

## Coaching Skills – Course Outline

**Duration:** 2 days

**Audience:** This course will be of great benefit to anyone who already has responsibility for leading and developing the performance of others, or is about to take it on.

**Group Size:** 6-12 (Over 6 people and there will need to be two tutors)

When coaching is done skilfully it yields lasting and cost effective results. Excellent coaching multiplies the effectiveness of what people have already gained through education, training and working experience and significantly enhances working relationships.

### Indicative Content:

- Understand what coaching is and is not
- Understand the key skills underpinning coaching
- Learn how to use the GROW model
- Be clear about the purpose of each stage of the GROW model
- Be able to formulate your own questions for each stage of the model
- Begin to build up you own toolkit of coaching resources
- Have the confidence to use the GROW model with your practice sessions and with future clients

As part of this programme there are formal coaching role plays where each participant is given detailed feedback to help inform their personal action plan.

Please contact us to chat through your potential requirements or better still tell us when you're free and we'll call you!

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## Courageous Conversations

**Duration:** One Day

**Audience:** Senior Managers who need to have difficult conversations in the course of their work

**Group Size:** 6 (Due to the interactive nature of the programme participant numbers need to be kept down to maximise time with the tutor)

### **Overview:**

Often the reason people shy away from having a courageous conversation is that they feel they don't have the skills to handle what is potentially an emotionally charged situation and or the outcome of the conversation could be critical. In addition to this they 'don't know' where to begin with the process and may speak in the heat of the moment.

This programme takes a very practical look at how to effectively handle courageous conversations. It provides insight into where behaviours come from and some tools to handle them during a conversation. In addition to this it looks at a framework to use in managing the conversation whilst staying in control and minimising conflict opportunities.

In order to embed the knowledge and skills required to effectively handle courageous conversations both actors and role play will be used throughout the programme. There are a number of different role play options using actors and these will be discussed with the client to get the best fit for the participants.

### **Drama & Actors:**

“All the world's a stage, and all the men and women merely players...” William Shakespeare

Drama has the unique ability to bring issues to life. At KSA we believe that drama can be used as a useful bridge between the theory of the classroom and the reality of life. We have developed a partnership with an organisation that can provide this very input.

Drama based techniques can be embedded into many of our Learning & Development Programmes. Drama provides a highly effective way of focussing on the people skills & issues that are key to success. Our research shows that these techniques have a very high success rate for generating actual results in the work place. They are used alongside sound theoretical frameworks to ensure a firm link between theory & the real world.

### **Pre-Course Work:**

There will be some pre-course work for participants to complete prior to attending the programme. This is in the format of a variety of questionnaires which should be completed prior to the course in order to save time on the programme. In addition to this delegates will be asked to bring a scenario (previous, current, pending) where they will have to handle a courageous conversation.

### **Learning Outcomes:**

## Communications Course Outlines

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

- 💡 Understand why certain conversations need courage to handle them
- 💡 Understands the role of emotional intelligence in handling courageous conversations
- 💡 Demonstrate how to manage conflict effectively during these conversations
- 💡 Plan and prepare effectively for a courageous conversation (self & information)
- 💡 Follow and adapt a framework to follow in order to effectively manage a courageous conversation
- 💡 Effectively employ key communication skills and additional strategies to remain in control of the situation
- 💡 Put the knowledge & skills to practice during role play activities with Actors
- 💡 Develop a personal action plan to further develop skills in the workplace

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## Influencing & Negotiation Skills Programme

**Duration:** 2 Days

**Audience:** Anyone who needs to influence and/or negotiate with others in the course of their work. This can include communications with clients, suppliers and colleagues.

**Group Size:** Up to 12 people

### Pre-Course Work:

There will be some pre-course work for participants to complete prior to attending the programme. This is in the format of some influencing and conflict management related questionnaires which could be completed prior to the course in order to save time on the programme.

### Learning Outcomes:

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

- 💡 Understanding what influence is & how it impacts on negotiation situations
- 💡 Create a climate for co-operation & collaboration
- 💡 Use own style to be sincere & effective when dealing with others
- 💡 Describe what a negotiation is and the conditions which must exist for one to take place
- 💡 Describe and demonstrate a five-step pre-bargaining preparation process
- 💡 Understand different communication styles and how they impact on the negotiation process
- 💡 Be able to describe and demonstrate five steps to successful bargaining
- 💡 Apply the preparation and bargaining process to simulated and current work related situations
- 💡 See how others seek to influence them

### Indicative Content

#### Behaviour Breeds Behaviour

- 💡 Understanding where behaviour comes from
- 💡 Understanding the importance of behaviour in successful influencing & negotiation

#### Influencing

- 💡 Understanding what influence is
- 💡 Understanding the different influencing styles and when each is most appropriate
- 💡 Influencing to set goals and create expectations
- 💡 Influencing to gain commitment
- 💡 Influencing to create enthusiasm & generate energy
- 💡 Using logical argument to influence

# Communications Course Outlines

## Key Communication Skills for Influencing

- 💡 Active & empathic listening
- 💡 Asking high quality questions
- 💡 Non-Verbal Communication
- 💡 Transactional Analysis

## Influencing or Conflict Management

- 💡 Understanding where conflict comes from
- 💡 Recognising your dominant conflict handling style
- 💡 Adapting your style to get your required outcome

## Negotiation

- 💡 Basic principles of negotiation
- 💡 Understanding the different bargaining types
- 💡 Power in negotiations
- 💡 Integrative Bargaining Process
  - 💡 Problem Identification
  - 💡 Generating Solutions
  - 💡 Solution Selection
- 💡 Structure of Negotiations

## Negotiations Role Plays

## Action Planning

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## Designing & Delivering Influential Presentations – Course Outline

**Duration:** Two Days

**Audience:** Intermediate & Advanced Presenters who deliver presentations and proposals of a contentious nature

**Group Size:** Maximum of 6 people

### Overview:

This programme enhances existing presentation skills and develops new skills in presenting contentious proposals to individuals or groups. It looks at how to deliver content both succinctly and convincingly, ensuring you win the support of the listener.

It builds upon presentation skills covering areas such as body language, content, delivery and confidence, helping ensure more interesting and powerful presentations.

We focus on how to deal with proposals that meet conflict. Turning negative questions into positives, using the listeners to convince themselves, handling disruptive influences and utilising supportive ones.

The key benefits will be greater confidence and skill when selling in proposals, along with increased commitment and support from your audience.

### Indicative Content:

- 💡 Understanding the purpose and goal of the proposal/presentation
- 💡 Understanding the audience and dealing with different audience types
- 💡 Developing powerful business proposals using a tried and tested framework
- 💡 Displaying impactful body language, building rapport with listeners & using evidence to convince
- 💡 Overcoming objections, finding solutions, raising the level of thinking
- 💡 Ensuring agendas/content move the business forward
- 💡 Influencing 'in the moment'

### During each workshop participants will:

- 💡 Have the opportunity to participate in a series of practices based on real situations, for real learning.
- 💡 Receive positive feedback using video to reinforce success. (Optional)
- 💡 Acquire skills which will be tangible and retainable.
- 💡 Experience a style which will be highly participative and enjoyable!

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## **Manging Conflict Constructively – Course Outline**

**Duration:** 1 day

**Audience:** Maximum of 6 participants

This course is aimed at employees who manage people as part of their role. The programme looks at how to improve their communication style to ensure clarity of message and ensuing action. In addition, it looks at how to handle conflict situations constructively so that conflict does not escalate and effective working relationships are maintained.

### **Learning Outcomes**

By the end of the course participants will;

- 💡 Understand what effective communication is and where it can go wrong
- 💡 Utilise tools and techniques to get their message across assertively
- 💡 Understand how to better manage their emotions to reduce conflict and maintain working relationships
- 💡 Understand their preferred conflict handling style and the implications of using the style
- 💡 Have practised using a communications framework to minimise conflict in a series of role plays (and received personal feedback on these)
- 💡 Have developed a personal action plan that can be taken back to the workplace and the skills practised

### **Indicative Content**

#### **Communication**

- 💡 What is the purpose of communication – to understand one another
- 💡 Where communication goes wrong – barriers
- 💡 Building blocks of effective communication – imparting information, listening, asking questions
- 💡 Stating clear specific instructions – considering the audience/reception of message
- 💡 The power of Non-verbal Communication – it ain't what you do but the way that you do it!

#### **Emotional Intelligence for Managers & Supervisors**

- 💡 Understanding what emotional intelligence is and how it can assist with effective communication and conflict management
- 💡 Emotional Intelligence Questionnaire to highlight own level of emotional intelligence

#### **Conflict Management**

- 💡 Understanding what conflict is and the range of conflict
- 💡 Understanding the different conflict handling styles and the implications of using each
- 💡 Completion of a conflict styles questionnaire (this can be done pre-course on-line)

#### **Communications Framework for handling Conflict Scenarios**

- 💡 Interests-based relational approach – getting to a Win-Win outcome

## Communications Course Outlines

### Role play scenarios

Based on real life scenarios/case studies, the participants will be paired with another delegate to role play the conflict handling situation which will enable them to practise some of the skills learned on the programme. The tutor will observe each session (6 in total) and give the 'manager' feedback on how they handled the conflict scenario.

### Personal Action Planning

💡 How to take what they have learned back to the workplace. Skills they feel they might need to work on.

### Considerations:

This is quite a lot of content to go through in a single day – it can be done but it's likely to be a full 9 to 5 day (or whatever, normal working hours are).

To save some time on the day it is suggested that participants complete the TKI Conflict Questionnaire prior to the course and this can be done on line and the tutor will bring the reports to the session. (There is a charge per person for completing the questionnaire – prices on request).

To make the role plays as realistic as possible, the tutor will need to spend some time talking to the appropriate people to develop a variety of case studies with a brief for the 'manager' and a brief for the person role playing the difficult member of staff.

The final consideration would be whether you wanted to video record each person doing their role play and the feedback they receive so they can look at it in their own time.

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## Presentations Basics – Course Outline

**Duration:** Two Days (Content can be adapted to fit one day if necessary)

**Audience:** This programme is aimed at those who are required to speak in front of others and would like to develop their skills, knowledge and confidence when delivering presentations. It is for novice or infrequent presenters.

**Group Size:** Because of the interactive nature of this programme numbers need to be limited to 6 as a maximum (if numbers exceed this then not everybody will get chance to practice their presentation skills and receive vital feedback)

### Overview:

This development programme aims to deliver a 'toolkit' of ideas and techniques that can be applied in the preparation and delivery of presentations of all types. The programme is designed to be presented in a workshop format and focuses on practical skills with a high degree of delegate participation including practice presentations and discussion. This hands-on approach means that delegates learn rapidly and can implement the skills quickly in their working roles.

### Pre-Course Work:

There will be some pre-course work for participants to complete prior to attending the programme.

### Learning Outcomes:

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

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

- Design and construct presentations with audience and purpose in mind
- Present a professional image of themselves and their organisation
- Establish and maintain rapport with their audience
- Make effective use of their voice
- Prepare and use simple, effective visuals
- Deliver effective presentations in any situation

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