



**IN THE LAST DECADE  
WE HAVE HELPED OVER  
40,000 MANAGERS  
TO PROGRESS  
THEIR CAREERS**



# Introduction to Management

Communication, goal setting, effective time management, performance management and motivating your team

### Who is it for?

Newly appointed or soon to be appointed managers. The course is ideal for those in their first managerial role or anyone looking for a comprehensive overview of latest theory and practice in 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
- Communication skills that work upwards and downwards through your organisation
- 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
- **A blended learning experience allowing you to continue to develop skills in the workplace**
- Materials co-written with Royal Holloway, University of London

### The course

#### 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
- Improve communication upwards and downwards
- The importance of regular meetings
- Develop assertive behaviour
- The myths of leadership and the five dimensions of an authentic leader

#### Management style and team dynamics

- Use the appropriate style of management depending on the team, task and individual
- Building your team
- Motivating others through delegation
- Making delegation work and avoiding common pitfalls
- Manage your own time effectively

#### Motivation and reward

- Motivators: theoretical approaches
- Define performance standards and use appropriate tools/indicators
- Linking reward to results
- Setting goals and SMART objectives
- Delivering both motivational and developmental feedback
- Competency frameworks
- Dealing with difficult situations and people: role play and discussion
- Coaching
- Retaining talent
- Benefits of 360° review

#### Feedback and dealing with difficult situations

- Structure for constructive feedback
- Do's & don'ts of feedback
- Motivational and developmental 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: procrastination and displacement activity and the prioritisation matrix

### MP3 learning bites

- 1 Inspiring your team
- 2 Getting the best
- 3 Delivering results
- 4 The art of leadership
- 5 Developing the future

### eLearning

After you have attended the course, a modular eLearning programme will be delivered to your inbox. These interactive, bite-sized follow-ups can be completed in your own time, and will cement the learning from the course, plus prepare you for the advanced stages of management.



The **best-selling** course for new managers in the UK, chosen by over 2000 organisations

Includes 'Learning on the go' MP3 modules to reinforce your learning after the course



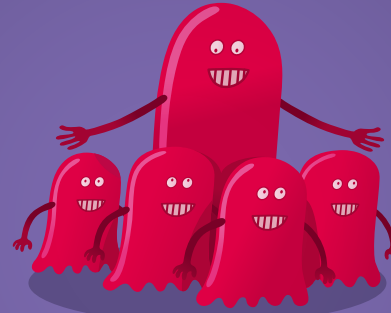
Duration & cost	2 days, £899 + VAT
Birmingham	Sep: 1-2 Oct: 17-18 Nov: 29-30 Jan: 30-31 Mar: 15-16
Bristol	Sep: 29-30 Jan: 11-12
Edinburgh	Oct: 3-4 Jan: 9-10
Leeds	Oct: 24-25 Jan: 11-12 Mar: 20-21
London	Sep: 12-13, 20-21, 29-30 Oct: 6-7, 17-18, 25-26 Nov: 2-3, 10-11, 21-22, 29-30 Dec: 8-9, 14-15, 21-22 Jan: 10-11, 18-19, 26-27 Feb: 6-7, 14-15, 23-24 Mar: 1-2, 12-13, 21-22, 28-29
Newcastle	Sep: 5-6 Dec: 1-2
Code	ITM

## Introduction to Supervision & Team Leadership

Gain practical skills to link management strategy to effective team performance

Three more great reasons to attend:

- Role plays with professional actors to practise what you learn right away
- MP3 and eLearning at no extra cost
- A focus on real issues that face every team leader: feedback, delegation and coaching



### Who is it for?

The course is designed for supervisors and team leaders. It's ideal for anyone who wants to improve their skills in this area with confidence, credibility and an awareness of their management style, no matter their level of experience.

### What is it about?

You will learn how to motivate and develop your team to continuously improve their performance. You'll also develop your skills and confidence to deal decisively with difficult situations. Explanations of current management theory and practice will be combined with practical exercises to give you confidence in your management style. 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
- Models for effective leadership and the skills to apply them
- Techniques to get the best from other people
- Management approaches for difficult people and difficult 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
- Recommended reading list
- **A blended learning experience allowing you to continue to develop skills in the workplace**

### The course

#### The modern supervisor

- The skills of an effective team leader
- Understand the supervisor's position within the organisation
- The responsibility and authority of a supervisor
- 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
- Appreciate the three key components of goal setting: task, team and individual

#### 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
- Practical exercises
- Difficult situations: assertive responses
- Team roles

#### MP3 learning bites

- 1 Inspiring your team
- 2 Getting the best
- 3 Delivering results

#### eLearning

After you have attended the course, a modular eLearning programme will be delivered to your inbox. These interactive, bite-sized follow-ups can be completed in your own time, and will cement the learning from the course with further practical exercises related to supervising your team.

**60%** of delegates attending this course highlighted the role play with **professional actors** as being most beneficial to their development

Includes 'Learning on the go' MP3 modules to reinforce your learning after the course

Early bird discount – book any short course seven weeks in advance and get 30% off!



Duration & cost	2 days, £899 + VAT
Edinburgh	Feb: 6-7
London	Sep: 6-7, 15-16, 27-28 Oct: 10-11, 20-21 Nov: 1-2, 14-15, 24-25 Dec: 6-7, 19-20 Jan: 15-16, 24-25 Feb: 2-3, 13-14, 22-23 Mar: 1-2, 12-13, 20-21, 29-30
Manchester	Sep: 8-9 Nov: 17-18 Feb: 22-23
Code	ISTL

## The Five-Day Management Programme

Acquire the complete management toolkit

Meet the  
trainer:

### Ben Waldman



**Ben is part of our training faculty and regularly delivers this course. He has a passion for helping others improve their management, leadership and communication skills, and has previous experience as a training manager responsible for over 2,000 employees nationwide.**

Ben is well-versed in identifying and overcoming the barriers that stop individuals developing and has provided commercial advice at director level for many organisations.

He has a wealth of experience and for the last ten years has worked as a trainer, facilitator, coach and consultant, specialising in management, leadership and trainer development. Ben takes pride in making every Five-Day Management Programme he delivers completely consultative and in-tune with the individual needs of each delegate.

#### Who is it for?

Managers from any discipline who wish to learn, revise or develop their management techniques.

#### 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
  - Role clarity, objective setting and review
  - The importance of feeding back correctly – the difference between motivational and developmental feedback
- Communication
- 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 and provide support to help them achieve their own personal objectives
- Delegating with confidence
- Running a team meeting and making it effective
- Managing upwards
- Observe actors applying learning points in practice

<b>Duration &amp; cost</b>	5 days, £1,399 + VAT
<b>Edinburgh</b>	<b>Nov:</b> 7-11 <b>Feb:</b> 13-17
<b>London</b>	<b>Oct:</b> 10-14 <b>Nov:</b> 28-2 <b>Feb:</b> 13-17
<b>Code</b>	MAN5

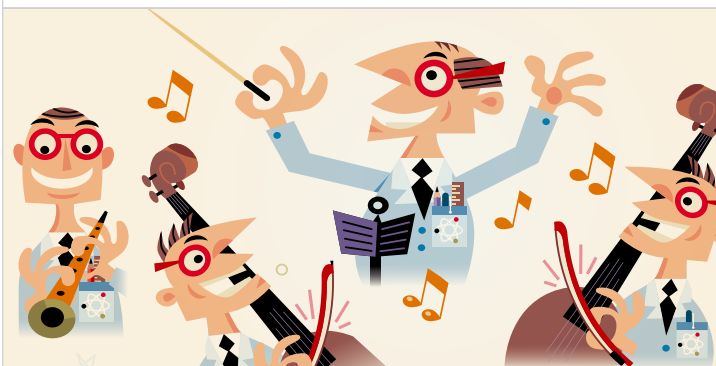


Early bird discount – book any short course seven weeks in advance and get 30% off!



## People & Team Management

Enhance performance by applying best practice to the management of teams



You'll learn to apply:

- Adair's five key attributes of a successful manager
- The AABCD model for effective delegation
- The GRIPS model for team motivation and performance

### Who is it for?

Managers with some experience who wish to develop a range of skills to maximise the effectiveness and motivation of their teams.

### What is it about?

Driving the performance of individuals and teams is a big responsibility. While the team must work together to achieve objectives, it is important to also recognise the needs of the individuals within it. This practical course will give managers reassurance that they are on the right track, providing innovative techniques and clear strategies for future development.

### What will I get out of it?

- The ability to inspire confidence in your leadership
- Improved decision-making
- An assessment of your managerial style and the knowledge to adapt this as appropriate
- The skills to put motivational theories into practice to improve team performance
- A structured framework for feedback and delegation
- The skills to recognise the strengths of your team and use these to the team's advantage
- A happier, stronger and more effective team
- **A blended learning experience to improve retention and assist the transfer of learning outcomes back in the workplace**

### The course

#### The management role

- What is required of you as a manager
- Key skills of successful managers
- Understanding, assessing and adapting management styles
- Action-centred leadership

#### Team dynamics

- Characteristics of an effective team
- Understanding team roles and identifying them within your team
- Team-building
- Promoting co-operative behaviour
- Strategies to overcome the 5 dysfunctions of a team

#### Managing team performance

- Developing the team's strengths
- Setting targets and objectives
- The importance of equal stake-holding
- Dealing with conflict and difficult situations
- Effective communication within the team

#### Managing and developing individuals

- Evaluating individual's strengths and areas for development
- Effective feedback
- Delegation as a development tool
- Motivation
- Coaching skills and using coaching to maximise performance

#### MP3 learning bites


- 1 Inspiring your team
- 2 Getting the best
- 3 Appraising your staff

#### eLearning

After you have attended the course, a modular eLearning programme will be delivered to your inbox. These interactive, bite-sized follow-ups, completed at a time to suit you, will cement your learning from the course and allow you to apply your new management skills in practice.

**94%** of delegates attending this course in 2011 had completed at least one of their post-course objectives within eight weeks

 Forms part of our CMI management qualifications (p50)

 Includes 'Learning on the go' MP3 modules to reinforce your learning after the course



Duration & cost 2 days, £899 + VAT

Birmingham Sep: 8-9 Dec: 5-6 Feb: 16-17

Edinburgh Oct: 25-26 Jan: 30-31

London Sep: 1-2, 21-22 Oct: 10-11, 27-28 Nov: 16-17 Dec: 5-6  
Jan: 5-6 Feb: 9-10, 28-29 Mar: 15-16

Code PTM



## Essentials of Management

Swamped by work, juggling tasks and under conflicting pressures?  
This residential course provides the solutions



Only this course offers you:

- A distraction-free residential setting
- Outdoor activities to test your skills
- A three-stage blended learning programme to support your learning back at work

### Who is it for?

This residential course is perfect for people managers from all disciplines and backgrounds, particularly those who have some practical management experience that they are looking to build on in order to progress in their career.

### What is it about?

Set within the tranquil, stunning surrounds of the Cotswolds, this course will take you away from the distractions of the work environment and provide you with the tools you need to maximise your effectiveness as a manager. The course combines technical insight and practical challenges, balancing discussion and learning in the classroom environment with additional opportunities to make the most of the setting. You'll also take on a variety of interesting and challenging outdoor activities that will challenge your management abilities in exciting and innovative ways. You'll leave feeling empowered, refreshed, and ready to lead.

### What will I get out of it?

- Practical skills and techniques to help you lead and motivate your team, and the confidence to manage people and situations; no matter how difficult
- Expert advice from the trainer and forum-based discussions with other managers
- Specially-designed outdoor management challenges – the opportunity to test your logical, organisational and motivational skills in a completely unique way
- Time to reflect on your own challenges, away from the day-to-day pressures of work
- A beautiful setting and the opportunity to take some time to develop yourself, facilitated by a specialist trainer
- The ability to be more assertive, provide better feedback, and get your message across to your team with total clarity
- The skills to ensure that your work gets done; from delegation to time management

### Course overview

#### Management exercises

- Throughout the programme you will take on a variety of specially designed challenges that will reinforce your learning from the course and test your ability to apply it in unusual situations

#### Fundamentals of management

- The purpose and responsibilities of management in achieving standards and targets
- Distinguishing between leadership and management
- The relationship between the task, the team and the individual
- Situational leadership: adapting your approach

#### Team development

- What makes a group of people into a team
- Tuckman's team development model and the link to leadership styles
- Understand team roles and dynamics and approaches to managing conflict

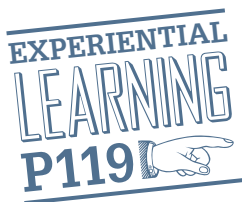
- Methods for encouraging continuous team improvement
- Practical team activities to embed the learning

#### Performance management

- Motivating the individual to achieve optimum performance
- Delegating for success- a winning structure that minimises risk
- Using feedback and coaching to address poor performance and difficult situations
- Dealing with challenging people

#### Personal development

- Communicating with impact and clarity, to get the right results
- Coaching techniques – develop a 'pull' style to gain buy-in and commitment
- Self-management and personal effectiveness
- The opportunity to put together a personal development plan and the confidence to put it into practice



Duration & cost	3 days, £1,399 + VAT (inc accom)
Residential	Oct: 3-5 Nov: 21-23 Jan: 16-18 Mar: 5-7
Code	EOMR

- ▶ Includes 'Learning on the go' MP3 modules to reinforce your learning after the course



## Managing Difficult People

Turn difficult unproductive staff into motivated, productive team members

### Who is it for?

Managers who consider one or more members of their team to be difficult and HR professionals who are looking to learn best practice in this area.

### 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
- Role play sessions with actors to practice your skills in realistic scenarios

### Course overview

- Learn management strategies to get the best from those who:
  - Say they will do things but don't deliver
  - Disrupt the team's performance
  - Are overly cynical and destroy team morale
  - Desire promotion but aren't ready
  - Refuse to accept feedback and do not respond to standard performance management processes

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

- 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
- Be aware of ulterior motives for conflict
- Know when to involve HR
- Uncover inspirational approaches to managing difficult people and situations

### You may also like:

Managing upwards p27. Conflict resolution p40. Essentials of employment law p92.

**Duration & cost** 2 days, £899 + VAT

**Edinburgh** Nov: 10-11 Feb: 15-16

**London** Sep: 7-8 Oct: 17-18 Nov: 21-22 Jan: 5-6  
Feb: 9-10 Mar: 14-15

**Code** MDP



Participation on this course followed by successful completion of written assessment leads to level 5 award in management and leadership



Forms part of our CMI management qualifications (p50)

## Conflict Resolution

Prevent and resolve conflict to stop it harming your organisation

### Who is it for?

Managers, supervisors, team leaders, or anyone who struggles to consistently obtain positive outcomes from conflict situations. Equally useful for more experienced managers who would like to pick up new techniques for dealing with communication failure or personality clashes.

### What is it about?

Conflict is not a bad thing. However the way individuals and organisations deal with it (or fail to deal with it) often is. This course is designed to give you a positive approach to managing, resolving and, where appropriate, preventing conflict. You will acquire and practise established techniques for managing and resolving conflict in a variety of situations.

### What will I get out of it?

- More positive ways to promote change and collaboration
- Ability to identify and deal with causal behaviours which trigger and escalate conflict
- The confidence to confront people in a way that minimises defensiveness and hostility, every time
- Skills to control your own anxiety, anger and fear in a conflict situation to build trust and respect
- Knowledge of mediation techniques for a conflict situation

### Course overview

- Learn the seven home truths of conflict
- Know the two primary reasons why conflict occurs
- Spot the red flags which indicate conflict is brewing
- Uncover the seven types of conflict and learn different strategies for dealing with them
- Dissolve and resolve
- Work through the seven steps to cooperative resolution
- Learn the essential rules for open communication
- Discover proven ways to prevent conflict from escalating
- Separate the person from the problem – what this means and how to do it
- Mediate effectively in a conflict situation
- Behaviours and barriers
- Break the automatic link between emotions and actions
- Use the power of influence to overcome obstacles
- Build trust and respect

### You may also like:

Managing difficult people p40. HR for non-HR managers p44. Essentials of employment law p92.

**Duration & cost** 1 day, £499 + VAT

**London** Sep: 15 Oct: 31 Dec: 13 Feb: 3 Mar: 20

**Code** CR



Early bird discount – book any short course seven weeks in advance and get 30% off!

## Effective Delegation

Increase motivation and achieve success through others



## Motivational Techniques

Boost morale, performance and team spirit

### Who is it for?

Managers, supervisors or team leaders who need a better understanding of how and when to delegate.

### What is it about?

This practical course provides an insight into one of the core skills all managers must possess – delegation. As well as exploring what to delegate and when, it will also provide immediately useful coaching and development techniques that are fundamental to delegating effectively.



### What will I get out of it?

- Recognition of what should and shouldn't be delegated
- The ability to empower and develop individuals
- Competence in techniques to overcome resistance and delegate in practice

### Course overview

- Managing empowerment
  - The 3 greatest sins
  - Why we avoid delegating
  - The benefits of delegating
  - Focusing on objectives rather than tasks
  - Using delegation as a motivational tool

- How to delegate
  - Introducing a detailed structure on how to delegate effectively
  - Ensuring a successful outcome for all involved
  - How to maximise the skills of your team members
  - What should and should not be delegated
- Coaching individuals
  - Analysing the different management styles
  - Improving your listening and coaching skills
  - How to deal with different ability and confidence levels
  - How to give developmental feedback and appraise your staff
- Putting it all into practice
  - Case studies
  - Role plays

### You may also like:

Motivational techniques p41.  
Developing team performance p45.  
Level 5 Award in coaching p52.

### Who is it for?

This workshop is designed for managers, team leaders and supervisors who wish to develop excellent morale and high quality performance from all team members.

### What is it about?

Motivating staff is a key part of any manager's role. This practical workshop helps delegates to establish practical strategies to motivate their team for optimum performance, no matter how testing the times. It shows you how to identify common de-motivators and prevent these from attacking morale. You will learn effective communication techniques to ensure everyone is working to same objectives, and improve your skills in understanding the unique needs of individuals to heighten motivation on a personal level.

### What will I get out of it?

- The ability to translate motivational theories into practice
- The ability to identify key self-motivating factors as well as the key factors that motivate team members
- More effective leadership techniques and an understanding of their impact
- The confidence to provide appropriate feedback to improve performance

### Course overview

- Recognise the signs of de-motivation
- Motivating through achievement
- Realise what de-motivates people
- Identifying what can make a team fail, and practical ways to address it
- How to motivate without financial incentives
- Spot signs of de-motivation
- Handle de-motivated individuals effectively
- Learn practical ways to apply theories of motivation
- Identify individual needs
- The 4 Rs of Motivation
- Use different leadership styles
- Apply different styles depending on the task, the team and the individual
- Acquire tools and techniques for decisive leadership
- Learn how to deliver and use feedback as a motivational tool
- Develop assertive behaviour

### You may also like:

Management excellence p48.  
Communication skills for managers p47. Emotional intelligence p26.

**Duration & cost** 1 day, £499 + VAT

**London** Sep: 26 Nov: 1 Dec: 5 Jan: 13 Feb: 16 Mar: 19

**Code** ED

**Duration & cost** 1 day, £499 + VAT

**London** Sep: 2, 5 Nov: 2 Jan: 23 Mar: 30

**Code** MTV

Endorsed for CPD purposes by  
CIMA Mastercourses



## Introduction to Purchasing

Manage profitable supplier relationships

### Who is it for?

Those newly appointed to a purchasing role, or purchasing executives and buyers who wish to learn best practice. This course would also be useful for salespeople who want to gain a full understanding of the purchasing function.

### What is it about?

There are immediate financial rewards to be had from making the right purchasing decision. This course provides a complete overview of the purchasing role and how it fits within the wider organisation. It will equip you with practical techniques and knowledge, including topics such as tendering, negotiations and contract law, to make best value purchasing decisions every time.

### What will I get out of it?

- Confidence to negotiate with suppliers for a win:win situation
- Guidelines on how to drive costs down and quality up, for a best value purchasing solution
- Systems for efficient buying practice

### Course overview

- The role of purchasing
  - Value for money versus price
  - Criteria for purchase
  - Working with other departments
- The purchasing cycle
  - Product or service assessment
  - Performance measurement
  - Economic quantities
  - The nature of subcontracting




- Purchasing services or products: is there a difference?
- Stock control
- Tendering
- Managing the supplier relationship
  - Understand the methods of the salesperson
  - Source the right supplier
  - Negotiate for the best deal
  - Handle objections and close effectively
  - Write contracts and learn the basics of contract law
  - Understand and use purchasing ethics
  - Develop effective relationships for future business

### You may also like:

Successful budgeting p68. Finance for non-financial managers p65. Negotiation skills p23.

**Duration & cost** 2 days, £949 + VAT  
**London** **Nov:** 21-22 **Feb:** 23-24  
**Code** PUR

 **Early bird discount – book any short course seven weeks in advance and get 30% off!**

## Introduction to Contract Law

Avoid costly, time-consuming disputes with a methodical approach to commercial contracts

### Who is it for?

All managers and anyone involved in buying or selling goods and services or negotiating contracts.

### What is it about?

Manage risk by putting into place simple, effective systems that avoid confusion by clearly stating your intentions from the outset. Determine the point at which contracts are formed and avoid costly, time-consuming litigation. Ensure that your contracts reflect the nature and spirit of your commercial agreements.

### What will I get out of it?

- Understanding of when and how a legally binding agreement is created
- Awareness of your rights and obligations under contracts
- Approaches to ensure that agreements you make are enforced
- The confidence to respond effectively when contracts are breached

### Course overview

- What is a contract?
- Does it have to be in writing?
- When and how is a contract formed and on whose terms?
- What are the terms of the contract?
- How to avoid entering legally binding commitments unless ready to do so
- How to ensure the other side is bound
- What steps can be taken to ensure that your terms and conditions apply to the contract?
- What are the remedies for breach of contract?

**Duration & cost** 1 day, £499 + VAT  
**London** **Oct:** 19 **Jan:** 27  
**Code** ICL

**“Excellent introduction, will prove very rewarding for my role at work.”**

**C. Gipson, Waterloo Air Management Plc**

- How much money can be claimed for breach of contract?
- Methods of reducing or limiting liability under a contract
- The effect of the Sale of Goods Act and other legislation on the contract terms
- The main provisions to be found in standard terms and conditions and worrying clauses to look out for

### You may also like:

Advanced negotiation skills for senior managers p48. Finance for non-financial managers p65. Advanced communication skills p16.

## IT Procurement Training

Procurement expertise from leading experts

## Strategic Commercial Awareness

Financial understanding and business analysis skills that will let you chart the way forward

### Who is it for?

These courses are essential for IT Managers, procurement professionals who deal with technical negotiation, and anyone thinking of commissioning software, hardware or service contracts.

### What is it about?

When negotiating IT and telecomms contracts, the right procurement know-how can save thousands of pounds. We've partnered with leading independent experts Turnstone Services to deliver a range of one day seminars, covering innovative techniques that can help reduce IT costs and negotiate safer contracts.

### Course overviews

#### Advanced Software Procurement

Discover the range of charging mechanisms used by vendors, how they protect their revenue stream and ways to mitigate commercial risk. Also includes the ultimate checklist of negotiation points.

#### IT Commercial Awareness & Savings Techniques

Enhance your commercial skills and confidence when dealing with IT and telecomms vendors, reducing costs. Covers 'accidental contracts', key commercial terms and best practice clauses.



#### IT Negotiation Skills & Driving the Best Deal

Learn the key stages of IT negotiation and appropriate techniques for each. Employ a structured approach, then practice your new skills in a role play negotiation and receive expert feedback.

#### IT Supplier Performance Management

Extract the best value from your portfolio of IT suppliers and keep your risk to a minimum by identifying which suppliers need full supplier management and why.

#### Successful Outsourcing, SaaS & Procuring IT Services

Learn foolproof ways to meet the challenges of large scale IT service procurement, and ensure your project doesn't end up in the press. Discover and learn to apply the fundamentals for ensuring a successful contract and project delivery.

### Who is it for?

A course for managers who want to develop their commercial awareness, financial knowledge and strategic thinking in order to influence the direction of their business as well as deliver to their full potential.

### What is it about?

Day one provides the skills and insights to make sense of the company's financial position and performance. Day two then considers the strategic thinking tools required to plot the forward course needed to maximise the potential of the business.

### What will I get out of it?

- An understanding of the balance sheet, profit & loss account cash flow and statutory and management accounts
- Employment of key financial ratios to analyse your business
- A practical definition of strategy
- Analysis tools to examine the current environment and capabilities
- Steps to devise a mission and vision statement
- Recognition of the skills and resources needed to achieve the vision
- Generation of appropriate strategic and tactical commercial objectives

### Course overview

- Financial analysis
- Finance – back to basics
- Overview of company structure
- Balance sheet, profit & loss, cash flow
- Users of statutory & management accounts
- Basic accounting principles
- Ratio analysis – profitability/ liquidity/ efficiency/gearing.
- Relating ratios to reality
- Thinking strategically
- Strategy
  - Definitions and types of strategy
- The five step strategic planning model
  - SWOT & PESTLE analysis
  - Defining success & the role of the mission & vision
  - What have we got to be good at to get what we want
  - Creating an identity & values
  - Translating into SMART objectives
- Translation into commercial plans
  - Forecasting & budgeting
  - Project accounting and discounted cash flows
  - Risk analysis
- Review
  - Strategic business planning
  - Improving margins through delivering value
  - Cost control and efficiency programmes
  - Short-term action planning
  - Long-term vision setting

**Duration & cost** 1 day, £595 + VAT (all courses)

**London** **IT Commercial Awareness & Savings Techniques (TS1)**  
Sep: 19 Nov: 28

**London** **IT Negotiation Skills & Driving the Best Deal (TS2)**  
Sep: 20 Nov: 29

**London** **Successful Outsourcing, SaaS & Procuring IT Services (TS4)**  
Sep: 21 Nov: 30

**London** **Advanced Software Procurement (TS5)**  
Sep: 22 Dec: 1

**London** **IT Supplier Performance Management (TS6)**  
Sep: 23 Dec: 2

**Duration & cost** 2 days, £949 + VAT

**London** **Oct: 3-4 Dec: 15-16 Mar: 5-6**

**Code** SCA



Free refresher courses – repeat any course free of charge

## HR for non-HR Managers

The core toolkit of HR skills every manager should possess

### Who is it for?

Those who need to know and understand fundamentals of human resource management for use in their day-to-day roles.

### What is it about?

Any manager with responsibility for recruiting and managing staff requires an understanding of the basics of HR best practice in order get the best out of their team avoid employment legislation pitfalls. This course provides practical knowledge and tools to enable managers to tackle basic HR issues themselves.

### What will I get out of it?

- Skills to build a foundation in key personnel and HR concepts and relate them to 'best fit' in your own organisation
- Knowledge of better working relationships with others in your organisation through a greater appreciation of the overall picture
- Dynamic skills in team development through successful selection interviewing and creating a culture of success
- Capability to evaluate the effectiveness of your HR practice and see where improvements can be made



### Course overview

- Realise the implications of employment legislation on your organisation
- Learn codes of practice in recruitment, employment contracts, discipline, grievance and redundancy
- Interview applicants and appraise your staff effectively
- Increase your knowledge of the format of job descriptions and person specifications
- Know your role in discipline and grievance cases
- Manage absence effectively
- Engage retention methods that ensure results
- Practical trouble shooting exercises on real life situations

### You may also like:

Essentials of employment law p92.  
Conducting effective appraisals p94.  
Effective interviewing skills p44.

## Effective Interviewing Skills

Reduce staff churn and underperformance by improving your recruitment success rate

### Who is it for?

Hiring managers and HR professional looking to improve their hit rate at interviews.

### What is it about?

Do you regularly find yourself panic recruiting; taking the best of a mediocre bunch just to fulfil a need? Is your staff turnover higher than your competitors? Are your operations at risk because you can't find the right staff or keep recruiting the wrong ones? Failings in the recruitment and selection process can do more damage to your organisation than almost any other factor. If there is one thing that the Reed group of companies knows about, it is matching the right person to the right role in the right way!

### What will I get out of it?

- Competence in design and implementation of an attraction and selection process
- Up-to-date guidelines to ensure your interview process is legally compliant
- The skills to refine your job profiles to enable more targeted searches
- An understanding of a competency model to avoid poor selection
- Techniques to communicate effectively in interviews, getting the information you need to make the best decisions

### Course overview

- Preparation
  - Clearly define required competencies
  - Use and create person specifications
  - Make shortlists work for you
- The selection interview
  - Work with a clear structure to manage timings
  - Build a relaxed atmosphere to improve communication flow
  - Use different selection techniques for different roles
- Effective communication skills
  - Questioning techniques
  - Active listening
  - Non-verbal communication
- Getting it right
  - Learn from other's mistakes
  - Current legislation
  - Avoid the 'halo' and 'horns' effect
  - Balance your emotional reaction

### You may also like:

Conducting effective appraisals p94.  
Essentials of employment law p92.  
Recruitment & selection p94.

**Duration & cost** 2 days, £899 + VAT  
**London** Nov: 3-4 Jan: 23-24  
**Code** HRM

**Duration & cost** 2 days, £899 + VAT  
**London** Sep: 20-21 Oct: 19-20 Nov: 17-18 Dec: 14-15 Jan: 25-26  
Feb: 27-28 Mar: 28-29  
**Code** EIS



Participation on this course followed by successful completion of written assessment leads to Level 4 award in management



Forms part of our CMI management qualifications (p50)

## Developing Team Performance

Lead, manage and encourage your team to achieve

## Art of Conducting Meetings

Practical techniques for running productive meetings

### Who is it for?

This course is for managers and team leaders of big teams needing a suite of performance management skills and a structured approach to dealing with all levels of performance.

### What is it about?

Sometimes team leadership can feel like herding cats. This course is designed to give team leaders and managers a combination of practical management techniques and approaches to lead, encourage, cajole and demand performance from their teams.

### What will I get out of it?

- A good grasp of the internal and external dynamics of a team
- Analysis techniques to measure team progress
- The discernment to use management, motivation or leadership techniques appropriately
- Confidence to motivate and inspire your team towards organisational goals

### Course overview

- Effective team working
  - The four stages of successful team building; measurement tools, the priorities and motivations of individuals, what makes teams fail and how to avoid this
- Manager or leader?
  - The roles and responsibilities of a manager and a leader and how to apply them in your role, practical exercises to introduce the five key leadership attributes



- Communicate for success
  - Enrich and refine team briefings and communication skills; being assertive in difficult situations; overcoming barriers; the ‘magnificent seven’ facilitation techniques; delivering feedback
- Manage team and individual performance
  - When to delegate; empowering individuals; assess the three different management styles and hone your own style; develop your training and coaching skills; situational leadership

### You may also like:

Effective delegation p41.  
Level 5 award in coaching p52.  
Management excellence p48.

### Who is it for?

This course is popular with those who chair or lead meetings but is of benefit to anyone who would like to manage meetings better.

### What is it about?

Effective planning, objective setting and communication skills can transform the way your meetings run, increase productivity and enhance morale. This course gives a full understanding of the meeting process and how to control and energise discussion.

### What will I get out of it?

- A structured approach to enable real results to be achieved from every meeting
- Practical techniques for managing dominant and reluctant attendees
- An understanding of how to energise meetings
- Guidelines on how to ensure attendees know precisely the actions that must follow the meeting
- Practical advice from Francis J. Bergin – an expert facilitator with years of experience teaching the art of the perfect meeting

### Course overview

- Objectives
  - Purposes of the meetings
  - Timings
  - Selecting key people
- Planning
  - Setting clear agendas
  - Inviting agenda points prior to the meeting
  - Preparing documentation

“Very impressed by content and quality of course. The trainer was fantastic.”  
Lisa Brierley, Deloitte

- Self-management
  - Successful chair qualities
  - Encouraging discussion
  - Controlling timings
  - Visual aids
  - Note-taking
- Effective communication skills
  - Choosing the correct pitch
  - Questioning and listening techniques
  - Summarising and implementing action plans

### You may also like:

Creative thinking and problem solving p26. Facilitation skills p23. Advanced negotiation skills for senior managers p48.

**Duration & cost** 2 days, £899 + VAT  
**London** **Sep:** 19-20 **Nov:** 1-2 **Dec:** 12-13 **Jan:** 31-1 **Mar:** 13-14  
**Code** DT

**Duration & cost** 1 day, £499 + VAT  
**London** **Oct:** 5 **Nov:** 25 **Feb:** 15  
**Code** AOM



Participation on this course followed by successful completion of written assessment leads to level 3 award in first line management



Forms part of our CMI management qualifications (p50)



Early bird discount – book any short course seven weeks in advance and get 30% off!

## Liberating Leadership

Help, coach, counsel, teach, empower and ultimately inspire your people

Meet the  
trainer:

**Mike  
George**



**Mike is part of our training faculty and regularly delivers this course. He has almost thirty years of management training experience, delivering courses to clients in over twenty countries.**

He has also authored eight books, including 'The 7 Ahas of Highly Enlightened Souls', which have been translated into eighteen languages. The success of Mike's approach to 'liberating leadership' is based on encouraging self-awareness and undoing the limitations that suppress the leadership potential everyone has.

Mike's insight, wisdom and humour bring together the concepts of emotional intelligence, creative thinking and leadership development to great effect. His courses challenge delegates, addressing the origins of individual power and capacity to be a leader.

### Who is it for?

Ambitious managers who want to become leaders, managers who are tired of only having time to spin the plates or to put out fires, those who realise that achievement comes through other people not in spite of them.

### What is it about?

This intensive residential course is about harnessing the forces in today's economy to your personal advantage, aligning your purpose, vision and values to drive forward organisational progress with you at the helm. It's about being a leader and an inspiration rather than just a manager. It teaches you how to identify your goal, clearly and consistently; to communicate it to your people and then enable and inspire them to achieve it for you.

### What will I get out of it?

- Ability to grasp the forces reshaping attitudes to work and leadership in the 21st century
- Confidence to use distinct leadership styles to meet different situations
- Ability to develop your soft skills towards the achievement of hard targets

### Course overview

- The difference between management and leadership
  - Leadership theory and leadership myths
  - The essential qualities of a natural leader
  - Know why leaders fail and use that knowledge to ensure your success
- Develop your leadership potential
  - Adapt appropriate leadership styles to the requirements of the situation
  - Identify obstacles to leadership development and learn to combat them
  - Nurture a set of values within your team and decide your ultimate leadership goal
- Be a dynamic leader
  - Empower your people – seven reasons why people will follow you
  - Discern what motivates people at the deepest level and communicate the essentials
  - Determine your purpose and vision and stick to them
  - The content of this course will rest on practical exercises to firstly assess your inherent leadership characteristics and secondly develop these characteristics to fulfil your true potential

### You may also like:

Emotional intelligence p26. Persuading & influencing people p20. Level 5 award in coaching p56.

<b>Duration &amp; cost</b>	2 days, £1,045 + VAT (inc accom)
<b>Residential</b>	<b>Sep:</b> 5-6 <b>Oct:</b> 31-1 <b>Jan:</b> 9-10 <b>Mar:</b> 5-6
<b>Code</b>	LL



Residential course

Endorsed for CPD purposes by  
CIMA Mastercourses



## Communication Skills for Managers

Listen and talk to your team as a manager should

### Who is it for?

First line and middle managers who want to improve how they get their message across to their team members and other internal stakeholders.

### What is it about?

This is a course that has been developed specifically with the needs of today's manager in mind. It looks at how to communicate effectively from a position of authority – to motivate your team and achieve performance improvements through them while retaining their respect. It also looks at how you can communicate under pressure, and how you can talk to difficult people in your team.

### What will I get out of it?

- An understanding of the necessities of good managerial communication techniques
- A greater awareness of your own preferred style of communication
- A range of responses to communicate successfully with difficult people and in times of conflict
- Enhanced personal and team productivity through better working relationships

### Course overview

- Communication styles
  - Acknowledge and develop your own communication style
  - Adapt your style to the differing needs of individuals in your team
  - The unique responsibilities of a manager: choosing the right approach for the right situation

- Practical communication strategies:
  - Portray natural confidence in your messages
  - Overcome barriers to effective communication
  - Learn to listen actively to your team members
  - Productive questioning techniques
  - Communicate as a manager and leader should and earn respect
  - Represent the interests of your department to internal and external stakeholders
  - Develop receptive and open body language
  - Apply the art and science of influence
- What to do when things aren't going well
  - Dealing with and diffusing conflict
  - Communicating with those who don't want to listen
  - Using communication to drive performance improvements in individuals
  - Decisive communication within the disciplinary process
- Consolidation
  - Role play and discussion with other delegates to reinforce your learning
  - Decide on at least three areas for personal change when you return to work

### You may also like:

Level 5 award in coaching p56.  
Persuading and influencing people p20. Advanced negotiation skills for senior managers p46.

**Duration & cost** 2 days, £899 + VAT

**London** Oct: 6-7 Nov: 29-30 Jan: 19-20 Mar: 5-6

**Code** CSM



Participation on this course followed by successful completion of written assessment leads to level 3 award in first line management



Forms part of our CMI management qualifications (p50)

## Remote Management Skills

Manage, monitor and motivate across any distance

### Who is it for?

Managers who work remotely from people they lead.

### What is it about?

Physical distance between managers and their teams raises barriers to communication and presents leadership challenges that if not managed properly result in poor team spirit and performance problems.

Don't let the challenging aspects of managing from a distance adversely affect your team's morale and productivity without learning how to address them. This course will show you positive ways to address issues of remoteness and equip you with practical tools to increase morale and lead your people and teams to success.

### What will I get out of it?

- Tips, tools and approaches for managing your team effectively from a distance
- Methods for overcoming the distance barriers to effective communication
- Ways to develop team members more effectively even remotely
- Know how to empower your team, to improve initiative, support and control
- Ideas for creating and maintaining team spirit in remote environments
- Practical methods for changing and improving results

### Course overview

- Understanding the purpose of management in the context of leading remotely
- Problems caused by remoteness for managers and their teams
- The increased importance of fundamental management skills and methods
- Roles remote managers need to play
- Creating the right environment and situation for people to succeed
- How delegation needs to change to be successful in remote working scenarios
- Coaching remotely to develop confidence & competence and to retain sufficient control
- Key reasons for failure in remote working
- Developing and maintaining remote team spirit
- Overcoming the barriers to effective communication in remote teams
- What empowerment means you need to actually do to help your teams achieve success
- The need for change and practical methods to achieve it in remote-working scenarios
- Getting commitment, action and results from the team

### You may also like:

Effective delegation p39.  
Management excellence p47.  
Level 5 award in coaching p56.

**Duration & cost** 2 days, £949 + VAT

**London** Oct: 18-19 Jan: 12-13 Mar: 19-20

**Code** IRAM



Participation on this course followed by successful completion of written assessment leads to level 3 award in first line management



Forms part of our CMI management qualifications (p50)

## Advanced Negotiation Skills for Senior Managers

Put yourself and your organisation in the strongest position

### Who is it for?

This course is ideal for managers who need to negotiate at a senior level. It is also very popular with those involved in service level agreements or contract negotiations.

### What is it about?

This course teaches you how to keep a cool head in the planning, delivery and closing of a negotiation. You will learn how to assess and manage risks should agreement fail, read the non-verbal signals being given out, manage the emotional and behavioural elements, make your bid assertively and secure the desired outcome.

### What will I get out of it?

- A toolkit offering a range of options for bargaining and closing the deal
- Skills to assess risk and implement contingency in event of non-agreement
- Techniques to establish a positive negotiating environment
- An understanding of the non-verbal elements of negotiation
- The ability to manage the emotional and behavioural dimension of negotiation



### Course overview

- Research techniques for assessing position and options
- Objective setting
- Identifying the best alternative to a negotiated agreement (BATNA)
- Bid preparation and understanding the counterpart's likely position
- Controlling and understanding non-verbal communication
- Cultural differences and their impact on the negotiating process
- Contracts and service level agreements
- Identifying trading currencies and how to use them
- Bid, bargain and close the deal
- Develop contracts

### You may also like:

Creative thinking and problem solving p22. Strategic commercial awareness p41. Introduction to contract law p41.

## Management Excellence

Enhance your leadership ability and commercial acumen

### Who is it for?

Experienced managers who are looking to develop the leadership skills to excel in their current roles and progress towards greater responsibility.

### What is it about?

This course provides techniques to move beyond the day-to-day management of your team to become a leader who can motivate and inspire; as well as practical ways to enhance operational and strategic performance.

### What will I get out of it?

- Greater confidence and expertise in managing both individuals and large or complex teams
- Ways to motivate a team through change and new challenges
- Effectively utilising each member of a team according to their strengths and development needs
- A more powerful and inspiring leadership style
- Take on greater responsibility and stand out in today's fast-changing business environment
- A fresh perspective on your organisation at the strategic level

**“The course was excellent – highly recommended to other managers. Covered all topics that are relevant when managing a team.”**  
Karen Ramsey, Halifax

### Course overview

- Understand the role of senior management in business success
- Situational leadership styles – instructing, supporting, coaching, delegating – and how to apply these models
- Understand and effectively utilise strategic planning techniques
- How to manage uncertainty, complexity and change programmes
- Develop and motivate your team through a deeper understanding of various team types
- Cultivate and manage multiple, large and complex teams
- Communicate business objectives effectively on both operational and strategic levels

### You may also like:

Liberating leadership p45. Strategic commercial awareness p41. Advanced communication skills p15.

**Duration & cost** 2 days, £949 + VAT

**London** **Sep:** 7-8 **Nov:** 3-4 **Jan:** 23-24 **Mar:** 26-27

**Code** ANS

**Duration & cost** 2 days, £949 + VAT

**London** **Sep:** 26-27 **Oct:** 27-28 **Dec:** 7-8 **Jan:** 23-24 **Feb:** 28-29

**Code** MBA



Forms part of our CMI management qualifications (p50)

## Networking Masterclass

Open up new sources of information and influence

### Who is it for?

Networking has become a crucial skill for any career that involves effective relationship building and collaboration. And networking is also now a recognised key leadership competency. This course will be valuable for managers, leaders and those involved in business development in sales or marketing.

### What is it about?

This exclusive masterclass offers an understanding of the principles behind networking and how you can develop effective skills in practice. The programme includes practical strategies and interactive exercises that will give participants the competitive edge that successful networking offers.

### What will I get out of it?

- A boost of increased confidence, self-belief and motivation
- Insights as to why other people will find it useful to have you as a contact
- Improved communication skills to maximise rapport
- Increased e-networking know-how
- A step-by-step networking model for 'safely' moving on from small-talk to exploring business opportunities



### Course overview

- The role and value of business networking
- The Five Levels of Conversation – when and how to glide between them
- Guidance in maximising 'event networking' opportunities including preparatory research, breaking into groups and moving on
- Practical demo of how to create an engaging online presence
- Practise with feedback in Personal Pitching to enhance impact
- How to best leverage current networking opportunities and find appropriate new ones
- Practise in the Commercial Cross-Over script for exploring new opportunities in a way that doesn't sound like an off-putting 'sell'
- Exercise to enhance distinctiveness
- Drafting a networking action plan
- Composition of a personal self-marketing 'strap-line'

## Level 2 Qualifications in Team Leadership via eLearning

CMI Level 2 qualifications entirely via eLearning – no classroom learning or time away from your team

### Who is it for?

Team leaders or supervisors who want to develop and accredit some key skills but don't have the time or resources to attend face-to-face training sessions. CMI Awards are bite-size qualifications focusing on core management competencies; and if you take three Awards you can gain a Certificate.

### What is it about?

There are a range of topics for delegates to choose from listed below. Each topic is covered in detail by an eLearning module and associated reading followed by an assignment.

### Course overview

Once you've selected the most appropriate units and enrolled with us, you'll receive a comprehensive workbook, access to your eLearning modules, a selection of Reed Learning's bespoke Learning on the Go MP3s and access to additional online resources provided by the CMI.

Once you've completed these and feel ready to progress, you just have to complete an assessment on the topics you've covered. Typically this takes one month and will be an assignment of around 2,000 words. You submit it via email, and once it's been marked and verified by the CMI, you'll receive your Award.

The whole process is fully electronic, and Reed Learning will be there for you at every point if you need additional support or guidance.

### Take one module



Level 2 Award in Team Leadership

### OR

### Take three modules



Level 2 Certificate in Team Leadership




### Units available

Successful Team Communications  
Managing Performance  
Developing People  
Managing Customer Relations  
Maximising Your Effectiveness

**Duration & cost** 1 day, £479 + VAT  
**London** Nov: 16 Feb: 22  
**Code** NBS

**Duration & cost** Qualification must be completed within 1 year of registration  
**Award:** £249 + VAT  
**Certificate:** £699 + VAT  
**Code** L2 EL

 Early bird discount – book any short course seven weeks in advance and get 30% off!

Accredited by the Chartered Management Institute



## Chartered Management Institute Qualifications

Full suite of management qualifications from Level 2 to Level 5

# Accredited by the CMI

In partnership with the Chartered Management Institute we offer qualifications for any level of manager. Delegates benefit from:

- A recognised management qualification from the Chartered Management Institute at your chosen level (see below)
- Student membership of the Chartered Management Institute for one to three years, depending on the level selected
- Full learning support and all course materials including blended learning resources
- The option to repeat any module as a free refresher

### Qualifications framework

Level	Equivalent standard
3	A-Level
4	Certificate of Higher Education
5	First year of Bachelor's Degree

### Chartered Manager

In addition to national recognised qualifications we also offer the opportunity to achieve Chartered Manager status in association with the CMI. Chartered Manager recognises those who have demonstrated the positive impact of their contribution at work and who are actively engaged in improving their knowledge and skills. For more details visit [reedlearning.co.uk/cmgr](http://reedlearning.co.uk/cmgr)

### CMI Level 2 Award in Team Leadership via eLearning

We appreciate that taking the time out of the office to accredit your knowledge can be difficult, so we now offer a fully accredited CMI Level 2 Award in Team Leadership entirely via eLearning – no classroom learning or time away from your team required! For more details visit [reedlearning.co.uk/l2el](http://reedlearning.co.uk/l2el)

## Level 3 Certificate in First Line Management

CMI accredited qualification for supervisors and new managers

### Who is it for?

The Level 3 Certificate in First Line Management is a modular qualification designed for existing or aspiring supervisors and team leaders. It's ideal for those who wish to develop their understanding of management practices and build a broad set of management skills to suit their individual needs.

As part of the qualification you will also receive copies of our 'Learning on the Go' audio modules, allowing you to learn when it suits you best. With the Level 3 Certificate you will receive the following modules:

1. Delivering results
2. Effective communication
3. Learning to learn
4. Managing difficult people

### Assessment

To gain your Level 3 qualification you will need to complete two written assessments relating to the topics covered in your chosen specialist modules. All assessments can be submitted electronically. Reed Learning and the CMI provide a range of learning resources and support in addition to the face-to-face learning from your course.

### Core module

Developing team performance\* (2 days, p44)



Specialist modules (group 1) – choose any **ONE**

Successful budgeting\* (1 day, p68) **OR**

Recruitment and selection\* (2 days, p94) **OR**

Communication skills for managers\* (2 days, p42)



Specialist modules (group 2) – choose any **ONE**

Time management (1 day, p24) **OR**

Conducting effective appraisals (1 day, p94) **OR**

Conflict resolution (1 day, p42) **OR**

The art of conducting meetings (1 day, p44)



Elective

2 days' training of your choice



**Duration & cost** 7 days (including elective(s))  
£2,650 + VAT

Accredited by the Chartered Management Institute

\*You can achieve a level 3 award in first line management by completing a written assessment after any course marked with an asterisk



## Level 4 Certificate in Management

CMI accredited qualification for managers with some experience

### Who is it for?

The Level 4 Certificate in Management is a modular qualification aimed at managers looking to build on their existing experience and competencies. It provides a wide array of the skills necessary to ensure you can build and manage high-performing teams, and provides a recognised qualification to demonstrate your learning.

As part of the qualification you will also receive copies of our 'Learning on the Go' audio modules, allowing you to learn when it suits you best. With the Level 4 Certificate you will receive the following modules:

1. Delivering results
2. Effective communication
3. Learning to learn
4. Managing difficult people.

### Assessment

To gain your Level 4 qualification you will need to complete two written assessments relating to the topics covered in your chosen specialist modules. All assessments can be submitted electronically. Reed Learning and the CMI provide a range of learning resources and support in addition to the face-to-face learning from your course.

### Core module

People & team management (2 days, p38)



Specialist modules – choose any **TWO**

Managing stakeholders\* (1 day, p63) **OR**

Remote management skills\* (1 day, p46) **OR**

Report writing for business\* (1 day, p19) **OR**

Effective interview skills\* (2 days, p43)



Elective

2 days' training of your choice



### Who is it for?

The Level 5 Certificate in Management & Leadership is a modular qualification aimed at practising middle or senior managers. It provides the opportunity to develop and accredit your high-level management and leadership skills, as well as allowing you to choose the specialist technical courses most applicable to you.

As part of the qualification you will also receive copies of our 'Learning on the Go' MP3 audio modules, allowing you to learn when it suits you best. With the Level 5 Certificate you will receive the following modules:

1. The art of leadership
2. Appraising your staff
3. Dealing with change
4. Developing the future

### Assessment

To gain your Level 5 qualification you will need to complete two written learning assessments relating to the topics covered in your chosen specialist modules. All assessments can be submitted electronically. Reed Learning and the CMI provide a range of learning resources and support in addition to the face-to-face learning from your course.

### Core module

Management excellence (2 days, p47)



Specialist modules – choose any **TWO**

Managing successful projects\* (2 days, p62) **OR**

Strategic marketing planning\* (2 days, p109) **OR**

Managing difficult people\* (2 days, p39) **OR**

Finance for non-financial managers\* (2 days, p65)



Elective

2 days' training of your choice



**Duration & cost** 6 or 7 days (including elective(s))  
£2,995 + VAT

Accredited by the Chartered Management Institute

\*You can achieve a level 4 award in management by completing a written assessment after any course marked with an asterisk



**Duration & cost** 8 days (including elective(s))  
£3,450 + VAT

Accredited by the Chartered Management Institute

\*You can achieve a level 5 award in management and leadership by completing a written assessment after any course marked with an asterisk



## Level 5 Award in Management Coaching and Mentoring

For managers who want to develop and accredit their coaching skills



"I found it all very useful but I particularly enjoyed the session on questioning, and the coaching sessions." Suzanne Dickinson, Newcastle City Council

### Who is it for?

Managers who wish to learn best practice in coaching and use a range of coaching techniques to get the best from their staff and promote an organisation-wide coaching culture.

### What is it about?

A common dilemma of managers is that they can usually only achieve their own objectives by relying on those who work for them. This course will demonstrate how coaching is an immensely valuable tool for ensuring the individuals in your team both meet and exceed the goals you set for them.

### What will I get out of it?

- Improved team performance and the ability to obtain better results through people
- Increased motivation throughout your team
- The ability to overcome the obstacles that stand in the way of individual, team and organisational success
- The opportunity to establish a coaching programme in your organisation
- Option of gaining a CMI qualification, based on a written assessment to be submitted after the course (approx. 3,000 words).

### Course overview

- Attributes of an effective coach
- The coaching cycle
- Creating a coaching plan aligned to business goals
- Ethical and cross-cultural issues in coaching
- Establishing a coaching culture in your organisation
- Evaluating the outcomes of coaching for further development
- Understanding learning styles, and how to adapt yours
- Building relationships and establishing a partnership for coaching
- Identifying and dealing with limiting beliefs
- Effective listening and questioning skills
- Delivering a behavioural coaching session

### You may also like:

Neuro-linguistic programming p16.  
Liberating leadership p45. Five-day management programme p36.

<b>Duration &amp; cost</b>	2 days, £949 + VAT
<b>London</b>	<b>Sep:</b> 28-29 <b>Oct:</b> 26-27 <b>Dec:</b> 1-2 <b>Jan:</b> 17-18 <b>Feb:</b> 20-21 <b>Mar:</b> 26-27
<b>Code</b>	COA2

Accredited by the Chartered Management Institute



## Chartered Manager

The fast-track route to gain the Chartered Management Institute's most prestigious qualification

### Delegates benefit from:

- 360° assessment of their competence
- One-to-one support from a skilled advisor
- Review and reflection of demonstrable impact on their business



### Who is it for?

Chartered status is the highest level award the CMI has to offer. It demonstrates extensive capability and best practice management in the same way Chartership does for an accountant, or a civil engineer.

Just as a qualification can reflect an individual's academic ability within the field of management, Chartership recognises the application of an individual's skills and competencies through a rigorous evaluation of their professional practice.

### What is it about?

Management Chartership centres on management itself, rather than a specific profession, so is open to candidates from nearly all sectors. The key focus for delegates completing the programme is demonstrating that they drive key changes in their organisation.

Our Professional Discussion route offers a faster, more efficient and personalised service to gaining the Chartered Manager award. An assessor will complete an on-site interview and help you to compose your submission as part of the assessment process.

To become a Chartered Manager delegates must hold a degree level qualification in a management discipline or be able to demonstrate the practical application of management experience over a period of five years.

### What will I get out of it?

- Letters after your name (CMGr)
- Benchmark your management skills across organisations and industry sectors
- Gain recognition of your ability to make a difference and prove that you work to the highest management standards
- Translate your experience into something employers understand
- Increase confidence of your ability and personal strengths
- Maintains your focus on development and the delivery of quality management
- Helps you to understand yourself and the way you work
- Stimulates you to identify opportunities to make a difference through effectively
- Concentrates and demonstrates your ability to effectively deliver change
- Helps raise your profile within your organisation
- An ongoing development programme that develops and drives your managers ability to lead effective change
- Demonstration of your organisation's commitment to management as a profession
- A measure of your ROI, proof that knowledge gained from training and development is being used by managers to maximise their contribution
- Identification of talent to support business and succession planning

### Course overview

There are three steps to progress through the award:

1. 360° assessment
2. CPD Submission + Business Impact Submission
3. Panel interview

#### 360° assessment

Completed online, the Chartered Manager Assessment Questionnaire evaluates day-to-day management performance through the completion of a self-assessed and peer group assessed questionnaire.

#### Continuous professional development

Through this submission delegates are prompted to provide a sequential account of their managerial development over the past 12-18 months.

#### Business impact

Delegates must demonstrate the significant difference their work has made to their organisation, and impact and recognition this has achieved.

#### Panel interview

A 45-minute interview explores each delegate's Business Impact submission and challenges them to explain how their management skills have made a significant difference.

#### Annual renewal process

Chartered Manager is unique as it remains current through an online renewal process. After the designation has been achieved, Chartered Managers are required to submit an annual update (commitment of 1-2 hours per year) of continued development and to demonstrate the ongoing ability to use the key skills of Leading People & Managing Change to make a difference. This demonstrates the ability to maintain the highest management standards through their working lives.

<b>Duration &amp; cost</b>	4-6 months, £1,200 + VAT
<b>Location</b>	Assessment typically takes place in London. Contact us on 0800 170 7777 for further details or alternative arrangements.
<b>Code</b>	CMGR

## More courses

Certain specialist or technical courses run only in-house or on request. Call us on 0800 170 7777 or visit [reedlearning.co.uk](http://reedlearning.co.uk) to find out more

### Microsoft Excel for Managerial Analysis 1 day, £199 + VAT

This course equips you with the technical skills, understanding and confidence to produce meaningful information using Microsoft Excel 2007. You will learn how to create graphs, and use advanced functions to summarise management data more effectively.

**Dates** Nov: 1 Feb: 6  
**Code** EFMA

### Improving Performance Through Competencies

An overview of the latest developments in competency frameworks and their practical application as powerful performance management systems. Delegates will be provided with an understanding of the theory and practice of competencies and how to apply them in their own organisation.

**Duration** 1 day

### Team Dynamics (using MBTI)

The Myers-Briggs Type Indicators (MBTI) are a powerful way of exploring the relationships between your team members. This half-day session gives an introduction to MBTI and how to use it to drive better performance in your team.

**Duration** ½ day

### Managing Key Suppliers & Outsourcing

If you're looking for better ways to choose the right provider or outsourced agency, this course is for you. It teaches you clear, assertive communication techniques to ensure high service performance. You will learn what to look for in tenders and how to define key supplier competencies to get the best deal for your organisation.

**Duration** 2 days

### The Influential Manager

While managers have direct control of their own departments, they frequently need to enlist the support and resources of other parts of the organisation to achieve their goals. This senior level course will help managers persuade, negotiate and influence using advanced communication skills.

**Duration** 1 day

### Recession-Proofing – Managing in a Downturn

This practical course will look at the core components of your business's financial operation and examine ways to remain profitable in difficult times, with an emphasis on real-life experiences.

**Duration** 1 day

# You may also like:

### Finance for Non-Financial Managers 2 days, £899 + VAT

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### Advanced Finance for Non-Financial Managers 2 days, £949 + VAT

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# Case study



## 360° review and leadership training for 24 managers at United Business Media (UBM)

"We had specific objectives and ideas about how the training should be developed and delivered. Reed Learning exceeded our expectations; delegates proactively contacted the L&D Department to feedback positively on the training experience and the trainer, which is really significant." **Rachael Moorhouse, Learning and Development Manager**

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IN-HOUSE SERVICES  
ON PAGE 6-7** 



### Objective

In a challenging economic environment UBM decided to invest in developing the skills of mid-level managers. Many of them were facing new roles following internal structural changes.

#### UBM's objective key objectives were to support managers in:

- Dealing with the changing external environment
- Handling changes in their markets and proactively planning ahead
- Leading people confidently through the tough economy

The organisation demanded a flexible approach to meet the needs of a diverse group of delegates who were spread across several regions.

### Solution

Interviews were arranged with senior managers and stakeholders at UBM to select the best training approach. An online 360° review process was rolled out amongst the management team to understand how their style was perceived and identify strengths and weaknesses. UBM trainers, supported by Reed Learning, provided one-to-one feedback coaching sessions based on the review results. This careful, planned delivery of feedback helped managers to set appropriate actions and maintain commitment to the subsequent face-to-face training. Reed Learning proposed a modular approach to the training, to allow individuals to customise their learning while maintaining a consistent delivery style and reinforcing core themes. Content was centred on live issues and examples, case studies and group discussion around specific industry challenges to encourage focused action planning.

#### Modules included:

- Business Thinking: Making commercial management decisions
- Leadership: Defining a personal leadership style
- Change Management & Strategic Planning: Assessing and adapting to a changing business environment

Six months after the course the 360° review was repeated.

### Result

Feedback following the course was excellent. Managers found the tools presented during the training to be simple to apply and effective. UBM chose to repeat the programme the following year due to delegate demand as well as the visible improvements across the business.