> <p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ <b>Keys to Service:</b> The Service Success Loop shows the benefits to the organizations and service providers for superior levels of customer satisfaction and loyalty. Learners discover that customers have personal and practical needs, and that recognizing personal needs elevates good service to outstanding service. Learners use Key Principles to cement relationships with customers and keep them loyal.</li></ul>
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	<p>They learn how feedback on their job performance helps them hone skills and how sharing feedback with internal partners creates a web of learning that strengthens service cultures.</p> <ul style="list-style-type: none"><li>✚ <b>Steps to Service:</b> Learners practice using a four-step process to meet practical needs. They see how achieving the right balance of Key Principles and Service Steps is critical to ensuring superior service every day; because some customers emphasize their practical needs while others emphasize their personal needs.</li><li>✚ <b>Extraordinary Service Opportunities:</b> Learners use a Seven-Step Complaint Resolution Model, a process to turn dissatisfied, angry customers into satisfied, loyal ones. They discern between <b>talkers</b>, who complain about poor service, and <b>walkers</b>, who don't complain but become ex-customers unless service providers intervene. Strategies to uncover and remedy walkers' dissatisfaction are shared. Learners calculate the financial impact of one unhappy customer to see how an "I can afford to lose this one" attitude damages profitability.</li></ul> <p><b>Program Details:</b></p> <ul style="list-style-type: none"><li>✚ Target audience: Service providers and their leaders.</li><li>✚ Length: One day.</li><li>✚ Time: 9:00 a.m. – 4:00 p.m.</li><li>✚ Methodology: Workshop consists of lecture/discussions, visual aids, individual and group activities.</li><li>✚ Participation: Highly interactive and limited to a maximum of 20 participants.</li></ul>
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	<p><b>Program Advantages</b></p> <ul style="list-style-type: none"><li>✚ Builds essential skills in just one day. Service providers can start using what they have learned the very next day.</li><li>✚ Uses engaging and interesting techniques and tools. The program's design includes the latest learning approaches.</li><li>✚ Includes materials and skills practices that present real-life scenarios to create participant buy-in.</li><li>✚ It's fun! With great videos, engaging activities, and fast-paced discussion, participants will feel the energy in the training room.</li><li>✚ Provides flexibility in delivery options, with both classroom and self-study formats available.</li></ul> <p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Building Customer Loyalty.</li><li>✚ Communication.</li><li>✚ Initiating Action.</li></ul>
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<p><b>OPTIMIZING TEAM PERFORMANCE</b></p>	<p><b>Workshop Aims and Objectives</b></p> <p>This workshop recharges teams by providing: a framework to diagnose strengths and weaknesses; tools to continually improve performance; and a process to build action plans that optimize performance.</p> <p>At the end of the workshop, participants will be able to:</p> <ul style="list-style-type: none"><li>✚ Demonstrate increased ownership of team performance by assessing and taking responsibility for improving team effectiveness and performance.</li><li>✚ Focus on high priority action and strategies that directly support the organization's goals.</li><li>✚ Look for ways they can influence the team development.</li></ul> <p>The primary competency developed:</p> <ul style="list-style-type: none"><li>✚ Contributing to Team Success.</li></ul> <p><b>Target Group</b></p> <p>Managers</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Four Hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m.</p>
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	<p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ <b>What's It Like Out?:</b> The facilitator introduces the Team Performance formula and explains how it can help teams optimize their performance. Learners discover how the team environment – organizational support, organizational design, role clarity, learning support, and systems alignment – affects team performance. They rate their environment and use a Team Action Planner to develop a plan for optimizing their performance.</li><li>✚ <b>Team Practices Make Perfect:</b> The facilitator introduces team practices – purpose, process, communication, involvement, commitment, and trust – and explains why they are important and how they relate to the Team Performance formula. Learners build awareness of the practices by going through a “teach back” and discrimination activity. They rate their team practices and use a Team Action Planner to develop a plan for optimizing their performance.</li><li>✚ <b>Team Skills – Do You Have What It Takes?:</b> The facilitator introduces the team skills – personal effectiveness, group effectiveness, business, and technical – and describes why having the appropriate mix of team skills is important. Learners rate their team skills and use a Team Action Planner to develop a plan for optimizing their performance. The facilitator summarizes the individual parts of the Team Performance formula and issues a call to action.</li></ul>
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<p><b>PERFORMANCE PLANNING: SETTING EXPECTATIONS</b></p>	<p><b>Workshop Aims and Objectives</b></p> <p><b>Identifying performance expectations is a shared process. Objective-based performance expectations are critical to individual, team and organizational success.</b></p> <p>This workshop helps leaders prepare for and conduct planning discussions, encourage continued involvement, and work with project teams or task forces on their performance plans.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Are leaders evaluating the performance of employees fairly?</li><li>✚ Do leaders provide the guidance and support employees need to meet goals?</li><li>✚ Are leaders aware of and able to effectively handle the challenges that can arise in establishing performance plans?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps leaders:</p> <ul style="list-style-type: none"><li>✚ Help others identify performance expectations that support organizational goals.</li><li>✚ Encourage meaningful involvement as people develop their performance plans.</li><li>✚ Set expectations within their area of responsibility with direct reports or as a leader without formal position power.</li><li>✚ Meet people's personal and practical needs during expectation-setting discussions.</li></ul>
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	<p><b>Primary Competency Developed</b></p> <ul style="list-style-type: none"><li>✚ Aligning Performance for Success.</li></ul> <p><b>Workshop Overview</b></p> <ul style="list-style-type: none"><li>✚ <b>Open:</b> Leaders discuss the importance of setting expectations and how they feel about doing so, both with leaders and as leaders.</li><li>✚ <b>Terminology:</b> Key terms, such as key results areas, objectives, and behaviours, are defined through discussion and activities.</li><li>✚ <b>Interaction Process:</b> Learners review Key Principles to meet personal needs and Interaction Guidelines and process skills to meet practical needs for expectation-setting objectives.</li><li>✚ <b>Learning and Skill Practice Process:</b> In a case study, learners use Discussion Notes forms and Performance Planning worksheets to analyze a positive model of an expectation-setting discussion. They then provide feedback on the leader's use of skills. Two skill practice rounds follow.</li><li>✚ <b>Challenging Situations:</b> Leaders view and record how they might handle difficult expectation-setting situations.</li><li>✚ <b>Skill Practices:</b> Two more skill practices are conducted with partners providing a challenge.</li><li>✚ <b>Tracking and Feedback:</b> The importance of tracking and feedback is reviewed as a way of collecting performance data in the Ongoing Tracking and Feedback phase of the Performance Planning Cycle.</li></ul>
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	<p><b>Workshop Details:</b></p> <ul style="list-style-type: none"><li>✚ Target audience: Leaders.</li><li>✚ Workshop length: One day.</li><li>✚ Time: 9:00 a.m. – 4:00 p.m.</li><li>✚ Methodology: Workshop consists of lecture/discussions, visual aids, individual and group activities.</li><li>✚ Participation: Highly interactive and limited to a maximum of 20 participants.</li></ul>
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<p><b>HELPING OTHERS ADAPT TO CHANGE</b></p>	<p><b>Workshop Aims and Objectives</b></p> <p><b>What is the cost and impact to your organization if workers are disoriented by change?</b></p> <p>This workshop focuses on the crucial role leaders have in effectively exploring change, introducing change, and helping others overcome resistance typically associated with change. Leaders learn how to conduct effective change discussions that minimize the potentially negative effects of change on morale, processes, and productivity.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"> <li>✚ Are leaders dealing with workers whose morale, productivity, and/or effectiveness have declined due to workplace changes?</li> <li>✚ Are leaders effective at introducing changes to the workplace?</li> <li>✚ Are leaders able to help others overcome resistance to change?</li> </ul> <p>At the end of the workshop, leaders will:</p> <ul style="list-style-type: none"> <li>✚ Understand the impact of change on themselves and others.</li> <li>✚ Prepare for and conduct discussions that introduce change to others and overcome people's resistance to change.</li> <li>✚ Minimize the potentially negative effects of not adapting to change on morale, collaboration and productivity.</li> </ul> <p><b>Target Group</b></p> <p>Leaders (Managers and Supervisors).</p>
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	<p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One Day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ <b>Open:</b> An activity reveals the disorientation people experience in response to change. Disorientation and its impact in the workplace are defined. Learners discuss their own reactions to change.</li><li>✚ <b>Sparking Involvement and Commitment:</b> Leaders discover three types of change discussions – exploring change, introducing change, and overcoming resistance to change. They learn how to act as catalysts for change to help people move through disorientation.</li><li>✚ <b>Interaction Process:</b> The facilitator reviews Interaction Process skills needed to conduct change discussions.</li><li>✚ <b>Skill Practice Process:</b> Discussion Notes forms are used to analyze a model of a leader conducting an introducing-change discussion. Learners give feedback on the leaders' skills. Two skill practice rounds follow.</li></ul>
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	<ul style="list-style-type: none"><li data-bbox="646 233 1325 338">✚ <b>Introducing Change Challenges:</b> Learners view challenging change situations and respond to each using their new skills.</li><li data-bbox="646 380 1325 485">✚ <b>Skill Practices:</b> A second case study and two additional skill practice rounds focus on overcoming resistance to change.</li><li data-bbox="646 527 1325 632">✚ <b>Overcoming Resistance to Change Challenges:</b> Leaders view and respond to challenging change scenarios.</li></ul>
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<b>TRAIN-THE-TRAINER</b>	<p><b>Objectives of Workshop</b></p> <p>At the end of the program, participants will have an enhanced understanding of the importance of identifying training needs, plan the training, deliver the training, and evaluate the training.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Duration</b></p> <p>Five days.</p> <p>Time: 9:00 a.m. – 4:00 p.m. each day.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ Definitional issues.</li><li>✚ The costs and benefits of training.</li><li>✚ Understanding how adults learn.</li><li>✚ An approach to systematic training:<ul style="list-style-type: none"><li>○ The Training Cycle: The PIE Approach.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>○ The Training Cycle: The Four-Step Approach.</li><li>✚ Making training interactive.</li><li>✚ Trainer Attributes.</li><li>✚ Group Training Issues:<ul style="list-style-type: none"><li>○ Roles played by trainees.</li><li>○ Tips for dealing with difficult participants.</li><li>○ Impact of seating arrangements on the learning climate.</li></ul></li><li>✚ The Group Training Process from the Trainee's Perspective.</li><li>✚ The Use of Visual Aids.</li><li>✚ The Trainer as Communicator.</li><li>✚ The Role of the Trainer as a Motivator and a Manager.</li><li>✚ Other Issues Facing the Trainer.<ul style="list-style-type: none"><li>○ Training Issues in the 21<sup>st</sup> Century.</li><li>○ Establishing a Training Culture in the Organization.</li><li>○ Seeking Management Support for the Training.</li><li>○ Making Training Stick.</li><li>○ Common Training Mistakes.</li></ul></li><li>✚ “Teaching Practice”.</li></ul>
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<p><b>UNDERSTANDING CHANGE</b></p>	<p><b>Objectives of Workshop</b></p> <p>At the end of the workshop, participants will be able to define the key concepts associated with change as a business process, and contribute to effective change in their organization.</p> <ul style="list-style-type: none"><li>✚ Understand Change</li><li>✚ Describe how to implement a Change Program</li><li>✚ Identify and overcome Obstacles to Change</li><li>✚ Understand the impact of change in the organization</li><li>✚ Understand the requirement for a sound change process within the organization</li></ul> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two Days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>CONTENT DOMAIN</b></p> <p><b>Module 1 – Understanding Change</b></p> <p><b>✿ Unit 1 – What is Change?</b></p> <ul style="list-style-type: none"><li>✚ Promoting change</li><li>✚ Coping with change</li><li>✚ Valuing Change</li><li>✚ Where we are</li><li>✚ Where we want to be</li></ul> <p><b>✿ Unit 2 – Drivers for Change</b></p> <p>Identifying the main drivers for change in the organization – Internal and External:</p> <ul style="list-style-type: none"><li>✚ Customers</li><li>✚ Internal processes</li><li>✚ Employees</li><li>✚ Economic conditions</li><li>✚ Competitors</li><li>✚ Suppliers</li><li>✚ Technology</li><li>✚ Culture</li></ul>
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	<p><b>☀ Unit 3 – The Change-Adept Organization</b></p> <p>To have an organization that is adept at change, there are three pre-requisites:</p> <ul style="list-style-type: none"><li>✚ The imagination to innovate</li><li>✚ The professionalism to perform</li><li>✚ The climate to collaborate</li></ul> <p><b>☀ Unit 4 – Types of Change</b></p> <p>There are several types of change, each with its own set of characteristics and impact on the organization.</p> <ul style="list-style-type: none"><li>✚ Incremental Change</li><li>✚ Transformational Change</li><li>✚ Planned Change</li></ul> <p><b>☀ Unit 5 – Dimensions of Change</b></p> <ul style="list-style-type: none"><li>✚ Leader Driven Change</li><li>✚ Process Driven Change</li><li>✚ Improvement Driven Change</li><li>✚ Organizational Renewal</li></ul>
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	<p><b>Module 2 – Preparing for Change</b></p> <p>✱ <b>Unit 1 – Capacity for Change</b></p> <ul style="list-style-type: none"><li>✚ Appropriate resource allocation</li><li>✚ Up-skilling where necessary</li><li>✚ Implementing communication and control systems</li><li>✚ Motivation and reward activity</li></ul> <p>✱ <b>Unit 2 – Actionable First Steps</b></p> <p>✱ <b>Unit 3 – Pressure for Change</b></p> <p>The pressure to move or change may come from:</p> <ul style="list-style-type: none"><li>✚ Internal process changes</li><li>✚ Business environment changes</li><li>✚ Competitor activity</li><li>✚ Customer requirements</li><li>✚ Supplier issues</li></ul> <p><b>Unit 4 – A Clear Shared Vision/Mission</b></p> <p>Change is most effective when people involved clearly understand:</p> <ul style="list-style-type: none"><li>✚ Why the change is necessary?</li><li>✚ What the change will mean to their activity?</li><li>✚ Where the change will bring the organization?</li></ul>
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- ✚ Appealing to the long-term interests of the people
- ✚ Consistent to realistic and attainable goals.
- ✚ Being clear enough to guide decision-making
- ✚ Being flexible enough to allow individual initiative as well as adjustments for changing situations
- ✚ Being easy to explain and understand

Without a clear vision, there is a high chance of the change failing, and this may have a significant negative impact on the survival of the organization. It is important to look at and understand the reasons why change fails.

### **Module 3 – Resistance to Change**

#### **✚ Unit 1 – Why People Resist Change**

- ✚ Social Aspects of Change allocation
- ✚ Psychological aspects of Change
- ✚ Formal aspects of Change
- ✚ Uncertainty and Ambiguity
- ✚ Trust issues
- ✚ Inertia
- ✚ Change weariness
- ✚ Conflict Resolution

## **Module 4 – Why Do We Need Change Leaders?**

Change Leaders are required in any change process to:

- ✚ Focus the change effort
- ✚ Set the direction of the change
- ✚ Define the organizational aspects
- ✚ Provide consistency
- ✚ Critical Success Factors for Change
- ✚ The Change Transition

## **Module 5 – Communicating and Implementing Change**

### **✚ Unit 1 – Communicating the Change**

- ✚ Clear communication
- ✚ Common Mistakes
- ✚ Critical Control Points in Change
- ✚ Avoiding “GRASS”
- ✚ Stakeholder Involvement
- ✚ Leading from the Top
- ✚ Measuring and Monitoring

	<p><b>☀ Unit 2 – Implementing Change</b></p> <ul style="list-style-type: none"><li>✚ Research and Preparation</li><li>✚ Commitment and Focus</li><li>✚ Intensive Action</li><li>✚ Review and Recommitment</li><li>✚ Dangers to Implementation</li></ul> <p><b>☀ Unit 3 – Fundamental Mistakes to Avoid During Implementation</b></p> <p><b>Unit 4 – Are You Ready For Change?</b></p>
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<b>CONFLICT MANAGEMENT</b>	<p><b>Objectives of Workshop</b></p> <p>At the end of the workshop, participants will:</p> <ul style="list-style-type: none"><li>✚ Understand the relationship between conflict and the organization</li><li>✚ Identify sources and types of organizational conflict</li><li>✚ Appreciate different perspectives on conflict within the organization</li><li>✚ Employ various conflict handling strategies and styles</li><li>✚ Identify conflict outcomes to the organization</li></ul> <p><b>Target Group</b></p> <p>Manager and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One Day. Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>CONTENT DOMAIN</b></p> <p><b>✿ Module 1 – Conflict and the Organization:</b></p> <ul style="list-style-type: none"><li>✚ What is Conflict?</li><li>✚ Types of Conflict within Organizations:<ul style="list-style-type: none"><li>○ Employer and Employee</li><li>○ Producer and Supplier</li><li>○ Retailer and Customer</li></ul></li></ul> <p><b>✿ Module 2 – Sources of Organizational Conflict:</b></p> <ul style="list-style-type: none"><li>✚ Degree of Interdependence</li><li>✚ Conflicts emanating from employment relationship imbalance</li><li>✚ Competition for Limited Resources</li><li>✚ Differentiation and the Formation of “Cliques”</li><li>✚ Positive Influences on the Organization</li><li>✚ Negative Influences on the Organization</li></ul> <p><b>✿ Module 3 – Perspectives on Conflict within Organizations:</b></p> <ul style="list-style-type: none"><li>✚ Unitarist Perspective</li><li>✚ Pluralist Perspective</li><li>✚ Interactionist Perspective</li><li>✚ Radical Perspective</li></ul>
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	<p><b>☀ Module 4 – Conflict Resolution Roles:</b></p> <ul style="list-style-type: none"><li>✚ The Arbitrator.</li><li>✚ The Mediator</li><li>✚ The Advocate</li></ul> <p><b>☀ Module 5 – Conflict Handling Strategies:</b></p> <ul style="list-style-type: none"><li>✚ Win/Lose</li><li>✚ Lose/Lose</li><li>✚ Win/Win</li><li>✚ Assumptions of Win/Win</li></ul> <p><b>☀ Module 6 – Conflict Outcomes:</b></p> <ul style="list-style-type: none"><li>✚ Exploration:<ul style="list-style-type: none"><li>○ Exploring different perspectives</li></ul></li><li>✚ Reflection:<ul style="list-style-type: none"><li>○ Facilitate greater understanding by allowing parties to reflect on commitment</li></ul></li><li>✚ Creativity</li><li>✚ Renewal</li></ul> <p><b>☀ Module 7 – Handling Conflict:</b></p> <ul style="list-style-type: none"><li>✚ Encouraging Honesty and Honesty</li><li>✚ Involving all Stakeholders</li><li>✚ Focus on Shared Goals</li><li>✚ Probing Areas of New Gain</li></ul>
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<p><b>PERFORMANCE MANAGEMENT</b></p>	<p><b>Objectives of Workshop</b></p> <p>At the end of the workshop, participants will be able to:</p> <ul style="list-style-type: none"><li>✚ Identify the main obstacles to effective performance management</li><li>✚ Understand the nature of the performance management process</li><li>✚ Understand a range of techniques that can be applied in performance management.</li><li>✚ Use these techniques to build an effective performance management system</li><li>✚ Explain the benefits of having an effective performance management system</li></ul> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two Days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>CONTENT DOMAIN</b></p> <p><b>☀ Module 1 – Why Have Performance Management:</b></p> <ul style="list-style-type: none"><li>✚ Advantages of Performance Management:<ul style="list-style-type: none"><li>○ Individual</li><li>○ Team</li><li>○ Organization</li></ul></li></ul> <p><b>☀ Module 2 – Performance Management Process:</b></p> <ul style="list-style-type: none"><li>✚ Business Plan, Job Descriptions and Performance Goals</li><li>✚ Plan Work and Identify Skills</li><li>✚ Observe and Document Performance in Work Areas</li><li>✚ Review past, present and develop future through Performance Management discussions</li></ul> <p><b>☀ Module 3 – The Management Procedure:</b></p> <ul style="list-style-type: none"><li>✚ Agreeing Objectives</li><li>✚ Monitor performance</li><li>✚ Giving sufficient notice</li><li>✚ Prepare the necessary documentation and location</li><li>✚ Conduct interview and complete documentation</li><li>✚ Implement plans</li></ul>
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	<p><b>☀ Module 4 – Benefits of Performance Management:</b></p> <ul style="list-style-type: none"><li>✚ Employee performance</li><li>✚ Motivation and commitment</li><li>✚ Better relationship within and across the organization</li><li>✚ Increase information flow</li></ul> <p><b>☀ Module 5 – Manager’s Role versus Employee’s Role:</b></p> <ul style="list-style-type: none"><li>✚ Setting Objectives with Employees</li><li>✚ Managing rewards and ensuring fair compensation for a defined level of job performance</li><li>✚ Timely, accurate, regular and specific feedback by manager</li><li>✚ Set Objectives with Manager</li><li>✚ Improve performance and be actively involved in development</li></ul> <p><b>☀ Module 6 – Importance of Effective Communication:</b></p> <ul style="list-style-type: none"><li>✚ Questioning – Open, Probing, Reflective, Hypothetical, Closed</li><li>✚ Designing questions to fill information gap</li><li>✚ Listening – Shift from Talking to Listening</li><li>✚ Appropriate language</li></ul>
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	<p> <b>Module 7 – The Performance Management:</b></p> <ul style="list-style-type: none"><li> The Management Areas</li><li> Fundamental do's and don'ts</li><li> Structuring the Appraisal</li><li> The Appraisal discussion</li><li> What to do when there is disagreement</li><li> Giving and receiving criticism</li><li> Feedback of Results</li><li> Recognizing and addressing problems</li></ul>
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<b>COMMUNICATION SKILLS FOR MANAGERS</b>	<p><b>Objectives of Workshop</b></p> <p>At the end of this workshop, participants will master the art of communication and getting their message to their employees in a professional way. They will be able to identify common communication problems, and understand the effectiveness of Interpersonal Perceptions.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two Days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <p>✦ <b>Learning the Basics:</b></p> <ul style="list-style-type: none"><li>✦ Working Towards Better Communication</li><li>✦ Understanding Body Language</li></ul>
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	<ul style="list-style-type: none"><li>✚ Understanding and Using Gestures</li><li>✚ Learning to Listen</li><li>✚ Asking Questions</li><li>✚ <b>Exchanging Information:</b><ul style="list-style-type: none"><li>✚ Making Contact</li><li>✚ Passing on Information</li><li>✚ Using the Phone</li></ul></li><li>✚ <b>Acquiring More Skills:</b><ul style="list-style-type: none"><li>✚ Communicating One to One</li><li>✚ Reaching an Audience</li><li>✚ Communicating to Sell</li></ul></li><li>✚ <b>Communicating for Results:</b><ul style="list-style-type: none"><li>✚ Creating an Identity</li><li>✚ Using Public Relations</li><li>✚ Communicating at Work</li><li>✚ Checking Your Message Gets Through</li><li>✚ Assessing Your Communication Skills</li></ul></li><li>✚ <b>Interpersonal Communication:</b><ul style="list-style-type: none"><li>✚ Introduction to Interpersonal Communication</li><li>✚ The Importance of Interpersonal Communication to our Lives.</li><li>✚ Principles of Interpersonal Communication.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>✚ How to Improve Your Own Interpersonal Communication Effectiveness</li><li>✚ <b>Personal Communication and Perception:</b><ul style="list-style-type: none"><li>✚ Understanding Interpersonal Perception</li><li>✚ Perceiving Others</li><li>✚ Identifying Barriers</li><li>✚ Improving Your Perception Skills</li></ul></li><li>✚ <b>Communicating Verbally and Nonverbally:</b><ul style="list-style-type: none"><li>✚ Understanding How Words Work</li><li>✚ Recognizing the Power of Words</li><li>✚ Why Learn About Nonverbal Communication</li><li>✚ Improving Your Ability to Interpret Nonverbal Messages</li></ul></li></ul>
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<b>STRESS MANAGEMENT</b>	<p><b>Objectives of Workshop</b></p> <p>At the end of the workshop, participants will be able to:</p> <ul style="list-style-type: none"><li>✚ Understand stress in the workplace, both in terms of organizational costs and how to measure absenteeism and turnover.</li><li>✚ Identify organizational influences on stress.</li><li>✚ Identify stress and the individual by detailing individual personality profiles.</li><li>✚ Detail “The General Adaptive Syndrome”.</li><li>✚ Manage stress in the workplace.</li></ul> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One Day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>CONTENT DOMAIN</b></p> <p><b>☀ Module 1 – Stress and the Workplace:</b></p> <ul style="list-style-type: none"><li>✚ What is Stress?</li><li>✚ Impact on the workplace.<ul style="list-style-type: none"><li>○ Reduced Performance</li><li>○ Absenteeism and Turnover</li><li>○ Motivation and Job Satisfaction</li><li>○ Burnout</li></ul></li></ul> <p><b>☀ Module 2 – Organizational Influence on Stress:</b></p> <ul style="list-style-type: none"><li>✚ Organizational Factors<ul style="list-style-type: none"><li>○ Working Conditions and Impact on Environment</li><li>○ Responsibility</li><li>○ Job Security</li><li>○ Relationship with Colleagues and Personality Conflict</li></ul></li></ul> <p><b>☀ Module 3 – Stress and the Individual:</b></p> <ul style="list-style-type: none"><li>✚ Stress and Personality Types</li><li>✚ Understanding the 9 Personality Types</li></ul>
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	<p> <b>Module 4 – The General Adaptive Syndrome:</b></p> <ul style="list-style-type: none"><li> The Process:<ul style="list-style-type: none"><li>○ Alarm</li><li>○ Resistance</li><li>○ Exhaustion</li><li>○ Release</li></ul></li><li> Physical Symptoms</li><li> Behavioural Symptoms</li><li> Eustress</li></ul> <p> <b>Module 5 – Managing Stress in the Workplace:</b></p> <ul style="list-style-type: none"><li> Role of Management</li><li> Role of the Individual</li><li> Support Programs</li><li> Personal Coping Strategies</li></ul>
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<p><b>EFFECTIVE TEAMWORK</b></p>	<p><b>Objectives of Workshop</b></p> <p>At the end of the workshop, participants will be able to:</p> <ul style="list-style-type: none"><li>✚ Identify the main obstacles to effective team working</li><li>✚ Understand the nature of the team formation process</li><li>✚ Understand the critical components required for a high performance team</li><li>✚ Use these components to build a team that works effectively as a unit where synergy is evident</li><li>✚ Explain the benefits of developing and maintaining effective teamwork</li></ul> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two Days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>CONTENT DOMAIN</b></p> <p><b>☀ Module 1 – Team and the Organization:</b></p> <ul style="list-style-type: none"><li>✚ What is a TEAM?</li><li>✚ Group versus TEAM</li><li>✚ Types of TEAMS</li><li>✚ Characteristics of TEAMS</li></ul> <p><b>☀ Module 2 – Stages of Team Formulation:</b></p> <ul style="list-style-type: none"><li>✚ Forming</li><li>✚ Storming</li><li>✚ Norming</li><li>✚ Performing</li><li>✚ Adjourning</li></ul> <p><b>☀ Module 3 – Team Role and Responsibilities:</b></p> <ul style="list-style-type: none"><li>✚ Ambiguity creates opportunity for clear communication</li><li>✚ Interdependence leading to high level of interaction and trust</li><li>✚ Linking Skills build relationships</li><li>✚ Models and Balance – Appropriateness and resource dependent</li><li>✚ Process – Inputs, Throughputs, Outputs</li><li>✚ Implement plans</li></ul>
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	<p><b>🌟 Module 4 – Communication in a TEAM:</b></p> <ul style="list-style-type: none"><li>✚ Levels of communication</li><li>✚ Communication media</li><li>✚ Barriers of communication</li><li>✚ Levels of emotional Intelligence in TEAMS</li><li>✚ Effective Team Behaviour</li></ul> <p><b>🌟 Module 5 – Systematic Approach to Teamwork:</b></p> <ul style="list-style-type: none"><li>✚ Scope and Expectations</li><li>✚ Briefing, Guiding, Training</li><li>✚ Performing the task</li><li>✚ Monitoring and Reviewing</li></ul> <p><b>🌟 Module 6 – High Performing Teams – High Energy Teams:</b></p> <ul style="list-style-type: none"><li>✚ Characteristics</li><li>✚ Maintenance</li><li>✚ Causes of low performance and overcoming them</li></ul> <p><b>Module 7 – Motivation, Diversity and Leadership:</b></p> <ul style="list-style-type: none"><li>✚ Theories influencing motivation</li><li>✚ Managing Expectation</li></ul>
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	<ul style="list-style-type: none"><li>✚ Managing diversity</li><li>✚ Conflicts in TEAMS</li></ul> <p>✚ <b>Module 8 – Leading a High Performance TEAM – Attributes:</b></p> <ul style="list-style-type: none"><li>✚ Character</li><li>✚ Vision</li><li>✚ Behaviour</li><li>✚ Confidence</li></ul> <p>✚ <b>Module 9 – Why TEAMS fail:</b></p> <ul style="list-style-type: none"><li>✚ People</li><li>✚ Communication – Without communication, the team is doomed to failure.</li><li>✚ Resources – Lack of resources may prevent a team from successfully completing its task.</li><li>✚ Objectives – SMART.</li><li>✚ Weariness</li></ul>
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<b>STRATEGIC MANAGEMENT AND MEASUREMENT</b>	<b>Objectives of Workshop</b>  At the end of the workshop, participants will be able to: <ul style="list-style-type: none"><li>✚ Understand the importance of measurement and management in implementing strategy</li><li>✚ Identify the key components of a system for measuring and managing strategy in the organization</li><li>✚ Describe the factors that might cause strategic measurement and management systems to fail</li><li>✚ Use the material presented to develop a system for measuring and maintaining strategy implementation with your organization</li><li>✚ Identify the role of the strategic measurement and management systems and their interdependence within your organization</li><li>✚ Outline the Vision and Mission of your organization</li><li>✚ Identify strategic and financial objectives</li><li>✚ Understand how to implement, execute and evaluate an organizational strategy</li></ul> <b>Target Group</b>  Senior Managers only.  <b>Methodology</b>  Workshop consists of lecture/discussions, visual aids, individual and group activities.
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	<p><b>Duration</b></p> <p>Three Days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <p><b>🌟 Module 1 – Strategy and the Organization:</b></p> <ul style="list-style-type: none"><li>✚ The different views of Strategy</li><li>✚ The Five-Step Model to Develop Strategy:<ul style="list-style-type: none"><li>○ Development of Vision, Mission and Value Proposition</li><li>○ Setting Strategic Objectives</li><li>○ Creating Strategy to achieve Objectives</li><li>○ Measurement, Evaluation and Correction</li></ul></li></ul> <p><b>🌟 Module 2 – Challenges to Implementing Strategy:</b></p> <ul style="list-style-type: none"><li>✚ Vision and Strategies that are not actionable</li><li>✚ Strategies that are not linked to departmental, team and individual goals</li><li>✚ Strategies that are not linked to long and short-term resource allocation</li><li>✚ Feedback that is tactical, not strategic</li></ul>
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	<p><b>☀ Module 3 – Strategic Objectives Reloaded:</b></p> <ul style="list-style-type: none"><li>✚ What do we need to guide the business?</li><li>✚ Strategy-Translation-Alignment-Measurement = Success</li></ul> <p><b>☀ Module 4 – Strategy Implementation and Common Sense:</b></p> <ul style="list-style-type: none"><li>✚ Simplicity</li><li>✚ Vision</li><li>✚ Sequencing</li><li>✚ Resource Allocation</li><li>✚ Manage Contingencies</li></ul> <p><b>☀ Module 5 – Strategic Management and Measurement:</b></p> <ul style="list-style-type: none"><li>✚ "If you can't measure it, you can't manage it".</li><li>✚ Key Success Factors – Leading and Lagging</li><li>✚ What guides your company:<ul style="list-style-type: none"><li>○ Financial Performance</li><li>○ Production</li><li>○ Customer Service</li></ul></li></ul>
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	<p><b>🌟 Module 6 – Setting the Metrics:</b></p> <ul style="list-style-type: none"><li>✚ What do we need?</li><li>✚ Where do we get it?</li><li>✚ How do we get it?</li></ul> <p><b>🌟 Module 7 – The Balanced Scorecard:</b></p> <ul style="list-style-type: none"><li>✚ The Balanced Scorecard Basics:<ul style="list-style-type: none"><li>○ Clarify and translate what is needed from everyone for strategy to work</li><li>○ Feedback and Learning</li><li>○ Planning and Target Setting</li><li>○ Communications and Linking</li></ul></li><li>✚ Showing the linkages between action and Strategic plan</li><li>✚ Facilitating the Implementation of Strategy</li><li>✚ Traditional versus the Balanced Scorecard Approach</li><li>✚ The Balanced Scorecard Value Chain</li><li>✚ Perspectives of the Balanced Scorecard<ul style="list-style-type: none"><li>○ Competitors</li><li>○ Employees</li><li>○ Suppliers/Operators</li><li>○ Customers</li><li>○ Financial</li></ul></li></ul>
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## **SECTION D:**

# **WORKFORCE DEVELOPMENT**

<p><b>CRAFTING A WORLD-CLASS PROFESSIONAL IMAGE ... How to Become Brilliant on the Basics</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will go back to the workplace with a greater understanding of what it takes to enhance one's professional image.</p> <p><b>Target Group</b></p> <p>Service Providers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Three hours.</p> <p>Time: 9:00 a.m. – 12:00 noon</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <p> Fourteen strategies for crafting a world-class image:</p> <ul style="list-style-type: none"><li>◆ Develop the attitude of gratitude.</li><li>◆ Embrace a positive attitude.</li><li>◆ Never give up.</li><li>◆ Know when to keep silent.</li></ul>
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	<ul style="list-style-type: none"><li>◆ Develop a sense of humour.</li><li>◆ Never stop smiling.</li><li>◆ Never take your job for granted.</li><li>◆ Focus on the bottom line.</li><li>◆ Embrace professionalism.</li><li>◆ Develop a passion for providing service to others.</li><li>◆ Know yourself.</li><li>◆ Ask for forgiveness and forgive others.</li></ul>
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<b>BUILDING WINNING RELATIONSHIPS AT WORK</b>	<p><b>Objective of Workshop</b></p> <p>To reinforce the fundamentals of effective interpersonal communication and to identify and develop ways and means of improving and maintaining positive human relations with team members on the job.</p> <p><b>Target Group</b></p> <p>Service Providers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Four hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Definitional Issues</li><li>✚ The communication process</li><li>✚ The elements of communication</li><li>✚ Communication variables</li><li>✚ Active listening</li><li>✚ Providing constructive feedback</li></ul>
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<p><b>IMPROVING PERSONAL PRODUCTIVITY</b></p>	<p><b>Objectives of Workshop</b></p> <p>Lost profits, unfinished or late projects, abandoned initiatives, lost opportunities, personal inefficiencies, and dissatisfied or neglected customers. Such operating inefficiencies can mean the difference between success and failure.</p> <p>Does your organization face any of these issues?</p> <ul style="list-style-type: none"><li>✚ Do people react to one crisis situation after another instead of working on important long-term tasks?</li><li>✚ Do employees keep organized and have a plan to keep track of ongoing projects?</li><li>✚ Are employees less productive because of constant interruptions or tendencies to procrastinate?</li></ul> <p>At the end of this workshop, participants will be able to:</p> <ul style="list-style-type: none"><li>✚ Improve their personal productivity by eliminating or changing non-productive behaviours.</li><li>✚ Achieve higher levels of efficiency by applying new, more productive work habits.</li></ul> <p><b>Target Group</b></p> <p>All employees and leaders.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p>
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	<p><b>Duration</b></p> <p>Three hours.</p> <p>Time: 9:00 a.m. – 12:00 noon.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <ol style="list-style-type: none"><li><b>1. Open:</b> Learners identify a work habit that inhibits their productivity.</li><li><b>2. Examining Priorities:</b> Learners discuss criteria for determining priorities and use a tool to evaluate and prioritize their current tasks. Learners learn how to avoid five Priority Pitfalls.</li><li><b>3. Conquering Procrastination:</b> Learners discuss why people procrastinate and how this appears to others. They create an action plan by applying strategies for overcoming this problem.</li><li><b>4. Handling Interruptions:</b> Common interruptions are identified, and learners identify their most common ones. They learn techniques to identify ways to avoid or contain interruptions. Each learner completes an action plan for dealing with major interrupters.</li><li><b>5. Keeping Yourself Motivated:</b> Participants identify demotivating situations on the job and ways to increase their motivation.</li><li><b>6. Where Do You Go From Here?</b> Learners develop a plan to avoid slipping back into old, non-productive behaviours. A self-evaluation helps them identify additional productivity problems.</li></ol>
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<b>TAKING CARE OF YOUR PERSONAL DEVELOPMENT</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will know the steps that must be taken in any career development process and the strategies to embrace in implementing a successful career plan.</p> <p><b>Target Group</b></p> <p>All categories of staff.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Three hours.</p> <p>Time: 9:00 a.m. – 12:00 noon</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The Six-Step Career Development Process:<ul style="list-style-type: none"><li>◆ Assessing yourself.</li><li>◆ Assessing your current position.</li><li>◆ Setting future goals.</li><li>◆ Designing action plans.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Beginning your plan.</li><li>◆ Evaluating at set intervals.</li><li>✚ Strategies to help you implement successful career plans:<ul style="list-style-type: none"><li>◆ Becoming known for excellent performance.</li><li>◆ Assigning your priorities carefully.</li><li>◆ Protecting yourself against obsolescence.</li><li>◆ Keeping records of your successes.</li><li>◆ Seeking broad experience.</li><li>◆ Seeking a mentor.</li><li>◆ Utilizing company resources.</li></ul></li></ul>
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<p><b>STRATEGIES FOR DELIVERING YOUR PERSONAL BEST</b></p>	<p><b>Objectives of Workshop</b></p> <p>At the end of the workshop, each participant will learn:</p> <ul style="list-style-type: none"><li>✚ How to make customers feel welcome and at home.</li><li>✚ How his/her tone of voice and choice of words can impact service.</li><li>✚ Listening skills that will help him/her communicate clearly with customers.</li><li>✚ How to compliment customers and co-workers and build self-esteem.</li><li>✚ How to ask customers for feedback in a way that will encourage them to tell him/her how the organization is doing.</li><li>✚ The steps of successfully handling customer complaints.</li><li>✚ That strong teamwork is the foundation for “Personal Best Hospitality”.</li></ul> <p><b>Target Group</b></p> <p>Service providers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two days.</p> <p>Time: 9:00 a.m. – 4:00 p.m. each day.</p>
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	<p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Introduction:<ul style="list-style-type: none"><li>◆ Customers have a choice.</li><li>◆ Service is about expectations.</li><li>◆ Service is about doing your Personal Best.</li></ul></li><li>✚ What is Good Service?</li><li>✚ What is Poor Service?</li><li>✚ Who is your Customer?</li><li>✚ Teamwork:<ul style="list-style-type: none"><li>◆ Definitional issues.</li><li>◆ Benefits of terrific teamwork.</li><li>◆ The problems that poor teamwork brings.</li><li>◆ How to be a great team player.</li><li>◆ Teamwork contract.</li></ul></li><li>✚ Respect:<ul style="list-style-type: none"><li>◆ Definitional issues.</li></ul></li><li>✚ Hospitality Encounters:<ul style="list-style-type: none"><li>◆ Definition.</li><li>◆ Stages of an encounter.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>✚ Self-Esteem:<ul style="list-style-type: none"><li>◆ Building self-esteem.</li></ul></li><li>✚ Greeting the Customer:<ul style="list-style-type: none"><li>◆ First Impressions.</li><li>◆ The Smile.</li><li>◆ Pleasant Greeting.</li><li>◆ Appearance.</li><li>◆ Eye Contact.</li><li>◆ What's in a Name?</li><li>◆ Using Names.</li><li>◆ Your Emotions and You.</li><li>◆ Body Language.</li><li>◆ Interpreting Body Language.</li><li>◆ Understanding Body Language.</li><li>◆ Controlling Body Language.</li></ul></li><li>✚ Listening to the Customer:<ul style="list-style-type: none"><li>◆ Active Listening.</li><li>◆ Eye Contact.</li><li>◆ Show You are Listening.</li><li>◆ Listening Phrases.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Body Language.</li><li>◆ Attentive Posture.</li><li>◆ No Interruption.</li><li>◆ Asking Questions.</li><li>◆ Paraphrasing or Repeating.</li><li>✚ Responding to the Customer:<ul style="list-style-type: none"><li>◆ Tone of Voice.</li><li>◆ Empathy.</li><li>◆ Elements of Voice.</li><li>◆ Choice of Words.</li><li>◆ Speed of Delivery.</li><li>◆ Using Customer's Name.</li><li>◆ Eye Contact.</li><li>◆ Tact.</li><li>◆ Treating the Customer as an Individual.</li><li>◆ Anticipating Needs and Wants.</li></ul></li><li>✚ Closing the Encounter:<ul style="list-style-type: none"><li>◆ Thanking the Customer.</li></ul></li><li>✚ When Customers Complain:<ul style="list-style-type: none"><li>◆ What is a complaint?</li><li>◆ Complaint Facts and Myths.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>✚ Handling Complaints:<ul style="list-style-type: none"><li>◆ The Seven-Step Process to Handling Complaints.</li></ul></li><li>✚ Ideas to Please Customers.</li><li>✚ Grumpy Customers:<ul style="list-style-type: none"><li>◆ What makes customers grumpy?</li><li>◆ Grumpy employees.</li><li>◆ Pleasing hard-to-please customers.</li><li>◆ Angry behaviours.</li><li>◆ Different strokes for different folks.</li><li>◆ Dealing with the four types of difficult customers.</li></ul></li><li>✚ Making a commitment to yourself.</li></ul>
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<p><b>MARKETING YOURSELF VISUALLY</b></p>	<p><b>Objectives of Workshop</b></p> <p>At the end of the workshop, participants will:</p> <ul style="list-style-type: none"><li>✚ Understand why it is important to be appropriately groomed at all times.</li><li>✚ Project poise and confidence.</li><li>✚ Realize that appearance affects attitude and approach to customers.</li><li>✚ Know the steps to keep perspiration to a minimum.</li><li>✚ Practice preventative medicine.</li><li>✚ Understand the five “Cs” of oral communication.</li><li>✚ Be able to speak with confident correctness.</li><li>✚ Be able to avoid negative attitudes and words.</li><li>✚ Be able to plan their calls for greater productivity.</li><li>✚ Be able to practice cell phone etiquette.</li></ul> <p><b>Target Group</b></p> <p>Non-supervisory staff including IT, Data, Financial, Frontline and Clerical Personnel, Drivers, Office Attendants, and others who wish to improve their professionalism.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p>
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	<p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Dress for Success:<ul style="list-style-type: none"><li>◆ In your job, appearances do count.</li><li>◆ Wardrobe management.</li><li>◆ Appropriate clothing, hairstyles and accessories.</li></ul></li><li>✚ Personal hygiene and wellness:<ul style="list-style-type: none"><li>◆ Be “nice” to be near.</li><li>◆ Eliminate personal body odours.</li><li>◆ Adopt a healthy lifestyle.</li><li>◆ Oral hygiene.</li><li>◆ Bathroom etiquette.</li></ul></li><li>✚ Oral Communication:<ul style="list-style-type: none"><li>◆ Five “Cs” of Oral Communication.</li><li>◆ Pronouncement and Enunciation.</li><li>◆ Voice Cues.</li></ul></li></ul>
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	<p>✚ Telephone Dynamics:</p> <ul style="list-style-type: none"><li>◆ Welcome the caller with courtesy and confidence.</li><li>◆ Incoming Calls.</li><li>◆ Build rapport with internal callers.</li><li>◆ Transfer calls without antagonizing callers.</li><li>◆ Voice and Cell phone Etiquette.</li></ul>
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<p><b>HOW TO OVERCOME RESISTANCE TO CHANGE</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a greater understanding of the strategies they could use to overcome resistance to change.</p> <p><b>Target Group</b></p> <p>Line employees in the public and private sectors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Four hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li> The conventional wisdom regarding change.</li><li> Some “Truisms” About Change.</li><li> Guiding Principles about the Change Process.</li><li> Clearing Up The Myths.</li><li> Becoming a change agent.</li></ul>
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<b>BUILDING TRUST</b>	<p><b>Workshop Aims and Objectives</b></p> <p><b>Broken promises. Failed teams. Stalled initiatives. Sagging morale. These are just some of the destructive consequences of a lack of workplace trust.</b></p> <p>Trust is the responsibility of each individual – no exceptions. When it’s there, you feel it. In a trusting environment, you see more teamwork, partnering, and productivity. This workshop gives you hands-on, proven strategies for building trust in the workplace.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Do people in your company sometimes feel they can’t rely on their co-workers?</li><li>✚ Do they break their promises?</li><li>✚ Do they feel they need to “cover themselves” more often than they need to?</li><li>✚ Are projects getting increasingly bogged down?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps employees:</p> <ul style="list-style-type: none"><li>✚ Take steps to strengthen trust in their interactions.</li><li>✚ Building a history of trust with co-workers.</li><li>✚ Encourage open communication.</li><li>✚ Develop an action plan for building trust with co-workers, team members, customers, and leaders.</li></ul>
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Building Trust.</li></ul> <p><b>Workshop Overview</b></p> <ul style="list-style-type: none"><li>✚ <b>Trust – What’s It All About?</b> An experiential activity allows participants to see how easily they can act in untrustworthy ways. They discuss the personal and organizational effects of mistrust and learn the importance of sharing responsibility for building trust in the workplace.</li><li>✚ <b>Trust Traps:</b> Five common behaviours that make a person appear untrustworthy. Learners identify personal trust trap experiences.</li><li>✚ <b>How to Build Trust:</b> The facilitator reviews the role of the three Key Principles in building trust as well as five techniques for building trust.</li><li>✚ <b>Putting It Together:</b> Using video and/or case studies, participants identify effective uses of Key Principles and trust techniques. Participants brainstorm everything they know about each trust technique and present insight to the group.</li></ul> <p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: All employees and leaders.</li><li>✚ Workshop length: Three Hours.</li><li>✚ Workshop time: 9:00 a.m. – 12:00 noon.</li></ul>
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	<p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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<p><b>TAKING ACTION TO SOLVE PROBLEMS</b></p>	<p><b>Aims and Objectives of Workshop</b></p> <p><b>Organizations can't just maintain status quo in today's competitive marketplace. They need to be vigilant about improving product and service quality to meet or exceed customer needs.</b></p> <p>This workshop introduces the continuous improvement process and provides participants with the tools to guide them through the process.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Do employees know how processes affect customers?</li><li>✚ Has your organization ever lost customers because of a defective product, late delivery, or inefficient or unsatisfactory service?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps employees:</p> <ul style="list-style-type: none"><li>✚ Identify opportunities for improvements that will have an impact on customers.</li><li>✚ Pinpoint areas of frustration in their jobs, and take steps toward eliminating them.</li><li>✚ Gain the support of internal partners to successfully implement the improvement.</li><li>✚ Select the best solution to eliminate problems, not just fix symptoms.</li><li>✚ Generate creative ideas and break from "that's the way it's always done" thinking.</li></ul>
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Continuous Improvement.</li></ul> <p><b>Workshop Overview</b></p> <p>The ACTION Cycle is taught as a continuous improvement process.</p> <ul style="list-style-type: none"><li>✚ <b>Assess the Situation:</b> Learners examine chronic problems, identify customer requirements, and seek improvements with process maps.</li><li>✚ <b>Causes:</b> Learners see how and why to distinguish between causes and symptoms. They learn how to avoid pitfalls and how to use cause and effect diagramming and Pareto charts to identify possible causes and select ones to eliminate.</li><li>✚ <b>Target Solutions and Ideas:</b> Learners write problem statements and learn creativity strategies to generate solutions that they apply to a case study. They use a solution/impact diagram to analyze effects of possible solutions for an on-the-job problem.</li><li>✚ <b>Implement:</b> Emphasizing the “Plan It” step, learners use tools to ensure companywide support and build action plans. They discuss the value of testing, measuring, and evaluating solutions.</li><li>✚ <b>Ongoing:</b> This final phase shows the ongoing nature of continuous improvement. Learners develop plans for an improvement.</li></ul> <p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: All employees and leaders.</li><li>✚ Workshop length: One Day.</li></ul>
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	<p> Workshop time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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<p><b>FEEDBACK FUNDAMENTALS</b></p>	<p><b>Aims and Objectives of Workshop</b></p> <p><b>Feedback isn't criticism! Once people understand that feedback is valuable, usable information, real performance improvement begins.</b></p> <p>Feedback Fundamentals helps employees use feedback to enhance their job performance and ensure their success. The workshop emphasizes seeing feedback as objective information about performance that can help them improve the way they work</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Would effective giving and receiving of feedback improve your people's performance and job satisfaction?</li><li>✚ Do employees need to give others feedback that will help them improve their performance?</li><li>✚ Do employees need to ask others for feedback about their performance?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps employees:</p> <ul style="list-style-type: none"><li>✚ Take advantage of opportunities to gather feedback and enhance their performance.</li><li>✚ Control the amount and quality of the feedback they receive.</li><li>✚ Become more successful by seeking and receiving feedback more effectively.</li><li>✚ Enhance co-workers' performance by providing them with specific feedback.</li></ul>
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Communication.</li></ul> <p><b>Workshop Overview</b></p> <ul style="list-style-type: none"><li>✚ Acquiring Feedback:<ul style="list-style-type: none"><li>◆ Value of feedback.</li><li>◆ Learners discuss positive and negative experiences with feedback</li><li>◆ Feedback Process Model.</li></ul></li><li>✚ Open or Closed:<ul style="list-style-type: none"><li>◆ Learners use a feedback choices inventory to assess their openness to feedback. A team activity shows when and why it's good to be open or closed to feedback. Participants learn how to be open to feedback.</li></ul></li><li>✚ Feedback – Facts and Feeling:<ul style="list-style-type: none"><li>◆ Learners see how feedback must meet peoples' personal needs.</li><li>◆ Review of Key Principles.</li></ul></li><li>✚ Building Feedback Skills:<ul style="list-style-type: none"><li>◆ Learners analyze a video situation. They identify and prepare for an on-the-job feedback opportunity. They also analyze a difficult situation and prescribe an approach.</li></ul></li><li>✚ Acting on Feedback:<ul style="list-style-type: none"><li>◆ Participants review tips for acting on feedback.</li></ul></li></ul>
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	<p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: All employees and leaders.</li><li>✚ Workshop length: Three Hours.</li><li>✚ Workshop time: 9:00 a.m. – 12:00 noon.</li></ul> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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<p><b>GUIDING THE DEVELOPMENT OF OTHERS</b></p>	<p><b>Aims and Objectives of Workshop</b></p> <p><b>Developing organizational talent is a key leadership responsibility critical to an organization's success. Leaders must foster and put into action shared responsibility.</b></p> <p>This workshop provides leaders, coaches, and mentors with the necessary skills and a practical process to develop talent. It focuses on a leader's critical role before, during, and after the development plan.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Are employees struggling to keep their knowledge and skills up-to-date?</li><li>✚ Are leaders responsible for developing employees but have no idea how to begin?</li><li>✚ How well do leaders measure and monitor the progress of development objectives, and do they have behavioural data to help?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps leaders:</p> <ul style="list-style-type: none"><li>✚ Ensure individual development goals aligned with organizational business strategy.</li><li>✚ Gather and review formal and informal behavioural data to determine a person's strengths and development needs.</li><li>✚ Plan and conduct discussions on strengths and development needs, and measure and monitor development progress.</li><li>✚ Handle challenging development discussions.</li></ul>
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Developing Others.</li></ul> <p><b>Workshop Overview</b></p> <ul style="list-style-type: none"><li>✚ <b>The Development Cycle:</b> Leaders discuss their role and that of individuals being developed. They explore the Development Cycle by working through a case study, with opportunities to build skills and apply tools for each component of the cycle.</li><li>✚ <b>Business Strategy and Success Profile:</b> Leaders learn about the need to link development efforts with critical business strategies.</li><li>✚ <b>Assess and Diagnose:</b> The facilitator introduces the concept of informal data (and formal data, if appropriate) used to determine strengths and development areas in relation to the Success Profile.</li><li>✚ <b>Discuss Strengths/Development Areas:</b> A video molds the purpose and importance of facilitating a two-way discussion of strengths and development areas.</li><li>✚ <b>Create and Implement the Development Plan:</b> Learners explore their role in the development planning process and review several tools and techniques to support roles.</li><li>✚ <b>Measure and Monitor Success:</b> Leaders explore a development measure/monitoring tool for use before, during, and after development activities.</li><li>✚ <b>Handling Challenging Situations:</b> Leaders strategize solutions to difficult development situations.</li></ul>
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	<p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: Leaders.</li><li>✚ Workshop length: One Day.</li><li>✚ Workshop time: 9:00 a.m. – 4:00 p.m.</li></ul> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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<b>SUPPORTING OTHERS</b>	<p><b>Workshop Aims and Objectives</b></p> <p><b>When coworkers support one another, things get done. And as they help one another succeed, they create an environment in which people feel comfortable trying new things – be it how to improve customer loyalty or increase productivity. They create a learning environment to which experience is transformed into support.</b></p> <p>In this workshop, participants learn why supporting one another at work is important and how it can be done to ensure the success of everyone involved – the employee, their co-workers, and the organization.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Do people in your organization treat others with courtesy and respect?</li><li>✚ Do co-workers need to coach or encourage one another and lack the skills to do so?</li><li>✚ Are people hesitant to ask for help?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps employees:</p> <ul style="list-style-type: none"><li>✚ Recognize opportunities to coach, guide, and encourage others.</li><li>✚ Help others accomplish new tasks and meet challenges at work.</li><li>✚ Ask others for support when they face a challenging task or assignment.</li></ul>
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Coaching.</li></ul> <p><b>Workshop Overview</b></p> <ul style="list-style-type: none"><li>✚ <b>Supporting – What and Why:</b> Learners discuss why supporting others is important. The word “support” is defined.</li><li>✚ <b>Supporting – When and How:</b> Participants learn the three types of support and discuss examples of supporting opportunities.</li><li>✚ <b>Coaching:</b> Key elements of giving and receiving effective coaching are explained, and a video shows positive coaching models. Learners practice coaching skills and learn how Interaction Guidelines can help.</li><li>✚ <b>Guiding:</b> Participants learn guiding concepts and review the importance of feedback and Key Principles. A video illustrates positive guiding examples while a skill development exercise helps participants practice their guiding skills. Learners fill out a Support Planner, which helps them prepare for a future support discussion.</li><li>✚ <b>Encouraging:</b> Participants discuss the importance of building co-workers’ confidence and complete an encouragement exercise.</li><li>✚ <b>Putting It All Together:</b> Learners complete a Support Planner to prepare for an upcoming support discussion.</li></ul> <p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: All employees and leaders.</li><li>✚ Workshop length: Three Hours.</li></ul>
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	<p> Workshop time: 9:00 a.m. – 12:00 noon.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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<b>PARTNERSHIPS FOR IMPROVEMENT</b>	<p><b>Aims and Objectives of Workshop</b></p> <p><b>People can't work in a vacuum – their jobs are linked to other jobs in countless ways. In fact, most of what we accomplish in a workday gets done with the help of our internal partners.</b></p> <p>In this workshop, employees see the value of reducing unnecessary hand-offs and eliminating non-value added activities in internal and external partnerships. They also learn a framework for cultivating and improving their partnerships.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Do people in your organization have a hard time getting colleagues to cooperate?</li><li>✚ Do people understand each other's needs?</li><li>✚ Are work groups afraid to let other groups on their turf?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps employees:</p> <ul style="list-style-type: none"><li>✚ Understand how they can improve the quality of their work by building effective partnerships.</li><li>✚ Identify internal partners.</li><li>✚ Recognize the importance of cooperation, communication, and continuous improvement for building partnerships.</li><li>✚ Learn a systematic method for making continuous improvements.</li></ul>
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	<p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Building Strategic Working Relationships.</li></ul> <p><b>Workshop Overview</b></p> <ul style="list-style-type: none"><li>✚ <b>Application One:</b> Learners begin a simulation that illustrates the problem of ineffective internal partnerships.</li><li>✚ <b>Partnership Model:</b> Learners view the partnership model, which shows how their jobs and tasks are linked to others' jobs and tasks.</li><li>✚ <b>Success Through Quality:</b> The group focuses on quality and how to define it in relation to customer requirements.</li><li>✚ <b>The Three Cs:</b> Learners examine the Three Cs of strong partnerships – communication, cooperation, and continuous improvement.</li><li>✚ <b>Application Two:</b> Learners repeat the simulation, applying their improvements and the Three Cs. They discuss why they did a better job of meeting customer needs and how they felt as employees of the new company.</li><li>✚ <b>The ACTION Cycle:</b> Learners examine the ACTION Cycle (Assess the Situation; Causes; Target Solutions and Ideas; Implement; Ongoing) as a systematic way to solve problems and make improvements.</li><li>✚ <b>Identifying Internal Partners:</b> Learners discuss the importance of internal partnerships and use the Partnership Diagram to identify their partners.</li></ul>
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	<p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: All employees and leaders.</li><li>✚ Workshop length: Four Hours.</li><li>✚ Workshop time: 9:00 a.m. – 1:00 p.m.</li></ul> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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<p><b>INCREASING PERFORMANCE AND PERSONAL EFFECTIVENESS</b></p>	<p><b>Workshop Aims and Objectives</b></p> <p>✚ To really improve performance, the message an organization must send is that employees are responsible for their own success. One survey conducted in America cited “handling changing expectations” as a crucial skill and “taking initiative” and “taking charge of your learning” as the top performance outcomes desired. To achieve these outcomes, employees need to:</p> <ul style="list-style-type: none"><li>◆ Understand the importance of continuous learning and the impact of not developing oneself.</li><li>◆ Follow a process to assess strengths and development needs and develop a plan to close performance gaps.</li><li>◆ Continuously seek and receive feedback on strengths and development needs.</li><li>◆ Think creatively and effectively.</li><li>◆ Use two-way communication skills and successfully deal with communication barriers.</li><li>◆ Appreciate the synergy possible when people with diverse skills, motivations, and values work together.</li></ul> <p><b>Target Group</b></p> <p>Employees.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p>
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	<p><b>Duration</b></p> <p>Two Days.</p> <p>Time: 9:00 a.m. – 4:00 p.m. each day.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <ol style="list-style-type: none"><li>1. Interaction Skills for Success:<ul style="list-style-type: none"><li>◆ Essential skills for building positive working relationships.</li></ul></li><li>2. Becoming a “Kaizen” Professional:<ul style="list-style-type: none"><li>◆ Embracing personal continuous improvement strategies.</li></ul></li><li>3. Personal Empowerment: Taking the Initiative:<ul style="list-style-type: none"><li>◆ Taking responsibility for one’s success.</li></ul></li><li>4. Being a Leader: Everyone’s Role:<ul style="list-style-type: none"><li>◆ Strategies for developing leadership qualities.</li></ul></li><li>5. Investing in Your Learning:<ul style="list-style-type: none"><li>◆ Assessing knowledge and skill levels.</li><li>◆ Addressing what you need to know.</li></ul></li></ol>
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	<p>6. Taking Charge of Your Development:</p> <ul style="list-style-type: none"><li>◆ Initiating, creating and executing your own development plan.</li></ul> <p>7. Valuing Differences:</p> <ul style="list-style-type: none"><li>◆ Understanding and appreciating the value of different skills, abilities, and motivations.</li></ul> <p>8. Communicating and Listening:</p> <ul style="list-style-type: none"><li>◆ A framework for effective communication.</li><li>◆ Active Listening.</li><li>◆ Listening Strategies.</li></ul> <p>9. Working Through Conflict:</p> <ul style="list-style-type: none"><li>◆ Handling conflicts among team members.</li></ul> <p>10. Improving Personal Productivity:</p> <ul style="list-style-type: none"><li>◆ Strategies to help get the work done better and better.</li></ul> <p>11. Maximizing Performance:</p> <ul style="list-style-type: none"><li>◆ Alignment of individual performance with the organization's vision, values, and business strategies.</li></ul>
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<b>TRAINING OTHERS</b>	<p><b>Workshop Aims and Objectives</b></p> <ul style="list-style-type: none"><li>✚ Cross-training can evoke fear and even anger. People fear they will have to do another job they don't like. They worry about how they will juggle their present job with training others. And they may feel their job is in jeopardy.</li><li>✚ <b>Training Others</b> gives employees the skills they need to effectively help others prepare for new tasks and responsibilities. The workshop also will help build employee commitment to and understanding of the importance of training to your organization.</li></ul> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Do you need employees to cross-train one another or train on new technologies?</li><li>✚ Be prepared to plan and conduct on-the-job training with one or more people.</li><li>✚ Feel a sense of accomplishment and satisfaction in helping others grow and develop their skills.</li></ul> <p>Primary Competency Development</p> <ul style="list-style-type: none"><li>✚ Coaching.</li></ul> <p><b>Target Group</b></p> <p>All employees and leaders.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p>
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	<p><b>Duration</b></p> <p>Four Hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ <b>What Can Go Wrong:</b> Learners identify actions and situations that should be avoided when training others.</li><li>✚ <b>Training Strategies:</b> Participants view a video and discuss three strategies for training others. They practice organizing and “chunking” content using a skill or task from their real jobs. In small groups, learners compile lists of factors to consider when preparing to train others.</li><li>✚ <b>Communication Strategies:</b> Learners review personal and practical needs as well as Key Principles and feedback fundamentals. A skill-building exercise provides an opportunity to practice using Key Principles in training situations and give and receive feedback.</li><li>✚ <b>Positive Model/Skill Practice:</b> Working in small groups, learners practice their skills and give each other feedback.</li><li>✚ <b>Overcoming Roadblocks:</b> Participants identify potential roadblocks to training and how to handle them.</li><li>✚ <b>Application:</b> Learners use a Training Planner to prepare for a training discussion and review a list of do’s and don’ts for training others.</li></ul>
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<p><b>DEVELOPING THE CORPORATE IMAGE</b></p>	<p><b>Objectives of Workshop</b></p> <p>At the end of the program, participants will have an enhanced understanding of the importance of:</p> <ul style="list-style-type: none"><li>✚ Looking, acting and dressing for your current position as well as for career advancement.</li><li>✚ Reading the body language of others.</li><li>✚ Using eye contact, gestures and stance to send the right messages.</li><li>✚ Fostering an atmosphere of positive communication at business/social functions.</li><li>✚ Performing introductions graciously and confidently.</li><li>✚ Being adept in the art of conversation.</li><li>✚ Being at ease at the business/social functions.</li><li>✚ Be at ease at the table.</li><li>✚ Networking at social gatherings.</li><li>✚ Understanding the basics of formal dining, including tipping.</li><li>✚ Understanding the importance of the voice in making public presentations.</li><li>✚ Improving speech habits through practice.</li><li>✚ Identify techniques of persuasion.</li><li>✚ Demonstrate competence in presentation by giving a 5-minute speech.</li></ul>
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	<p><b>Target Group</b></p> <p>Managers, Supervisors, Administrative Assistants, Managers, Front Line Staff.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two Days.</p> <p>Time: 9:00 a.m. – 4:00 p.m. each day.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <p><b>Module 1: Dress For Success</b></p> <ul style="list-style-type: none"><li>✚ The impressions you make. How it is affected by the way you look.</li><li>✚ Your External Image.</li><li>✚ How Your Image influences your performance and the way others respond to you.</li></ul> <p><b>Module 2: Social and Corporate Etiquette</b></p> <ul style="list-style-type: none"><li>✚ Social Savvy: Special forms of entertaining.</li><li>✚ Introductions and the correct forms of address.</li></ul>
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	<ul style="list-style-type: none"><li>✚ The etiquette of Business Cards.</li><li>✚ Interpreting Invitations correctly – Time limits when sending and replying.</li><li>✚ Conversation: The great social tool.</li><li>✚ The Dynamics of Toasting.</li></ul> <p><b>Module 3: Enjoying Fine Dining</b></p> <ul style="list-style-type: none"><li>✚ Introduction to Fine Dining and Table Setting.</li><li>✚ Proper use of cutlery, napery and crystal.</li><li>✚ Posture at the dining table.</li><li>✚ Appropriate conversation.</li><li>✚ Menu Inspiration.</li><li>✚ Hands-on dining (four-course meal).</li></ul> <p><b>Module 4: Public Speaking and Presentation Skills</b></p> <ul style="list-style-type: none"><li>✚ The art of public speaking.</li><li>✚ The management of meetings.</li><li>✚ Techniques to give life and colour to voice and speech.</li><li>✚ The art and practice of impromptu.</li><li>✚ Delivering a message that is both clear and appropriate to any audience.</li><li>✚ Enunciation, pronunciation.</li><li>✚ Controlling nervousness.</li><li>✚ Practicing the actual presentation prior to D-Day.</li></ul>
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<b>YOUR PROFESSIONAL IMAGE</b>	<b>Objectives of Workshop</b>  At the end of the program, participants will have an enhanced understanding of the importance of:  <ul style="list-style-type: none"><li>✦ Looking, acting and dressing the part for their current position as well as for career advancement.</li><li>✦ Reading the body language of others.</li><li>✦ Using eye contact, gestures and stance to send the right messages.</li><li>✦ Understanding the importance of the voice in making public presentations.</li><li>✦ Improving speech habits through practice.</li><li>✦ Identify techniques of persuasion.</li><li>✦ Demonstrate competence in presentation, a 5-minute speech.</li></ul> <b>Target Audience</b>  Supervisors, Administrative and Personal Assistants, Managers and Front Line Employees.  <b>Methodology</b>  Workshop consists of lecture/discussions, visual aids, individual and group activities.  <b>Duration</b>  One Day.  Time: 9:00 a.m. – 4:00 p.m.
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	<p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <p><b>Module 1: Dress For Success</b></p> <ul style="list-style-type: none"><li>✚ The impressions you make. How it is affected by the way you look.</li><li>✚ Your Image.</li><li>✚ How Your Image influences your performance and the way others respond to you.</li></ul> <p><b>Module 2: Public Speaking and Presentation Skills</b></p> <ul style="list-style-type: none"><li>✚ The art of public speaking.</li><li>✚ The management of meetings.</li><li>✚ Techniques to give life and colour to voice and speech.</li><li>✚ The art and practice of impromptu.</li><li>✚ Delivering a message that is both clear and appropriate to any audience.</li><li>✚ Enunciation, pronunciation.</li><li>✚ Controlling nervousness.</li><li>✚ Practicing the actual presentation prior to D-Day.</li></ul>
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## **HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL SUCCESS**

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**A TEN-DAY INTERACTIVE WORKSHOP CONSISTING OF 13 MODULES WHICH CAN ALSO BE CONDUCTED INDIVIDUALLY DEPENDING ON THE NEEDS OF THE CLIENT.**

<b>WORKSHOP MODULES</b>	<b>AIMS AND OBJECTIVES</b>
MODULE 1: Introduction to Human Resource Management (One day)	At the end of the module, participants will have a heightened appreciation of what constitutes human resource management.
MODULE 2: Strategic Human Resource Management (Half-a-day)	At the end of the module, participants will have a greater understanding of the meaning of strategic human resource management.
MODULE 3: Human Capital Management (One day)	At the end of the module, participants will have a deeper understanding of the significance of human capital management in organizational success.
MODULE 4: Human Resource Planning (Half-a-day)	At the end of the module, participants will have a heightened awareness of the role of human resource planning in organizational effectiveness.
MODULE 5: Recruitment and Selection (One day)	At the end of the module, participants will have a deeper understanding of the critical role recruitment and selection play in human resource management.
MODULE 6: Talent Management (Half-a-day)	At the end of the module, participants will understand why talent management is critical to organizational success.

<b>WORKSHOP MODULES</b>	<b>AIMS AND OBJECTIVES</b>
MODULE 7: The Employment Relationship and the Psychological Contract (Half-a-day)	At the end of the workshop, participants will appreciate the need for a program that will ensure alignment between the needs of the employer and the needs of the employee.
MODULE 8: Hiring Great Employees – Best Practices in Staffing (One day)	At the end of the workshop, participants will go back to their workplace with eight staffing best practices that they can begin to develop and implement.
MODULE 9: Keeping Great Employees – Best Practices in Retention (One day)	At the end of the workshop, participants will go back to their workplace with eight best practices in retention that have relevance to their organization.
MODULE 10: Training and Development (Half-a-day)	At the end of the workshop, participants will have a greater understanding of the critical role that training and development plays in the success of organizations.
MODULE 11: Performance Management (One day)	At the end of the workshop, participants will have a heightened awareness of the actionable steps that they can immediately take to ensure the effectiveness of the performance management system they are presently using.
MODULE 12: Competency Based HRM (Half-a-day)	At the end of the workshop, participants will have developed a heightened awareness of the importance of competencies to organizational and individual success.
MODULE 13: Reward Management (One day)	At the end of the workshop, participants will have a template for the development of a reward and recognition system that works.



<p><b>MODULE 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</b></p> <p><b>DURATION: 1 DAY</b></p> <p><b>TIME: 9:00 a.m.–4:00 p.m.</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ Human resource management defined.</li><li>✚ HRM architecture.</li><li>✚ Different modules for HRM.</li><li>✚ Relationship of HRM and Shareholder Value.</li><li>✚ HRM and Performance.</li><li>✚ Features of HRM.</li><li>✚ Goals of HRM.</li><li>✚ HRM Activities.</li><li>✚ The Matching Model of HRM.</li><li>✚ The Harvard Framework.</li><li>✚ The Michigan Model of HRM.</li><li>✚ The UK Contribution to the HRM Concept.</li><li>✚ The Impact of HRM: Research Findings.</li><li>✚ The David Guest Model of the Link Between HRM and Performance.</li><li>✚ The People and Performance Model of Both.</li><li>✚ How HR can make an impact on organizational performance.</li><li>✚ Basic Model for HR Activities.</li><li>✚ Roles of HR Professionals.</li><li>✚ Key competency areas for HR Professionals.</li></ul>
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	<ul style="list-style-type: none"> <li>✚ Evaluating the HR Function.</li> <li>✚ Ten ways of ensuring that the HR Function innovates effectively.</li> </ul>
<p><b>MODULE 2: STRATEGIC HUMAN RESOURCE MANAGEMENT</b></p> <p><b>DURATION: ½- DAY</b></p> <p><b>TIME: 9:00a.m.-12:00 noon</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"> <li>✚ Strategic HRM defined.</li> <li>✚ The concept of strategy.</li> <li>✚ The four meanings of Strategic HRM.</li> <li>✚ The aims of Strategic HRM.</li> <li>✚ Approaches to Strategic HRM.</li> <li>✚ The dual focus of Strategic HRM:             <ul style="list-style-type: none"> <li>○ Vertical Integration.</li> <li>○ Horizontal Integration.</li> </ul> </li> <li>✚ Organizational Strategy:             <ul style="list-style-type: none"> <li>○ Strategic Business Needs.</li> <li>○ Strategic HRM Activities.</li> </ul> </li> <li>✚ Strategic Review Sequence.</li> <li>✚ Linking HR and Competitive Strategies.</li> <li>✚ Common Elements in HR Strategic Areas.</li> <li>✚ Strategic HRM Models.</li> <li>✚ HR Audit.</li> </ul>

<p><b>MODULE 3: HUMAN CAPITAL MANAGEMENT</b></p> <p><b>DURATION: 1 DAY</b></p> <p><b>TIME: 9:00a.m.-4:00 p.m.</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>+ Human capital management defined.</li><li>+ The human capital management aims.</li><li>+ Elements of human capital.</li><li>+ Components of intellectual capital:<ul style="list-style-type: none"><li>o human</li><li>o social</li><li>o organizational</li></ul></li><li>+ The significance of human capital.</li><li>+ Workers as assets.</li><li>+ The process of human capital management.</li><li>+ Human capital management questions.</li><li>+ Human capital management strategy.</li><li>+ What is human capital measurement?</li><li>+ The process of human capital measurement.</li><li>+ Watson Wyatt Human Capital Index.</li><li>+ Mercer's Organizational Performance Model.</li><li>+ The Sears Roebuck Model.</li><li>+ The Balanced Scoreboard.</li><li>+ The European Foundation for Quality Management Model.</li><li>+ The Process of Measurement.</li></ul>
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	<ul style="list-style-type: none"> <li>✚ Human Capital Reporting Framework.</li> <li>✚ Human Capital Reports.</li> <li>✚ Practical implications of human capital management.</li> </ul>
<p><b>MODULE 4: HUMAN RESOURCE PLANNING</b></p> <p><b>DURATION: ½- DAY</b></p> <p><b>TIME: 9:00a.m.-12:00 noon</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"> <li>✚ Human resource planning defined.</li> <li>✚ Characteristics of human resource planning.             <ul style="list-style-type: none"> <li>○ the four main HR planning activities.</li> </ul> </li> <li>✚ The process of human resource planning.</li> <li>✚ Human resource plans:             <ul style="list-style-type: none"> <li>○ resourcing</li> <li>○ retention</li> <li>○ flexibility</li> <li>○ productivity</li> <li>○ work environment</li> </ul> </li> <li>✚ Measuring labour turnover.             <ul style="list-style-type: none"> <li>○ labour turnover index.</li> <li>○ survival rate.</li> <li>○ half-life index.</li> <li>○ stability index.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>✚ Analyzing labour turnover:             <ul style="list-style-type: none"> <li>○ classification of reasons for leaving.</li> <li>○ classification of labour turnover costs.</li> </ul> </li> </ul>
<p><b>MODULE 5: RECRUITMENT AND SELECTION</b></p> <p><b>DURATION: 1 DAY</b></p> <p><b>TIME: 9:00a.m.-4:00 p.m.</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"> <li>✚ Aims and objectives of recruitment and selection.</li> <li>✚ The recruitment and selection process.</li> <li>✚ Changing requirements: person specification.</li> <li>✚ Sources of candidates.</li> <li>✚ Sifting applications.</li> <li>✚ Selection interviewing: basic questions.</li> <li>✚ Selection interviewing: overall approach.</li> <li>✚ Preparing for the interview.</li> <li>✚ Selection interviewing: content.</li> <li>✚ Selection interviewing: approaches.</li> <li>✚ Interviewing techniques: questions.</li> <li>✚ Ten useful interview questions.</li> <li>✚ Assessing candidates.</li> <li>✚ Interviewing: common mistakes.</li> <li>✚ Dos and don'ts of selection interviewing.</li> <li>✚ Selection tests.</li> </ul>

	<ul style="list-style-type: none"> <li>✚ Characteristics of a good selection test.</li> <li>✚ Assessment centers.</li> <li>✚ Accuracy of selection methods.</li> </ul>
<p><b>MODULE 6: TALENT MANAGEMENT</b></p> <p><b>DURATION: ½- DAY</b></p> <p><b>TIME: 9:00a.m.-12:00 noon</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"> <li>✚ Talent management defined.</li> <li>✚ The elements of talent management:             <ul style="list-style-type: none"> <li>○ Business strategy.</li> <li>○ Resource strategy.</li> <li>○ Performance management.</li> <li>○ Talent relationship management.</li> <li>○ Learning and development.</li> <li>○ Management development.</li> <li>○ Career management.</li> <li>○ Management succession.</li> </ul> </li> <li>✚ Career management defined:             <ul style="list-style-type: none"> <li>○ career planning.</li> <li>○ management succession planning.</li> </ul> </li> <li>✚ The aims of career management.</li> <li>✚ The process of career management.</li> <li>✚ Case Study: Talent acquisition and development in your organization.</li> </ul>

<p><b>MODULE 7: THE EMPLOYMENT RELATIONSHIP AND THE PSYCHOLOGICAL CONTRACT</b></p> <p><b>DURATION: ½- DAY</b></p> <p><b>TIME: 9:00a.m.-12:00 noon</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ The employment relationship defined.</li><li>✚ The dimensions of the employment relationship:<ul style="list-style-type: none"><li>○ Parties.</li><li>○ Operation.</li><li>○ Substance.</li><li>○ Structure.</li></ul></li><li>✚ The nature of the employment relationship:<ul style="list-style-type: none"><li>○ Transactional contracts.</li><li>○ Relational contracts.</li><li>○ The psychological contract.</li></ul></li><li>✚ The psychological contract defined.</li><li>✚ The nature of the psychological contract.</li><li>✚ The psychological contract and the employment relationship.</li><li>✚ Operational model of the psychological contract:<ul style="list-style-type: none"><li>○ Causes.</li><li>○ Content.</li><li>○ Consequences.</li></ul></li><li>✚ Ten ways in which HR can contribute to the development of a positive employment relationship and psychological contract.</li></ul>
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<p><b>MODULE 8: HIRING GREAT EMPLOYEES – HR BEST PRACTICES IN STAFFING</b></p> <p><b>DURATION: 1 DAY</b></p> <p><b>TIME: 9:00a.m.-4:00 p.m.</b></p>	<p><b>CONTENT DOMAIN</b></p> <p><b>✦ Best Practices in Staffing:</b></p> <ul style="list-style-type: none"> <li>✦ Definition of “staffing”.</li> <li>✦ Specific activities involved in the staffing function.</li> <li>✦ Staffing Best Practice 1: The “WOW” Factor.</li> <li>✦ Staffing Best Practice 2: The Applicant as Customer.</li> <li>✦ Staffing Best Practice 3: Image is Everything.</li> <li>✦ Staffing Best Practice 4: Get Real.</li> <li>✦ Staffing Best Practice 5: Job or No Job.</li> <li>✦ Staffing Best Practice 6: Multiplicity.</li> <li>✦ Staffing Best Practice 7: The Great-Employee Profile</li> <li>✦ Staffing Best Practice 8: Beyond Benchmarking.</li> </ul> <p><b>✦ Staffing Best Practices in Action:</b></p> <ul style="list-style-type: none"> <li>✦ <b>Staffing Best Practice One in Action: The “WOW” Factor</b> <ul style="list-style-type: none"> <li>○ Case Study: Southwest Airlines.</li> <li>○ Case Study: Winchester Hospital, Winchester, Mass.</li> <li>○ Case Study: The City of Dubuque, Iowa.</li> <li>○ Case Study: Lockheed Martin.</li> <li>○ Case Study: Federal Express.</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"><li>✚ <b>Staffing Best Practice Two in Action: Applicant as Customer</b><ul style="list-style-type: none"><li>○ Case Study: CISCO Systems.</li><li>○ Case Study: Ben and Jerry's Homemade.</li><li>○ Case Study: Bluestone Software, Mount Laurel, New Jersey.</li><li>○ Case Study: Sanchez Computer Associates, Malverne, Pennsylvania.</li><li>○ Case Study: Liberty Mutual Information Systems, Portsmouth, New Hampshire.</li></ul></li><li>✚ <b>Staffing Best Practice Three in Action: Image Is Everything</b><ul style="list-style-type: none"><li>○ Case Study: Capital Holding, Louisville, Kentucky.</li><li>○ Case Study: Ben and Jerry, Winchester, Mass.</li><li>○ Case Study: The L.A. Dodgers.</li><li>○ Case Study: Le Vieux Manour au Lac Hotel, Murten-Meyriez, Switzerland.</li><li>○ Case Study: Xerox Corporation.</li></ul></li><li>✚ <b>Staffing Best Practice Four in Action: Get Real</b><ul style="list-style-type: none"><li>○ Case Study: Eckerd Corporation, Largo, Florida.</li><li>○ Case Study: Applewood Plumbing, Denver, Colorado.</li><li>○ Case Study: CISCO Systems.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>○ Case Study: Texas Instruments, Dallas, Texas.</li><li>○ Case Study: BMW, Greer, South Carolina.</li><li>✚ <b>Staffing Best Practice Five in Action: Job or No Job</b></li><li>○ Case Study: 3M.</li><li>○ Case Study: Raymond James Financial, St. Petersburg, Florida.</li><li>○ Case Study: Ben and Jerry</li><li>○ Case Study: Staples, Wesboro, Mass.</li><li>○ Case Study: Land's End, Dodgeville, Wisconsin.</li><li>✚ <b>Staffing Best Practice Six in Action: Multiplicity</b></li><li>○ Case Study: Whole Foods Market, Austin, Texas.</li><li>○ Case Study: 3M, Rosenbluth International.</li><li>○ Case Study: W.L. Gore and Associates.</li><li>○ Case Study: Worthington Industries, Columbus, Ohio.</li><li>✚ <b>Staffing Best Practice Seven in Action: The Great-Employee Profile</b></li><li>○ Case Study: EMC.</li><li>○ Case Study: Yahoo.</li><li>○ Case Study: Prudential Securities.</li><li>○ Case Study: Doubletree Hotels.</li></ul>
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	<ul style="list-style-type: none"> <li>○ Case Study: Xerox.</li> <li>✚ <b>Staffing Best Practice Eight in Action: Beyond Benchmarking</b></li> <li>○ Case Study: Cisco Systems.</li> <li>○ Case Study: Nissan Design International, LaJolla, California.</li> <li>○ Case Study: Chick-fil – A, Atlanta, GA.</li> <li>○ Case Study: Recreational Equipment, Inc.</li> <li>○ Case Study: Cisco Systems.</li> </ul>
<p><b>MODULE 9: KEEPING GREAT EMPLOYEES – HR BEST PRACTICES IN RETENTION</b></p> <p><b>DURATION: 1 DAY</b></p> <p><b>TIME: 9:00a.m.-4:00 p.m.</b></p>	<p><b>CONTENT DOMAIN</b></p> <p>✚ <b>Retention Best Practices</b></p> <ul style="list-style-type: none"> <li>✚ Need for a great retention plan.</li> <li>✚ Retention Best Practice 1: Engage the Soul.</li> <li>✚ Retention Best Practice 2: What Gets Rewarded Gets Done.</li> <li>✚ Retention Best Practice 3: More Than Money.</li> <li>✚ Retention Best Practice 4: Learning Drives Earning.</li> <li>✚ Retention Best Practice 5: Get a Life.</li> <li>✚ Retention Best Practice 6: In the Loop.</li> <li>✚ Retention Best Practice 7: Lighten Up.</li> <li>✚ Retention Best Practice 8: Free at Last.</li> </ul>

	<p><b>✦ Staffing Best Practices in Action:</b></p> <p><b>✦ Retention Best Practice One in Action: Engage the Soul.</b></p> <ul style="list-style-type: none"><li>○ Case Study: Nanco, Westlake, Ohio.</li><li>○ Case Study: “Workplace Chaplains”.</li><li>○ Case Study: Timberland, New Hampshire.</li><li>○ Case Study: SAS, Carey, North Carolina.</li><li>○ Case Study: Advanced Technology Consultants, Atlanta, GA.</li><li>○ Case Study: Kingston Computers, Fountain Valley, California.</li></ul> <p><b>✦ Retention Best Practice Two in Action: What Gets Rewarded Gets Done.</b></p> <ul style="list-style-type: none"><li>○ Case Study: Griffen Industries, Cold Springs, Kentucky.</li><li>○ Case Study: Metamor Technologies, Chicago.</li><li>○ Case Study: GSD and M, Austin, Texas</li><li>○ Case Study: Hallmark Cards, Kansas City.</li><li>○ Case Study: Omron Electronics, Chicago.</li></ul> <p><b>✦ Retention Best Practice Three in Action: More Than Money.</b></p> <ul style="list-style-type: none"><li>○ Case Study: Rhino Foods, Burlington, Vermont.</li><li>○ Case Study: Computer System Development, Albuquerque.</li></ul>
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	<ul style="list-style-type: none"><li>○ Case Study: 3M.</li><li>○ Case Study: Net Manage, Cupertino, CA.</li><li>○ Case Study: Starbucks.</li><li>○ Case Study: Cray Research, Eagan, Minn.</li></ul> <p><b>✚ Retention Best Practice Four in Action: Learning Drives Earning.</b></p> <ul style="list-style-type: none"><li>○ Case Study: Applewood Plumbing, Denver, Colorado.</li><li>○ Case Study: L.L. Bean.</li><li>○ Case Study: Blue Ribbons Tours.</li><li>○ Case Study: The Phelps Group, Santa Monica, CA.</li><li>○ Case Study: Barter Corporation, Oakbrook Terrace, Illinois.</li><li>○ Case Study: Chaparral Steel, Midlothian, Texas.</li><li>○ Case Study: Xerox Business Services.</li></ul> <p><b>✚ Retention Best Practice Five in Action: Get a Life.</b></p> <ul style="list-style-type: none"><li>○ Case Study: Hewlett Packard.</li><li>○ Case Study: Cognex, Natick, Mass.</li><li>○ Case Study: Xerox Customer Service Center, Dallas.</li><li>○ Case Study: Freddie Mac, McLean, VA.</li><li>○ Case Study: Quad/Graphics, Lomira, Wisconsin.</li></ul>
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	<ul style="list-style-type: none"><li>○ Case Study: Kendle, Cincinnati.</li><li>○ Case Study: Hoechst Celanese.</li><li>○ Case Study: Peat Marwick.</li><li>○ Case Study: Legacy Health System, Portland, Oregon.</li><li>○ Case Study: Marquardt and Roche, Stamford, Conn.</li></ul> <p><b>✚ Retention Best Practice Six in Action: In the Loop.</b></p> <ul style="list-style-type: none"><li>○ Case Study: Raymond James Financial.</li><li>○ Case Study: Home Depot.</li><li>○ Case Study: Rosenbluth International.</li><li>○ Case Study: Lucent Technologies, Murray Hill, New Jersey.</li><li>○ Case Study: Interim Services, Ft. Lauderdale.</li><li>○ Case Study: Rite-Aid.</li><li>○ Case Study: Windam Hill Records, Palo Alto, CA.</li><li>○ Case Study: Adobe Systems, San Jose, CA.</li><li>○ Case Study: Land's End.</li></ul> <p><b>✚ Retention Best Practice Seven in Action: Lighten Up.</b></p> <ul style="list-style-type: none"><li>○ Case Study: Paradigm Communications, St. Petersburg, Florida.</li><li>○ Case Study: Tandem Computers.</li></ul>
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	<ul style="list-style-type: none"><li>○ Case Study: Cognex.</li><li>○ Case Study: AGI, Melrose Park, Illinois.</li><li>○ Case Study: Great Harvest Bread, Dillon, Montana.</li><li>○ Case Study: Rosenbluth International</li></ul> <p><b>✚ Retention Best Practice Eight in Action: Free at Last.</b></p> <ul style="list-style-type: none"><li>○ Case Study: SOL, Finland.</li><li>○ Case Study: PSS/World Medical.</li><li>○ Case Study: South-West Airlines.</li><li>○ Case Study: Empower Trainers and Consulting, Overland Park, Kansas.</li><li>○ Case Study: SEI Investments, Oaks Park, Pennsylvania.</li><li>○ Case Study: Sun Microsystems.</li><li>○ Case Study: AT and T.</li></ul> <p><b>Aligning Retention to Core Culture</b></p> <p><b>✚ The four core cultures:</b></p> <ul style="list-style-type: none"><li>○ Customer Service.</li><li>○ Innovation.</li><li>○ Operational Excellence.</li><li>○ Spirit.</li></ul> <p><b>✚ Seventeen ideas to begin aligning retention practices within an organization whose core culture is <b>customer service</b>.</b></p>
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	<ul style="list-style-type: none"> <li># Fourteen ideas for increasing retention within an organization with an <b>innovation-focused culture</b>.</li> <li># Thirteen ideas to increase the retention of top talent within an organization whose core culture is <b>operational excellence</b>.</li> <li># Fourteen ideas to better align retention practices within an organization which has a <b>spirit-driven culture</b>.</li> </ul>
<p><b>MODULE 10: TRAINING AND DEVELOPMENT</b>  <b>DURATION: 1 DAY</b>  <b>TIME: 9:00a.m.-4:00 p.m.</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"> <li># The importance of training and development to the success of organizations.</li> <li># The sources of development needs.</li> <li># Competency development:             <ul style="list-style-type: none"> <li>o Linking processes of organization development to individual development.</li> </ul> </li> <li># Features of a Learning Organization.</li> <li># The variety of experience through which learning in work situations is possible.</li> <li># Mentoring.</li> <li># Coaching.</li> <li># Counseling.</li> <li># Cross-training.</li> <li># Popular Learning Methods.</li> <li># Development Centers.</li> <li># Content of a Development Center.</li> </ul>



	<ul style="list-style-type: none"> <li># Activities before a Development Center.</li> <li># Activities after a Development Center.</li> <li># Individual Development Action Plan.</li> <li># Example of an Individual Development Action Plan.</li> <li># Promoting the Development of others.</li> </ul>
<p><b>MODULE 11: PERFORMANCE MANAGEMENT DURATION: 1 DAY  TIME: 9:00a.m.-4:00 p.m.</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"> <li># Performance management defined.</li> <li># The performance management cycle.</li> <li># The performance management sequence.</li> <li># What performance management <b>is</b>.</li> <li># What performance management <b>is not</b>.</li> <li># Principles of performance management.</li> <li># Developments in performance management.</li> <li># Performance management activities.</li> <li># Performance agreement.</li> <li># Characteristics of good objectives.</li> <li># Agreeing competency requirements.</li> <li># Classification of performance measures.</li> <li># Performance measures criteria.</li> <li># Key features of performance reviews.</li> </ul>

	<ul style="list-style-type: none"><li>✚ Preparing for the meeting: The manager's role.</li><li>✚ Preparing for the meeting: The individual's role.</li><li>✚ What to find out at a review meeting.</li><li>✚ Conducting a review meeting.</li><li>✚ Performance review questions.</li><li>✚ Listening.</li><li>✚ Giving feedback.</li><li>✚ Managing underperformance.</li><li>✚ Case study: Performance management at Astra-Zeneca.</li><li>✚ Case Study: Performance management at Sandals and Beaches Resorts.</li><li>✚ The 360-degree feedback:<ul style="list-style-type: none"><li>○ definition and rationale.</li><li>○ model.</li><li>○ methodology.</li></ul></li><li>✚ Example of the 360-degree profile.</li><li>✚ Introducing performance management.</li><li>✚ Performance management – the big issues.</li><li>✚ How do we get buy-in from line managers?</li><li>✚ Performance management: Key considerations.</li></ul>
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<p><b>MODULE 12: COMPETENCY-BASED HRM</b></p> <p><b>DURATION: ½-DAY</b></p> <p><b>TIME: 9:00a.m.-4:00 p.m.</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ Competency-based HRM defined.</li><li>✚ Competence and performance.</li><li>✚ Competency definitions.</li><li>✚ The most used competency framework headings.</li><li>✚ Reasons for using competencies.</li><li>✚ Developing a competency framework.</li><li>✚ Applications of competency.</li><li>✚ The start of competency management.</li><li>✚ Example of a competency.</li><li>✚ Process of design of competencies.</li><li>✚ Competency models.</li><li>✚ Characteristics of Good Competency Models.</li><li>✚ Competency Practices.</li><li>✚ The use of competencies.</li><li>✚ What do companies use competencies for?</li><li>✚ Job Analysis Interview Checklist.</li><li>✚ Competency Analysis Checklist.</li><li>✚ Factors affecting Job Design.</li><li>✚ Principles of Job Design.</li><li>✚ Approaches to Job Design.</li></ul>
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	<ul style="list-style-type: none"> <li>✚ Approach to Job Analysis Techniques.</li> <li>✚ Job Analysis Techniques.</li> <li>✚ Useful Job Analysis Questions.</li> </ul>
<p><b>MODULE 13: REWARD MANAGEMENT</b></p> <p><b>DURATION: 1 DAY</b></p> <p><b>TIME: 9:00a.m.-4:00 p.m.</b></p>	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"> <li>✚ Reward management defined.</li> <li>✚ Aims of reward management.</li> <li>✚ Reward management process and activities.</li> <li>✚ Reward strategy defined.</li> <li>✚ The components of total reward.</li> <li>✚ Total reward framework.</li> <li>✚ Why have a reward strategy.</li> <li>✚ Reward gap analysis.</li> <li>✚ Developing reward strategy.</li> <li>✚ Integrated reward strategy in a retail company.</li> <li>✚ Developing a reward and recognition program for your organization.</li> </ul>

## **SECTION E:**

## **CUSTOMER SERVICE**


<b>UNDERSTANDING CUSTOMER SERVICE</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a more in-depth understanding of what customer service is, and its crucial role in the success of the organization.</p> <p><b>Target Group</b></p> <p>Managers, supervisors and their direct reports.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Why Customer Service Matters:<ul style="list-style-type: none"><li>◆ Fulfilling personal and organizational needs.</li><li>◆ The importance of how you do things.</li><li>◆ Customers buy experiences.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Repeat business.</li><li>◆ The lifetime value of customers.</li><li>◆ The silent complainer.</li><li>◆ The company ambassador.</li><li>✚ What's Different About Customer Service?<ul style="list-style-type: none"><li>◆ Putting customers first.</li><li>◆ What you need.</li><li>◆ Quality.</li><li>◆ Attention to detail.</li><li>◆ Delivering great service.</li><li>◆ Case Studies.</li><li>◆ Taking responsibility.</li><li>◆ Remembering good and bad service.</li></ul></li><li>✚ Effective Customer Communications:<ul style="list-style-type: none"><li>◆ Communications you depend on.</li><li>◆ Good communication.</li><li>◆ Listening skills.</li><li>◆ Written communication.</li><li>◆ How technology helps.</li><li>◆ When technology fails.</li><li>◆ Using e-mail</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>✚ Turning Complaints Into Opportunities:<ul style="list-style-type: none"><li>◆ Benefits of complaints.</li><li>◆ Customer needs.</li><li>◆ Common causes of complaints.</li><li>◆ Handling complaints.</li><li>◆ Dealing with angry customers.</li></ul></li><li>✚ Empowering Great Customer Service:<ul style="list-style-type: none"><li>◆ Everyone plays a role.</li><li>◆ Corporate culture.</li><li>◆ Internal customers.</li><li>◆ When the internal chain weakens.</li><li>◆ Strengthening the internal customer chain.</li><li>◆ Passing on work.</li></ul></li><li>✚ Measuring Customer Service:<ul style="list-style-type: none"><li>◆ Setting standards.</li><li>◆ Using internal indicators.</li><li>◆ Customer satisfaction.</li><li>◆ Mystery shopper programs.</li><li>◆ Rewarding team members.</li><li>◆ Case Study.</li></ul></li></ul>
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	<p>✚ Personal Action Planning:</p> <ul style="list-style-type: none"><li>◆ The pay-off.</li><li>◆ Reviewing the lessons.</li><li>◆ Overcoming obstacles.</li></ul>
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<b>CUSTOMER SERVICE BASICS</b>	<p><b>Objective of Workshop</b></p> <p>To enhance the professionalism of service providers by focusing on the 12 basic fundamentals of customer service.</p> <p><b>Target Group</b></p> <p>Service providers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <p> The Twelve Customer Service Basics:</p> <ul style="list-style-type: none"><li>◆ Have a desire to please.</li><li>◆ Train yourself to smile.</li><li>◆ Treat others the way you want to be treated.</li></ul>
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	<ul style="list-style-type: none"><li>◆ Always say “please” and “thank you”.</li><li>◆ Be a good listener.</li><li>◆ Don’t argue with the customer.</li><li>◆ Be polite when talking over the phone.</li><li>◆ Be punctual.</li><li>◆ If you promise – deliver.</li><li>◆ Keep your troubles to yourself.</li><li>◆ Always answer customer complaints tactfully and professionally.</li><li>◆ Be cheerful.</li></ul>
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<b>SERVICE AND THE PROFESSIONAL</b>	<p><b>Objective of Workshop</b></p> <p>The objective of the workshop is to enhance the professionalism of service providers.</p> <p><b>Target Group</b></p> <p>Service providers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The ABC of Customer Service</li><li>✚ Knowing your job, product, company</li><li>✚ The fundamentals of great service</li><li>✚ What customers expect from service providers</li><li>✚ Attitudes and habits and their effects on service</li><li>✚ Attitude adjustment techniques</li></ul>
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	<ul style="list-style-type: none"><li>✚ Self-esteem and the delivery of quality customer care</li><li>✚ Sending a positive attitude by your body language</li><li>✚ Terrific teamwork and the delivery of quality customer care</li><li>✚ Knowing the customer</li><li>✚ Managing the relationship with your customer</li><li>✚ Projecting professionalism on the phone</li><li>✚ Managing the transaction</li><li>✚ Cementing lifelong relationships</li></ul>
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<b>STRATEGIES FOR CREATING CUSTOMER INTIMACY</b>	<p><b>Objective of Workshop</b></p> <p>At the end of this workshop, participants will have a heightened awareness of the importance of world-class customer service in enhancing the organization's brand in the public domain.</p> <p><b>Target Group</b></p> <p>Service providers in the public and private sectors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Four hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m. or 1:00 p.m. – 5:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Stroking strategies:<ul style="list-style-type: none"><li>◆ Verbal and Non-Verbal Strokes</li></ul></li><li>✚ Responsiveness strategies:<ul style="list-style-type: none"><li>◆ Components of Empathy</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Empathy vs. Sympathy</li><li>◆ Empathy as step two in the seven-step approach to handling customer complaints successfully.</li><li>✚ Courtesy Strategies:<ul style="list-style-type: none"><li>◆ Components of courtesy</li><li>◆ The value of the Smile</li></ul></li><li>✚ Listening Strategies:<ul style="list-style-type: none"><li>◆ Attentive, active, and objective listening</li></ul></li><li>✚ Case Study of a Stroking Organization</li></ul>
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<b>TWELVE TOP TIPS FOR DELIVERING WORLD-CLASS SERVICE</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will be able to list twelve top tips for delivering world-class service to customers.</p> <p><b>Target Group</b></p> <p>Service Providers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Four hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ What makes customers satisfied?</li><li>✚ The eight fundamental needs of the customer.</li><li>✚ How customers “RRATE” an organization’s delivery of service quality.</li><li>✚ Value drivers.</li></ul>
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	<ul style="list-style-type: none"><li>✚ Personal strategies for improving customer satisfaction: Twelve Top Tips.</li><li>✚ Twelve Top Tips:<ul style="list-style-type: none"><li>◆ Have a desire to please.</li><li>◆ Train yourself to smile.</li><li>◆ Embrace the Golden Rule.</li><li>◆ Always say “Please” and “Thank You”.</li><li>◆ Be a good listener.</li><li>◆ Don’t argue.</li><li>◆ Be polite when talking over the phone.</li><li>◆ Be punctual.</li><li>◆ If you promise – deliver.</li><li>◆ Keep your troubles to yourself.</li><li>◆ Always handle complaints in a tactful and professional manner.</li><li>◆ Be cheerful.</li></ul></li></ul>
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<p><b>BEST PRACTICES IN CUSTOMER SERVICE: LEARNING FROM THE BEST</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will be able to identify best practices that they could apply at the workplace.</p> <p><b>Target Group</b></p> <p>Service providers, supervisors, and managers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The theatrical dimensions of service:<ul style="list-style-type: none"><li>◆ The Service Theatre Model.</li></ul></li><li>✚ Winning customers through service excellence:<ul style="list-style-type: none"><li>◆ The three tiers of a winning service organization.</li><li>◆ Case Studies of best practice companies.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li data-bbox="667 226 1235 264">✚ What separates best practice companies?</li><li data-bbox="667 302 1325 373">✚ Why does it make sense for all companies to embrace service excellence?</li></ul>
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<b>ACHIEVING INCREASED SALES THROUGH SERVICE</b>	<b>Objective of Workshop</b>  At the end of the workshop, participants will go back to their workstations with a determination to deliver the kind of service that removes barriers that get in the way of internal and external satisfaction and increased sales.  <b>Target Group</b>  Service providers.  <b>Methodology</b>  Workshop consists of lecture/discussions, visual aids, individual and group activities.  <b>Duration</b>  One day.  Time: 9:00 a.m. – 4:00 p.m.  <b>Participation</b>  Highly interactive and limited to a maximum of 20 participants.  <b>Content Domain</b> <ul style="list-style-type: none"><li> The characteristics of the successful sales person</li><li> The roles of sales person</li><li> Defining the customer</li><li> The sales professional</li></ul>
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	<ul style="list-style-type: none"><li>✚ Embracing the five dimensions of service quality: reliability, responsiveness, assurance, tangibles, empathy</li><li>✚ The “Three Moments of Truth” in Selling Products</li><li>✚ The things that affect sales: attitude, non-verbal communication</li><li>✚ Mastering the art of listening</li><li>✚ Projecting professionalism on the phone</li></ul>
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<p><b>PATHWAYS TO LEGENDARY CUSTOMER CARE</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of this workshop, participants will have a full understanding of the strategies that they need to embrace in order to deliver world-class service.</p> <p><b>Target Group</b></p> <p>Service providers in the public and private sectors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Five days.</p> <p>Time: 9:00 a.m. – 4:00 p.m. each day.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The Primacy of the Customer.</li><li>✚ Customer expectations and service delivery.</li><li>✚ Definitional issues.</li><li>✚ Customer contact techniques:<ul style="list-style-type: none"><li>◆ Professionalism.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Friendliness</li><li>◆ Courtesy.</li><li>◆ Empathy.</li><li>◆ Responsiveness.</li><li>◆ Anticipation.</li><li>✚ The three phases of a customer's experience.</li><li>✚ Harvard Business School Study on the benefits of quality service.</li><li>✚ The Four "As" of Caring.</li><li>✚ The Eight Principles of Hospitality.</li><li>✚ Baber's Six Rules of Customer Service.</li><li>✚ What customers consider as good service.</li><li>✚ Descriptors of effective customer service delivery.</li><li>✚ Determining customer requirements in a service organization.</li><li>✚ Attitudes and habits and their effects on service.</li><li>✚ Non-verbal communication: the four components.</li><li>✚ Dealing with difficult customers:<ul style="list-style-type: none"><li>◆ the four categories of customer complaints.</li><li>◆ why customers complain.</li><li>◆ a conceptual framework of service recovery and fallout.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ the seven-step approach to handling customer complaints successfully.</li><li>◆ the four types of difficult customers and how to deal with them.</li><li>✚ Enhancing customer value:<ul style="list-style-type: none"><li>◆ The customer value triad.</li><li>◆ Value for money and customer perception.</li><li>◆ Managing the relationship with your customers.</li><li>◆ Managing customer behaviour.</li><li>◆ Managing customer expectations.</li><li>◆ Managing customer perceptions.</li></ul></li><li>✚ Mastering the art of listening:<ul style="list-style-type: none"><li>◆ The four essential listening tools.</li><li>◆ Hearing versus Listening.</li><li>◆ Types of listening.</li><li>◆ Listening with purpose.</li><li>◆ The benefits of quality listening.</li><li>◆ The consequences of not listening.</li></ul></li><li>✚ Professionalism and the Professional:<ul style="list-style-type: none"><li>◆ Attitude, Effort and Environment.</li><li>◆ Five key commitments for a customer service professional.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>✚ Projecting professionalism on the phone:<ul style="list-style-type: none"><li>◆ How people receive messages from other people.</li><li>◆ The telephone and organizational success.</li></ul></li><li>✚ The Professional as a Team Player:<ul style="list-style-type: none"><li>◆ The six components of great teamwork.</li><li>◆ The advantages of teamwork.</li></ul></li><li>✚ Building Customer Loyalty:<ul style="list-style-type: none"><li>◆ Loyalty building strategies.</li><li>◆ Harvard University's Four Types of Customers.</li><li>◆ Strategies for creating customer intimacy.</li><li>◆ The lifetime value of a customer.</li></ul></li><li>✚ The issue of Reliability:<ul style="list-style-type: none"><li>◆ The three sources of service promises.</li></ul></li><li>✚ Best Practices in Customer Service:<ul style="list-style-type: none"><li>◆ Definitional issues.</li><li>◆ Some best practice companies.</li></ul></li></ul>
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<b>FUNDAMENTALS OF QUALITY CUSTOMER CARE</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will go back to their workplace with a determination to deliver the kind of service that removes barriers that get in the way of customer satisfaction.</p> <p><b>Target Group</b></p> <p>Frontline employees and their supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The Primacy of the Customer.</li><li>✚ Customer expectations and service delivery.</li><li>✚ Customer contact techniques:<ul style="list-style-type: none"><li>◆ Professionalism.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Friendliness</li><li>◆ Courtesy.</li><li>◆ Empathy.</li><li>◆ Responsiveness.</li><li>◆ Anticipation.</li><li>✚ The Professional as a Team Player.</li><li>✚ The Six Components of Great Teamwork.</li><li>✚ Attitude and Its Effects on Service Delivery.</li><li>✚ Non-verbal communication.</li></ul>
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<p><b>THE PRINCIPLES OF QUALITY CUSTOMER SERVICE</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of this workshop, participants will have an enhanced understanding of what makes quality customer service.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <p> Understanding Service:</p> <ul style="list-style-type: none"><li>◆ The Primacy of the Customer</li><li>◆ The three types of service.</li><li>◆ Why businesses lose customers.</li><li>◆ Factors that make customers satisfied or dissatisfied.</li></ul>
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	<ul style="list-style-type: none"><li>◆ The relationship between internal customer service and external customer service.</li><li>◆ The components of the service pyramid.</li><li>◆ The concept of over-promise and under-deliver versus under-promise and over-deliver.</li><li>◆ The descriptors of effective customer service delivery.</li><li>◆ What distinguishes a good service organization from a mediocre one?</li><li>✚ Commitment-based Companies:<ul style="list-style-type: none"><li>◆ A company's evaluation as a commitment-based company.</li><li>◆ The 12 distinctive attributes of commitment-led companies.</li><li>◆ Growth through ownership: The seven cultures that excellent organizations embrace.</li><li>◆ Focus elements of a customer- and market-driven enterprise.</li><li>◆ Elements of a total quality culture.</li><li>◆ Benefits of a service culture.</li></ul></li><li>✚ Guidelines for the market-driven manager.</li><li>✚ World-class service organizations as listening posts: Proactive approaches to customer contact.</li><li>✚ The three tiers of a winning service organization.</li></ul>
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	<ul style="list-style-type: none"><li data-bbox="667 226 1036 262">✚ Creating customer value.</li><li data-bbox="667 302 1190 338">✚ Customer Relationship Management.</li><li data-bbox="667 378 1328 449">✚ Employment Relationship Management and its role in enhancing customer loyalty.</li><li data-bbox="667 489 1162 525">✚ The lifetime value of the customer.</li></ul>
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<p><b>ACHIEVING SUCCESS THROUGH SERVICE EXCELLENCE</b></p>	<p><b>Objective of Workshop</b></p> <p>This workshop helps participants:</p> <ul style="list-style-type: none"><li>✚ Apply service skills in more advanced, challenging situations.</li><li>✚ Sharpen their service skills long after completion of formal training.</li><li>✚ Plan actions that are specific to their job and organization.</li></ul> <p><b>Target Group</b></p> <p>Service Providers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Taking Initiative to Meet or Exceed Expectations.</li></ul>
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	<ul style="list-style-type: none"><li>✚ Valuing Differences</li><li>✚ Effective Questions Get Results.</li><li>✚ Listening: More than Hearing.</li><li>✚ Feedback: A Matter of Give and Take.</li><li>✚ Dealing with the Out-of-Bounds Customer.</li><li>✚ Selling: A Valuable Service.</li><li>✚ Non-Verbal Cues: True Feelings Shine Through.</li><li>✚ Building Internal Partnerships.</li><li>✚ So Many Customers, So Little Time.</li></ul>
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<p><b>THE MANAGER'S ROLE IN SERVICE QUALITY LEADERSHIP</b></p>	<p><b>Objective of Workshop</b></p> <p>To provide managers – the decision-makers – with the knowledge and skills for developing and embedding a service culture in the organization. They will understand the importance of their role and responsibilities in ensuring that they and their employees deliver, meet and exceed the expectations of the organization's customers every time.</p> <p><b>Target Group</b></p> <p>Managers, Heads of Departments, Assistant Managers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Three days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Leadership strategy:<ul style="list-style-type: none"><li>◆ Common definitions of leadership</li><li>◆ Measuring the organizational climate in the organization</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>◆ Leadership versus Management</li><li>◆ Leadership styles</li><li>◆ The persona of the leader</li><li>✚ Employee Strategy:<ul style="list-style-type: none"><li>◆ Developing an Employee Relationship Management Program (ERM)</li><li>◆ The components of ERM</li></ul></li><li>✚ Competitive Strategy:<ul style="list-style-type: none"><li>◆ Definitional issues</li><li>◆ Competitive advantage</li><li>◆ Distinctive competence</li><li>◆ Teaming up with the organization's customers</li></ul></li><li>✚ Customer Strategy:<ul style="list-style-type: none"><li>◆ Defining a service strategy</li><li>◆ Increasing customer retention</li><li>◆ The six critical steps to “customerizing” the organization</li><li>◆ Success strategies for achieving customer intimacy</li><li>◆ Strategies for promoting and embedding a service culture in the organization</li><li>◆ Managing the service encounter: A model of customer-employee interaction</li></ul></li></ul>
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<p><b>BEYOND EXCELLENCE ... Exceeding Customer Expectations</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will have a heightened awareness of how important customer service is to the future of their organization.</p> <p><b>Target Group</b></p> <p>Managers and Supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Four hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <p> Making Money With Customer Service:</p> <ul style="list-style-type: none"><li>◆ Viewing customer service as a marketing strategy.</li><li>◆ Service excellence as a power competitive advantage.</li><li>◆ Southwest Airlines.</li></ul>
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	<ul style="list-style-type: none"><li>✚ Market Dominance:<ul style="list-style-type: none"><li>◆ Service can be an organization's salvation.</li><li>◆ The benefits of good service and customer education programs.</li></ul></li><li>✚ Who delivers world-class service?<ul style="list-style-type: none"><li>◆ Nordstrom.</li><li>◆ The Ritz-Carlton.</li><li>◆ Organizacion Ramirez Cinemas.</li><li>◆ Land's End.</li></ul></li><li>✚ Whatever Customers Want:<ul style="list-style-type: none"><li>◆ The dynamic nature of the customer's definition of service.</li><li>◆ Is Service Mere Benevolence?</li><li>◆ The Intangible Difference.</li><li>◆ Global Imperatives.</li></ul></li><li>✚ Is it customer service or customer relations?</li><li>✚ High Tech, High Touch:<ul style="list-style-type: none"><li>◆ Definitional issues.</li><li>◆ Does Voice Mail Equal Non-Service?</li><li>◆ It's the little things that count.</li></ul></li><li>✚ How to benefit from Service Enhancement.</li><li>✚ The Benefits of Service.</li><li>✚ Customer Loyalty.</li></ul>
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<p><b>CREATING A CUSTOMER-FOCUSED ENVIRONMENT</b></p>	<p><b>Objective of Workshop</b></p> <p>At the end of the workshop, participants will help to build the skills that are needed to move an organization to a customer-focused environment. The workshop will help senior managers:</p> <ul style="list-style-type: none"><li>✚ Identify enablers and barriers to providing service excellence.</li><li>✚ Align systems and processes with a customer focus and establish objectives for change.</li><li>✚ Identify actions and clear accountabilities to support the service quality initiative.</li></ul> <p><b>Target Group</b></p> <p>Senior managers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. –4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Benefits of a Strong Service Culture: Research and trends are shared.</li><li>✚ Creating a Customer-Focused Organization: The Service Success Loop is introduced as well as the Customer-Focused Change Process.</li><li>✚ Diagnosing Your Service Culture: Leaders identify enablers and barriers to increasing customer loyalty from the customers' and employees' perspectives. They analyze their readiness to change around six key factors that have an impact on creating a service culture.</li><li>✚ Developing Critical Success Factors and Measures: Leaders developed customer-focused Critical Success Factors and methods of measuring them.</li><li>✚ Link to Vision and Values: The organization's vision and values are reviewed and linked to the case for change.</li><li>✚ Alignment of Systems and Processes: The alignment of various systems is discussed, and opportunities for improvement are identified. The importance of involving others in continuous improvement efforts is also discussed.</li><li>✚ Action Planning: Steps that need to be taken to align systems and processes are developed. The role of senior managers is explained, and an action plan and communication plan are developed.</li></ul>
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<b>MANAGING THE SERVICE FUNCTION</b>	<p><b>Objective of Workshop</b></p> <p>At the end of the day, participants will fully appreciate the crucial importance of successfully managing and supervising the service encounter at the workplace. They will go back to their various departments armed with strategies for accomplishing this.</p> <p><b>Target Group</b></p> <p>Managers and supervisors.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>One day.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ The manager as driver of customer service:<ul style="list-style-type: none"><li>◆ The manager as customer service leader.</li><li>◆ The manager's understanding of customer service.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>✚ The principles of customer service management:<ul style="list-style-type: none"><li>◆ The characteristics of service</li><li>◆ Customer strategy as a major component of strategic success</li><li>◆ Customer satisfaction standards for managers</li><li>◆ The manager's role in keeping the vision alive</li></ul></li><li>✚ Strategies for promoting a customer service culture:<ul style="list-style-type: none"><li>◆ The nine strategies</li><li>◆ Positive outcomes from a service culture</li></ul></li><li>✚ Managing and supervising the service function:<ul style="list-style-type: none"><li>◆ The manager's role in creating value</li><li>◆ Managing customer behaviour, expectations and perception</li><li>◆ Managing employee behaviour, characteristics and expectations</li></ul></li></ul>
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<p><b>HOW TO DEVELOP A QUALITY ADVANTAGE PROGRAM FOR YOUR ORGANIZATION</b></p>	<p><b>Objective of Workshop</b></p> <p>Participants will have a blueprint for implementing a service quality program in their organization.</p> <p><b>Target Group</b></p> <p>Managers.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Duration</b></p> <p>Two days.</p> <p>Time: 9:00 a.m. – 4:00 p.m.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>Content Domain</b></p> <ul style="list-style-type: none"><li>✚ Definition of ‘Quality Advantage’</li><li>✚ Components of the Quality Advantage</li><li>✚ Benefits to an organization embracing the Quality Advantage</li><li>✚ Developing a mission and vision for the organization</li><li>✚ Developing a value proposition</li></ul>
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	<ul style="list-style-type: none"><li>✚ Developing a customer philosophy for the organization</li><li>✚ Developing an organizational promise for the organization</li><li>✚ Developing guiding values for the organization</li><li>✚ Developing a customer charter for the organization</li><li>✚ Developing guiding principles (code of conduct) for the organization</li><li>✚ Developing a team charter for the organization</li></ul>
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<b>SUPPORTING SERVICE EXCELLENCE</b>	<p><b>Aims and Objectives of Workshop</b></p> <p><b>Employees in many industries face issues – working non-standard hours and constantly meeting others’ needs. Employees often feel unappreciated and emotionally drained, and they need people who can lead them to improve customer service.</b></p> <p>In this workshop, supervisors and managers learn to coach, model, and reinforce service skills and to encourage improvement in the organization.</p> <p><b>Do you face any of these issues?</b></p> <ul style="list-style-type: none"><li>✚ Do employees lack energy and passion?</li><li>✚ Do they focus on the needs of the customers?</li><li>✚ Are leaders modeling and supporting customer-centered service skills?</li></ul> <p><b>Performance Objectives</b></p> <p>Helps leaders:</p> <ul style="list-style-type: none"><li>✚ Understand the key role they play in ensuring that their staff provides consistent, excellent service.</li><li>✚ Apply strategies to model, coach, and reinforce service skills.</li><li>✚ Encourage and support service providers as they try to constantly improve service.</li></ul> <p><b>Primary Competencies Developed</b></p> <ul style="list-style-type: none"><li>✚ Coaching.</li><li>✚ Continuous Improvement.</li></ul>
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	<p><b>WORKSHOP OVERVIEW</b></p> <p><b>Service Leadership</b></p> <ul style="list-style-type: none"><li>✚ <b>Survey:</b> Leaders complete a survey on management experiences and agree on four central actions of a manager.</li><li>✚ <b>Modeling, Coaching, and Reinforcing:</b> Leaders learn these three support strategies to use back on the job. Learners review the strategies' relationships and how to apply each.</li><li>✚ <b>Action Plans:</b> Leaders discuss their role in leading employees to service excellence and develop plans to support the service initiative.</li></ul> <p><b>Service Initiatives</b></p> <ul style="list-style-type: none"><li>✚ <b>Open:</b> Leaders learn how to identify and support service improvement ideas.</li><li>✚ <b>Involvement:</b> Leaders explore varying degrees of employee involvement. Exercises address personal and practical needs. Key Principles' effect on decision outcomes, quantity vs. quality, and advantages and disadvantages of manager-driven versus service provider-driven decisions.</li><li>✚ <b>Ideas:</b> Leaders learn where to find and how to generate improvement ideas. They list improvement ideas under six factors that directly affect customers and service providers.</li><li>✚ <b>Improvement:</b> Ideas are prioritized based on impact and effort.</li><li>✚ <b>Implementation:</b> Leaders review a Planning Guide that helps service providers think through the implementation of their ideas.</li></ul>
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	<ul style="list-style-type: none"><li>✚ <b>Putting It All Together:</b> Leaders skill practice and provide feedback around a coaching discussion on improvements.</li><li>✚ <b>Gaining Commitment:</b> Leaders review the value of the buy-in and involvement of others and learn an approach to gain commitment.</li></ul> <p><b>Workshop Details</b></p> <ul style="list-style-type: none"><li>✚ Target Audience: Service Leaders.</li><li>✚ Workshop Length: One Day.</li><li>✚ Workshop Time: 9:00 a.m. – 4:00 p.m.</li><li>✚ Methodology: Workshop consists of lecture/discussions, visual aids, individual and group activities.</li><li>✚ Participation: Highly interactive and limited to a maximum of 20 participants.</li></ul>
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<p><b>MASTERING THE ART OF LISTENING (How to Become an Equal Opportunity Listener)</b></p>	<p><b>Objective of the Workshop</b></p> <p>At the end of the workshop, participants will appreciate the critical importance that listening plays in the delivery of quality customer care.</p> <p><b>Target Audience</b></p> <p>Service providers and their supervisors.</p> <p><b>Duration</b></p> <p>Three hours.</p> <p>Time: 9:00 a.m. – 12:00 noon.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ The four essential listening tools.</li><li>✚ Types of listening:<ul style="list-style-type: none"><li>○ Active.</li><li>○ Inactive.</li><li>○ Selective.</li></ul></li></ul>
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	<ul style="list-style-type: none"><li>○ Reflective.</li><li>✚ Why listening to customers is so important.</li><li>✚ The benefits of quality listening.</li><li>✚ Why aren't we better listeners?</li><li>✚ The steps to active listening.</li><li>✚ Characteristics of a Good Listener:<ul style="list-style-type: none"><li>○ Empathy.</li><li>○ Understanding.</li><li>○ Patience.</li><li>○ Attentiveness.</li><li>○ Objectivity.</li></ul></li></ul>
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<b>TOTAL QUALITY FOCUS</b>	<p><b>Objectives of the Workshop</b></p> <p>At the end of the workshop, participants will:</p> <ul style="list-style-type: none"><li>✚ Understand the meaning of “Quality”.</li><li>✚ Understand the concept of “Total Quality”.</li><li>✚ Know the six elements of Total Quality Focus.</li><li>✚ Identify the obvious and less obvious costs of quality.</li><li>✚ Distinguishing between “necessary” costs of quality and “avoidable” costs of quality.</li></ul> <p><b>Target Audience</b></p> <p>Service providers and their supervisors.</p> <p><b>Duration</b></p> <p>Three hours.</p> <p>Time: 9:00 a.m. – 12:00 noon.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p> <p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p>
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	<p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ Three fundamental issues relating to the word “quality”.</li><li>✚ Definitional issues.</li><li>✚ Understanding the concept of “total quality”.</li><li>✚ The four-stage evolution toward total quality.</li><li>✚ The six elements of total quality focus.</li><li>✚ The cost of quality.</li></ul>
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<b>MASTERING THE ART OF PROBLEM-SOLVING</b>	<p><b>Objectives of the Workshop</b></p> <p>At the end of this workshop, participants will understand that the successful resolution of customer complaints to the customer satisfaction is critical to the long-term success of organizations. They will go back to the workplace knowing how to create a service recovery system; how to identify the six main roadblocks to service recovery; know the strategies for preventing dissatisfaction; know the 7-step procedure for handling customer complaints successfully; and know the three main outcomes of a service recovery system</p> <ul style="list-style-type: none"><li>○ Resolve problems effectively via the 7-step approach.</li><li>○ Learn from the recovery experience.</li><li>✚ Roadblocks to service recovery.</li><li>✚ Strategies for preventing dissatisfaction.</li></ul> <p><b>Target Audience</b></p> <p>Service providers and their supervisors.</p> <p><b>Duration</b></p> <p>Four hours.</p> <p>Time: 9:00 a.m. – 1:00 p.m.</p> <p><b>Methodology</b></p> <p>Workshop consists of lecture/discussions, visual aids, individual and group activities.</p>
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	<p><b>Participation</b></p> <p>Highly interactive and limited to a maximum of 20 participants.</p> <p><b>CONTENT DOMAIN</b></p> <ul style="list-style-type: none"><li>✚ Why do customers get upset?</li><li>✚ What is <b>service recovery</b>?</li><li>✚ Managing the service recovery effort.</li><li>✚ Creating a service recovery system:<ul style="list-style-type: none"><li>○ Identify service problems</li></ul></li></ul>
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## **SECTION F:**

### **PROGRAMS ACCREDITED BY**

### **CITY AND GUILDS OF LONDON INSTITUTE**

## **CSAJ PROGRAMS ACCREDITED BY CITY AND GUILDS OF LONDON INSTITUTE**

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Customer Service Academy of Jamaica Limited (CSAJ), the benchmark for customer service training in Jamaica and the Caribbean, is pleased to announce the accreditation of fourteen of its programs by The City and Guilds of London Institute, the world's largest and most recognized vocational accreditation body. Possession of any of these accredited programs opens many doors both domestically, regionally, and internationally. Below are the fourteen accredited programs:

<p><b>1. Certified Customer Service Professional (CCSP)</b></p> <p>The CCSP designation is open only to working professionals who interface with customers either face-to-face or over-the-phone.</p> <p>The four-step process to gaining a CCSP comprises a practical assessment, a 4-day review session, a 3-hour theory exam, and certification. Employees in the hospitality sector who are CARIBCERT graduates or who possess Skills Certificates awarded by the Educational Institute of the American Hotel and Lodging Association are exempt from the practical assessment.</p>	<p><b>2. Certified Customer Service Trainer (CCST)</b></p> <p>The CCST designation is open to trainers who specialize in soft skills training.</p> <p>Certification validates the knowledge, skills and expertise of practicing trainers.</p> <p>The four-step process to gaining a CCST comprises a 3-day review session, a 3-hour theory examination, a practical examination, and certification.</p>
<p><b>3. Certified Customer Service Supervisor (CCSS)</b></p> <p>The CCSS is open to working supervisors whose responsibility covers the supervision of the service encounter at the workplace.</p> <p>The four-step process to gaining a CCSS comprises a practical assessment, a 3-day review session, a 3-hour theory exam, and certification.</p>	<p><b>4. Certified Customer Service Manager (CCSM)</b></p> <p>The CCSM designation is open to middle managers whose responsibility covers the management of the service encounter at the workplace.</p> <p>The four-step process to gaining a CCSM comprises a practical assessment, a 3-day review session, a 3-hour theory exam, and certification.</p>

<p><b>5. Certified Customer Service Executive (CCSE)</b></p> <p>The CCSE designation is open to senior managers whose responsibility covers service quality leadership – promoting and embedding the service culture at the workplace.</p> <p>The four-step process to gaining a CCSE comprises a practical assessment, a 2-day review session, a 3-hour theory exam, and certification.</p>	<p><b>6. Certified Master Trainer (CMT)</b></p> <p>The CMT designation is open only to seasoned trainers in the soft skills.</p> <p>The four-step process to gaining a CMT comprises a 3-day review session, a 3-hour theory exam, a practical exam, and certification.</p>
<p><b>7. Certified First Line Manager (CFLM)</b></p> <p>The CFLM designation is open to supervisors who are desirous of gaining an internationally accredited designation that validates their status as effective supervisors.</p> <p>The four-step process to gaining a CFLM comprises a practical assessment, a 5-day review session, a 3-hour theory exam, and certification.</p>	<p><b>8. Certified Quality Advantage Trainer (CQAT)</b></p> <p>The CQAT designation is reserved for supervisors, managers and respected line staff who are selected by CSAJ's client organizations to become In-Company Trainers after CSAJ's flagship Quality Advantage Program has been implemented in the organization. These individuals typically go through a five-day Train-the-Trainer program to prepare them to conduct training for the client organization.</p> <p>The four-step process to gaining the CQAT comprises a 3-day review session, a 3-hour theory exam, a practical exam, and certification.</p>
<p><b>9. Certificate Program in Effective Supervision</b></p> <p>This 5-day, 30-hour program is designed to improve the skills of supervisors, thereby ensuring that they become world-class practitioners of their craft.</p> <p>A final 4-hour examination is required at the end of the program.</p>	<p><b>10. Certificate Program in Service Quality Leadership</b></p> <p>This is a 3-day, 18-hour program designed to provide managers with the strategies for promoting and embedding a service culture in their organizations, and strategies for supervising and managing the service encounter at the workplace.</p> <p>For those busy managers who find it difficult to attend three full-days, a two-day program plus a project to be handed in 30 days after the end of the workshop is available.</p> <p>A final 2-hour examination is mandatory.</p>

<p><b>11. Certificate Program in Service Quality Management</b></p> <p>This 3-day, 18-hour program is designed to improve the effectiveness of managers and supervisors who manage the service function at the workplace.</p> <p>A final 2-hour examination is mandatory.</p>	<p><b>12. Certificate Program in Principles and Practices of Training (Train-the-Trainer)</b></p> <p>This 5-day, 30-hour program is designed to hone the skills of trainers with a minimum of a year experience as part-time or full-time trainers in the public and private sectors.</p> <p>A final 4-hour examination is required at the end of the program.</p>
<p><b>13. Certificate Program in High Impact Leadership</b></p> <p>This 3-day, 18-hour program is designed to improve the leadership skills and competencies of managers that will ensure that they become more effective coaches, cheerleaders and nurturers of champions.</p> <p>A final 2-hour examination is required.</p>	<p><b>14. Certificate Program in Legendary Customer Care</b></p> <p>This is a 5-day, 30-hour program, culminating in a final 2-hour examination. It is open to working and non-working persons.</p>

In-company training is offered to organizations to enable the employees to access the certified programs.

**CUSTOMER SERVICE  
ACADEMY OF JAMAICA  
LIMITED**

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CERTIFIED CUSTOMER SERVICE  
PROFESSIONAL (CCSP)

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**CONTENT DOMAIN**



# **CERTIFIED CUSTOMER SERVICE PROFESSIONAL (CCSP)**

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## **MODULES:**

- I ... Principles of Quality Customer Care
- II ... Knowing the customer
- III ... Attitudes and Habits and their effects on service
- IV ... Dealing with difficult customers
- V ... Enhancing Customer Value
- VI ... Mastering the Art of Listening
- VII ... Projecting a Professional Image
- VIII ... Projecting Professionalism on the Phone
- IX ... The Professional as a Team Player
- X ... The Issues of Reliability
- XI ... Building Customer Loyalty
- XII ... A closer look at Customer Relationship Management (CRM)
- XIII ... Enhancing the Brand
- XIV ... Best Practices in Customer Care

## **PROGRAM OBJECTIVES**

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The Certified Customer Service Professional is designed to prepare persons to become specialists in their craft. The CCSP offers candidates the opportunity to study for an accredited programme that recognizes not only the growing importance of the service sector, but also the key role played by customer satisfaction in the building and maintenance of lasting commercial relations.

### **Program Overview:**

The CCSP focuses on the role customer service plays in today's business environment. This (24-hour) programme is targeted at line employees, supervisors and managers in the public and private sector who interface with the customer.

### **Learning Outcomes:**

Upon successful completion of this program, participants will be able to:

- ✱ Identify the principles of quality customer care
- ✱ Identify the differences between customers' needs, wants and desires
- ✱ Explain how attitudes and habits effect service
- ✱ Demonstrate the art of dealing with difficult customers
- ✱ Identify what adds value to the customer's experience
- ✱ Discuss the importance of listening to the customer
- ✱ Explain the importance of projecting a professional image
- ✱ Recognize the importance of projecting professionalism on the telephone
- ✱ Discuss the importance of building winning relationships at work through teamwork
- ✱ Explain the importance of building customer loyalty

## **MODULE I: PRINCIPLES OF QUALITY CUSTOMER CARE**

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- ✱ The distinguishing features of a good service organization
- ✱ Customer expectations and service delivery
- ✱ Traditional customer service versus quality customer service
- ✱ Other definitions of customer service
- ✱ The characteristics of training
- ✱ Descriptors of effective customer service
- ✱ Customer perception and its management
- ✱ The three phases of a customer's experience with an organization
- ✱ Why invest in customer service?
- ✱ Why the need for a customer service culture?
- ✱ Harvard Business School study on the benefits of customer service
- ✱ The primacy of the customer
- ✱ What is customer satisfaction?
- ✱ The benefits of customer satisfaction
- ✱ The results of total customer focus
- ✱ The four models of service

## **MODULE II: KNOWING THE CUSTOMER**

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- ✱ What do customers really want?
- ✱ The eight fundamental needs of the customer
- ✱ The Four "As" of Caring
- ✱ The Principles of Hospitality
- ✱ Baber's Rules of Customer Service
- ✱ What do customers consider as good service?
- ✱ Determining customer requirements
- ✱ The distinguishing features of a "Customer First" philosophy practiced by a service provider
- ✱ The characteristic features of a Customer Service Activist
- ✱ Customer Contact Techniques

## **MODULE III: ATTITUDES AND HABITS AND THEIR EFFECTS ON SERVICE**

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- ✳ 'Attitude' by Charles Swindoll
- ✳ Definitional issues
- ✳ Two extreme types of attitudes and the types of behaviour which will result from them
- ✳ Why is your attitude so important?
- ✳ Why send a positive attitude?
- ✳ The signs of a good attitude
- ✳ The signs of a bad attitude
- ✳ The four components of non-verbal communication

## **MODULE IV: DEALING WITH DIFFICULT CUSTOMERS**

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- ✳ The four characteristics of customer complaints
- ✳ Why do customers complain?
- ✳ A conceptual framework of service recovery and fallout
- ✳ The Seven-Step Approach to Solving Customer Complaints Successfully
- ✳ The four types of difficult customers: Distracted, Whining, Disappointed, Disgusted
- ✳ Strategies for dealing with the four difficult customer types

## **MODULE V: ENHANCING CUSTOMER VALUE**

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- ✳ The Customer Value Triad
- ✳ Value for Money and Customer Perception
- ✳ The recipe for success in any business
- ✳ Managing the relationship with your customer: the 3-step process
- ✳ Managing customer behaviour
- ✳ Managing customer expectations
- ✳ Managing customer perceptions

## **MODULE VI: MASTERING THE ART OF LISTENING**

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- ✿ The four essential listening tools
- ✿ Hearing Vs. Listening
- ✿ Types of listening
- ✿ Listening with purpose
- ✿ Why aren't we better listeners?
- ✿ Why is listening to customers so important?
- ✿ The benefits of quality listening

## **MODULE VII: PROJECTING A PROFESSIONAL IMAGE**

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- ✿ The three components of professionalism
- ✿ Projecting a professional image
- ✿ Five key commitments for a Customer Service Representative

## **MODULE VIII: PROJECTING PROFESSIONALISM ON THE PHONE**

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- ✿ How people receive messages from other people
- ✿ The telephone and organizational success
- ✿ Six points critical to common telephone courtesy
- ✿ The importance of Telephone CSRs

## **MODULE IX: THE PROFESSIONAL AS A TEAM PLAYER**

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- ✳ Building a team at the workplace
- ✳ The importance of being a team player
- ✳ The six components of great teamwork

## **MODULE X: THE ISSUE OF RELIABILITY**

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- ✳ Definitional issues
- ✳ The three sources of service promises:
  - Personal promises
  - Organizational promises
  - Expected promises

## **MODULE XI: BUILDING CUSTOMER LOYALTY**

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- ✳ What's happening on the customer service front?
- ✳ Customer Satisfaction Studies
- ✳ The outcomes of customer satisfaction
- ✳ The customer as an appreciating asset
- ✳ Why customer retention is important
- ✳ The lifetime value of a customer
- ✳ What is **customer loyalty**?
- ✳ The four key phases to customer loyalty – cognitive, affective, conative, and action
- ✳ Ways to assess loyalty
- ✳ Identifying loyalty
- ✳ How to develop loyalty strategies
- ✳ The Customer Loyalty ladder
- ✳ The 8 Ps of Customer Service
- ✳ The 8 Ps to creating a customer centric organization

## **MODULE XII: A CLOSER LOOK AT CUSTOMER RELATIONSHIP MANAGEMENT (CRM)**

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- ✳ Definition of CRM
- ✳ Teaming up with customers:
  - Positioning
  - Differentiation
  - Relationship Selling
  - Partnering for Profit
  - Consultative Selling

## **MODULE XIII: ENHANCING THE BRAND**

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- ✳ Definitional issues
- ✳ Creating and maintaining demand for the brand
- ✳ The key elements affecting a brand's perception:
  - Appearance
  - Attitude
  - Service
  - Product Knowledge

## **MODULE XIV: BEST PRACTICES IN CUSTOMER SERVICE**

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- ✳ Sample best practice companies
- ✳ Holy Cross Hospital, Chicago
- ✳ The Ritz-Carlton Hotel
- ✳ Johnson and Johnson
- ✳ United States Automobile Association (USAA)
- ✳ The Disney Company
- ✳ The New Pig Corporation
- ✳ Stew Leonard's Grocery Store
- ✳ What separates these companies from the rest?
- ✳ Why does it make sense for all companies to embrace service excellence?

# **CUSTOMER SERVICE ACADEMY OF JAMAICA LIMITED**

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## CERTIFIED CUSTOMER SERVICE TRAINER (CCST)

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### **CONTENT DOMAIN**



# **PROGRAM OBJECTIVES**

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This program will ensure that candidates attain an increased level of competence in delivering effective training. The program will enhance candidates' ability to plan, develop, implement and evaluate training programs; prepare training budgets; conduct training needs assessment; design instructional materials using learning and instructional theory to ensure quality instruction; use training tools such as openers, ice breakers, exercises/activities, games and support media to enhance learning; increase their knowledge of the training of line employees; enhance their knowledge of the role of motivation; and understanding their role as manager of the classroom.

## CONTENT DOMAIN

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### 1. Definitional Issues:

- ✚ What is **Training**?
- ✚ What is **Learning**?

### 2. The Costs and Benefits of Training:

- ✚ The Costs of Training.
- ✚ The Four Major Types of Training Costs.
- ✚ The Benefits of Training.
- ✚ Cost-Benefit Analysis.
- ✚ Rate of Return on Investment (ROI).
- ✚ The True Costs of Not Training

### 3. Understanding How Adults Learn

- ✚ The Concept of WIIFM.
- ✚ Pedagogy versus Andragogy.
- ✚ The twelve adult learning principles to guide effective training design and delivery.
- ✚ Learning Styles: Visual, Auditory, Kinesthetic.
- ✚ The Influence of Learning Styles and what it means for Trainers.
- ✚ The Way We Learn New Skills.
- ✚ The factors affecting the learning process.
- ✚ Instructional Techniques that facilitate Adult Learning.
- ✚ The Learning Cycle.

**4. An Approach to Systematic Training:**

- ✚ The Training Cycle: The PIE Approach – Planning, Implementation, Evaluation.
- ✚ The Training Cycle: The Four-Step Approach – Identify Training Needs, Plan the Training, Conduct the Training, and Evaluate the Training.

**5. Making Training Interactive:**

- ✚ Four Interactive Techniques: Role-Playing, Brainstorming, Case Studies, Group Activities.

**6. Trainer Attributes:**

- ✚ The Ten Qualities of Poor Trainers.
- ✚ The Ten Qualities of Excellent Trainers.
- ✚ Effective Trainer Characteristics.
- ✚ Skills needed to Effectively Deliver Learning.

**7. Group Training Issues:**

- ✚ Roles Played by Trainees.
- ✚ Tips for dealing with difficult participants.
- ✚ Room Set-Up: The Impact of Seating Arrangements on the Learning Climate.

**8. The Group Training Process from the Trainee's Perspective:**

- ✚ The Five Stages: Forming, Storming, Norming, Performing, Adjourning.

**9. The Use of Visual Aids:**

- ✚ Guidelines for preparing Visual Aids.
- ✚ Why use Visual Aids?

- ✚ Types of Visual Aids: Flipcharts, Overhead Transparencies, Handouts, PowerPoint Slides.

#### **10. The Trainer as Communicator:**

- ✚ The communication equation.
- ✚ The elements of visual communication.
- ✚ Guidelines to make your verbal communication more effective.
- ✚ Listening.
- ✚ Active Listening Skills.
- ✚ How to Obtain Feedback.
- ✚ Barriers to Communication.
- ✚ Roadblocks to Communication.

#### **11. The Role of the Trainer as a Motivator and a Manager:**

- ✚ The Trainer as motivator.
- ✚ The Trainer as Manager.
- ✚ The Four Functions of Management.

#### **12. Other Issues Facing the Trainer:**

- ✚ Training Issues of the 21<sup>st</sup> Century.
- ✚ Establishing a Training Culture in an Organization.
- ✚ Seeking Management Support for the Training.
- ✚ Making Training Stick.
- ✚ Common Training Mistakes.

# **CUSTOMER SERVICE ACADEMY OF JAMAICA LIMITED**

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## CERTIFIED CUSTOMER SERVICE SUPERVISOR (CCSS)

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### **CONTENT DOMAIN**

# **CERTIFIED CUSTOMER SERVICE SUPERVISOR (CCSS)**

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The CCSS certification program is designed to enhance participants' understanding of the crucial role they must play in supervising the service encounter at the workplace.

Upon successful completion of this program, participants will be able to:

- ✿ embrace a leadership strategy that will lead to development of trusting relationships between supervisors and their direct reports.
- ✿ embrace an employee relationship management strategy that focuses on team building, delegation, empowerment, orientation, coaching, counseling, motivation, and recognition and motivation.
- ✿ understand their role in developing service standards for their direct reports.
- ✿ embrace a customer strategy that will ensure that they, as supervisors, fully understand the strategies that they will need to embrace for promoting and embedding a customer service culture in their organization, and the strategies for supervising the service encounter.

## CONTENT DOMAIN

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### 1. The Supervisor as Leader:

- ✚ What is leadership?
- ✚ Are you a leader because you are a supervisor?
- ✚ Characteristics of successful leaders.
- ✚ The role of leaders.
- ✚ Building trust.
- ✚ Charismatic leadership.
- ✚ Leadership behaviour and styles.
- ✚ Adapting your style of leadership.

### 2. The Supervisor as Team Leader:

- ✚ What is a team?
- ✚ How to bring about team behaviour in a service organization.
- ✚ Team challenges for supervisors.

### 3. The Supervisor as Coach:

- ✚ What is coaching?
- ✚ Benefits of coaching to the employee and the supervisor.
- ✚ Tips for coaching employees.
- ✚ Developing your coaching skills.

### 4. The Supervisor as Motivator:

- ✚ What is motivation?

- ✚ Energizing today's employees.
- ✚ The five basic needs of people.
- ✚ Ten great ways to motivate employees.
- ✚ How to keep motivation high.
- ✚ Soliciting suggestions from employees.
- ✚ The supervisor's tips on motivation.

**5. The Supervisor as Climate Builder:**

- ✚ The five foundations of successful supervision.

**6. The Supervisor as Empowerer:**

- ✚ The Production-Line approach to service.
- ✚ The Empowerment Approach.
- ✚ What is Empowerment?
- ✚ The Why, How and When to Empower Service Employees.
- ✚ The costs of empowerment.
- ✚ The three levels of empowerment.

**7. The Supervisor as Communicator:**

- ✚ The role of listening and communicating.
- ✚ Strategies for communicating with your staff.
- ✚ Len Sandler's ten commandments of communication.
- ✚ Active listening.



## **8. The Use of Recognition and Rewards: The Role of the Supervisor:**

- ✚ What are recognition programs?
- ✚ Why do recognition programs work?
- ✚ When do recognition programs work?
- ✚ When do recognition programs not work?

## **9. The Supervisor's Role in Developing Service Standards:**

- ✚ What are service standards?
- ✚ Why service standards are important.
- ✚ Criteria for effective standards.
- ✚ Types of standards.
- ✚ The four-step approach to writing service standards.
- ✚ Defining systems required.
- ✚ Implementing service standards.

## **10. Strategies for Promoting and Embedding a Service Culture at the Workplace:**

- ✚ What is quality?
- ✚ Steps to becoming a customer- and market-driven organization.
- ✚ Focus elements of a customer- and market-driven organization.
- ✚ Strategies for creating a customer service culture.
- ✚ The Sandals Case Study.

## **11. Managing the Service Function at the Workplace:**

### A Model of Customer-Employee Interaction:

- Customer Behaviour.
- Customer Expectations.
- Customer Perception.
- Employee Expectations.
- Employee Characteristics.
- Employee Behaviour.

### The Supervisor as Coach, Cheerleader and Nurturer of Champions.

## **12. Keeping the Vision Alive – The Role of the Supervisor:**

### The Service Triangle.

### Creating Value for the Customer.

# **CUSTOMER SERVICE ACADEMY OF JAMAICA LIMITED**

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## CERTIFIED CUSTOMER SERVICE MANAGER (CCSM)

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### **CONTENT DOMAIN**

# **CERTIFIED CUSTOMER SERVICE MANAGER (CCSM)**

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The CCSM certification program is designed to enhance participants' understanding of the crucial role they must play in managing the service encounter at the workplace.

Upon successful completion of this program, participants will be able to:

- ✦ embrace a leadership strategy that will lead to development of trusting relationships between management and staff.
- ✦ embrace an employee relationship management strategy that focuses on team building, delegation, empowerment, orientation, coaching, counseling, motivation, and recognition and motivation.
- ✦ embrace a customer strategy that will ensure that they, as managers, fully understand the strategies that they will need to embrace for promoting and embedding a customer service culture in their organization, and the strategies for managing the service encounter.

## CONTENT DOMAIN

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### **Section A: Leadership Strategy**

- ✳ The Nature of Leadership
- ✳ What to do in your role as leader
- ✳ The Leadership Qualities of the Manager
- ✳ Position Power vs. Personal Power
- ✳ Strategies for building Expert Power
- ✳ The Manager as Leader
- ✳ Common mistakes made by managers
- ✳ Tips for providing a great workplace
- ✳ How to keep your employees motivated
- ✳ Communicating with your employees
- ✳ Management behaviour in a well-run organization
- ✳ Assessing the culture of your organization

### **Section B: Employee Strategy**

- ✳ Strategies for developing an Employee Relationship Management (ERM) program
- ✳ The manager's thirteen principles for managing employees
- ✳ The Leader as delegator
- ✳ The elements of an empowered team
- ✳ The manager's role in employee development
- ✳ The Teamwork Formula
- ✳ Team Building

- ✳ The manager's checklist for building teamwork in your organization
- ✳ The manager's personal checklist for increasing productivity and fostering trust and loyalty
- ✳ The qualities of a dream team
- ✳ Factors which measure the organizational climate of an enterprise
- ✳ The use of Recognition and Rewards: The Role of the Manager
- ✳ The eight-step approach to developing a formal reward and recognition program
- ✳ How to develop seven unbeatable cultures in your organization

### **Section C: Customer Strategy**

- ✳ The urgent need for service quality leadership
- ✳ The role of the CEO and the senior management team in promoting and maintaining the service culture in an organization
- ✳ How to build a customer-focused organization the Ken Blanchard Way
- ✳ Why it makes sense to develop and embrace a customer strategy
- ✳ Determining customer requirements
- ✳ Benchmarking best practices – a look at seven case studies
- ✳ The manager's role in enhancing the brand
- ✳ Identifying and resolving service problems in the organization
- ✳ Learning from the recovery experience
- ✳ Loyalty building strategies by customer stage
- ✳ Characteristics of service leaders
- ✳ Strategies for promoting and embedding a customer service culture in your organization
- ✳ Strategies for managing the service encounter in the organization

# **CUSTOMER SERVICE ACADEMY OF JAMAICA LIMITED**

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CERTIFIED CUSTOMER  
SERVICE EXECUTIVE  
(CCSE)

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**CONTENT DOMAIN**

# CERTIFIED CUSTOMER SERVICE EXECUTIVE (CCSE)

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The CCSE certification program is designed to enhance participants' awareness of the crucial role they play in creating a culture of service in their organizations.

Upon successful completion of this program, participants will be able to:



- ✚ Identify the characteristics that separate **true** leaders from **mere** managers.
- ✚ Commit to creating a culture of leadership in their organizations after being exposed to what leaders in General Electric, Johnson and Johnson, 3M, and Hewlett-Packard are doing.
- ✚ Identify Warren Bennis' ten principles common to great teams.
- ✚ Identify the nine strategies for enhancing quality leadership at the workplace.
- ✚ Identify the five elements of a total quality culture.
- ✚ Identify eight practices of High Performance Organizations (HPOs).
- ✚ Describe the process model for creating a Customer Satisfaction System (SSS) in an organization.
- ✚ Use Michael Porter's Value Chain Analysis to determine the things that really matter to customers.
- ✚ Identify the six fundamental characteristics of competitive advantage.
- ✚ Embrace the strategies for developing a Customer Relationship Management Program.
- ✚ Identify John Kotter's eight processes to initiate a movement for change in an organization.
- ✚ Embrace the strategies for maximizing personal value and happiness.
- ✚ Identify the components of a Memorandum of Understanding for Employee Satisfaction.



### **What Leaders Really Do:**

-  Some common definitions of leadership.
-  Setting a Direction:
  - Lou Gerstner (American Express)
-  Aligning People:
  - Chuck Trowbridge and Bob Crandall (Eastman Kodak)
-  Motivating People:
  - Richard Nicholasi (Proctor and Gamble)
-  Creating a Culture of Leadership:
  - General Electric.
  - Johnson and Johnson.
  - 3M.
  - Hewlett-Packard.

### **The Leader's Role in Creating a Great Team:**

-  “Behind every Great Leader is a Great Team.” (Adapted from Warren Bennis)
-  Warren Bennis' ten principles common to Great Teams:
  - A shared vision.
  - Managing conflicts by abandoning individual egos to the pursuit of the dream.
  - Protection from corporate interferers.
  - Having a real or invented enemy.
  - Viewing themselves as winning underdogs.
  - Paying a personal price.
  - Great teams make strong leaders.

- Great teams are the product of meticulous recruiting.

 New Rules for Leaders:


- Providing direction and meaning.
- Generating and sustaining trust.
- Displaying a bias toward action, risk taking, and curiosity.
- Are purveyors of hope.


 **A Look at Quality Leadership:**


 The need for clear, consistent leadership to aid the quality effort.


 Leadership linked to quality strategy.

 Focus.

 Measures and Rewards.

 Poise and Confidence.


 Integrity and Trust.


 Communicating the Message.


 Energy and Enthusiasm.

 Vision.

 **Taking a New Approach to Quality:**

 What is Quality?

 The Quality Advantage.

 Five elements of a total quality culture.

 Focus elements of a customer- and market-driven enterprise.

**✿ Establishing the Service Profit Chain in Your Organization:**

- ✚ Profit and Growth.
- ✚ Customer Satisfaction.
- ✚ External Service Value.
- ✚ Employee Productivity.
- ✚ Employee Loyalty.
- ✚ Employee Satisfaction.
- ✚ Internal Service Quality.
- ✚ Leadership.
- ✚ Developing a Service-Profit Chain Audit.

**✿ The Practices of High-Performance Organizations:**

- ✚ Training and continuous learning.
- ✚ Information sharing.
- ✚ Employee participation.
- ✚ Organizational structure.
- ✚ Employee Relationship Management.
- ✚ Reward and Recognition.
- ✚ Employment security.
- ✚ Supportive work environment.

**✿ A Process Model for Creating a Customer Satisfaction System (CSS) in an Organization:**

- ✚ Strategy and Planning.
- ✚ Development of Measurement and Evaluation tools for External and Internal Customers.
- ✚ Development of Customer Satisfaction Standards and Service Level Agreements.

- ✚ Development of an HR Excellence Program: Best Practices in Hiring, Training, Participation, Empowerment, Best Practices in Retention Strategies, Motivation, Other HR Strategies.

- ✚ Strategies for Promoting and Embedding a Service Culture in the organization:

- A look at some best practices in customer service.
- The crucial role of executive commitment.
- Culture, Communication, Accountability.
- The Power of MBWA.
- Coaching, Counseling, Confronting.

- ✚ **Using Michael Porter's Value Chain Analysis to Determine the things that really matter to Customers:**

- ✚ Definitional issues.

- ✚ Why use the tool?

- ✚ How to use the tool.

- ✚ An example of Value Chain Analysis in action.

- ✚ **The Customer Service Executive's Role in Maintaining the Organization's Competitive Advantage:**

- ✚ Definitional issues.

- ✚ The six fundamental characteristics of competitive advantage.

- ✚ Strategies for developing a Customer Relationship Management (CRM) Program:

- Positioning.
- Differentiation.
- Relationship Selling.
- Partnering for Profit.

- Consultative Selling.

- ✚ Improving Customer Relationship Management.

- ✚ Examples of Customer Relationship Management.

- ✚ A CRM Program: Case Study of Nordstrom.

### ✚ **Customer Visits:**

- ✚ The contribution of customer visits to a market focus:

- market orientation and financial performance.
- market focus and quality.
- promise of customer visits.
- why personal visits
- why visits by cross-functional teams

- ✚ The customer visit in practice. Some examples:

- Hewlett-Packard.
- IBM.
- Milliken.
- DuPont.
- Sun Microsystems.
- Apple Computer.

- ✚ A typology of customer visits:

- Outbound Ad Hoc Visits.
- Inbound Ad Hoc Visits.
- Hybrid and Emerging Visit Types.

- ✚ Planning a Program of Visits.

- ✚ Selecting Customers to Visit.
- ✚ Preparing a Discussion Guide and Constructing Good Questions.
- ✚ Conducting the Visits.
- ✚ Completing the Visit Program.

✚ **Change Leadership and the Customer Service Executive:**

- ✚ Using John Kotter's eight-stage process to initiate a movement for change in an organization.
  1. Establishing a sense of urgency.
  2. Creating a guiding coalition.
  3. Developing a vision and strategy.
  4. Communicating the change vision.
  5. Empowering broad-based action.
  6. Generating short-term wins.
  7. Consolidating gains and produce more change.
  8. Anchoring new approaches in the culture.

✚ **Value-Driven Management and Personal Happiness:**

- ✚ The changing nature at the workplace and workforce.
- ✚ The death of lifetime employment and the birth of a new workplace relationship.
- ✚ Strategies for maximizing personal value and happiness at the workplace.
- ✚ The move from single-skill to multi-skill.
- ✚ A Memorandum of Understanding for Maximum Internal Customer Satisfaction.

**🌟 How to Prepare a Customer Service Strategy Document:**

- 🌟 Executive Summary.
- 🌟 The role of customer service at your place.
- 🌟 Your customers and what they want.
- 🌟 Your customer service commitment.
- 🌟 Your current performance.
- 🌟 Strategic objectives for the period.
- 🌟 Key indicators and targets.
- 🌟 Monitoring and Communication Strategy.
- 🌟 Resources.

# **CUSTOMER SERVICE ACADEMY OF JAMAICA LIMITED**

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## CERTIFIED FIRST LINE MANAGER (CFLM)

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### **CONTENT DOMAIN**



# **CERTIFIED FIRST LINE MANAGER (CFLM)**

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## **MODULES**

- I ... Understanding Your Job As A Supervisor
- II ... Understand Your Job As A Leader
- III (a) ... The Supervisor As Mentor
- III (b) ... The Supervisor As Mentor
- IV ... The Supervisor As Facilitator
- V ... The Supervisor As Monitor
- VI ... The Supervisor As Motivator
- VII ... The Supervisor As Climate Builder
- VIII ... Selecting and Training Employees
- IX ... The Supervisor's Role As A Customer Service Expert
- X ... Managing Stress And Time

## PROGRAM OBJECTIVES

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This overwhelming objective of the program is to provide participants with an in-depth look at the foundations for effective supervision. This involves consideration of a number of important topics including the nature and purpose of the supervisor's job, how to communicate effectively with subordinates and superiors, a fundamental understanding of human behaviour, and the making of effective decisions.

**Module One** defines the term **supervision** and discusses the nature of the supervisor's job. It relates how managers viewed workers during the classical management era and how this view changed in the human relations and human resources eras. The module describes the three skills all supervisors need. Candidates will be able to identify and describe the five functions of supervision.

**Module Two** provides candidates with several definitions of leadership, identifies the qualities of an effective leader. It describes the five basic types of power held by supervisors. Candidates are able to compare and contrast Theory X assumptions and Theory Y assumptions. The leadership styles of supervisors are identified and described; and candidates are exposed to new trends in leadership theory.

**Module Three (A)**'s objective is to provide candidates with information as to what makes a successful supervisor, and what makes line people tick. At the end of the module, candidates will be able to define **communication**; describe the nature and importance of downward, upward, horizontal, and diagonal communication. They will be able to identify communication barriers such as semantics, load, and distortion, and discuss how to deal with them. They will embrace strategies for becoming more effective listeners.

Finally, candidates will be able to describe the four major areas of nonverbal communications and explain how supervisors can become more effective in each area.

**Module Three (B)** looks at the supervisor's role in setting clear standards. Candidates will appreciate the importance of their role as coach, cheerleader and nurturer of champions.

**Module Four** explores how supervisors can create a winning team. Candidates will be able to identify the benefits of team building. They will also be able to describe the decision-making process; explain how the decision-making process is modified by satisfying behaviour; identify the four primary decision-making styles used by supervisors; and examine group decision-making strategies including the use of brainstorming, the Delphi technique, and the nominal grouping technique. Candidates will be able to identify the causes of conflict at the workplace and the steps to resolving them. They will know how to manage interpersonal conflict.

**Module Five** provides candidates with strategies for performing effective performance appraisals. They will know how to measure job performance correctly; identify the five performance grades; and appreciate the value of performance appraisals.

**Module Six** explains motivation in terms of need fulfillment; describes Maslow's needs hierarchy and relates how an organization can satisfy these needs; discusses what employees want from their jobs; examines motivation in terms of expectations; and sets forth motivational strategies in terms of reinforcement, job re-design and goal-setting.

**Module Seven** provides candidates with tips on how to create a positive organizational climate that will make people want to get out of bed in the morning, come to work on time, and do the work right first time. The impact of a supervisor's self-image on employees' self-image is discussed. Empowerment and delegation are given focused attention.

**Module Eight** provides candidates with solid reasons for involving supervisors in the human resources and training function. Selection and orientation are stressed; as well as the benefits of training and the supervisor's role in establishing a training culture at the workplace.

**Module Nine** provides candidates with exposure to the fundamental principles of exceptional customer service; and their role in promoting a service culture at the workplace.

**Module Ten** exposes candidates to strategies for managing stress and time. They will identify the most common causes of stress; understand the consequences of stress; understand the techniques for managing both personal and organizational stress; and investigate techniques of managing time effectively.

## **MODULE ONE: UNDERSTANDING YOUR JOB AS A SUPERVISOR**

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### **✚ What is supervision?**

- ✚ The five foundations of successful supervision

### **✚ An historical overview:**

- ✚ The Classical Management Era
- ✚ The Human Relations Era
- ✚ The Human Resources Era

### **✚ What do supervisors do?**

- ✚ Defining the Supervisor's Key Results Areas
- ✚ Supervisory Skills: Technical, Human Relations, Conceptual
- ✚ Management Functions: Planning, Organizing, Directing, Coordinating, Controlling
- ✚ Supervisory Responsibilities

### **✚ End of Module Assessment**

## **MODULE TWO: UNDERSTANDING YOUR JOB AS A LEADER**

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### **✚ The Qualities of an Effective Leader**

- ✚ Strategic Leadership
- ✚ Inspirational Leadership
- ✚ Performance Leadership
- ✚ Character Leadership

### **✚ The five basic types of Power held by Supervisors**

### **✚ The Leadership Styles of Supervisors**

### **✚ New trends in leadership theory**

### **✚ End of Module Assessment**

## **MODULE THREE (A): THE SUPERVISOR AS MENTOR**

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### **✚ Understanding Self and Others:**

- ✚ Profile of the successful Supervisor
- ✚ Profile of the Line Worker
- ✚ Developing a personal inventory of your strengths

### **✚ Communicating Effectively:**

- ✚ What is Communication?
- ✚ Types of Supervisory Communication
- ✚ Informal Communication
- ✚ Formal Communications Programs and Feedback Mechanisms for Employees
- ✚ Communication Barriers

### **✚ Effective Listening:**

- ✚ The four essential listening tools
- ✚ Hearing versus Listening
- ✚ Types of Listening
- ✚ Listening with Purpose
- ✚ The Benefits of Quality Listening
- ✚ The Supervisor's Tips For Listening

### **✚ Nonverbal Communication:**

- ✚ Appearance
- ✚ Body Language
- ✚ Territorial Space
- ✚ Handshake

### **✚ End of Module Assessment**

## **MODULE THREE (B): THE SUPERVISOR AS MENTOR**

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### **✚ The Supervisor's role in setting clear standards**

### **✚ The Supervisor as Coach, Cheerleader and Nurturer of Champions:**

- ✚ What is coaching?
- ✚ Who is a coach?
- ✚ Who should be coached?

- ✚ **The purpose of Coaching**
- ✚ **When should coaching take place?**
- ✚ **The essential characteristics of a coach**
- ✚ **Key principles for interacting during coaching**
- ✚ **End of Module Assessment**

## **MODULE FOUR: THE SUPERVISOR AS FACILITATOR**

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- ✚ **Building Teams:**
  - ✚ Creating a winning team: ways to nurture your team
- ✚ **How a supervisor can improve the esprit de corps in his/her department**
- ✚ **Guaranteeing internal customer satisfaction**
- ✚ **Benefits of team building**
- ✚ **Identifying Problems and Making Decisions:**
  - ✚ Types of Decisions
  - ✚ Conditions for Decision Making
  - ✚ Identifying Problems
  - ✚ How Decisions Are Made
  - ✚ Decision Making Styles
  - ✚ Group Decision Making
- ✚ **Managing Conflict:**
  - ✚ Definition of conflict
  - ✚ Causes of conflict
  - ✚ Defining the conflict
  - ✚ How conflict escalates
  - ✚ Steps to resolving conflicts
  - ✚ Confronting team members in conflict
  - ✚ Managing interpersonal conflict
  - ✚ Common barriers to conflict resolution
- ✚ **End of Module Assessment**

## **MODULE FIVE: THE SUPERVISOR AS MONITOR**

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### **✚ Providing Effective Performance Appraisal:**

- ✚ Definition of Performance Appraisal
- ✚ The Uses of Performance Appraisal
- ✚ Steps in Employee Appraisals
- ✚ Measuring Job Performance Correctly
- ✚ The Five Performance Grades
- ✚ Ground Rules in Employee Appraisal
- ✚ The Value of Performance Appraisals

### **✚ End of Module Assessment**

## **MODULE SIX: THE SUPERVISOR AS MOTIVATOR**

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### **✚ What is Motivation?**

### **✚ What Employees Need:**

- ✚ Maslow
- ✚ Herzberg
- ✚ Vroom

### **✚ Motivational Strategies:**

- ✚ Reinforcement Theory
- ✚ Job Redesign
- ✚ Goal Setting

### **✚ Five irreplaceable foundations for keeping employees motivated**

### **✚ Other ways to keep motivation high**

### **✚ The Supervisor's Tips on Motivation**

### **✚ End of Module Assessment**

## **MODULE SEVEN: THE SUPERVISOR AS CLIMATE BUILDER**

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- ✚ **Creating a great place to work: the importance of attitude**
- ✚ **Tips to help you make each day a positive day**
- ✚ **The impact of a Supervisor's Self-image on the Employee's Self-image**
- ✚ **Typical behaviour of a Supervisor with a Negative Self-image**
- ✚ **The causes of a poor Self-image**
- ✚ **The sources of the Self-image**
- ✚ **Three Methods for Improving Our Self-image**
- ✚ **How do supervisors influence the Self-image of their subordinates?**
- ✚ **Building Peak Performers**
- ✚ **Tips for Providing a Great Workplace**
- ✚ **Creating Significant Emotional Events for Employees**
- ✚ **The Core of an Energized Workforce**
- ✚ **Empowerment:**
  - ✚ What is empowerment?
  - ✚ The Empowerment Model
  - ✚ Steps to Effective Empowerment
  - ✚ How to empower your employees
- ✚ **The Supervisor as Delegator:**
  - ✚ What is delegation?
  - ✚ Why some supervisors are reluctant to delegate
  - ✚ Why some subordinates are resistant to delegation
  - ✚ How to delegate effectively
  - ✚ Benefits of delegating
- ✚ **End of Module Assessment**



## **MODULE EIGHT: SELECTING AND TRAINING EMPLOYEES**

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- ✚ **Human Resources and Operating Department Roles**
- ✚ **Selection Interviews: purposes of the interview; conducting the interview**
- ✚ **Orientation: objectives, benefits, conducting orientation**
- ✚ **Training; benefits, the training cycle**
- ✚ **The supervisor's role in establishing a training culture in the organization**
- ✚ **The supervisor's role in seeking management support for training**
- ✚ **End of Module Assessment**

## **MODULE NINE: THE SUPERVISOR'S ROLE AS A CUSTOMER SERVICE EXPERT**











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- ✚ **The Principles of Good Customer Service Practice**
- ✚ **Understanding Service**
- ✚ **Characteristics of Service**
- ✚ **The Service Pyramid**
- ✚ **The Dimensions of Service Quality**
- ✚ **The Benefits of a Service Culture**
- ✚ **Guidelines for the Market-Driven Supervisor**
- ✚ **End of Module Assessment**

## **MODULE TEN: MANAGING STRESS AND TIME**

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### **(A) MANAGING STRESS:**

-  **The physical nature of stress**
-  **Causes of Stress: job-related stress**
-  **Consequences of Stress**
-  **Stress Management Techniques:**
  -  Personal stress management
  -  Organizational stress management
-  **Managing Time:**
  -  How to plan your time
  -  Time wasters and what to do about them
-  **End of Module Assessment**

# **CUSTOMER SERVICE ACADEMY OF JAMAICA LIMITED**

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## **CERTIFIED MASTER TRAINER (CMT)**

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### **CONTENT DOMAIN**

## **CERTIFIED MASTER TRAINER (CMT)**

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The CMT certification program is designed to enhance participants' awareness of their role in the development of **all** categories of staff in an organization – line, supervisors, managers, senior managers, and executives.

Upon successful completion of this program, they will:

- ✚ Have a renewed understanding of the principles and practices of training.
- ✚ Embrace the strategies that will enhance their personal brand as a Master Trainer.
- ✚ Understand the factors impacting the growth of Web-Based Training and its impact on learners and their organizations.
- ✚ Have an enhanced awareness of Lifelong Learning, and its impact and the role that Master Trainers ought to play in it.
- ✚ Have an enhanced awareness of organizational learning and the learning organization, and the role that the Master Trainer should play in its development and implementation.
- ✚ Have a heightened awareness of the impact of learning on corporate competitiveness.
- ✚ Understand what Action Learning is, and how to develop and implement a program of Action Learning in an organization.
- ✚ Understand the Master Trainer's role as a People Development Specialist.
- ✚ Have a heightened awareness of trends in the Training Profession.

## CONTENT DOMAIN

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### 🌟 **An Overview of the Principles and Practices of Training:**

#### 📌 Foundations for Effective Training:

- training philosophies.
- personal preferences.
- principles of effective training.

#### 📌 Effective Trainer Attributes:

- recognizing attributes as viewed by trainer and trainee.
- distinctions between attributes that influence trainee perceptions and trainee learning.
- attributes of effective trainers.
- the leadership qualities of the effective trainer.

#### 📌 Using Learning Objectives:


- criteria for usable learning objectives.
- explaining the taxonomy of cognitive objectives.

#### 📌 Learning Styles:


- The four dimensions used in the MBTI.
- Identifying personal learning preferences.
- Planning to meet different learning styles.

#### 📌 Effective Training:

- Deciding on primary and supplemental training methods.
- Organizing for workshop/seminar presentation.
- Applying principles of effective training.

 Interactive Training:

- Reasons why interactive training is necessary.
- Using four major interactive training techniques in the training room.


 Preparing for Training:


- Developing a model seminar/workshop.
- Communicating expectations to trainees.
- The group training process from the trainee's perspective.

 Classroom Management:


- Dealing with disruptive trainee behaviour.
- Developing a positive learning environment.
- Identifying and responding to trainee characteristics.

 **Success Strategies for Master Trainers:**

 The pivotal position of the trainer in employee development.

 The four phases in the development and maintenance of the trainer's **Personal Brand:**

- Phase One: Developing a Personal Quality Advantage Program.
- Phase Two: Positioning and selling the Brand.
- Phase Three: Adding Value to the Brand.
- Phase Four: Protecting the Brand.

 The Master Trainer as Classroom Leader.

 What Master Trainers Do.

 The Qualities of the Successful Master Trainer:

- Vision/Mission.
- Self-Belief.

- Communication.
- Honesty, Integrity, Trust.
- Continuous Improvement.
- Professionalism.
- Commitment.
- ✚ Embracing RRATE in the Training Room.
- ✚ The Master Trainer as a Service Provider:
  - The Trainee-Customer Value Triad.
  - Strategies for exceeding expectations in the Training Room.
  - Key rules for establishing trust in the Training Room.
  - Trainees don't leave a subject ... they leave the trainer.
- ✚ How to earn a "bankable" reputation as a Master Trainer.
- ✚ **Web-Based Training (WBT):**
  - ✚ What is Web-Based Training?
    - Heritage and history of WBT.
    - Distance learning.
    - Computer-conveyed education.
    - Internet technologies.
  - ✚ What does WBT change?
  - ✚ WBT is just-in-time for just-in-time training:
    - Reasons for implementing WBT.
  - ✚ WBT is well under way:
    - WBT's rapid advance in public and private sector organizations.

- ✚ Why do trainers want to use WBT?
  - What WBT will do for the organization.
  - What WBT will do for the learners.

✚ Evaluating Web-Based Training:

- The ideal use of WBT.
- Advantages of WBT.
- Disadvantages of WBT.
- Estimating costs.

✚ **Lifelong Learning and the Role of the Trainer:**

- ✚ Definitional Issues.
- ✚ Lifelong Learning from the perspective of the workplace.
- ✚ The advantages of Lifelong Learning.
- ✚ The Trainer's role in crafting a Lifelong Learning plan for employees in an organization.
- ✚ Strategies for promoting and embedding a Lifelong Learning culture in the organization.

✚ **Organizational Learning and the Learning Organization:**

- ✚ Organizational learning defined.
- ✚ Concerns of organizational learning.
- ✚ The process of organizational learning.
- ✚ Single- and double-loop learning.
- ✚ The Learning Cycle.
- ✚ Developing organizational learning.
- ✚ The learning organization defined.
- ✚ Problems with the concept of the learning organization.



- ✚ Peter Senge on the Learning Organization.
- ✚ The Five Building Blocks to a Learning Organization by Richard Karash.
- ✚ Learning as an element of corporate competitiveness.
- ✚ Case Study: Sandals and Beaches Resorts as a learning organization.

✚ **Action Learning:**

- ✚ What is Action Learning?
- ✚ What Action Learning is not.
- ✚ History of Action Learning.
- ✚ The relevance of Action Learning for organizations.
- ✚ The advantages and disadvantages of Action Learning.
- ✚ How to develop and implement Action Learning in an organization.
- ✚ Case Studies in Action Learning.

✚ **Supervisory and Management Development:**

- ✚ Definitional Issues.
- ✚ Why organizations invest in executive education.
- ✚ Continuing education in developing supervisory and management talent.
- ✚ Professional development of university graduates via a Trainee Managers Program: The Case of Sandals and Beaches Resorts.

✚ **Executive Education:**


- ✚ Definitional issues.
- ✚ Why organizations invest in executive education.
- ✚ Changing market requirements.
- ✚ Emerging segmentation:
  - Traditional General Management Programs.

- Traditional Focused Programs.
- Customized Programs.
- Organizational Problem-Solving Projects.

 Best Practices in Executive Education:


- General Management Programs: Classroom Experience.
- Focused Program: Topic Choice and Marketing.
- Customized Programs: Collaborative Customer Relationships.
- Organizational Problem-Solving Projects: Facilitated Action Learning.

 **Other Issues Facing the Master Trainer:**

 Training Issues of the 21<sup>st</sup> Century: Globalization and Diversity.

 Establishing a Training Culture in an Organization.

 Seeking Management Support for the Training.

 Trends in the Training Profession:

- Converging forces for transformation of the training profession.
- Implications for the training profession.