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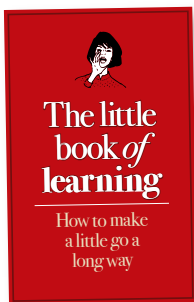
WELCOME TO THE REED LEARNING SUMMER SALE

30% OFF ALL SHORT COURSES

In tough times our summer sale makes training easy on your budget. For a limited period we're offering our courses at a substantially discounted rate: **30% off any course you book before 31st August**. You can choose any course from this brochure or from our full portfolio online. Visit www.reedlearning.co.uk to browse all courses and book either online or by calling us on **0800 132 448**, using the code on the back of this brochure.

From personal development courses to help improve your assertiveness (page 3) and communication skills (page 4), to industry leading programmes for new PAs (page 12) and sales people (page 10), you'll find a course to suit you.

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Why choose Reed Learning?

We are the UK's leading business training company – with 40% more business, management and personal development programmes than any of our competitors.

Quality It's at the heart of everything we do. We are the only training company that regularly assesses its faculty, and freely publishes the trainer competency model used.

Reliable 99.5% of our delegates would recommend us to a friend or colleague.

Professional Over 30 years' experience coupled with seamless administration & a no quibble refund if you are not completely satisfied.

Friendly The most generous loyalty discounts in the industry, and you can attend your course again with our FREE refreshers.

Innovative The first training company to offer bite-size MP3 modules and pioneers in developing qualifications in partnership with leading academic institutions.

Free refresher courses

To help keep knowledge fresh and to embed learning, all delegates can repeat any course for FREE. What's more, should a member of your team leave within six months of attending a course, we will offer the same course for free to their replacement.

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Our high quality standards are reflected in the endorsement of many of our courses by professional industry associations. And to give you absolute reassurance, we offer a no quibble full refund or free replacement on any course if you are not totally satisfied.

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Save up to 50% with our loyalty discounts. The more courses you attend, the greater the discount you will receive. You can earn up to 50% off and, in addition, we'll give you a 10% discount when you send more than one person on the same course.

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TAILORED TRAINING

Achieving results through collaboration

In-house training



Any Reed Learning course can be customised to your needs and delivered at a location of your choice. In-house courses are simple to arrange and offer cost savings if you want to train five or more people. Alternatively, if you have a specific need we can design a programme just for you.

Three ways to run training in-house:

1. Standard: choose any Reed Learning course and run it on your premises. The standard service provides an 'off-the-shelf' course, delivered to order.



2. Customised: tailor one of our courses to your requirements. Clients find that incorporating real-life data, case studies and materials makes the course easier to engage with and put into practice.



3. Bespoke: Sometimes we start with a blank sheet of paper and design a totally bespoke programme for our clients. With the option to choose from a huge range of delivery methods (from one-to-one coaching to drop-in training surgeries to outdoor teambuilding events) along with training needs analysis & post-course evaluation, this is our most comprehensive training service. Let us build precisely the training you need.

*Standard price dependant on course type and number of delegates. Customised price dependant on consultancy time.

Book and deliver any in-company training before the end of August and receive 50% OFF any follow-up course.

For example: Run a one-day Time Management and Prioritisation course for your staff then a month later follow this up with a half-price refresher. This will keep knowledge fresh and prevent old habits from creeping back in.

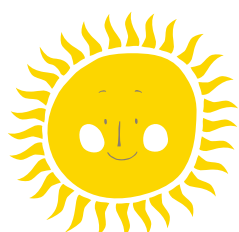
Or: Up-skill your workforce with a series of Microsoft Excel courses. Start by running an introduction or intermediate level course, and then return for a more advanced version, quickly and cost-effectively transforming the whole office into Excel experts.

Research shows that follow-up activities help increase retention and embed habits, meaning a far greater return on your training investment.



Top five requested in-house courses include:

- Project management
- Successful sales: sealing the deal
- Change management
- Microsoft Office 2007 conversion
- Persuading & influencing



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QUALITY AND VALUE

We aim to be the most respected business training provider in the UK. Consequently we must adhere to the highest possible standards



The academic board

Above, left to right: Dr Caroline Whalley, Sir Michael Richard, Chris Howorth, Dr Hilary Macaulay.

Quality

The Reed Learning Academic Board

Our independent academic board is charged to challenge any and all of our processes related to learning delivery.

Its members currently include:

- Sir Michael Richard – Rector of the University of the Arts, London (former Permanent Secretary at the Department of Education and Employment)
- Dr Caroline Whalley – Academic Director, Reed Learning (former Director of Education for the London Borough of Ealing)
- Chris Howorth – Deputy Dean of Faculty, Director of External & Executive Programmes, Royal Holloway, University of London
- Dr Hilary Macaulay – Principal of the West London Academy and a member of the national Academy Principals Steering Group advising government on policy initiatives.

Expertise

Reed Learning Faculty

All professional trainers who work with us are invited to join the Reed Learning Faculty. Built upon the foundations of our Active Learning Model, the faculty encourages all of its members to continuously improve their professional skills through engagement with our **competency framework**. This framework also underpins our own “Train the trainer” programmes which lead to our Certificate of Professional Training Competency.



To download our competency framework visit reedlearning.co.uk/quality

Service

ISO 9001 accreditation

Seamless course booking and administration is as central to what we do as the quality of our courses. We're ISO 9001 accredited and always looking to develop the service we provide, from groundbreaking new material to innovative new ways of bringing it to you.

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Certificate in first line management, accredited by the **Chartered Management Institute**



Introductory diploma in management, accredited by the **Chartered Management Institute**

Certificate in management & leadership, accredited by the **Chartered Management Institute**

Award in management, coaching and mentoring accredited by the **Chartered Management Institute**

Look for this logo in the directory to see which courses qualify for **CIMA Mastercourses CPD**.



Courses marked with this logo are run by Insights, an accredited **PRINCE2** training organisation



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The Reed Learning Google Marketing Academy all courses officially accredited by Google



Integrated qualifications for L&D professionals



For more details of all our Professional Accreditations visit www.reedlearning.co.uk/qualifications

PERSUADING & INFLUENCING PEOPLE

Develop powerful and compelling techniques to win people over

Choose this course to:

- Get people on board and build support for your ideas
- Communicate with senior managers, clients and colleagues to win their cooperation
- Gain power and confidence
- Understand people better to communicate better
- Tackle pressurised situations and difficult people assertively

What is it about?

It is about helping you bring people around to your way of thinking, reducing resistance to new ideas and eliminating conflict. Delegates will learn how to build rapport more easily by utilising appropriate communication styles and they will practice persuasion techniques for dealing with difficult people and situations.

What will I get out of it?

- The skills to be more persuasive and exert more influence
- Increased confidence to make you more effective in handling different people and situations
- More success in negotiations
- Insights into emotional intelligence
- Improved questioning and listening skills

Course overview

Understand persuasion

- The characteristics of a successful persuader
- Moving from a push to a pull style of persuasion

Preparing to persuade

- Learn to build trust through seeing other people's perspectives
- The importance of non-verbal communication

Explore what others want

- Effective questioning techniques
- Hone your listening skills and overcome barriers to active listening

Communication styles

- Choose from a range of communication styles dependent on the situation
- Learn to respond rather than react

Overcome resistance

- Use emotional intelligence to your advantage
- Negotiate for a genuine win-win situation

State your case persuasively

- Adopt strategies that work for you, and state your case assertively and convincingly, in both group and one-on-one situations

Follow-up MP3 and e-learning modules

Choose this course to:

- Make your voice heard confidently and positively
- Listen to others' opinions without being offended or reacting negatively
- Say what you think, say no, speak clearly and honestly
- Voice your opinion without feeling bad, or making others feel bad
- Be firm but fair and stop shying away from confrontation



What is it about?

This course will enable you to be more effective, positive and competent in the workplace, by learning to be firm but fair with your colleagues. You will learn to say no effectively, give and receive criticism and recognise and deal with fear.

What will I get out of it?

- A renewed confidence and techniques to stand up for yourself in any situation
- The ability to calm aggression or overcome passivity
- A toolkit of methods to cope in different situations
- Better listening skills
- A checklist to guide your behaviour in practice

Course overview

Understanding assertiveness

- Understand what assertiveness really means
- Explore the traits of assertiveness and other behaviours
- Steady the passive/aggressive pendulum
- Realise and overcome the fears that hold you back
- Know your workplace rights
- Learn to say 'No!', rather than 'No problem!'

Applying assertiveness

- The assertiveness toolkit: six different levels to tackle any situation
- Learn how to listen actively, and why listening skills are so important
- Develop your verbal and non-verbal communication skills
- Appreciate the motivations of other people
- Two-way developmental and motivational feedback sessions with the other delegates, to embed the learning.

Follow-up MP3 and e-learning modules

ALL COURSES 30% OFF
TILL 31ST AUGUST

Duration & cost	2 Days, £967 + VAT NOW £676.90
Birmingham	Aug: 10-11 Oct: 22-23
Bristol	Jul: 30-31 Oct: 7-8 Dec: 16-17
Edinburgh	Aug: 18-19 Nov: 19-20
Leeds	Aug: 5-6 Nov: 4-5
London	Jun: 29-30 Jul: 14-15, 28-29 Aug: 12-13, 27-28 Sep: 10-11, 24-25 Oct: 12-13, 26-27 Nov: 10-11, 24-25 Dec: 8-9, 21-22
Manchester	Sep: 14-15 Dec: 10-11
Code	PI

Duration & cost	2 Days, £940 + VAT NOW £658
Birmingham	Aug: 12-13 Nov: 9-10
Bristol	Jun: 18-19 Sep: 9-10 Dec: 10-11
Leeds	Aug: 11-12 Nov: 9-10
London	Jul: 1-2, 20-21 Aug: 3-4, 20-21 Sep: 7-8, 22-23 Oct: 7-8, 22-23 Nov: 9-10, 25-26 Dec: 10-11
Manchester	Sep: 10-11 Dec: 8-9
Code	AWK

EFFECTIVE COMMUNICATION

Master your message and achieve positive results through enhanced communication skills

Choose this course to:

- Say what you mean with confidence and clarity
- Avoid appearing abrupt, unconfident, aggressive or nervous
- Handle tricky situations and pressure calmly
- Offer ideas and opinions that win people over
- Reflect on how you communicate and are perceived



What is it about?

Communication is the art of being understood and of understanding others. This course looks at all elements of communication from planning what you want to say through different communication styles to how to present a positive image.

What will I get out of it?

- An assessment of your own communication style for a better understanding of how to manage it and the impact of your message
- The skills to communicate clearly and confidently
- The ability to 'gain the edge' and achieve your objectives through effective communication
- Improved workplace relationships and a greater personal profile
- Persuasion and influencing skills
- A blended learning experience to improve retention and assist the transfer of learning outcomes back in the workplace

Course overview

The art of communication

- The essentials of successful communication: practice, planning, positive thinking
- Identifying and overcoming barriers to communication
- Characteristics of an excellent communicator

Communication styles

- Jung's communication styles model
- Identifying your preferred styles
- Adapting your style as required

Unspoken communication

- Body language and tone
- LISTEN model of active listening
- Building rapport

Presenting a positive image

- Ensuring your message is perceived as intended
- Phrasing your message appropriately
- Making an impact in meetings

Personal excellence

- Neuro-linguistic programming (NLP)
- Assertiveness
- Persuasion skills

Follow-up MP3 and e-learning modules

PROFESSIONAL PRESENTATION SKILLS

Make a real impact on your audience. An interactive workshop on presenting persuasively, confidently and with credibility

Choose this course to:

- Appear more confident, control nerves and make your voice more powerful
- Structure your presentations better
- Deal with awkward questions
- Develop useful, career-enhancing skills
- Engage the audience and present with more impact
- Eliminate fear of failure and overcome presentation terror

Course overview

Three key factors that can make anyone a successful presenter

Planning and preparation

- The importance of identifying a clear objective
- Structuring your presentation with the end result in mind
- Selecting material for quality not quantity
- What holds an audience's attention and what sends them to sleep?
- Use of notes and prompt cards
- The antidotes for pre-delivery nerves

Structuring the talk

- Introductions with impact
- Creating clear benefits for your audience
- Structuring your content clearly
- Headlines, body and summary
- Using persuasive language
- Use of pauses and silence
- Closing the presentation memorably

The delivery

- Standing and gesturing to look confident and credible
- Vocal skills to give authority and projection to the voice
- The latest paralinguistic techniques
- Pausing and emphasis to add impact
- Question and answer sessions: Handling them concisely
- Tips on using visual aids effectively
- Practice sessions: With video feedback

Follow-up MP3 and e-learning modules

What is it about?

This course will show you how to overcome your presentation fears and deliver with real impact. You will learn to see the subject from the audience's perspective and structure content for clarity and memory retention.

What will I get out of it?

- Genuine confidence and self belief in your public speaking skills
- A clear purpose in your presentation, and a structure focused on the desired outcome
- The ability to attract and maintain audience interest
- Skills to handle notes and prompt cards whilst keeping your audience engaged
- Control of your body language and your nerves

ALSO 30% OFF THIS SUMMER:
- ADVANCED PROFESSIONAL PRESENTATION SKILLS
- MASTERING THE ART OF PUBLIC SPEAKING
FULL DETAILS AT REEDLEARNING.CO.UK

Duration & cost	1 Day, £534 + VAT NOW £373.80
Birmingham	Jul: 24 Sep: 7 Oct: 16 Nov: 26
Bristol	Aug: 14 Nov: 13
Edinburgh	Aug: 7 Nov: 5
London	Jun: 23 Jul: 8, 23 Aug: 7, 26 Sep: 10, 28 Oct: 14, 29 Nov: 13 Dec: 1, 17
Manchester	Aug: 5 Nov: 4
Code	UCS



Forms part of certificate from:



Duration & cost	2 Days, £967 + VAT NOW £676.90
Birmingham	Aug: 4-5 Sep: 22-23 Nov: 10-11
Bristol	Jun: 29-30 Sep: 9-10 Nov: 19-20
Edinburgh	Aug: 24-25 Nov: 23-24
Leeds	Jun: 17-18 Sep: 14-15 Dec: 15-16
London	Jun: 22-23 Jul: 2-3, 13-14, 21-22, 30-31 Aug: 10-11, 18-19, 27-28 Sep: 7-8, 14-15, 24-25 Oct: 5-6, 14-15, 22-23 Nov: 2-3, 12-13, 19-20, 30-1 Dec: 8-9, 17-18
Manchester	Jun: 24-25 Sep: 14-15 Dec: 8-9
Code	PPS

TIME MANAGEMENT

Take charge of your day and respond productively to changing priorities
Reduce stress and improve efficiency

Choose this course to:

- Be more proactive in your role
- Make time to focus on the most important tasks
- Keep on top of emails without losing the whole day to them
- Reduce your stress levels by being assertive
- Feel efficient, focused and productive



What is it about?

This course lets you regain control of your workload by managing yourself and others more intelligently. You will learn how and when to say no, how to prioritise effectively and, most importantly, how to sustain these improvements over time.

What will I get out of it?

- A new focus on your purpose and objectives and tools to benchmark your success
- Effective prioritisation skills
- An understanding of your own productivity schedules and patterns
- The ability to analyse and combat the factors that sabotage good intentions
- Assertive techniques to manage interruptions and handle disruptions
- An understanding of how to delegate to others so you can finish the jobs that really matter
- Skills to project a competent and organised impression
- The golden rules for saying 'no'
- An action plan to encourage self discipline and sustained improvements
- The motivation to make it happen

Course overview

The three-pronged attack to improved efficiency

Doing the right things:

- Seeking "value" for time like "value" for money
- Setting effective goals and objectives
- Motivating yourself to use your time creatively and productively
- Structure for effective delegation

At the right time:

- Using a prioritising matrix and time logs
- Scheduling tools in practice
- Recognising "time bandits" and the strategies to beat them
- Important vs urgent
- Re-prioritisation: when and where

In the right way:

- Emotional brain vs thinking brain
- Tips and tools for better organisation
- Managing expectations proactively
- Using delegation effectively to free up time
- Saying 'no' scenarios

Follow-up MP3 and e-learning modules

Duration & cost	1 Day, £534 + VAT NOW £373.80
Birmingham	Jun: 22 Jul: 23 Aug: 25 Sep: 24 Oct: 23 Nov: 30
Bristol	Jul: 22 Oct: 23
Edinburgh	Jul: 27 Oct: 28
Leeds	Jul: 29 Oct: 30
London	Jun: 24 Jul: 1, 10, 17, 27 Aug: 3, 12, 19, 26 Sep: 3, 11, 18, 28 Oct: 5, 13, 21, 28 Nov: 2, 12, 20, 30 Dec: 7, 15, 22
Manchester	Jul: 6, 31 Sep: 16 Oct: 26 Nov: 27
Code	TM

ESSENTIAL BUSINESS WRITING SKILLS

Create professional written communication that achieves your objectives

Choose this course to:

- Write clearly, concisely and professionally
- Structure different types of written communication correctly
- Improve punctuation and sentence structure
- Feel assured about sending emails and letters to clients and colleagues
- Communicate in writing with confidence

"The course and trainer were really excellent – all aspects were explained well."
Cymone Brooks, Royal Bank of Scotland

What is it about?

This one day course gives you the complete toolkit to confidently write effective business communications. The day includes practical exercises on planning and composing your written correspondence, ensuring the best way of getting content across and utilising correct punctuation and structure. It also covers the business etiquette appropriate to different forms of correspondence.

What will I get out of it?

- Skills to make the documents you write stand out from the crowd
- Confidence to structure an argument to achieve your desired outcome
- Belief in your own written work
- Time saved through a structured approach to document planning and creation

Course overview

- Identify your objective and write to meet it
- Keeping it short and simple: the key to success
- Structure your letters effectively
- Plan the content to get your message across clearly
- Learn standard letter layout
- Practice your skills by writing drafts and undertaking practical exercises
- The essential building blocks of a sentence
- Using correct punctuation
- E-mail etiquette – hitting the right tone

30% OFF! FOR ALL OUR COURSES VISIT WWW.REEDLEARNING.CO.UK

Duration & cost	1 Day, £524 + VAT NOW £366.80
London	Jun: 22 Jul: 9, 28 Aug: 14 Sep: 4, 21 Oct: 8, 28 Nov: 18 Dec: 2, 21
Code	EWS



Any course can be bundled with Mailiens for an additional ~~£99 + VAT~~ **£66** www.reedlearning.co.uk/mailiens

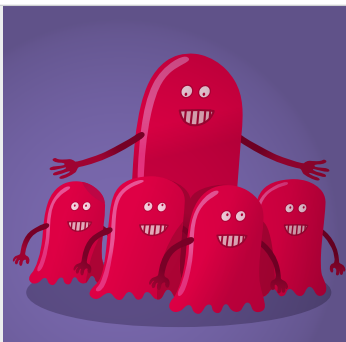


INTRODUCTION TO SUPERVISION & TEAM LEADERSHIP

Gain practical skills to link management strategy and effective team performance

Choose this course to:

- Get the best from every team member
- Handle difficult people and situations assertively
- Set objectives and monitor performance
- Lead others with confidence
- Build a motivated, cohesive team



What is it about?

You will learn how to motivate and develop your team to continuously improve performance whilst growing your own skills in dealing with difficult situations decisively. You'll leave equipped with the skills to tackle the team leader role head on.

What will I get out of it?

- An insight into the roles and responsibilities of a supervisor
- An understanding of authority and how to get it
- Models for effective leadership and the skills to apply them
- Techniques to get the best from other people
- Management approaches for difficult people and situations
- An understanding of the best way to delegate
- Time management and ways to deal with time bandits
- Appropriate communication styles for diverse people and situations
- Skills to motivate others and lead your team to success
- A blended learning experience allowing you to continue to develop skills in the workplace

Course overview

The modern supervisor

- The skills of an effective team leader
- The five key areas of team supervision: lead; communicate; organise; plan; control

Effective team leadership

- Meet the expectations of your team
- Leadership style and roles
- Learn the GRIPS model of team leadership
- Set SMART goals and objectives

Develop your management style

- Learn different management styles for different situations
- Pinpoint your own management style and evaluate for effectiveness
- Time management – time bandits and prioritisation
- Delegation: structure, pros and cons, do's and don'ts

Motivating and developing others

- Giving feedback, conduct and capability issues
- Setting performance standards

INTRODUCTION TO MANAGEMENT

An essential course for the newly appointed manager

Choose this course to:

- Make a confident start in your new management role
- Organise yourself and your team more effectively
- Feel confident in your communication style
- Make sure all team members are productive
- Refresh your memory on the fundamentals of management

Course overview

Roles and responsibilities

- Why do managers manage?
- Meet the expectations of your team
- A manager's five key responsibilities
- Leadership and communication
- Identify your communication style
- The importance of regular meetings
- Develop assertive behaviour

Management style and team dynamics

- Use the appropriate style of management depending on the team, task and individual

- Building your team
- Making delegation work and avoiding common pitfalls
- Manage your own time effectively

Motivation and reward

- Motivators: theoretical approaches
- Linking reward to results
- Setting goals and SMART objectives
- Delivering both motivational and developmental feedback

- Coaching

Feedback and dealing with difficult situations

- Structure for constructive feedback
- Do's & don'ts of feedback
- Conduct & capability issues
- Practical exercises

Self-management

- Self analysis for managers
- Assertiveness: golden rules of saying no
- Managing conflict within teams
- Time and stress management

What is it about?

The course offers an immersion in the fundamentals of management. You'll gain a thorough understanding of what is required to motivate and manage your team successfully and clear structures and tools to enable you to do this. You'll leave with techniques to manage your team, and yourself, for optimum results, and the motivation to put your learning into practice back at work.

What will I get out of it?

- Vital interpersonal skills for becoming a successful, respected manager
- Tried and tested techniques to get the best out of your team
- An awareness of your own communication style
- Motivational techniques
- The confidence to give useful feedback and tackle conduct issues
- The ability to manage your time and delegate with confidence
- Assertive techniques to deal with conflict and say 'no' when required
- Tools to help you handle stress and conflicting demands on your time

ALL MANAGEMENT COURSES 30% OFF

Duration & cost	2 Days, £967 + VAT NOW £676.90
Birmingham	Jul: 29-30 Sep: 3-4 Oct: 12-13 Nov: 12-13 Dec: 14-15
Bristol	Jun: 25-26 Sep: 16-17 Nov: 26-27
Edinburgh	Jun: 8-9 Aug: 27-28 Nov: 25-26
Leeds	Jun: 10-11 Aug: 13-14 Oct: 14-15 Dec: 10-11
London	Jun: 29-30 Jul: 9-10, 20-21, 30-31 Aug: 10-11, 19-20, 27-28 Sep: 7-8, 16-17, 24-25 Oct: 6-7, 15-16, 26-27 Nov: 3-4, 11-12, 19-20, 30-1 Dec: 9-10, 17-18
Manchester	Sep: 3-4 Nov: 23-24
Code	ISTL

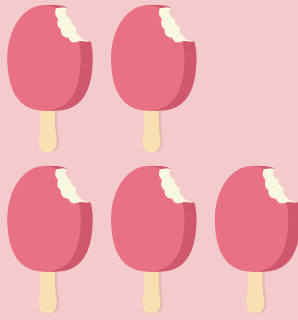
Duration & cost	2 Days, £967 + VAT NOW £676.90
Birmingham	Jul: 21-22 Aug: 20-21 Sep: 28-29 Oct: 29-30 Dec: 3-4
Bristol	Jul: 15-16 Oct: 15-16
Edinburgh	Sep: 7-8 Dec: 7-8
Leeds	Jul: 27-28 Oct: 28-29
London	Jun: 23-24, 29-30 Jul: 7-8, 14-15, 22-23, 29-30 Aug: 6-7, 13-14, 17-18, 24-25 Sep: 1-2, 8-9, 16-17, 24-25 Oct: 1-2, 12-13, 19-20, 27-28 Nov: 5-6, 11-12, 19-20, 26-27 Dec: 7-8, 14-15, 21-22
Manchester	Aug: 17-18 Nov: 2-3
Code	ITM

THE FIVE-DAY MANAGEMENT PROGRAMME

Acquire the complete management toolkit

Choose this course to:

- Learn the fundamentals of management for a new role, or just brush up on best practice
- Evaluate your current performance against accepted processes
- Share issue and insights with others in similar roles
- Manage other people productively, make an impact and inspire high performance



What is it about?

This is our most comprehensive management development course, consolidating key skills such as team development, performance management, coaching and self management into a clearly structured programme. Banish 'beige' management and really inspire your people to achieve.

What will I get out of it?

- Techniques to build a team for excellent workplace performance
- Skills to achieve positive results from difficult situations
- The ability to communicate with greater assurance to get points across and achieve objectives
- Improved personal impact
- Interaction with experienced actors who will role-play skills and theory in practice

Course overview

- The purpose and expectations of management – why is it so important?
- What is a manager's role in relation to the task, team and individual
- Three key management styles
- Team dynamics and leadership
- The essentials of self-management
- How to manage performance of the team and the individual
- How to deal with conduct and capability issues
- Handling difficult situations assertively for positive outcomes
- The principles of workplace motivation and the key elements of motivation
- Interviewing skills for managers
- How to conduct an appraisal and why they are important
- How to coach your staff
- Delegating with confidence
- Running a team meeting and making it effective
- Managing upwards

MANAGING DIFFICULT PEOPLE

Turn difficult unproductive staff into motivated, productive team members

Choose this course to:

- Tackle underperformance confidently and legally
- Be assertive in handling uncooperative team members
- Support team morale and a positive work environment
- Step away from a situation and respond logically and fairly
- Manage challenging behaviour before it gets out of control

We appreciate the need to protect delegate confidentiality, particularly when courses deal with sensitive issues such as this. We guarantee complete discretion.

What is it about?

Dealing with difficult people is a challenge that can consume your time, energy and resources. To avoid this, you need a strategy that helps you deal with the problem behaviour, and helps them become cooperative and productive members of the team. This interactive course uses case studies, role-plays and group feedback to help you find the best approach to facilitate workplace harmony.

What will I get out of it?

- A better understanding of the root causes of difficult behaviour
- The confidence to stop one member of the team demoralising the others
- The skills to adapt your management style to suit different personalities.



Course overview

- Learn management strategies to get the best from those who:
 - Disrupt the team's performance
 - Are ambitious but easily frustrated
 - Are often aggressive
 - Desire promotion but aren't ready
- Understand what can trigger difficult behaviour
- Identify different types of personalities and plan strategies for dealing with individuals
- Be aware of communication barriers and learn how to handle emotion
- Achieve effective results through continual performance management
- Understand the legal issues surrounding performance management for difficult people
- Know when to involve HR
- Uncover inspirational approaches to managing difficult people and situations

Duration & cost 5 Days, ~~£1,999 + VAT~~ **NOW £1399.30**

London Jul: 20-24 Sep: 7-11 Oct: 19-23 Nov: 30-4

Code MAN5



Duration & cost 2 Days, ~~£967 + VAT~~ **NOW £676.90**

London Jul: 15-16 Aug: 12-13 Sep: 14-15 Oct: 14-15

Code Nov: 17-18 Dec: 16-17 MDP



Download bite size MP3 training when you book this course. See www.reedlearning.co.uk/onthego for details



Any course can be bundled with Mailiens for an additional ~~£99 + VAT~~ **£66** www.reedlearning.co.uk/mailiens



MANAGING SUCCESSFUL PROJECTS

Manage a project to ensure you achieve desired outcomes to schedule, within budget

Choose this course to:

- Make the planning and scheduling of projects realistic and well defined
- Get to grips with and apply the terminology and concepts of project management
- Establish a disciplined approach to managing time, suppliers and colleagues
- Feel confident that you can make your project a success

“Very useful course, can be applied inside and outside of work environment. Trainer was helpful, understanding and friendly.” Kate Stubbs, J Sainsbury’s

What is it about?

Effective project techniques help you reduce spend, beat deadlines and plan for problems before they occur. All projects need a beginning, middle and end, and this course will show you the essential components required in planning the project and give you the confidence and immediately useful tools to put them into practice back at work.

What will I get out of it?

- Efficient implementation of your project through organisation and preparation
- Skills to cost, estimate and budget with precision to guarantee efficient use of resources
- Better management of change and conflict to prevent disruption to the project schedule
- Practical techniques for measurement and control

Course overview

- Understand the requirements of a project
 - Create change
 - Key dimensions
 - Project phrases
- Organise projects
 - The project manager
 - Assess risks
 - Set objectives
- Manage the baseline
 - Plan in detail
 - Create project activity tables
 - People and non-people resources
- Cost, estimate and budget
 - Money as a resource
 - Time as a resource
 - Control budgets
- Manage change
 - Deal with contradicting needs between the customer, project manager and project team
- Measure and control
 - Keep accurate records
 - Forecast effectively
- Close the project
 - How to terminate a project and hand over power

Duration & cost	2 Days, £949 + VAT NOW £664.30
London	Jul: 9-10 Aug: 3-4, 27-28 Sep: 21-22 Oct: 14-15 Nov: 5-6, 30-1 Dec: 17-18
Your office	This course also works well run in-house. Call 0800 132 448
Code	MSP



Forms part of the certificate in management and leadership, accredited by the Chartered Management Institute

PRINCE2® – PRACTITIONER CERTIFICATE

Gain the full PRINCE2® practitioner certificate and complete understanding of the methodology

Choose this course to:

- Set up and manage complex projects
- Learn a best-practice project management methodology
- Manage project risk and establish controls
- Boost your career with an accredited qualification
- Feel assured that your project will run smoothly

Course overview

- Relationship between the business case, programmes and the project
- Processes – starting up a project, initiating a project, directing a project, controlling a stage, managing product delivery, managing stage boundaries, closing a project and planning
- Components – organisation, controls, business case, quality, risk, configuration management, change control and plans
- Techniques – product based planning, quality review and change control approach
- Practitioner examination techniques

Examination details

The practitioner qualification is assessed by a three-hour written paper. All assessments are included within the course fees and integrated into the programme.

All delegates attending the PRINCE2® programmes will receive:

- Pre-read materials (distributed two weeks before the course)
- An official PRINCE2® textbook
- Relevant workbooks and handouts
- Relevant assessments

What is it about?

The practitioner level qualification provides all the tools you need to become a PRINCE2® expert. It will incorporate the management of project risk, maintenance of effective communication channels and control of spend within budget.

What will I get out of it?

- Competence in describing and applying all project processes
- Ability to set up and manage complex projects
- Skills to monitor the objectives of a project
- An industry recognised qualification that acknowledges your expertise as a project manager



Duration & cost	5 Days, £1,899 + VAT NOW £1329.30 or £2,635 + VAT (Residential)
Residential	Aug: 10-14 Nov: 9-13
London	Jul: 6-10, 27-31 Aug: 24-28 Sep: 14-18 Oct: 5-9, 26-30 Nov: 16-20 Dec: 7-11
Code	P2P, P2PR (Residential)

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PRINCE2® courses are delivered in association with Insights, an Accredited Training Organisation for PRINCE2®



FINANCE FOR NON-FINANCIAL MANAGERS

Take the fear out of finance!

Choose this course to:

- Understand the jargon of finance
- Manage accounts and control budgets
- Discuss financial matters and learn to run a business with confidence
- Refresh knowledge of P&Ls, ratios and financial forecasting
- Judge performance indicators and competitor success

"This course gave real clarity to topics I thought would be complex and difficult to grasp."
Martin Hickerton,
L Track (UK) Ltd

What is it about?

This course shows how to interpret key financial statements highlighting the questions and areas that matter. It identifies warning signals that managers need to be aware of and shows how to understand key performance indicators to drive profitability. Delegates will learn how to appraise capital projects with confidence, allowing them to make the best decisions for their business.

What will I get out of it?

- Understanding of financial accounts and reports
- The use and understanding of financial concepts
- Analytical skills to interpret financial results using ratios
- Ability to manage budgets more effectively

Course overview

- The business cycle: understand how money flows in a business
- Business objectives: use financial data to achieve business targets
- The profit and loss statement, the cash flow statement and the balance sheet
- Accounting policies and how to stop abuses
- Profit vs cash and other key financial ratios
- Working capital management
- Cash flow management
- Cost control and reduction
- Improving margins and sales in your business
- Break even analysis
- Capital investment techniques

ALSO 30% OFF THIS SUMMER:
 - ADVANCED FINANCE FOR NON-FINANCIAL MANAGERS
 - FINANCE FOR DIRECTORS
 FULL DETAILS AT REEDLEARNING.CO.UK

Duration & cost	2 Days, £967 + VAT NOW £676.90
Birmingham	Jul: 20-21 Nov: 16-17
Bristol	Sep: 8-9 Dec: 3-4
Edinburgh	Sep: 16-17 Dec: 10-11
Leeds	Sep: 8-9 Dec: 7-8
London	Jun: 25-26 Jul: 13-14, 27-28 Aug: 12-13, 25-26 Sep: 10-11, 28-29 Oct: 12-13, 29-30 Nov: 16-17 Dec: 1-2, 16-17
Manchester	Jun: 18-19 Sep: 7-8 Nov: 25-26
Code	FM

BOOKKEEPING

Get to grips with the fundamentals of your accounting system

Choose this course to:

- Understand the general concepts of bookkeeping
- Have confidence with double entry
- Develop a new role and financial career
- Open the way to more formal financial qualifications
- Fill the gaps in self-taught knowledge



What is it about?

The fundamentals of bookkeeping explained in a practical, jargon-free overview.

What will I get out of it?

- The basics of double-entry bookkeeping
- Skills to use bookkeeping for VAT
- Ability to read and understand basic financial statements
- Understanding of the implications of different organisational structures
- A complete understanding from trial balance to final accounts

Course overview

- The dual effect – the balance sheet equation
- The balance sheet and profit loss account
- Profits and losses, assets and liabilities
- Double-entry bookkeeping – debits and credits
- The flow of information to trial balance to final accounts
- Books of prime entry
- Bank reconciliations
- Share capital and reserves
- Accruals and pre-payments
- Fixed assets and depreciation
- Bank and doubtful debts
- Suspense accounts
- Stock valuation
- Cash flow statements
- Control accounts

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Duration & cost	2 Days, £895 + VAT NOW £626.50
London	Jun: 22-23 Jul: 20-21 Aug: 19-20 Sep: 17-18 Oct: 15-16 Nov: 12-13 Dec: 9-10
Code	BK



Any course can be bundled with Mailiens for an additional ~~£99 + VAT~~ **£66** www.reedlearning.co.uk/mailiens



TRAIN THE TRAINER

Inspire and develop individuals with effective and motivational training

Choose this course to:

- Control the room with confidence
- Measure your effectiveness with delegates
- Write and structure an engaging course
- Get ideas for interactive exercises
- Avoid saying 'umm', and not be put off by blank faces

"I have attended numerous courses on how to train and none of them have come close to this in terms of quality, content and trainer." Jenny Hibbert, American Express

What is it about?

This course will show you how to harness the full potential of a training group by facilitating discussion and participation. You will learn how to adapt training to suit different learning processes and practice ways to keep attention by delivering stimulating sessions.

What will I get out of it?

- Skills to deliver structured training sessions with well-defined objectives
- Ability to adapt training to cater for all learning styles
- Confidence to manage the training environment, delegates and yourself
- A framework against which to benchmark your skills
- Blended learning to assess the effectiveness of the learning and assess current performance

Course overview

- Training world
 - What is training? What are the core competencies of training?
 - Training as part of the wider development process
 - What are the organisational responsibilities?

– The training cycle – an introduction to training needs analysis and effective evaluation

- The group and the individuals
 - Learning motivations and how it may affect the learning environment
 - The importance of discovery-based learning
 - Managing team dynamics
 - Managing difficult delegates
- Structure
 - Ice breaking
 - Creating a good beginning, middle and end to the session
 - Effective signposting
 - Developmental methods
 - Delivery
 - Presentational techniques to develop the 3 Vs of personal communication
 - Using visual aids effectively
- Practice
 - During the course there will be the opportunity for two 15-minute video recorded practice sessions on the subject of the delegate's choice
 - Delegates may wish to bring some materials that will assist in these practical sessions
 - Feedback will be delivered on a group and individual basis

Duration & cost	3 Days, £1,307 + VAT or £1,648 + VAT (inc accom)
London	Jun: 24-26 Jul: 8-10, 27-29 Aug: 12-14 Sep: 1-3, 21-23 Oct: 7-9, 26-28 Nov: 9-11, 25-27 Dec: 14-16
Residential	Aug: 17-19 Oct: 19-21 Dec: 14-16
Code	TNT, TNTR (Residential)



Forms part of the advanced certificate in learning & development management
Residential course option

●●● certificate of professional trainer competence

INTRODUCTION TO SUCCESSFUL SELLING

Establish the vital foundations to be able to sell to anybody

Choose this course to:

- Pick out the decision makers and work out how to reach them
- Cold call with confidence
- Plan successful sales campaigns
- Start a career in sales with the skills you need
- Seal the deal

What is it about?

This course teaches new sales people tried and tested techniques, providing solid sales strategies for different situations. It also delivers support and guidance for current salespeople who are looking for more structure and immediately useful tools and techniques.

What will I get out of it?

- Full understanding of what excellence in sales looks like
- Planning methods so that you approach every sales opportunity fully prepared
- The chance to practice your new skills and get feedback to develop them further
- Perceptive questioning skills to uncover requirements
- An improved close ratio by matching customers' needs to product benefits
- Face to face selling techniques
- The opportunity for role-play with specialist actors to help apply new skills

Course overview

- Understand the range of skills a successful salesperson needs
- Planning and objective setting to make the most of the limited time you have to sell within
- SWOT and PESTLE planning tools
- Differentiating yourself and your proposal from the competition
- Questioning techniques to uncover opportunities
- Creating flexibility in your prospect
- Using features and benefits to demonstrate capability – applying this to your own product/service
- Gaining commitment using the CSA model
- Techniques to handle and overcome objections, practiced in a role-play
- Selling face to face
 - The PROEP method for structuring your proposal
 - The fundamentals of negotiation
 - Plan, negotiate, consolidate
- Role-play sessions with actors
- Build a personal action plan to put skills into practice at work

Follow-up MP3 and e-learning modules

ALSO 30% OFF THIS SUMMER:
- NEGOTIATION SKILLS FOR SALES PEOPLE
- WINNING TELESales TECHNIQUES
FULL DETAILS AT REEDLEARNING.CO.UK

Duration & cost	2 Days, £940 + VAT NOW £658
Birmingham	Aug: 27-28 Nov: 24-25
Bristol	Aug: 20-21 Nov: 11-12
Edinburgh	Aug: 11-12 Nov: 9-10
London	Jul: 15-16 Aug: 17-18 Sep: 14-15 Oct: 13-14 Nov: 11-12 Dec: 7-8
Manchester	Jul: 27-28 Oct: 29-30
Code	ISS



Any course can be bundled with Mailiens for an additional ~~£99 + VAT~~ **£66** www.reedlearning.co.uk/mailiens



INTRODUCTION TO MARKETING

A toolkit of practical marketing techniques

GOOGLE ADWORDS

Learn to use Google AdWords to help attract more customers online

Choose this course to:

- Be more confident in a new role
- Grow your own business, or use the theories of marketing to promote a new division
- Kick start a career in marketing
- Use promotions and adverts effectively
- Write a strong marketing plan

“The trainer knew the course material inside out and explained it so well. There was no ‘waffle’ – an excellent course!” Kerry Peachey, St. James Place

Choose this course to:

- Attract more customers online
- Measure the value of marketing campaigns
- Enhance your skills, to start a new career or build a business
- Save time building and managing your AdWords account
- Save money through careful targeting and customer insights

Course overview

- Introduction to search marketing: What Google AdWords does and how it works
- An overview of Google AdWords' interface and introduction to key terminology
- Creating ads and selecting your keywords
- Setting up accounts, campaigns and ad groups efficiently
- Linking your AdWords strategy to your overall marketing strategy
- Developing quality keyword lists:
 - Generating new keywords using the Keyword Tool
 - Identifying the best keywords
 - Using suitable keywords for specific campaigns
 - Managing or improving underperforming keywords
- Cost-effective keyword bidding – how much should you be spending?
- Understanding, optimising and planning for:
 - Web traffic
 - Conversions and sales
 - The Quality Score
- How to maintain, manage and reinvestigate your campaigns
- Understanding reporting and the billing cycle

What is it about?

This course covers the principle theory and practice of marketing, and includes practical examples and exercises to aid understanding. Delegates will be equipped to assess the marketing process in their organisation, understand how their products are positioned, and work more effectively with suppliers and agencies.

What will I get out of it?

- Skills to segment, profile and target customers for increased return on investment
- Ability to create effective promotion, advertising and direct marketing campaigns
- Competitive advantage through identification of the benefits and unique selling points of your product or service

Course overview

- Definitions and origins of marketing
- Differences between product-led, sales-led and marketing-led organisations
- Free markets: supply and demand
- The four P's and the extra P's
- Competitive advantage and unique selling points – features, advantages, benefits
- Relationship marketing and Pareto's law
- Marketing planning: the marketing audit, SWOT and planning process
- Segmenting and positioning in the market
- Pricing processes and strategies
- Consumer behaviour: hierarchy of needs, why people buy
- Getting the most from advertising/research agencies
- The communications mix
- How advertising works and advertising terminology
- Awareness, image and perceptions

What is it about?

Online marketing is an increasingly vital part of any organisation's marketing strategy, and Google AdWords can be a vital tool for reaching customers and developing new business. This course will provide insights, techniques and tips for new users who are beginning to explore the potential of AdWords, and existing users looking to enhance and optimise their knowledge – delivering greater returns with less time and money spent.

What will I get out of it?

- A better understanding of the principles behind AdWords and how it can be used to promote your organisation
- A clear grasp of AdWords' interface and terminology
- The ability to set up effective AdWords campaigns
- Keyword optimisation and bidding techniques
- Best practice on increasing return on investment



Duration & cost 2 Days, ~~£940 + VAT~~ **NOW £658**
London **Jun:** 22-23 **Jul:** 2-3, 23-24 **Aug:** 24-25
Sep: 21-22 **Oct:** 19-20 **Nov:** 18-19 **Dec:** 14-15
Code PM

Duration & cost 1 Day, ~~£499 + VAT~~ **NOW £349.30**
London **Jul:** 1, **Aug:** 20, **Oct:** 19
Code G5



Free refresher courses – repeat any course free of charge
 Any course can be bundled with Mailiens for an additional ~~£99 + VAT~~ **£66** www.reedlearning.co.uk/mailiens

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MINUTE TAKING

Get to the heart of any meeting, with clear records and action points

Choose this course to:

- Eliminate the waffle and save time
- Gain confidence and learn tricks, tips and short cuts
- Develop useful, transferable skills
- Become an effective listener
- Standardise company minutes, using an agenda and working effectively with the chair

“I am now feeling confident & efficient in my style of minute taking. Everyone left feeling much more confident.” Hayley Watson, Victrex plc

What is it about?

The ability to distil key points and document decisions and actions is a technique that can be taught and perfected. Minute taking is not about speedwriting but about recognising what is important and understanding the needs of the participants. This course will show you how to compile concise meeting notes covering all key points without wasting words or time.

What will I get out of it?

- A checklist of what should be included in minutes
- An understanding of the important dynamic between the minute-taker and chair-person
- Listening techniques to enhance concentration
- Skills to present minutes clearly, accurately, and professionally
- Detailed knowledge of what makes a great set of minutes
- The ability to filter and summarise large amounts of information
- A blended learning experience allowing you to continue to develop skills in the workplace

Course overview

- Understand the purpose and various types of minutes
- Writing styles and what to avoid
- The duties and responsibilities of the Chair and minute taker
- Working in partnership with the Chair
- Devising an agenda – where to start and what other people will expect
- Using the agenda in practice
- Improving your listening skills
- Note taking – what could go wrong and different methods to make note taking easier
- Note taking – practical exercises
- Being selective and sorting information effectively
- Minuting workshop and practice exercise
- Defining a good set of minutes
- Re-writing badly done minutes
- Bad minutes – feedback session
- Overcoming the passive voice
- Correct tone and professional language
- Questions and answers with our experienced trainer

Follow-up MP3 and e-learning modules

THE EXECUTIVE PA

Attain the skills to work effectively with senior management

Choose this course to:

- Uncover the hints and tips of successful PAs
- Understand the role of the Executive PA
- Become more organised, manage your time and your boss
- Progress in your career
- Network and share insights with people in similar roles

Course overview

The role of the Executive PA

- Purpose, definition and expectations of an executive PA
- Competencies for excellence: skills and attributes of a top-performing PA

Working with senior management

- Understanding business goals and improving information flow
- Models of management
- Understanding work styles

Communication skills

- Effective communication: what does it look like?
- Verbal and non-verbal communication Questioning techniques

Project and time management

- Project management and juggling multiple tasks
- Models of time management – important vs. urgent

Procrastination and why we do it

- Developing relationships across the organisation
- Creating understanding in the minds of others
- Passive vs. aggressive vs. assertive
- Saying “no”, win-win solutions and practical exercises

Moving forward

- Getting the most from appraisals
- Career progression and networking skills

Follow-up MP3 and e-learning modules

What is it about?

This course equips senior PAs with the skills to achieve organisational objectives through partnership with their manager, as well as time management, communication and decision making skills to really contribute to the management team.

What will I get out of it?

- The management tools to be more proactive
- Effective self-management and personal development skills
- Key objectives to increase your own and your manager’s productivity
- Assertive techniques to help manage your day
- Techniques to stay ahead in your field and manage your own development



Duration & cost	1 Day, £549 + VAT NOW £384.30
Birmingham	Jul: 31 Sep: 30 Dec: 1
Bristol	Jul: 29 Oct: 22
Leeds	Aug: 12 Nov: 11
London	Jun: 24 Jul: 7, 20, 31 Aug: 12, 24 Sep: 3, 16, 29 Oct: 12, 22 Nov: 4, 16, 27 Dec: 9
Code	MT



Forms part of the certificate in professional PA & secretarial skills, endorsed by the Institute of Professional Administrators



Duration & cost	2 Days, £967 + VAT NOW £676.90
Birmingham	Sep: 10-11 Dec: 10-11
Bristol	Aug: 5-6 Nov: 5-6
Edinburgh	Jul: 22-23 Oct: 26-27
Leeds	Aug: 7-8 Nov: 2-3
London	Jun: 18-19 Jul: 6-7, 22-23 Aug: 5-6, 24-25 Sep: 9-10, 23-24 Oct: 8-9, 22-23 Nov: 9-10, 26-27 Dec: 14-15
Manchester	Jul: 29-30 Oct: 27-28
Code	TEPA

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MICROSOFT OFFICE TRAINING

Learn to master Excel, Word and PowerPoint for complete IT confidence

Course	Venue	Days	Jun	Jul	Aug	Sep	Oct	Nov	Cost	Code
MICROSOFT EXCEL FOR OFFICE 2000/2003/XP USERS										
Introduction										
For complete newcomers to Excel, this course will teach you quick tips for data entry and how to professionally present spreadsheets.										
London	1		19 29	8 20 29	7 17 28	9 18 30	9 20 29	9 18 27	£275 £192.50	ITEXP
Intermediate										
For those looking to expand their knowledge of Excel. Covers data validation and look up functions, database features, and an overview of formulae and graphs.										
London	1		24 30	6 13 17 23 29	5 11 18 26 29	1 7 14 18 24	1 14 21 29	4 10 17 23 30	£275 £192.50	MIDEXP
Advanced										
Aimed at those with a good knowledge of Excel. Learn how to use advanced 'if' statements and macros to automate tasks, use analysis tools to forecast figures, and understand advanced level data handling and manipulation techniques.										
London	2		24-25	9-10 20-21	4-5 19-20	3-4 16-17	8-9 15-16	3-4 19-20	£495 £346.50	ADEXP
MICROSOFT WORD FOR 2000/03/XP USERS										
Introduction										
For anyone with a basic understanding of Word. Delegates will cover: time saving techniques; navigation; borders; formatting; and mail merge features.										
London	1			21	21	25	30		£275 £192.50	MIDWXP
Advanced										
Suitable for individuals with a good working knowledge of Word. The course covers how to create templates, use document styles and layouts, link with OLE, and write macros to automate tasks.										
London	1			30			26		£275 £192.50	ADWXP
MICROSOFT POWERPOINT FOR 2000/03/XP USERS										
Introduction										
A course for anyone wanting to understand the fundamentals of PowerPoint, you will cover how to create, enhance, organise and run an effective slide show.										
London	1		22	17	10	4 30	23	20	£275 £192.50	ITPXP
Intermediate										
Aimed at delegates with a basic understanding of PowerPoint this course covers working with slide designs and templates, adding objects to your presentation and the effective use of animations.										
London	2			8 31	24	23	16	11	£275 £192.50	MIDPXP
Advanced										
For those with a good working knowledge of PowerPoint. You will discover greater efficiency using shortcuts and quick formatting, learn how to input data, special objects, and use the pack and go wizard.										
London	1			28			23		£275 £192.50	ADPXP



"Brilliant course! The trainer was excellent, made the whole training worthwhile."
Justina Marfo, Sainsbury's, Intermediate Excel Delegate

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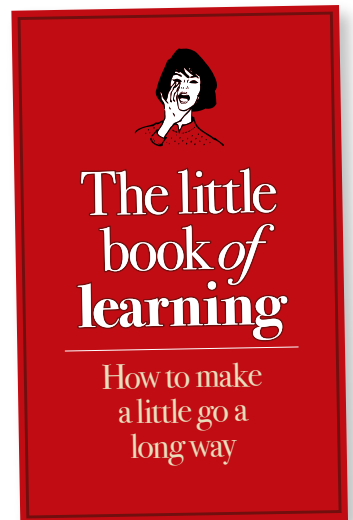
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In times like these it's more important than ever to have a competent, skilled and motivated workforce. But when money is tight, the training budget can be the first to go.

If your organisation needs to achieve big things with a small training budget, we've had a few ideas that might help.

We've condensed our experience into a guide to help you decide what – and whether – training will offer you the best return, including how to shave delivery costs, find government funding, and make sure it sticks.

For your free booklet on smart strategies to make the most of a limited training budget go to reedlearning.co.uk/book. Or if you'd rather talk it over, call our team today on **020 7520 6600**.



THE GREEN LEARNING ORGANISATION

- All our marketing materials are printed on renewable paper sourced from FSC (Forest Stewardship Council) certified mills
- All inks used are vegetable-based and we only use printers who are ISO 14001 certified
- Our entire business is certified as CarbonNeutral® and all our training materials are printed on 100% recycled paper
- Plus we now run courses to help you be greener



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