

Examples of Training Courses

Management Essentials

Stepping up to become a manager is often described as the most difficult transition in one's career. How do you gain respect, maintain motivation, ensure you're providing adequate support and supervision and still get your own work done? This course is an opportunity to explore the opportunities and challenges of being a manager. The training will introduce practical frameworks and techniques which will help you reflect on your management style and understand people's expectations of work. We will also consider how to delegate, give feedback and manage performance.

Next Level Management

The middle manager is an essential but often challenging role requiring a combination of strategic thinking, operational credibility and excellent influencing skills. The effective middle manager knows how to bring their professional expertise to the development of organisational goals and at the same time, represent the organisation's strategic aims to the teams that will need to implement them. This training day provides an opportunity to step back and consider the middle manager's working context as well as introducing you to the skills you need to proactively manage key stakeholders. Through the lens of established theories and practical activities and discussions we will explore a range of issues including:

- The Challenges of Middle Management
- Understanding the Strategic Context
- Identifying and Managing Stakeholders
- Relationships, Credibility and Trust
- Delivering the Difficult Message
- Managing Change
- Stepping up to Lead

Managing Your Team

Managing teams can be both rewarding and frustrating! How do you engage a range of personalities and keep them all heading in the same direction whilst dealing with complex team dynamics. This training will give you the opportunity to reflect on these challenges. We will explore the role of the team leader, the importance of team structure and rules, understanding team dynamics and how to recognize and overcome the most common dysfunctions of a team.

Managing Difficult Conversations /Delivering Feedback

Throughout our working lives we need to have difficult conversations. This session introduces techniques for managing situations we find challenging and will help you recognize and avoid common pitfalls. We will consider why we feel nervous about specific situations and look at frameworks such as Transactional Analysis to help us understand others' behaviours. There will be specific consideration of the issues associated with giving feedback effectively.

Presentation Skills

In this seminar you will learn the principles of structuring and preparing for your presentation and get some practical tips for delivery and overcoming nerves. There will also be the chance to get feedback on your presentation style. If you've got a presentation coming up or just want to strengthen your skills and confidence, this is a great opportunity to plan and practise with the support of peers.

Influencing and Negotiation

This training will explore the practicalities of influencing and negotiating. It will consider your personal values and beliefs about influencing, your personal circle of influence and different influencing styles. The session will also introduce the Bradford-Cohen influencing model and the principles and practice of effective negotiation.

Personal effectiveness

Being Resilient

Working life isn't always easy. To make it to the top you need to develop the ability to bounce back from disappointments. This workshop will explore what resilience is and why some people recover from setbacks more quickly than others. We will consider different perspectives and framing, how we can recognise our unhelpful habits and use practical techniques to stay on top.

Personal Effectiveness - Understanding and adapting your style

We all have our own way of working and communicating. Whilst this may work well enough up to a point, as we progress through our career we need to flex our style to adapt to a wider range of people and situations. This session will help you strengthen your self-awareness and confidence to do this. Using the Social Styles Model, it will help you identify what your natural strengths are, in what situations they work well for you and when they might undermine your effectiveness and how you can adapt to work more effectively with others.

Managing Your Time and Managing Your Manager

How we proactively organise and manage our time is critical to our success. Under stress, we can easily become distracted into attending to issues which, whilst urgent, may not be contributing to achieving our goals. This session will give you the opportunity to reflect on your personal goals, how you spend your time and practical tips to help you achieve more in the time you have. In this context, the session will also look at how you manage your manager, how you set their expectations, understand their priorities and keep them updated.

Getting the Most Out of Others

To be effective at work we need to work with others, understanding their expectations and objectives. This session will consider how different people are motivated and what this means for working with them. It will also explore influencing skills, introducing techniques to help you get your message heard and strengthen support for your ideas.

Making the Most of Meetings

Effective meetings are the backbone to effective organisational life, but poorly managed they can easily become unproductive and demotivating. This session looks at what makes an effective meeting, the skills of participating and contributing, chairing, writing agendas and papers. There will also be consideration of how to host remote workers at meetings.

Thinking Strategically

What does it mean to think strategically and why does it matter? This workshop will answer these questions and give you a short introduction to strategy and the key aspects of thinking strategically. There will be the opportunity to use frameworks to understand your organisation's strategic context and tips to help you and your team think more strategically everyday.

Myers Briggs Type Indicator (MBTI)

Everybody has their own preferences in the way they work and make sense of the world and MBTI is a well-established approach to understanding these different preferences. This workshop gives you an insight into what yours and your colleagues preferences might be and the implications of this for developing productive working relationships. Individual MBTI assessments can also be arranged.

Managing Yourself Through Change

This course gives an overview of up to date thinking on how to manage individual change. Using a range of practical frameworks, tips and techniques it will help participants develop a positive, proactive response to any change challenges they face. Topics covered will include understanding our personal motivation and values and why we resist change; recognising our own reactions to change, the impact on our behaviour and how we can manage ourselves most effectively through this; managing stress and managing your energy through times of change; understanding and developing resilience.

Managing Others Through Change

If you manage people then at some point you will have to manage them through change. This session will help you do that people exploring different reactions to change and transition, understanding people's change aptitude, manage change communication and identify, understand and manage resistance.

Matrix Management

This session looks at the issues of matrix management. It will consider what a matrix structure is, its advantages and challenges and how we can go about balancing team needs with the functional lines. It will also look at the essential skills for working in a matrix structure such as facilitating effective team problem solving, decision-making and communication.

Fresh Perspectives: Bringing Creativity to Work

Under the pressures of everyday work it can feel like we are always having the same discussions and coming up with the same solutions. If you would like to have more strategic, creative conversations at work, then this practically focused day will show you how. The course starts with an overview of the principles of creativity, what it means to be creative and why our brains all too easily encourage us to go down the same well-worn routes. The main part of the day will introduce a range of creative techniques and approaches. You will then have the opportunity to use these to explore challenges and questions that are relevant to you and your work context.

Training and Facilitation Skills

If you need to share learning, develop skills or encourage discussions at work, this is the course for you. We consider all aspects of developing a training or facilitated event from inviting the right people, getting the right venue, preparing yourself, setting objectives, developing materials and structuring the content. We explore Heron's six categories of intervention and how to manage difficult situations. On extended sessions we include time to practise and get individualised feedback.