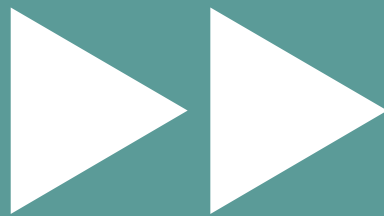


Management Training



KLEINBART
Learning and Development Solutions

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Managing Communication



Communication Skills



Description

This course aims at helping people strengthen their interpersonal communication skills. During the course, participants learn the dynamics of the communication process as well as tools for assertive and positive communication on an interpersonal level. The course also explores non-verbal behaviours and the impact of culture on communication.

Course Content

- ▶ The communication process
- ▶ Forms of communication
- ▶ Removing communication barriers
- ▶ Expressing ourselves positively and effectively
- ▶ Active listening
- ▶ The art of asking questions
- ▶ Non-verbal communication
- ▶ Methods for an assertive approach to communication
- ▶ Communication and conflict management
- ▶ The role of culture in communication

Duration

2 days for up to 12 participants

Target Audience

People who need to strengthen their communication skills.

Influencing & Assertiveness



Description

This course is designed for people who need to influence others and build positive relationships at work. Participants learn to develop influencing strategies that help build their confidence and credibility in working with different personalities. They also learn and apply assertiveness methods to enhance mutually beneficial communication and gain the support and commitment of others.

Course Content

- ▶ The meaning of influencing
- ▶ Differences with persuading, manipulating or negotiating
- ▶ Building credibility in an organisation
- ▶ Influencing outcomes with integrity
- ▶ Understanding behavioural styles
- ▶ The barriers to effective influencing
- ▶ Listening and assertiveness
- ▶ Becoming assertive and the three styles of relating to others
- ▶ How rights and beliefs, thoughts and emotions affect us
- ▶ Understanding and applying methods of assertion

Duration

2 days for up to 12 participants

Target Audience

People who wish to improve their influencing skills and develop assertiveness.

Intercultural Communication



Description

The objective of this course is to provide participants with a good understanding of the cultural differences that impact our everyday lives in the workplace and how to manage those differences to avoid conflict. The course covers oral and non-verbal communication between various cultures. The specific cultures covered in the course vary in accordance with the situation of the participants.

Course Content

- ▶ What is culture? How does it influence the workplace?
- ▶ Different types of culture
- ▶ Basic components of cultural differences (Schein): Assumptions, External Adaptation, Internal Integration
- ▶ Understanding cultural differences
- ▶ Criteria for cultural differences (Hofstede)
- ▶ Impact of cultural differences on corporate culture
- ▶ Management and culture
- ▶ Conflict and culture
- ▶ Language and culture: Implicit vs. explicit languages
- ▶ Time management: Monochronic vs. polychronic cultures
- ▶ Hierarchy and controls

Duration

1 or 2 days for up to 12 participants

Target Audience

People working in a multicultural environment, who need to understand and manage the challenges of intercultural communication.

Presentation Skills



Description

A highly interactive and practical course for anyone who wants to deliver clear, concise and effective presentations. The first day covers the skills and techniques required to create and structure effective presentations. The second day focuses on delivery techniques and individual presentations with performance assessment using videotaping.

Course Content

- ▶ Defining the presentation topic and objectives
- ▶ Creating an effective structure
- ▶ Understanding the audience
- ▶ Developing effective non-verbal communication
- ▶ Using your voice effectively
- ▶ Keeping the audience's attention
- ▶ Handling questions
- ▶ Working with visual aids
- ▶ Managing the logistics of presentations

Duration

2 days for up to 12 participants

Target Audience

People who need to improve their skills for preparing and delivering effective presentations.

Presentation Skills Follow-Up Workshop



Description

This workshop is a follow-up to the course Presentation Skills. During the workshop, participants can review their presentation techniques, practice their presentation skills and rehearse for a specific presentation. They receive individual feedback from the trainer and other participants. The course uses videotaping extensively to help participants in their self-assessments. The number of participants is limited to 4 because of the individual attention given to participants.

Duration

1 day for up to 4 participants

Target Audience

People who have attended the *Presentation Skills* course or who have had previous experience in making presentations.

Written Communication in Business



Description

A course for professionals at all levels who want to improve their skills for writing business English. The course is very practical and based on a three-stage approach to writing: pre-writing, writing and revising. The focus of the course is on writing E-mails, reports and letters that are clear, well-structured and concise.

Course Content

- ▶ Factors shaping written communication
- ▶ Forms of written communication
- ▶ Use and abuse of E-mail
- ▶ Rules and best practice for E-mail
- ▶ The three stages in writing: Pre-writing, writing, revising
- ▶ Organising and structuring a report
- ▶ Understanding the audience
- ▶ Writing styles that convey meaning
- ▶ Achieving clarity and avoiding ambiguity
- ▶ Writing business letters
- ▶ Choosing the right words
- ▶ Components of effective business writing in English

Duration

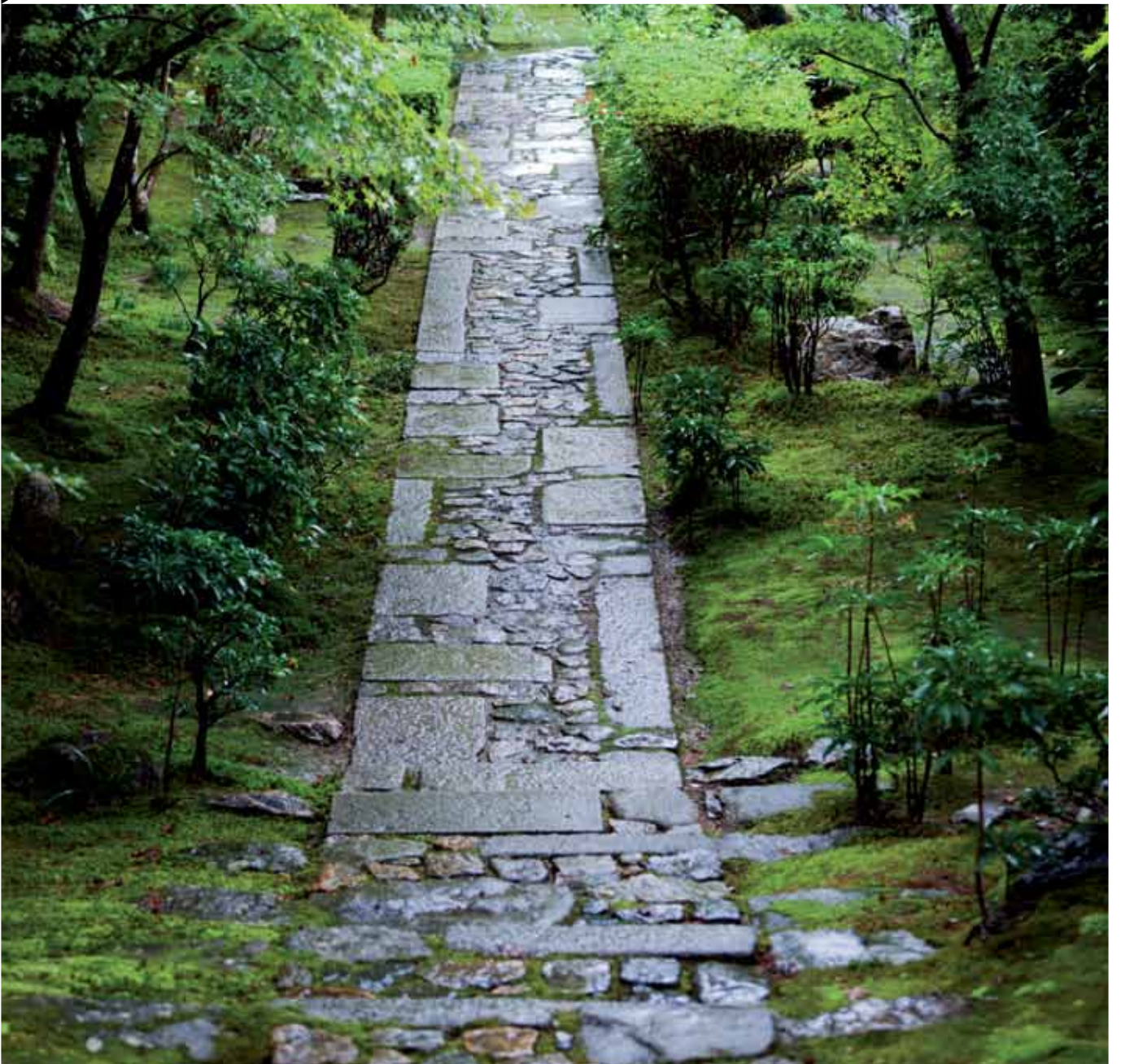
1 day for up to 12 participants

Target Audience

People who want to increase their effectiveness in written communication.



Managing People



Delegation as a Management Skill



Description

This course provides managers with an effective method for delegating, ranging from task and delegate selection to support for successful results. It covers the need and benefits of delegating and its key role in people development and motivation.

Course Content

- ▶ The importance of delegation in management
- ▶ What makes delegation difficult?
- ▶ Delegation versus empowerment
- ▶ Seven-step method of delegation
- ▶ Delegation as a motivation and development factor
- ▶ Cultural aspects of delegation

Duration

1 day for up to 12 participants

Target Audience

People who want to develop their delegation skills for effective management.

Leading Teams



Description

This course is designed for managers who want to develop their leadership skills. Participants explore leadership styles, qualities and skills. The course also addresses effective communication behaviours and influencing skills, team motivation, and coaching. It makes use of numerous exercises and applications.

Course Content

- ▶ What is leadership?
- ▶ Qualities and skills of a leader
- ▶ Leadership vs. management
- ▶ Leadership styles
- ▶ Leadership and culture
- ▶ Tuckman's stages in team building
- ▶ Team profiles
- ▶ Motivating individuals and teams
- ▶ Managing team performance
- ▶ Giving effective feedback
- ▶ Coaching techniques for leaders
- ▶ Incorporating coaching into leadership style
- ▶ Leading through emotional intelligence
- ▶ Influencing as a leader
- ▶ Conflict resolution

Duration

2 days for up to 12 participants

Target Audience

Managers who wish to develop leadership skills in managing teams.

Motivation at Work



Description

In today's economic climate, motivating employees is a key factor in achieving organisational goals and objectives. The course introduces what motivation is, theories of motivation and how they relate to our professional environment. Participants explore intrinsic and extrinsic motivation. They reflect upon managerial skills and behaviours that inspire motivation. They explore how to promote elements of motivation in people's work environment. They also learn techniques to inspire creativity to their teams.

Course Content

- ▶ Understanding motivation
- ▶ Theories of motivation and their application to the workplace
- ▶ Motivation and demotivation
- ▶ Elements of motivation
- ▶ Building motivation
- ▶ Managerial skills and behaviours for motivation
- ▶ Employee recognition
- ▶ Unleashing creativity

Duration

1 day

Target Audience

Managers and team leaders who want to improve the motivation in their teams.

Performance Appraisals



Description

The appraisal process is a key element of performance management. As a management task, however, it is often treated as a burdensome chore. This course is designed to help managers recognise the importance of preparing, carrying out and following up on appraisals. The course explains how to conduct effective appraisals that give feedback and motivate staff.

Course Content

- ▶ Gathering appraisal performance data and analysing it
- ▶ Planning the interview process
- ▶ Effective questioning and listening skills
- ▶ Helping staff identify areas of strength and weakness and develop strategies for development
- ▶ Identifying goals and creating SMART objectives
- ▶ Dealing effectively with poor performers
- ▶ Following up after the appraisal

Duration

1 day for up to 12 participants

Target Audience

People managing the performance of others.

Performance Management



Description

The course looks at performance management as an ongoing process based on an annual cycle of setting objectives at the start of the year, providing feedback and updating objectives during the year and conducting year-end appraisals. It includes numerous practical exercises and tools.

Course Content

- ▶ Defining and building SMART objectives
- ▶ Holding effective reviews with staff
- ▶ Dealing with issues as they arise
- ▶ Methods for giving effective feedback
- ▶ Listening and responding effectively
- ▶ Managing the year-end appraisal process
- ▶ Critical communication elements for effective year-end appraisals
- ▶ Identifying areas for performance development
- ▶ Addressing long-term development for staff and career paths
- ▶ Following up after an appraisal

Duration

1 day for up to 12 participants

Target Audience

People managing the performance of others.

Stress Management in Teams



Description

As the business environment has become more competitive, the demands on teams are more challenging. While some workplace stress is normal, excessive levels of stress can hurt performance, productivity and people's mental and physical health. During the course, managers learn to identify the causes of stress and to work with their teams and team members to address and reduce stress.

Course Content

- ▶ Understanding stress and its effects on people and organisations
- ▶ Recognising signs and symptoms of workplace stress
- ▶ Identifying the causes and effect of stress on performance
- ▶ Addressing the stress problem in teams
- ▶ Reducing stress in teams

Duration

1 day for up to 12 participants

Target Audience

Managers who want to understand and address the stress factor in their teams.

Team Building



Description

Team building is a useful process to unite employees around a common goal, generate greater productivity and develop as a cohesive unit. Team members share expectations for accomplishing team goals and objectives. The team-building workshop encourages people to communicate with each other, to develop mutual trust and appreciation. Through discussions, brainstorming and practical activities, they learn more about each other, clarify team purposes and goals and come up with new ideas. The workshop fosters a positive effect on morale and motivation of the team and its individuals that is transferable to the workplace.

To ensure its effectiveness, the team-building event is tailor-made to the specific situation of the organisation. A variety of practical activities can be selected.

Course Content

- ▶ The meaning of “team”
- ▶ Stages in team development and learning to work as a team
- ▶ Clarifying team goals and direction
- ▶ Communicating as a team
- ▶ Appreciating individual styles and diversity in the team
- ▶ Team projects
- ▶ Key points for improving teams

Duration

1 or 2 days

Target Audience

Teams that want to develop their cohesiveness and productivity.

The Manager Coach



Description

Knowing how to carry out coaching conversations with employees is a key management tool. Developing the ability to encourage and support people to take responsibility for their actions is essential to achieve success. This practical course gives managers the fundamentals of coaching tools and behaviours to address performance issues, get the best out of people and help them realise their potential.

Course Content

- ▶ What is coaching?
- ▶ Understanding the coaching principles
- ▶ Creating the right environment
- ▶ Using the GROW Model
- ▶ Coaching and interpersonal communication skills
- ▶ Asking the right questions
- ▶ Giving effective feedback

Duration

1 day for up to 12 participants

Target Audience

Managers who want to integrate coaching into their management style.

The Manager Coach Follow-Up Workshop



Description

This workshop is a follow-up to the Manager Coach course. Before the workshop, based on the learning acquired during the course, participants prepare a coaching meeting based on a situation of their choice. During the workshop, they practice the approach and the techniques for the coaching meeting and receive feedback. Participants are organised in small groups in order to dedicate adequate individual time to everyone.

Duration

½ day for up to 4 participants

Target Audience

Managers who have attended the *Manager Coach* course.

The New Manager



Description

Managing a team for the first time can be a daunting task. To be effective in this role, new managers need to develop a range of skills that enable them to motivate and lead their teams. Although perfecting these skills can take time and practice, this course provides participants with the basic tools that they will need to lay the foundation for their careers as managers.

The course has a practical orientation and provides participants with basic management tools, such as team building and motivation, delegation, resolving conflict and effective communication.

Course Content

- ▶ The transition from employee to manager
- ▶ Functions and responsibilities belonging to management
- ▶ Steps in team building and motivation
- ▶ Management and communication
- ▶ Effective delegation
- ▶ Conflict management
- ▶ Setting objectives
- ▶ Giving and receiving feedback

Duration

2 days

Target Audience

New managers who have not had training in management.



Managing Business



Change Management



Description

This course enables participants at different levels in an organisation to understand change and manage it effectively. The course focuses on the skills that managers need to support their teams in implementing change.

Course Content

- ▶ Understanding change
- ▶ Change in organisations and types of organisational change
- ▶ Importance of effective change management
- ▶ Change versus transition
- ▶ Bridges' model of transition
- ▶ The seven -step transition curve
- ▶ Indicators of reactions to change
- ▶ Supporting teams in accepting change
- ▶ Leading change: Kotter's checklist
- ▶ The role of leadership in managing change

Duration

1 day

Target Audience

Managers who need to manage change and support their teams in implementing change.

Managing Meetings



Description

Running an effective meeting requires more than sending out a notice to meet at a particular time and place. Effective meetings need structure and order, otherwise they risk going forever without accomplishing much. Chairing successful meetings requires clear objectives, a precise agenda, and commitment to planning and preparation. Meetings also need to run on schedule while ensuring the effective involvement of all meeting participants. The course is useful for people who chair, organise and participate in meetings. It offers a structured approach from the planning to the follow-up stages to ensure the result is a productive meeting.

Contents

- ▶ Principles of effective meetings
- ▶ Preparing a meeting
- ▶ Compiling the agenda
- ▶ Managing the meeting process
- ▶ Working effectively with meeting participants
- ▶ Writing meeting minutes
- ▶ Managing the meeting follow-up process

Duration

1 day

Target Audience

People who want to improve their meeting management skills.

Negotiating a Win - Win Solution



Description

Negotiation is not about winning or losing. It is about adopting a win-win approach to achieve mutually beneficial outcomes and improve relationships with our counterparties. This course covers the full process of negotiation from planning and preparation, through to the actual negotiation, closing and follow-up. It includes numerous exercises and videotaped role-plays with feedback.

Course Content

- ▶ Basic concepts of negotiation
- ▶ Win-win negotiating
- ▶ Evaluating a negotiation
- ▶ Planning and preparation: interests vs. positions, planning the bid, trading variables, BATNA (Best Alternative to a Negotiated Agreement)
- ▶ Opening a negotiation
- ▶ Bidding and bargaining
- ▶ Closing and following up
- ▶ Negotiation break downs
- ▶ Communicating effectively during a negotiation

Duration

2 days for up to 12 participants

Target Audience

People who want to become skilled in the negotiation process.

Personal Effectiveness for Assistants



Description

In today's environment of increased demands and pressure, assistants play a key support role in the successful achievement of an organisation's goals. The course covers how to plan and organise efficiently, develop confident and professional communication skills and proactively contribute to the success of managers and teams. In applying skills and techniques, participants learn to become more effective in facing the challenges of their roles and enhancing their valuable contribution to business.

Contents

- ▶ Identifying skills and qualities for success
- ▶ Building a successful working relationship with manager and team members
- ▶ Effective time management
- ▶ Setting priorities and realistic deadlines
- ▶ Effective communication skills
- ▶ Methods of assertiveness and learning to say "no"
- ▶ Professional communication over the telephone
- ▶ Organising meetings
- ▶ Writing clear and concise minutes
- ▶ Writing professional E-mails

Duration

2 days

Target Audience

Assistants and support staff wanting to increase their professional effectiveness.

Product Management



Description

Delivering the right product at the right price in the right timeframe is critical for the success of organisations. Companies that thrive are the ones that define, produce and promote their products efficiently and effectively. Product management is a critical, strategic role in a company. Effective product management requires a thorough understanding of the market, the competition and the needs of customers. The course makes use of practical examples to learn the skills, tools and processes required for successful product management.

Contents

- ▶ Designing new products and services
- ▶ Market research and concept development
- ▶ The role of the customer in product development
- ▶ Preparing a business case
- ▶ Defining product requirements and project plan
- ▶ Product development
- ▶ Product testing
- ▶ Product launch and marketing
- ▶ Product sales
- ▶ Managing the product life cycle

Duration

2 days

Target Audience

People who want to develop their product management skills.

Project Financing for Entrepreneurs



Description

Raising money to finance projects is an art that every entrepreneur must learn. Whether a project aims at developing a new product or improving an existing one, an effective entrepreneur must know the best way to raise money in accordance with the unique characteristics of each situation. This course covers various aspects of how to succeed at raising money quickly, effectively and under the best possible conditions. Participants get to practice presenting their business case with credibility. Videotaping is used for self-assessment.

Contents

- ▶ Preparing to obtain financing
- ▶ Financing terms and sources
- ▶ What does the bank expect?
- ▶ Producing a business case
- ▶ Preparing your negotiating position
- ▶ Presenting a business case
- ▶ Understanding your audience
- ▶ Making an impact
- ▶ Gaining credibility
- ▶ Convincing your counterparty
- ▶ Delivering a business case

Duration

2 days

Target Audience

Entrepreneurs who need to arrange the financing of a project.

Project Management



Description

Professional project management is a special management technique that must be studied and applied to achieve a high probability of success in the complex business world. Whatever the nature of the project, a successful project manager needs to understand the structure and stages of a project and have excellent people management skills.

The objective of this course is to provide participants with the structure, tools and skills needed to understand and implement the best practice for project management.

Course Content

- ▶ The responsibilities and functions of project managers
- ▶ Understanding the project life cycle
- ▶ Planning work effectively and efficiently
- ▶ Developing a systematic approach to problem solving within projects
- ▶ Tools and methods for managing projects
- ▶ Evaluating projects in terms of objectives, scope, resources, time and quality
- ▶ Identifying project risks and the tactics for dealing with them
- ▶ Managing change in projects
- ▶ Dealing with communication issues in projects
- ▶ Documenting projects

Duration

2 days

Target Audience

People who want to develop their project management skills.

Recruitment Interviewing



Description

Recruitment interviews involve more than sitting in a room, asking a variety of questions and following our gut feeling to decide whether a candidate is suitable. The purpose of the job interview is to gather sufficient and relevant data and accurately evaluate applicants to make the right choice. The course addresses the practical skills required for the recruitment process from planning to the interview follow-up. It focuses on behavioural-based techniques to make more effective recruitment decisions.

Course Content

- ▶ The purpose of recruitment interviews
- ▶ Planning the selection process
- ▶ Preparing competency-based specifications
- ▶ Stages of the interviewing process
- ▶ Interviewing and effective communication skills
- ▶ Phrasing behavioural competency questions
- ▶ Evaluating the information to make recruitment decisions
- ▶ Following-up after an interview

Duration

1 day

Target Audience

Managers and professionals who want to develop their recruitment interviewing skills.

The Internal Trainer



Description

Delivering stimulating training courses as an internal trainer is essential for supporting learning and development in organisations. The course covers a comprehensive set of skills which include defining audience needs, developing an effective training approach, group facilitation and delivering a course. The course has a practical approach and gives participants the opportunity to practice training delivery in a supportive environment. Videotaping is used to facilitate self-assessment.

Course Content

- ▶ What is training?
- ▶ Core competencies for training
- ▶ Understanding how adults learn
- ▶ Planning and preparing a training course
- ▶ Developing exercises and activities
- ▶ Skills and techniques for effective training delivery
- ▶ Building rapport and working with a group
- ▶ Giving effective feedback
- ▶ Preparing and using visual aids
- ▶ Training delivery practice
- ▶ Evaluating training

Duration

2 days for up to 8 participants

Target Audience

People who need to develop and deliver training in their organisations.

Time Management



Description

This course is designed to help participants focus on achieving their key goals within the time available to them. The course enables people to assess their own approach to time management and to develop a series of skills for prioritising and planning work.

Course Content

- ▶ Assessing your approach to time management
- ▶ The “time stealers”
- ▶ The importance of effective time management
- ▶ Techniques for setting priorities
- ▶ Differences between “urgent” and “important” tasks
- ▶ Planning and scheduling
- ▶ Effective ways to leverage technology
- ▶ Establishing clear goals and objectives

Duration

1 day for up to 12 participants

Target Audience

People who want to increase their effectiveness at managing time.



Managing Customers



Customer Service in the Fund Industry



Description

In the international fund industry, customers often judge a fund by the quality of service that they receive from the fund's agents. These customers can include private and institutional investors, as well as distributors and fund managers. In most cases, the customers do not see the fund's agents physically, so they judge the agent and the fund by the quality of service that they receive over the telephone or by E-mail.

The focus of this course is on how to deliver excellent customer service in the fund industry over the telephone and by E-mail. The course ensures a practical orientation through the use of numerous exercises and role-plays that are based on realistic situations in the fund industry.

Course Content

- ▶ Customer service over the telephone
- ▶ The importance of telephone-based customer service in the fund industry
- ▶ Effectively managing customer calls
- ▶ Tools for effective customer communication
- ▶ Importance of non-verbal communication over the telephone
- ▶ Dealing with cultural differences among customers
- ▶ Handling difficult situations with customers
- ▶ Communicating with customers by E-mail
- ▶ Characteristics of written communication
- ▶ Best practice use of E-mail
- ▶ Accuracy in E-mails
- ▶ Security of E-mail
- ▶ Efficiency tools for E-mail

Duration

2 days

Target Audience

Professionals in the fund industry who want to improve their customer service skills.

Managing Customer Relationships



Description

Customer service has become more important than ever, giving new meaning to the old adage «the customer is king». Good customer service, however, is more than just «bowing before the king». It means understanding the customer's requirements, managing the customer's expectations and meeting or even exceeding those expectations. Good customer service requires a wide range of expertise that encompasses communication and language skills, technical knowledge and particularly a desire to meet the customer's expectations.

The objective of this course is to help participants improve their skills in communicating directly with customers and effectively managing customer relationships to provide excellent service. A full range of situations is covered from initial contact through to handling awkward customers and complaints. Consideration is also given to cultural issues and the handling of relationships with customers of different nationalities.

Course Content

- ▶ Evaluating the “moments of truth” in service delivery
- ▶ Listening to customers and communicating with them effectively
- ▶ Managing customer expectations
- ▶ Retaining existing customers
- ▶ Handling difficult customers and complaints
- ▶ Using customer relationship management (CRM) to get the most out of relationships with customers
- ▶ Performing service recovery to retain unhappy customers
- ▶ Identifying opportunities for relationship development

Duration

1 or 2 days for up to 12 participants

Target Audience

People involved in managing customers.

