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## Introduction

These are typical programmes that we run. **They are only examples to provide you with ideas of what we could when working with you.** Please feel free to 'pick and mix' topics and to add your own ideas. If the precise topic you are interested in is not listed here, please contact us – we can probably provide this for you.

Most events are suitable as they stand for a maximum group size of twelve and a minimum group of four. However, we can easily adapt to your needs and carry out one-to-one coaching or, indeed, work with groups of 100 or more. Please contact us to discuss your needs.

**Structured Learning Ltd provides a wide range of training, development and business services for clients throughout the UK.**

Our clients are both public and private sector, and include SMEs, educational organisations and blue-chip companies. Apart from face-to-face training and presentations we have also written, designed and had published a wide range of materials, both in-company and for commercial publishers such as Fenman. Many of these have been self-study / distance learning and we have experience of writing tape and video treatments.

We are enthusiastic and very professional presenters who achieve excellent results. We try to ensure that our approach is one of genuine partnership and we take great care to ensure that the training we design and provide is practical and related to the real needs of our customers. We do not believe in abstract theory without the underpinning of work place practicality. Our ethos continues to be to design training and development which is practical and related to business and delegate needs.

The 'proof of the pudding is in the eating' so we would be very happy to provide a range of referees should you need these.

If you would like to know more about us, please visit our web site

[www.structuredlearning.com](http://www.structuredlearning.com)

## Reception Skills

A workshop for Reception staff that examines every aspect of the customer/receptionist relationship - from arrival to departure. Highly interactive, a lot of fun and with important learning points for every receptionist who attends. Every delegate will leave with their own workbook which will act as a reminder of the key points discussed during the workshops and provide a starting point for future action on their return to work.

We look particularly at receptionists themselves - how they should look, sound and behave to send a positive and professional image to customers. By the end of the workshop delegates will be more able to manage the customer relationship and avoid potential conflict. We also look at effective listening and questioning techniques, examine telephone behaviour and consider how to deal with awkward customers.

### Course Duration

One day

### Outcomes

By the time they have completed the training delegates will be able to

- project a professional image
- explain the confidence traps - and how to avoid them
- know why they sometimes say and do things which can damage customer relations
- know how to manage tension and respond appropriately in all circumstances
- use Listening and Questioning skills as the keys to effective communication
- know how to use the telephone to best effect
- explain customers' 12 telephone hang-ups and know how to avoid them
- use guidelines for dealing with awkward customers
- use specific techniques for dealing with conflict

### Our proposed agenda is...

- What makes a first impression?
- Learning to look and sound confident
- Managing our personal state
- Listening and Questioning
- Telephone hang-ups and how to avoid them
- Coping with Awkward Customers

## The Effective Assistant

Whatever the job title - PA or Secretary - most managers have an assistant. Building an effective relationship between them takes time and effort. This programme examines the relationship and looks at what makes an effective assistant. We discuss why different bosses have different styles of working and how to work effectively with each style.

Then we consider practical skills - problem solving and improving decision making; planning their time, their diaries, their desks and those of their bosses effectively. We include effective techniques to manage paperwork, email and the telephone, calling and managing meetings. Finally we look at communicating - making a good impression, asking questions and listening.

It's a thorough grounding in what it takes to be the best.

### Event Duration

Two days

### Outcomes

By the time they have completed the training delegates will be able to

- Understand the reason why bosses need assistants and...
- Describe what makes an effective assistant.
- Explain why different bosses have different styles of working and...
- List ways to work effectively with different styles.
- Use techniques to help resolve problems and improve decision-making.
- Use techniques to plan their time, their diaries, their desks and those of their bosses effectively.
- Use effective techniques to manage paperwork, email and the telephone.
- Explain how to call a meeting, draw up an agenda and follow-up.
- Use techniques to communicate effectively - making a good impression, asking questions and listening.

### Our proposed agenda is...

- Why bosses need assistants.
- Different bosses - different working styles.
- Working confidently with multiple bosses.
- Resolving problems and improving decision-making.
- How organised are you and your boss?
- Effectively managing paperwork, email and the telephone.
- Effective communication.
- Planning meetings and agendas.
- Planning for your future.

## The Effective Administrator

### Event duration

Two days

### Outcomes

By the time they have completed the training delegates will be able to

- Explain the administrative role and understand its responsibilities.
- Describe the needs and expectations of their customers of this role.
- Suggest ways in which they can add value to what they do - innovating, and taking the initiative to improve and simplify systems.
- Set, monitor and measure the success of objectives.
- Use techniques to effectively plan, implement, monitor and manage projects, data and people.
- Use techniques to plan time well - including managing meetings.
- Use techniques to resolve problems and improve decision-making.
- Understand and apply the principles of change management.
- Analyse their development needs.
- Analyse their own development needs and prepare a short training plan for the group for the next twelve months.

### Our proposed agenda is...

- What is administration?
- What do customers expect?
- Adding value.
- Project planning.
- Managing time and meetings.
- Problem solving and decision making.
- Managing change.

## Team Secretarial Skills

This programme is aimed particularly at secretaries who work with multiple managers - perhaps team secretaries - rather than those who work to one or two managers.

However, all secretaries will gain from this enjoyable and thought-provoking programme.

This is a very practical programme in which we pay attention to hints and tips to assist with using key secretarial skills.

### Event duration

2 - 3 days – you choose

### Outcomes

By the time they have completed the training, the delegates will be able to

- Explain what makes an effective secretary
- Develop their organising, technical and interpersonal roles
- Plan ahead by good diary management, analysing priorities, asking pertinent questions, managing colleague interruptions, predicting problems for their boss, and then using simple systems to manage these and streamline workflow
- Use effective techniques to manage paperwork, email and the telephone.
- Project an excellent first impression and use techniques to look and sound confident
- Use techniques to communicate effectively - making a good impression, asking questions and listening, writing.
- Explain why different bosses have different styles of working and...
- List ways to work effectively with different styles.
- Explain how to call a meeting, draw up an agenda and follow-up.

### Our proposed agenda is...

- What makes an effective secretary? - technical, interpersonal and organising skills.
- Working with different bosses
- Planning yours and your bosses' time
- Managing your impact
- Communicating effectively
- Meetings and how to manage them

## Secretarial Skills

This programme is for Secretaries who work with one or two bosses - i.e. are not team secretaries.

This is a very interactive, developmental programme with lots of opportunities to get to meet and share ideas with colleagues. We will also include a joint session with your manager if required to discuss the work-related issues raised by the programme.

### Event duration

2 - 3 days – you choose

### Outcomes

By the time they have completed the training, the delegates will be able to

- Understand the changing role of the secretary, and appreciate how and why things are changing.
- Comprehend the role of management,
- Motivate yourself and others at work
- Analyse the needs and expectations of your 'customers' - bosses - of this role.
- Suggest ways in which you can meet needs and add value to what you do - innovating, and taking the initiative to improve and simplify systems.
- Develop ways in which they can promote your role to your managers
- Get the best from technology to manage your own and your manager's time especially telephones, mobiles, email and PowerPoint
- Analyse your own development needs and understand how to develop themselves personally and professionally

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## The Executive Assistant

This programme is for those who have a major responsibility for facilitating and making things happen for a manager or senior colleague.

### Event duration

2 - 3 days – you choose

### Outcomes

By the time they have completed the training, the delegates will be able to

- Understand the reason why bosses need assistants and...
- Describe what makes an effective assistant.
- Know why different bosses have different styles of working and...
- Have ways to work effectively with different styles.
- Use techniques to help resolve problems and improve decision-making.
- Use techniques to plan your time, your diary, your desk and those of your boss effectively.
- Use effective techniques to manage paperwork, email and the telephone.
- Explain how to call a meeting, draw up an agenda and follow-up.
- Use techniques to communicate effectively - making a good impression, asking questions and listening.

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Managing your own and your bosses' time

This fast moving, short programme is for secretaries who simply want to improve their own and their boss's time management. Whilst we examine time management issues on the other programmes this one is entirely devoted to time management.

It includes some work on identifying and understanding stress - and explains why good time management is so important in beating this problem. At every stage delegates are given time to consider how they can apply the ideas to their own practice.

### Event Duration

1 day

### Outcomes

By the time they have completed the training, the delegates will be able to

- Explain why managing time really matters
- Analyse how well organised you and your boss are now
- Make good decisions about what to do and when to do it
- Predict problems and eliminate time wasters
- Avoid the 'killer' question that upsets your prioritise
- Know why your diary is your most important friend - much more than just appointments
- Manage interruptions, the paper mountain, email and the telephone effectively
- Explain and use the project life-cycle - and what to do when it all goes wrong
- Draft meeting agendas and know what AOB is really for!
- Why stress is not just for wimps and how to beat it

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Customer Service

Why is it the small things that make the difference? And what is it that customers really want?

We set out to answer these questions in this workshop, as well as to develop delegates' key verbal and non-verbal skills, especially listening and questioning and managing challenge. Our aim is to enable delegates to develop positive relationships with their customers.

### Event duration

1 day

### Outcomes

By the time they have completed the training delegates will be able to

- Understand why it is the small things that make a difference.
- Explain what matters to customers using a five-part formula to examine this in relation to their own customers.
- Use key verbal and non-verbal skills, especially listening and questioning to develop positive relationships with their customers and obtain accurate information.
- Explain telephone hang-ups and know how to avoid them
- Deal competently and effectively with problems, especially with difficult and demanding customers.
- Describe the importance of assertiveness and empathy and use these to develop and maintain excellent customer relationships.
- Use a personal action plan for future improvement.

### Our proposed agenda is...

- Rating your RATER.
- What do customers want?
- Implicits versus explicit.
- Communicating, listening and questioning face to face and on the phone.
- Five difficult customer types and how to handle them.

## Customer Relationship Management

The aim of this Workshop is to increase awareness of Quality Customer Support, by highlighting effective strategies for handling customers who use the company customer support function; and identify how to maintain those strategies & standards under pressure.

### Event Duration

1 day

### Outcomes

By the time they have completed the training delegates will be able to recognise

- Where they are now and where they want to be as a company
- Who are their customers?
- Their professional boundaries.
- How to tell the customer they are doing the best for them? - communicating customer service.
- How to use & maintain 'Having a Voice' - an effective customer service tool.
- How to keep customers who complain about your service with the company - not the competition.
- How to maintaining cool when all around are losing theirs
- How to make the most of every opportunity you have with your customers to sell your products or services.
- Added value - what is it that will keep them coming back to you?

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Assertiveness

We all need effective strategies to enable us to communicate with others in the fast paced society in which we live and work. Assertiveness is part of these strategies - it lets us say what we mean and allows us to really hear what others have to say.

On this interactive, highly participatory event participants learn to use assertive behaviour and positive thinking to cope with the changes and challenges of today's world.

### Event Duration

1 day

### Outcomes

By the time they have completed the training delegates will be able to

- Understand what assertiveness is - and what it is not.
- Consider that behaviour breeds behaviour – that what we give out comes back – in spades!
- Recognise the benefits of assertive behaviour.
- Understand the concept of positive thought - projecting the 'I can' image to the world.
- Be able to express feelings in an open and honest way.
- Recognise the importance of their body language in communication.
- Develop an increased sense of self-esteem and confidence.
- Use appropriate and effective techniques for staying 'in control'
- Give and receive constructive criticism.
- Take responsibility for their lives without judging or blaming others.
- Develop a personal action plan to put the skills into practice in their lives.

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Dealing with Challenging People

This short workshop that focuses on delegates' real situations; and do this in a way that allows us to look at these and suggest different approaches.

Our aim is not to be prescriptive but, rather, to ensure that delegates have considered their approach for the future.

### Outcomes

By the end of the training delegates will have

- Learned many different techniques and strategies for managing challenging people and situations.
- Had an opportunity to explore their own responses to challenging people and situations.

### Our proposed agenda is...

- Introductions and welcome
- Exercise: group work to describe three typical challenging situations
- Input: why things go wrong, managing yourself, challenging situations and how to handle them – how to manage your attitude and theirs: techniques and strategies
- Group Work: How should we apply these strategies to our typical situations?
- Feedback: What will work for the future.
- Evaluation and close

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Influence with Impact

Our overall aim is to help you to develop inner confidence, coolness and calmness so that you are always in control of yourself and your actions.

By the end of this participative, interactive and fun workshop you will know how to put yourself across so that your views are taken seriously, valued, and acted upon. You will be able to influence others; to create the impression you intend; to produce co-operation rather than inaction or conflict and will know how to manage difficult situations more flexibly.

### **Event Duration**

1- 2 days

### **Outcomes**

By the end of the training delegates will be able to recognise

- What is influence
- Conscious impression management
- The key elements that make a first impression
- Why it all goes wrong - Brain model
- How they can be cool, confident, calm - controlling the way they feel
- How to build empathy and rapport
- Key ways to use their voice
- Clever ways to managing questions
- Framing and Reframing and when to use these

### **Our proposed agenda is...**

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Speed Reading and Memory Workshop

Speed reading is not going to change your life or make you irresistible to the opposite sex! But it will help to ease the conflicts of time in your day to day working life. Most of us have to do a lot of reading these days, whether virtually or otherwise. Speed reading will help you to gallop through a journal, select those articles that you need to assimilate and then help you absorb them.

It's not difficult to learn, needs no special equipment and most people will easily double their reading speed in less than one day.

### Event Duration

1 day

### Outcomes

By the end of the workshop participants will be able to

- Establish their normal rate of reading
- Describe how the eye functions
- Explain the reading process
- Use conditioning exercises to enable them to read faster
- Balance comprehension with speed reading
- Read and retain material at speed
- **Double their reading speed [at least]**
- Choose and use a memory system
- Choose and use practical strategies for reading and note taking.

### Our proposed agenda is...

- The physiology of the eye
- Eye movements and fixations
- The reading process
- What reading involves
- Why use this method?
- Memory and reading
- Retaining what you have read
- Using key words.
- Reading strategies
- Concentration and comprehension
- Note making from written material
- Selecting and rejecting information.
- Using a memory system

## Business Letter Writing

Our mission - to enable delegates to write for the modern world. We discuss how to improve writing structure, punctuation, grammar and style so that every letter reflects the style and ethos of the business to its customers.

Delegates on this event will be experienced enough to understand what is required by the company but will probably have been too busy to reflect on the overall effectiveness of their letters. This event provides an opportunity for them to assess their writing competence and to determine areas that may need attention.

### Event Duration

1 day

### Outcomes

By the time they have completed the training delegates will recognise:

- The proper approach to Letter Writing – purpose and readers
- Letters and their framework – what goes where and why
- The ABC of WRITING – what this means and why it matters
- Sentences – how to know when they've written one
- Punctuation – including the commonest mistake people make - when to use 'its' or 'it's'
- Ten common grammatical errors and how to avoid them
- The vital importance of words
- Padding, verbosity and jargon – the three problems of poor writers
- Some common spelling mistakes
- Signs of the times – layout and graphic design issues everyone should know

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Report Writing

Writing a report has fears for many. Surprisingly, often those who are best at communicating an argument or an idea face to face cannot cope when it comes to putting it on paper. But by the time they have completed this training, delegates find it both easy and enjoyable.

### Event duration

1 - 3 days

### Outcomes

By the time they have completed the training delegates will be able to

- Recognise the special characteristics of reports.
- Establish clear objectives for a report, considering their audience.
- Plan the stages for the preparation of a report.
- Follow and/or adapt a recognised and helpful structure for reports.
- Distinguish between facts, conclusions and recommendations.
- Use an accurate, clear and brief writing style.
- State what does and does not work in terms of layout and presentation,

and in addition they will have...

- Produced an entire report on a work-related topic and received helpful feedback.

### Our proposed agenda is...

- What is a report?
- Starting points: readership and purpose.
- Basic report structures.
- Organising the information.
- Practical work: planning your report.
- The language of reports: accuracy, brevity and clarity.
- Style, layout, words, numbers and graphics.
- Practical work: writing your report.
- Review of practical work.
- Question time; event review, individual action plans.

## Writing in Plain English

### Event duration

1 day

### Outcomes

By the time they have completed the training delegates will be able to

- Recognise the importance of establishing objectives before they start to write.
- Examine strategies for planning and structuring written communications.
- Recognise the importance of accuracy, brevity and clarity.
- Identify and use appropriate style and language.
- Consider the consequences of poor writing.
- Explore how to present information clearly and logically.
- Analyse their own current writing activities.
- Carry out practical exercises on the use of language.
- Write and evaluate their own letters/emails

### Our proposed agenda is...

- What is Plain English?
- Starting points.
- Accuracy, brevity and clarity – the importance of WORMS.
- Style, tone and language.
- Finishing points.
- Letters and email.

## Proof It!

A proofreader is someone who checks through a piece of written copy, from a report to a web page, to spot and correct the mistakes before it's distributed. It's an important job on which the credibility of the organisation can rest.

Through group discussions, hands-on practical exercises and careful feedback, delegates improve their error spotting skills and refresh their knowledge of spelling, grammar and punctuation.

### Event Duration

One day 0900-1630

### Outcomes

By the time they have completed the training delegates will be able to

- Understand what proofreading is and why it is important.
- Explain the difference between editing and proofreading.
- Know what to look for when proof reading documents.
- Identify and correct common errors.
- Use effective methods for proof reading.
- Know when – and when not – to use word-processing software.
- Use basic proofreading symbols.
- Follow step-by-step instructions on the mechanics of proofreading.
- Use standard English grammar and punctuation.
- Proofread their own work and that of others.

### Our proposed agenda is

- Editor or proofreader -what's the difference?
- 'Virtual' or 'real' paper?
- The British Standard proof correction symbols: The basic marks and why you should use them.
- Tips and techniques: gently does it; layout and styling; using word processing tools.
- Checking for accuracy and consistency: dual spellings; managing quotes; using underlining, italics and bold; headings and sub-heads; numbers and dates; acronyms and abbreviations; cross-references; tables, graphs and diagrams; omitted words; typos, and non-standard English.
- Common errors.
- Grammar and punctuation.
- Take it or leave it? When – and when not - to intervene.

### Course Preparation

Delegates are asked to bring a current dictionary (preferably Chambers) with them.

## Taking the Minutes

### Event duration

1 day

### Outcomes

By the time they have completed the training delegates will be able to

- Prepare effectively for meetings at which they are to take minutes.
- Understand and use effectively the roles of the chair and the minute taker, including preparation, clarification and follow-up.
- Choose and use a suitable method of note-taking.
- Know how to listen for and capture the key points during a meeting.
- Understand the needs of the users of minutes and choose an appropriate format for them.
- Follow a variety of useful and accepted conventions for the format of minutes.
- Recognise and avoid common obstacles to effective listening, note-taking and writing and develop their skills in these areas.
- Produce a clear, accurate set of notes from a video meeting.

### Our proposed agenda is...

- Introductions.
- Basic principles of minute writing: purpose, uses, users, needs.
- Preparing for the meeting: roles and responsibilities, agendas.
- Different types of minutes: formal, informal, verbatim, action only.
- Format of a minute
- Structure of a set of minutes
- Successful listening: barriers, overcoming obstacles.
- Making and using notes.
- Practical exercise: To produce a set of notes from a video

## Introduction to Management

It used to be a cliché that new managers never got the training they needed. Things have improved - but there's still a real need for a solid, effective grounding in the role.

Our well-respected programme can be run in a number of different ways to provide delegates with lots of learning options. The aim - to ensure that they understand and practise basic management skills such as motivating others; objective setting; performance management; and team communication.

### Event duration

2 - 3 days – you choose

### Outcomes

By the time they have completed the training delegates will be able to

- Understand and practice basic management skills.
- Define the difference between the management and the operational roles.
- Explain how to set and monitor objectives.
- Explain what motivates themselves and describe ways to motivate others effectively.
- Explain the value of three management styles and know when to use a particular style.
- Manage performance for results.
- Use techniques to communicate effectively with their team.
- Explain different learning styles and use a plan for developing others, including coaching and delegation.
- Describe their own sources of power and influence and know how to use and develop their influence to get support and help them be effective managers.

### Our proposed agenda is...

- What is a manager?
- Management styles.
- Motivating others.
- Performance management issues.
- Communicating with your team.
- Delegation.
- Power and politics?
- Support systems.

## Teambuilding workshops

### Event duration

1-2 days – you choose

### Outcomes

By the time they have completed the training delegates will

- Have further developed and improved the relationship between themselves
- Understand each other's quirks, foibles, and preferred working styles
- Have received and given constructive feedback to each other
- Hold the same core values and ethics
- Have trust in each other and...
- Know what they want to achieve together over the next twelve months

### Approach

1. Prior to the workshop every delegate completes and returns a team role inventory for discussion during the programme.
2. An intensive workshop for a complete team. Facilitated by an experienced team-builder facilitator whose remit will be to ensure learning and development whilst promoting honesty and trust and, of course, ensuring that there is also some fun to be had!.
3. Following the workshop every delegate will receive
  - Their team role analysis together with any implications this may have for how they interact with those closest to themselves in their every day working life.
  - Suggested strategies for developing their preferred team roles.
  - A list of everyone's quirks and foibles – to enable better everyday working
  - The statement of agreed values and ethics
  - A statement of ground rules
  - A summary of the team's agenda for the next 12 months.

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Time and Stress Management

Our basic philosophy for time management is that:

1. There is no one 'right' answer - people have to find what works for them, rather than be shoehorned into an unnatural way of working.
2. Conversely, everyone needs to start by finding out how they work now - habits, likes, dislikes and so on - before they can make changes.
3. Learning how to use a simple diary properly is liberating and infinitely more effective than a fancy diary 'system' or endless list making.
4. Understanding and building in Murphy's Laws is fundamental.
5. Being organised encourages spontaneity and creativity. Being disorganised spins you in ever-decreasing circles.

Everybody benefits from this event.

### Event duration

1 - 3 days - can be run as separate one day events - you choose

### Outcomes

By the time they have completed the training, delegates will be able to

- Adapt and use a time log to record accurately how they are currently using their time.
- Analyse their time log to make better use of time in the future.
- Use simple frameworks for planning, including allocating and managing priorities, scheduling work, working proactively and reactively and project planning.
- Make the best use of their diary as a key tool for managing tasks and meeting deadlines.
- Choose and use a variety of systems and techniques for managing paperwork, themselves and others – including interruptions and procrastinating.
- Understand stress - what it is, what it is not; recognising symptoms; identifying stressors and developing effective coping strategies.

### Our proposed agenda is

- Why time matters.
- What am I here for?
- How am I using my time?
- Using the diary – the key time management tool.
- Paperwork, travel, meetings and the phone.
- Interruptions.
- Why do I put things off?
- Stress – what it is, what it is not.
- The signs of stress – in you and in others.
- Alleviating stressors in the workplace.
- Prevention and management strategies.

## Stressed ... Me?

Most people do not understand what stress is and what it is not. In this course we explore this useful physiological reaction in easy to understand terms; examine how we know when we are stressed; and look at common stressors both in and out of the working environment.

We finish with a look at a range of stress proofing and stress management strategies. Whilst we cannot remove their stress, or that of their teams, delegates will leave with a clear understanding of how they can avoid and/or reduce the negative effects of distress – and use the positive benefits of eustress (good stress).

### Event duration

1 – 2 days– you choose

### Outcomes

By the time they have completed the training, delegates will be able to

- Understand stress - what it is and what it is not
- Recognise symptoms of distress in yourself and others
- Identify key stressors in their own lives
- Develop immediate and effective coping strategies.

### Our proposed agenda is...

- Stress – what it is, what it is not.
- Natural reaction - where stress comes from and why
- The signs of stress – recognising them in you and in others.
- Alleviating stressors in the workplace and in life
- Prevention and management strategies.

**This is a very practical course with many opportunities for self-analysis through questionnaires and group discussion.**

**The session usually ends with a short relaxation session – feel free to bring a cushion!**

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Surviving Change

A seminar for anyone who manages or supervises staff and who is currently - or will soon be - experiencing change.

Whether re-structuring, redundancy, re-engineering or simply re-deployment - change can be frightening and stressful both for those who have to manage it and for those who are directly affected by it.

During this seminar we provide you with some key ideas and strategies which will help you and your staff to manage and survive the process and emerge from it unscathed.

### Event duration

1 day

### Outcomes

By the end of the training delegates will be able to recognise

- Why change often causes fear and stress - rational and irrational responses.
- The ten most frequent change strategy implementation problems - and how to avoid them.
- Strategies to reduce resistance to change.
- Recognising and removing stress before it's too late.
- Re-building self-esteem after the change.

### Our proposed agenda is...

- Change – what is it?
- The Emotional Loop
- Ten implementation problems
- Reducing change stress
- Rebuilding for the future

## Successful Change

A workshop for senior managers who are currently - or soon will be - driving change.

Whether re-structuring, redundancy, re-engineering or simply re-deployment - change can be frightening and stressful both for those who have to manage it and for those who are directly affected by it.

During this workshop we will provide with key ideas and strategies which will help you to manage change and emerge from it unscathed.

### Event duration

1 – 2 days – you choose

### Outcomes

By the end of the training delegates will be able to recognise

- The ten most frequent change strategy implementation problems - and how to avoid them.
- Why change often causes fear and stress - rational and irrational responses.
- Types of change – organisational and personal.
- The transition curve – why and how it affects you and those around you.
- Diagnosing and planning for change effectively
- Strategies to reduce resistance to change.
- Recognising and removing stress before it's too late.
- Coping with disappointment if it should occur.
- Re-building self-esteem after the change.

### Note

This workshop works best with reasonably large groups – up to 20. It needs a minimum of 8 to run successfully. It asks delegates to explore change from their own perspectives of past organisational and personal change, using structured questioning techniques to help pinpoint key ideas. There is a great deal of small group, pair and individual work.

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Overcoming E-mail Overload

a half day seminar

Most of us are struggling with e-mail overload and the volume of e-mail is set to continue rising. There is no better time to take control of your e-mail and learn techniques and habits that will save you hours, days and even weeks of your life! Now is the time to get organised and benefit immediately. Regain control, learn to handle your e-mails much faster and more efficiently and free up your valuable time for more important activities.

This event is intended for those who have a large volume of emails - senior management, secretaries - in fact anyone who would like to manage their emails more effectively.

### Outcomes

By the end of the training delegates will be able to

- Use simple methods for keeping email totally up to date
- Set up systems to manage mail
- Apply what they already know about paper management
- Use ways to cut junk mail to a minimum
- Find important emails instantly
- Get rid of their backlog
- Blast through your emails quickly and efficiently
- Write effective emails – and what to avoid
- Use the best ways to send attachments
- Spend more time on more important matters

### Note

Although much of the event is non-technical, some ideas are demonstrated using Microsoft Outlook and it is these users who will derive maximum benefit from the event. Users of other systems will gain a valuable understanding of what needs to be done, though not the detailed "how to" for their own email programme.

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Participating in Meetings

### Event duration

1 - 2 days – you choose

### Outcomes

By the end of the training delegates will be able to

- Describe the factors which make for effective meetings; understand the difference between efficiency and effectiveness and describe the value of meetings as a tool for communication.
- Understand the role of the meeting participant.
- Describe and use meeting skills from opening the discussion, controlling the conversation, taking decisions, agreeing action, and closing the meeting.
- Describe and use techniques for managing time well in meetings.
- Use a simple tool to analyse team roles and understand why people in meetings behave in different ways.

### Our proposed agenda is...

- Introductions
- What makes an effective meeting?
- How should I participate?
- Planning and Preparation
- Meeting Skills
- People and Situations
- Evaluation and close

## Managing Meetings

### Event duration

2-3 days– you choose

### Outcomes

By the end of the training delegates will be able to

- Describe the factors which make for effective meetings; understand the difference between efficiency and effectiveness and describe the value of meetings as a tool for communication.
- List the steps they need to take to ensure that the planning and preparation they undertake for meetings is coherent and appropriate; including agenda preparation, domestic issues and purpose.
- Describe the roles and responsibilities of the chair, minute taker / secretary and meeting member.
- Describe and use meeting skills from opening the discussion, controlling the conversation, taking decisions, agreeing action, taking notes and closing the meeting.
- Describe and use techniques for managing time well in meetings.
- Define terms used in formal meetings.
- Use a simple tool to analyse team roles and understand why people in meetings behave in different ways.

### Our proposed agenda is...

- Introductions
- What makes an effective meeting?
- Planning and Preparation
- Meeting Skills
- People and Situations
- Formal Meetings
- Briefing for Day Two.
- Preparation for Practical Work
- Observing and Providing Feedback
- Working with your Partner
- Meeting Practice One
- Meeting Practice Two
- Partner Feedback
- Whole group Feedback
- Event review and action planning.

## Appraisal Skills

### Outcomes

By the end of the training delegates will be able to

- Describe the process of appraisal
- Draw up agreed tasks and objectives for each person they will appraise
- Describe methods of monitoring the performance of staff
- Develop and use a structure for the appraisal meeting
- Explain and use specific interviewing skills.

In addition they will have taken part in two mini-practices, received constructive feedback on their performance and observed further practices.

### Strategy and programmes

#### Day One

This first half day is for all staff who need to be trained in appraisal skills - any numbers of delegates up to approx. 40 would be manageable since this would be very much an input session.

The aim of this opening session would be to provide the basic knowledge of appraisal so that delegates can carry out the process effectively.

#### Our proposed agenda is...

- Introductions
- Purpose, principles, benefits of appraisal
- Targets and objectives
- Monitoring performance
- The Appraisal meeting, structure and skills
- Briefing for Day Two

#### Day Two

This follow-on day is completely different in style and devoted to practice appraisal meetings. Each participant will take part as Appraiser, Appraised and Observer. Practices will be based on participants' own work and in small groups of six facilitated by a tutor.

#### Our proposed agenda is...

- Introductions
- Briefing and Preparation
- Practice Meeting One
- Preparation
- Practice Meeting Two

## Advanced Presentation Skills

Giving a presentation still ranks as one of many people's biggest fears. And that's a shame when it can be such a valuable way of getting a consistent message across to your audience.

We demystify some of the fears; look at the practicalities - including PowerPoint - and provide a foolproof method for getting it right first time, every time.

### Event duration

1-3 days – you choose

### Outcomes

By the time they have completed the training delegates will be able to

- Write clear objectives for their presentation.
- Answer eight questions to predict in advance the needs of their audience.
- Explain the key factors to manage to ensure success.
- Use a simple four part structure to give 'off the cuff' presentations.
- Design and structure their material to ensure learning.
- Use a range of techniques to keep track of their material.
- State the dos and don'ts for success.
- Select and use appropriate handouts and visual aids, from flipchart to LCD projection.
- Know how to overcome fear, and project confidence.
- Explain how to respond appropriately to questions.
- Know how to evaluate success.

### In addition they will have

- Taken part in several short practice sessions and received feedback on their performance.

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Staff Training

Supervisors and first line managers need to train their staff on the job to carry out a thousand and one tasks and activities effectively.

We show them how to do this using key learning principles.

We also look at providing honest feedback, managing group training and evaluating results

### Event Duration

2 days

### Outcomes

By the time they have completed the training delegates will be able to

- Define training and learning, explain the benefits of on the job training and recognise when learning has taken place
- Analyse and explain the different ways in which people learn, the learning cycle and the value of different senses for different tasks and use this information to plan effective on the job training
- Know how to train individuals and small groups in specific tasks and processes
- Identify job training needs in their teams and know how to plan to meet the needs and keep records showing how these needs have been met
- List a range of internal and external barriers to learning and state how these can be overcome
- Analyse a task so that they can train it successfully, meeting clear and measurable training objectives
- Carry out an individual task instruction using a three stages process to meet to meet pre-determined objectives
- Give appropriate, constructive and honest feedback
- Structured, planned and delivered group instruction and be able to run a group discussion
- Describe how to evaluate and assess the immediate and the long-term value of completed training

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Coaching and Mentoring

This fun and practical programme is for first line and middle managers who want to provide their teams with a range of learning and development opportunities other than straightforward on the job training.

This event will enable managers to develop the skills of their teams and its individual members, taking into account a range of learning methods and techniques. Managers will clearly understand their role in supporting, coaching mentoring and guiding their people as they take part in learning opportunities.

### Event duration

2 days.

### Outcomes

By the end of the training delegates will be able to

- Understand the uses and benefits of coaching and mentoring - what they are and why we bother to do them
- Analyse how effective you are at mentoring and coaching.
- Use a range of opportunities – appraisal, versatility charts, team meetings, supervisions and so on – to identify development needs
- Set and agree development objectives
- Develop the two key skills of questioning and listening
- Give great feedback
- Deal effectively with poor performers
- Understand why the sugar sandwich never works and be able to use the PIN technique instead
- Evaluate the results of your coaching and mentoring

### Our proposed agenda is...

Open to negotiation around the precise outcomes which you specify. Please contact us to discuss.

## Additional Programmes

Apart from all the programmes listed here, we also provide topics such as:

- Project Management
- Problem Solving
- Dealing with Challenging People
- Emotional Intelligence

...and One to One coaching in all areas.

Please contact us for more information

## 'Domestic' Information

We are consultants rather than open course providers so we come to you - which saves your delegates travelling time and means you can train from one person to 12, for a fixed daily rate.

Since the training takes place on your site it's probably helpful for you to know that for most courses we would need:

- One room large enough to hold the delegates comfortably
- 'U' shaped layout with tables
- Pencils
- Name cards
- A4 paper, lined and blank
- LCD projector and screen
- Flipchart and pens
- Drinking water

For full day courses we ask you to provide a light buffet lunch and the usual mid-morning and afternoon refreshments.

For half-day courses we simply need the usual mid-morning refreshments.

## Costs

Our course running fees for up to twelve delegates vary depending on the complexity of the programme and the tailoring required, but are well within most budgets and generally work out at around £125 per person, including expenses. Please email us for an up to date price list.

## What Next?

If you would like to go ahead with a training programme then please contact us to arrange a suitable date. We normally need at least a fortnight's lead time to complete the course design and the materials, and early booking is very much appreciated.

## About Us

Structured Learning Ltd offers training that is properly tailored to individual needs and works with each delegate to actively improve and develop business skills. We are not public providers who offer knowledge-based seminars in very large groups with little or no opportunity for training transfer. Our aim is always to meet identified performance needs that significantly affect real business performance.

**Whatever the subject matter our aim is to make the training enjoyable, thought-provoking and practical through a mix of input, individual and group exercises and feedback.**

At all times we are available by telephone, e-mail and in person to answer your questions. Our philosophy is that the training relationship must stand with your business need and be accountable to it.

You can find out more about us by visiting our website at  
[www.structuredlearning.com](http://www.structuredlearning.com)

We hope there is enough information here for you to make a decision to go forward with us. If you have **any** queries please telephone or email us. Our aim would be to meet your needs exactly.

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## Structured Learning Ltd programmes