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Workplace Skills Library

Each course has UK audio and is also available in non-audio format.

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The Purpose and Goals of Time Management

Learning outcomes:

Having completed this course the learner will be able to use their time more effectively by implementing self-analysis and a time-log to monitor how they use it on a day-by-day basis.

Having achieved the learning outcomes of this course he or she will become more aware of how they use their time and how effective this use is in the context of their job role. This self-awareness is the first, and very important step, on the road to becoming a truly effective time manager. This course aims to improve both the efficiency and effectiveness of the learner in this area.

The course covers:

The goals of time management
Time management self-analysis
How to keep a time log
How to analyse a time log

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Organising Your Time

Learning outcomes:

Having completed this course the learner will free up time within his or her day by controlling their working environment. The course aims to enable the learner to become organised by taking control of their workspace and improving certain key skills.

Having achieved the learning outcomes of this course he or she will be able to organise both their desk area and the paper flow that lands upon it. They will also create more time by reading and writing more efficiently, as well as taking control of the telephone. The effects of mastering these new skills will be to relieve personal stress levels and enhance their standards of job performance.

The course covers:

- Clearing the desk
- Cutting down the paperwork
- Setting up effective and efficient filing
- Reading and writing effectively and efficiently
- Taking control of the telephone

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Planning Your Time

Learning outcomes:

Having completed this course the learner will make more effective use of his or her time by improving their current time planning activities.

There is never enough time these days, either at work or home, to get everything done that we want or need to. One of the reasons for this is that most people do not know how to plan and organise their time with a view to achieving their personal and business goals. More effective use of time by key workers means better productivity and, for the company, an impact on bottom line profits.

The course covers:

Problems people have with planning their time

Planning time through:

Setting goals

Defining, prioritising and scheduling tasks

Taking advantage of 'prime time'

Avoiding over-commitment

Using a master planner/scheduler

Organising a 'To Do' list

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Dealing with Time-Wasting Situations

Learning outcomes:

Having completed this course the learner will use their time more effectively by avoiding, or dealing with, time wasting situations.

Unfortunately, both managers and staff waste a great deal of time at work. This time is not wasted wilfully, but simply because those concerned do not recognise the time-wasting traps into which they are walking and, once in the trap, do not know how to escape. This course is particularly aimed at managers and concentrates on typical management scenarios. It would, however, be useful for any member of staff, particularly those in a supervisory position or those being groomed for a future management position.

Learning outcomes:

- Avoiding procrastination
- Avoiding crisis management
- Effective delegation
- Assertiveness
- Recognising and dealing with problem people
- Dealing with interrupters
- Avoiding time-wasting meetings
- Effective project management
- Dealing with confused responsibility and authority

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Time-Saving Tips & Technology

Learning outcomes:

Having completed this course the learner will be able to use technology to make more effective use of their time.

Time is the most valuable commodity of all to managers and staff alike and, although good organisation can work wonders, technology can make an even bigger difference. By achieving the learning outcome of this course the learner will 'add value' to their time management by taking advantage of technology such as email, electronic schedulers, mobile phones, meeting and presentation software, teleconferencing and videoconferencing.

The course offers practical advice on how to find more time by using technology. At the same time, it discusses the importance of avoiding stress, and remaining fit and healthy, if time saved is to be used to the full.

The course covers:

Using technology
Making the best use of travel time
Staying healthy to be at your best

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Introduction to Meetings & Meeting Types

Learning outcomes:

Having completed this course the learner will be able to demonstrate an understanding of what constitutes an effective meeting and how effective meetings are achieved.

Few businesses run these days without daily meetings to make decisions, solve problems or exchange information. Making such meetings productive is a major challenge for individuals and organisations alike. Having achieved the learning outcomes of this course the learner will be in a strong position to meet this challenge by understanding the basic principles of what makes meetings effective. By understanding the theory of how to make meetings effective the learner is well on the road to doing so in practice.

The course covers:

- The benefits of an effective meeting
- Why meetings become ineffective
- The key reasons for calling a meeting
- Meeting aims, objectives and structure
- Participant styles

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Meeting Planning & Preparation

Learning outcomes:

Having completed this course the learner will be able to plan and prepare effectively for meetings.

Bearing in mind how much time managers and staff spend in meetings, it is perhaps surprising that more thought does not go into planning for a successful outcome. Failure to plan and prepare properly can result in a great deal of wasted time, effort and money. Having achieved the learning outcomes of this course the learner will have the necessary knowledge to plan for maximum value from meetings.

The course covers:

- Confirming the necessity for a meeting
- Setting meeting objectives
- Planning contingencies
- The attitude and commitment of participants
- Structuring the meeting
- Selecting participants
- Preparing participants
- Timing the meeting
- Preparing the venue and materials
- Planning and writing the agenda

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Conducting Effective Meetings

Learning outcomes:

Having completed this course the learner will be able to chair meetings effectively and take accurate meeting minutes

Whether the learner is already a manager or has aspirations to leadership they will, sooner or later, be called upon to chair a meeting. Having achieved the learning outcomes of this course they will know how to undertake this task effectively, specifically in respect of controlling the participants and managing time.

If meetings have to be convened then it is essential that they are well run and productive, and the responsibility for ensuring that this happens falls squarely on the shoulders of the person chairing the meeting.

The course covers:

Good chairperson & participant behaviour

The role of the chairperson

Encouraging discussion

Asking constructive questions

Facilitating decision making

Taking effective meeting minutes

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Virtual Meetings

Learning outcomes:

Having completed this course the learner will be able to extract maximum efficiency from meetings by:

- Identifying opportunities for virtual meetings
- Selecting the correct virtual medium
- Conducting meetings in a manner appropriate to the medium

Time is a valuable commodity in today's organisations, and meetings are the prime consumer of time. Having achieved the learning outcomes of this course the learner will be able to save time by avoiding the automatic recourse to traditional meetings and, instead, considering the virtual options.

The course covers:

The meaning of 'virtual meetings'

The benefits of virtual meetings

Teleconferencing

Data conferencing

Video conferencing

Web - The advantages and disadvantages

Good practice

Self test with approximately 10-12 questions

Course duration 30-40 minutes



The Recruitment Process: an Overview

Learning outcomes:

Having completed this course the learner will be able to demonstrate knowledge and understanding of how to prepare for, and conduct, a recruitment exercise.

Entering the recruitment process without a clear view of the process, and how it should be structured, will result in poor use of resources, and probably ineffective recruitment. This course provides an overview of what constitutes an effective recruitment process, and enables the learner to use this as a template when planning future activity. It is vital that any person with a responsibility for, or a role within, staff recruitment is highly competent to perform that function. Failure to ensure this competence will result in an inability to attract the right people, and/or a failure to identify those people at the time of recruitment.

The course covers:

Preparing for recruitment
Factors affecting the approach to recruitment
The 4 factors of the recruitment process

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Writing Job Descriptions & Person Specifications

Learning outcomes:

Having completed this course the learner will be able to carry out a job analysis, write an accurate job description and write an accurate person specification

Achievement of the learning outcomes means that the learner will be in a position to analyse job vacancies and come to objective conclusions about their nature. They will also be able to express these conclusions in the form of an accurate job description and person specification. By having these two documents the learner puts himself or herself in a good position to attract and recruit the right person since the nature of the job will be clear to the applicant, and the applicant's suitability for the job will be clear to the recruiter.

The course covers:

How to carry out a job analysis
The key elements of an accurate job description
Designing job descriptions
The elements of an accurate person specification
Designing person specifications

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Attracting Candidates & Producing Job Advertisements

Learning outcomes:

Having completed this course the learner will be able to identify the best source of candidates for specific job vacancies and design and place successful job advertisements.

Advertising for the wrong person in the wrong place at the wrong time can greatly harm a carefully cultivated corporate image. For any organisation or company its people are its lifeblood; finding and hiring the right people, however, is a major challenge, given the competition for staff with the right skills, knowledge and attitude. For this reason, it is vital that any person with a responsibility for, or a role within, staff recruitment is highly competent to perform that function.

The course covers:

The potential sources for job candidates
Identifying the best candidate sources
Designing and placing effective job advertisements

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Shortlisting Candidates & Interview Techniques

Learning outcomes:

Having completed this course the learner will be able to identify a pool of high quality candidates by using assessments and an objective shortlisting process. They will also be able to conduct a successful recruitment interview.

A long list of potential job candidates is, in many ways, a nice problem for a manager. What is not so nice, however, is the prospect of making mistakes in the shortlisting process, and so losing the best candidate. Having achieved the learning outcomes of this course the learner will be able to avoid this problem and ensure that he or she is left with a genuine list of the best candidates. The learner will also be able to organise and conduct effective recruitment interviews calculated to identify the best candidate from the recruitment shortlist. It is vital that any person with a responsibility for, or a role within, staff recruitment is highly competent to perform these functions.

The course covers:

- Operating an effective shortlisting process
- Designing an effective job application form
- Using tests and assessments
- Conducting effective interviews

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Candidate References & Selection

Learning outcomes:

Having completed this course the learner will be able to seek and give references within current legal parameters, conduct a thorough reference check and structure an objective recruitment selection process.

References form an important part of the selection process and by achieving the learning outcomes of this course the learner will not take references at face value, but check them thoroughly. The learner will also avoid falling foul of the law when giving or requesting references. Finally, the learner will ensure that the final selection in a recruitment exercise is made in an effective and objective manner, thanks to the implementation of a structured process.

The course covers:

How to check references
The legal considerations
The steps in an objective recruitment selection process

Self test with approximately 10-12 questions

Course duration 30-40 minutes



An Overview of Appraisals & Performance Management

Learning outcomes:

Having completed this course the learner will be able to demonstrate knowledge and understanding of why appraisals are undertaken, and their importance in performance management and how appraisal schemes are structured, introduced and implemented. The learner will also understand staff attitudes to appraisal, and how these can be dealt with constructively.

This course is ideal for new managers fresh to running appraisals, or for existing managers needing to re-address their approach to the subject. By achieving the learning outcomes of this course the learner will have the underpinning knowledge that will enable them to make sense of the appraisal process and motivate them to become skilled in its application and administration.

The course covers:

- The purpose of the appraisal process
- The structure of a typical appraisal scheme
- The benefits of an effective appraisal scheme
- The main elements of a typical appraisal discussion
- Dealing with staff attitudes
- Introducing an appraisal scheme

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Preparing for the Appraisal Discussion

Learning outcomes:

Having completed this course the learner will be able to prepare themselves effectively for an appraisal discussion and use objectives correctly and constructively to manage and improve job performance.

No appraisal interview can be effective without the right groundwork, and this course ensures that the learner is able to carry out that groundwork in a thorough fashion. By achieving the learning outcomes of this course the learner will be able to prepare confidently and effectively to conduct appraisal discussions. He or she will also be able to work with the appraisee to construct and implement meaningful performance objectives.

The course covers:

The key elements of appraisal preparation
Performance objectives and how they are devised
Gaining agreement to performance objectives
Assessing performance against agreed objectives

Self test with approximately 10-12 questions

Course duration 30-40 minutes



The Appraisal Discussion

Learning outcomes:

Having completed this course the learner will be able to structure an appraisal discussion and conduct a professional and effective appraisal.

Appraisal discussions are a crucial element in developing both performance and attitude. If performed well, the appraisee can blossom, but if performed poorly performance can stagnate and motivation can stall. By achieving the learning outcomes of this course the learner will be able to conduct effective appraisal discussions that lead to positive outcomes, adding to both individual and team performance.

The course covers:

- Opening the appraisal discussion
- Using questioning techniques
- Encouraging self-assessment
- Closing the appraisal discussion
- Agreeing and recording the discussion
- Avoiding unhelpful language: 'Appraisal speak'
- Handling difficult situations

Self test with approximately 10-12 questions

Course duration 30-40 minutes



On-going Appraisal

Learning outcomes:

Having completed this course the learner will be able to plan and conduct effective performance reviews and construct a development plan for individual staff, based upon identified needs

Effective follow through is an area where many performance management processes fall down, and the learner will discover how to avoid falling into this trap. Having achieved the learning outcomes of this course the learner will build on successful appraisals by maintaining an open dialogue with their staff about performance and personal development. This is an important element in the manager's motivation and performance management strategy.

The course covers:

Following through on the appraisal discussion
The content of interim performance reviews
Conducting reviews
Matching development to identified needs
Bias and how to avoid it

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Introduction to Negotiation

Learning outcomes:

Having completed this course the learner will be able to prepare, identify and marshal his or her personal communication and cognitive skills for use in the negotiation process.

This course overviews the key skills of negotiation as well as the structure of the negotiation process itself. The part that attitudes play in successful negotiation is also examined, enabling the learner to think about the appropriateness of their current attitudes. The importance of correct personal behaviour, such as body language, is considered and the learner is provided with practical guidance in this area.

The course covers:

- The key communication skills
- The three key elements of negotiation
- The win-win approach
- Negotiation behaviour
- Preparing for successful negotiation
- The key steps of the negotiation process

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Negotiation Strategies 1 - Strategy Basics

Learning outcomes:

Having completed this course the learner will be able to identify the correct person with whom to negotiate and conduct successful negotiation by opening the process correctly, employing effective tactics during negotiation, concluding the process productively and making appropriate adjustments for the negotiation medium and the individuals involved in the process

This means that the learner will not waste time negotiating with the wrong person and, having found the right person, will be able to conduct an effective negotiation by following a clear process, and by using proven tactics.

The course covers:

- Ethics in negotiation
- The importance of negotiating with the right person
- The tactics of opening a negotiation
- Asking the right questions to establish attitude
- Making side deals
- The importance of timing
- Breaking a fixed price
- How to avoid conceding a negotiation
- Changing the packaging to save the proposal
- Telephone negotiation
- The relevance of culture and gender

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Negotiation Strategies 2 - Psychological Strategies

Learning outcomes:

Having completed this course the learner will be able to negotiate deals and agreements using basic psychology, and by reference to the hierarchy of human needs successfully handle negotiators who choose to use negative psychology as a tactic and offensive ploy in the negotiation process

Successful negotiation requires more than simply knowing how to employ a negotiation process. It involves using psychology in order to reach a 'win: win' situation. Without this knowledge the learner is unlikely to get the better of another negotiator, especially one who employs warfare or deception strategies. Having achieved the learning outcomes of this course, the learner will be able to negotiate successfully and counter negative negotiation tactics. Experienced and competent negotiators are essential for any company if it is to drive forward its business goals. Negotiators are critical to creating company policy, buying and selling goods and services, and ensuring a stable workforce.

The course covers:

Simple psychological strategies in negotiation
Psychological warfare strategies
Deception strategies
Dealing with negotiators

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Introduction to Persuading and Influencing

Learning outcomes:

Having completed this course the learner will be able to be committed to the use of persuasion and understand why persuasion, rather than coercion is the best way to achieve their desired outcomes.

This course is all about preparing to persuade and influence. This means that the learner will understand, and become committed to, the use of persuasion within their role. This will make them more effective in the role and will help them to become perceived as a leader, motivator and influencer by staff and their peer group. The skills of persuasion and influencing are not easy to master and, as a result, many people opt for coercion instead. This has a negative and de-motivating effect on those around them with consequent negative impacts on innovation, effort and production.

The course covers:

Adding value to key management roles
Moving people towards a course of action
The role of automatic behaviours

Self test with approximately 10-12 questions

Course duration 30-40 minutes



The Persuasion Process

Learning outcomes:

Having completed this course the learner will be able to prepare themselves for persuasion, integrate desired outcomes with the needs of others, gain commitment to a course of action, deal effectively with senior management and improve their leadership skills.

Many managers fail not because they lack initiative, good ideas or energy, but because they do not know how to persuade staff, peers or senior management to his/her point of view. This failure in his/her skill set leads to de-motivation and a perception of someone who 'doesn't get things done' simply because he or she is unable to motivate action. This course will help managers lacking these persuasive powers, or those who feel the need to improve their existing skills.

Companies cannot afford to have managers spending their time endlessly debating ideas and decisions. Effective persuasion and influencing skills save time and increase the chances of good ideas being acted upon.

The course covers:

The key steps in the persuasion process
Preparing for persuasion
The hierarchy of human needs
How to identify needs and gain agreement to them
Proposing a plan of action and gaining commitment
Using persuasion skills with senior management
Using persuasion in leadership

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Presentations 1 - Preparing for the Presentation

Learning outcomes:

Having completed this course the learner will be able to use positive body language, undertake positive mental preparation, prepare their vocal apparatus, prepare the presentation content, use the audience to enhance the presentation, prepare the environment and resources.

Too many managers, particularly the less experienced, believe that the secret of a successful presentation is simply to 'get up there and hit 'em between the eyes' with what they have to say. The truth is that, whilst the presentation style is obviously very important, it is what goes on beforehand that makes the difference. This course will help the learner make that difference by successfully preparing themselves, the environment and the presentation content. Time is therefore spent constructively, and communications achieve their purpose.

The course covers:

- Body language in the presentation
- Positive mental attitude and how to achieve it
- How to use the voice effectively
- Audience participation
- Preparing the environment and resources

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Presentations 2 - The Presentation

Learning outcomes:

Having completed this course the learner will be able to structure an effective formal presentation, create maximum impact, deal with difficult audiences and identify and use the correct presentation media.

Formal presentations are a critical communication tool for managers, and failure to achieve mastery of these medium results in a significant lessening of the manager's effectiveness. By learning how to design and structure a presentation, then deliver it professionally, the learner will greatly increase their power to inform, persuade and influence.

The course covers:

- Structuring a presentation correctly
- Integrating audience needs to ensure 'buy-in'
- Elaborating content for maximum impact
- Adding variety and emphasis
- Dealing with difficult audiences
- Using presentation resources effectively

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Delegation

Learning outcomes:

Having completed this course the learner will be able to recognise and commit to the benefits of delegation, exploit the link between delegation and coaching, identify and remove the barriers to delegation, identify opportunities for delegation and successfully undertake the delegation process.

Many managers plead the problems of insufficient time to manage effectively, de-motivated and apparently under-valued staff, constant management supervision of staff and under-skilled individuals. Whilst these problems can be caused by a number of factors, at least one of the solutions is delegation. This is because team members can undertake many non-critical tasks and feel valued as a result of the added responsibility. Also, providing the tasks are well chosen, the team members develop additional skills, and become more self-reliant as a result of newly found confidence.

The course covers:

- The benefits of delegation
- How delegation and coaching work together
- Why delegation is under-used or avoided
- The key elements of successful delegation
- When to delegate
- Managing delegation

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Questioning Skills: Why Are Questions Important?

Learning outcomes:

Having completed this course the learner will be able to recognise the importance of using questions to improve their effectiveness in verbal communication and people management and demonstrate an ability to identify specific circumstances when questioning is likely to be a productive strategy.

Everyone asks questions, and most people either don't think any more about it - or assume themselves to be good at it. The truth is that the ability to ask questions effectively is the key to good verbal communication. People who know the importance of asking questions, identifying basic question types and when they can be used productively are likely to make fewer mistakes and perform their job more effectively.

The course covers:

The nature of information, and the value of being able to gather it
Why being able to establish views, opinions and feelings is important
How questions can be used to control situations

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Questioning Skills: Using Open Questions

Learning outcomes:

Having completed this course the learner will be able to obtain basic information by using Open Questions, use Open Questions to seek personal opinions, views and feelings.

Many job roles require the job holder to gather and establish facts and information. Equally, many roles rely on an ability to deal with people and, as a result, understand how they feel and why they react in the way they do; Indeed, most managers' roles require both these sets of skills. Becoming competent in using Open Questions will, therefore, mean the learner is able to perform key areas of his or her job more successfully.

The course covers:

The function of Open Questions
The two types of Open Question
How to ask Open Questions

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Questioning Skills: Using Probing Questions

Learning outcomes:

Having completed this course the learner will be able to use Probing Questions to elicit information and opinions that prove resistant to simple Open Questions and then use Summary Questions to clarify answers, demonstrate personal understanding, and control difficult people or situations.

Open Questions enable people to gather information and seek feelings and opinions. Sometimes, however, people do not volunteer a full response to Open Questions, and this can lead to frustration for the questioner. This course will enable the learner to 'open up' reluctant respondents and find out what lies behind an initial, or superficial, answer.

The course covers:

The function of Probing Questions
The 5 types of Probing Question and how to use them

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Questioning Skills: Using Closed Questions

Learning outcomes:

Having completed this course the learner will be able to deal with people who are reluctant to provide facts or information, gain commitment from others to facts, opinions or courses of action.

Sometimes, for instance when selling, persuading or negotiating, it is important to be able to gain commitment from the other person. In these instances, Open and Probing Questions are of little use since they enable the respondent to provide further information, rather than commitment. This course will enable the learner to avoid protracted and unnecessary discussion by showing how and when to seek commitment to a fact, decision or course of action.

The course covers:

The difference between Open and Closed Questions
Dealing with avoidance behaviour
Gaining commitment

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Questioning Skills: Unproductive Questions

Learning outcomes:

Having completed this course the learner will be able to avoid question types that are not helpful to their personal verbal communications and recognise, and deal with, such questions when asked by others.

We learn to ask questions from an early age and, inevitably, get into bad habits. These bad habits take the form of Unproductive Questions, which are questions that either produce little useful information or, worse, do actual harm. Following this course the learner will be able to avoid such questions and ensure that they are able to obtain accurate information from respondents who are not offended, intimidated or confused by his or her questions.

The course covers:

The 4 types of Unproductive Question
The results of asking Unproductive Questions
How to avoid Unproductive Questions

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Listening Skills: An Introduction to Listening

Learning outcomes:

Having completed this course the learner will be able to recognise, and be committed to, the importance of listening skills as a critical factor in improving personal communication and people management, relate to the human communication process when considering why a communication has proved ineffective.

Everyone likes to think they are a good listener. The fact is that most people 'hear', but do not 'listen'. By understanding what is meant by 'listening' the learner will be motivated to develop their skills in this area in order to develop and improve their all-round communication skills. Furthermore, an understanding of the communication process will enable the learner to appreciate the part listening plays and the consequences of ineffective listening.

The course covers:

The difference between hearing and listening
The benefits of good listening to the individual, the manager and the organisation
The human communication process

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Listening Skills: Removing the Barriers To Listening

Learning outcomes:

Having completed this course the learner will be able to identify, and become alert to, the conditions and personal attitudes that legislate against effective listening.

The failure to listen effectively comes about not because of any deliberate intention to do so, but because of certain factors that prevent its achievement. These factors are termed, 'Barriers to listening', and may result from internal behaviours, or the external environment. By understanding what these barriers are, and the effect they have on the ability to listen, the learner will be both able, and motivated, to remove them.

The course covers:

What is meant by a barrier to listening

The internal barriers to listening that result from the listener's mental processes

The external barriers to listening that result from the surrounding environment

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Listening Skills: Becoming A Better Listener

Learning outcomes:

Having completed this course the learner will be able to bring about a positive outcome from interviews, discussions and conversations by listening and observing more effectively, make objective judgments about the nature of what is being said thanks to ability to 'listen beyond' the verbal message. Recognise why others may have listened ineffectively, and take appropriate steps to assist them in remedying the situation.

This course looks in detail at the various skills and behaviours that will enable him or her to do this. As a result, the learner will be both more competent and confident in all situations that require him or her to gather information, seek opinions or reveal attitudes. Good listeners who also possess good questioning skills are good communicators, and good communicators provide the innovation and drive that all organisations need.

The course covers:

Verbal and non-verbal attending behaviours that demonstrate active listening, and encourage communication

How listening self-discipline leads to better results

How observation of the speaker helps to interpret meaning

Self test with approximately 10-12 questions

Course duration 30-40 minutes



A Background to Body Language

Learning outcomes:

Having completed this course the learner will be able to define the term 'body language', explain the connection between body language and 'intuition', explain the meaning of posture, gestures and proxemics.

Most people, at some time or another, experience the feeling that another person is giving out 'vibes'. This feeling often leads them to believe that the other person is feeling or thinking in a particular way, regardless of what he or she is actually saying. Some people are also given to feelings of 'intuition' when they first meet someone. For reasons they do not understand, they are able to make almost immediate judgments about likeability, attitude or honesty. The vibes projected by other people, and the intuition possessed by the individual, are almost always a result of the body language exhibited by the former, and unconsciously interpreted by the latter. This course will introduce the learner to the subject of body language, and enable him or her to explain why we frequently have intuitive reactions towards others. It will also enable them to identify why interpretive skills will improve their interpersonal communication.

The course covers:

What is body language?
Body language and intuition
Practical aspects of body language
An overview of posture, gestures and proxemics

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Silent Speech: Understanding Body Language

Learning outcomes:

Having completed this course the learner will be able to identify feelings and attitudes by interpreting key bodily postures, gestures and how people use proxemics.

This course looks in detail at the postures, gestures and proxemics that, when interpreted correctly, provide an invaluable insight into how someone is feeling, regardless of what they may be saying at the time. This ability to interpret body language will enable the learner to flex their approach to situations according to how the other person is feeling. They will also be prepared for a reaction that might otherwise take them by surprise, and will be able to gauge how well an interaction is going. By controlling their own body language they will be able to, where necessary, avoid revealing their own feelings and attitudes.

The course covers:

- Posture, gestures and proxemics
- The benefits of interpreting feelings and attitudes
- Open and closed attitudes
- Agreement and conflict
- Honesty and dishonesty
- Interest and boredom
- Confidence or insecurity

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Using Body Language in the Workplace

Learning outcomes:

This is an assessment course. Having completed this course the learner will be able to assess the degree to which he or she is currently able to use body language to improve their performance in interviews, meetings and presentations.

The structure and methodology of this course is different to that of others in the series. The course is intended as both a guide to using body language in the workplace, and a self-assessment to see how well the learner has absorbed the learning contained in the two other two Body Language courses. This means that the learner will have a clear idea of the degree to which they are currently able to interpret and use body language.

This assessment course will enable the learner's manager to evaluate the degree to which effective practical application of body language skills is likely to take place.

The course covers:

The course is an assessment exercise that places the learner in the shoes of a manager conducting a performance review. The assessment requires the learner to interpret the interviewee's body language and take appropriate action, as well as indicate the body language they feel appropriate for the interviewer.

Self test with approximately 10-12 questions

Course duration 30-40 minutes



Silent Selling: Using Body Language in Sales

Learning outcomes:

Having completed this course the learner will be able to identify and respond to customer body language and utilise their personal body language in a positive manner.

As any experienced salesperson will tell you, customers sometimes say things that they do not mean. This duplicity happens for a number of reasons, varying from a wish not to offend, to an instinct for self-preservation when faced by an apparently predatory salesperson! Body language skills in sales are important because a customer's feelings, attitude and truthfulness will drive the way the salesperson directs his or her strategy.

Traditional sales training tends to focus on scripts and process whilst a structure is essential to the sale, it will remain artificial and inflexible unless the salesperson is able to make an objective judgment of the customer's feelings, emotions and behaviour at any given point of the sale. Being able to interpret and use body language will provide this ability, as well as ensure that the salesperson him or herself maximises the chances of success by the appropriate use of body language.

The course covers:

- Greeting the customer
- Establishing customer needs
- Making a sales presentation
- Closing a sale

Self test with approximately 10-12 questions

Course duration 30-40 minutes



The Role of the Coach

Learning outcomes:

Having completed this course the learner will be able to undertake a role appropriate to that of the coach within the coaching relationship.

This course will help the learner to understand the critical role the coach plays in the coaching process. In particular the learner will appreciate how the role differs from that of a trainer, mentor or other developer of people. The learner will also recognise the benefits that result from adopting an appropriate role when acting as a coach.

Effective coaching encourages those being coached to adopt a mind-set towards their own development that fosters these qualities and positive behaviours. A 'coaching culture', therefore, creates a workforce that is well able to support the demanding needs of a modern, constantly changing and non-bureaucratic organisation.

The course covers:

What does a coach do?
Key coaching behaviours
The benefits of coaching
Desired coaching outcomes
Deciding the coaching goals

Self test with approximately 10-12 questions

Course duration 30-40 minutes