



EDUCATION AND TRAINING INTERNATIONAL



MANAGEMENT DEVELOPMENT PROGRAMMES
FROM
SYGNOSYS LTD

Presented by John Eades

CONTENTS

<u>Title</u>	<u>Page</u>
1. Foreword	2
2. Leadership and Team-building	4
3. Problem Solving and Decision Making	6
4. Customer Service & C. Service Management	8
5. Change Leadership	10
6. Communication and Presentation Skills	13
7. Personnel & HR Management	15
8. Negotiating Skills	16
9. Report Writing	18
10. Time Management	21
11. Managing Excellent Performance	22
12. Project Management	24
13. Performance Management	26
14. Problem-solving	27
15. Enhancing Team Performance	29
16. Coaching and Mentoring Skills	30
17. Conflict Management	31
18. Facilitation Skills	32
19. The Internal Consultant	33
20. Inter-personal Skills	35
21. Western Business Practice	37
22. Behaving Assertively	38
23. Contract and Supply Chain Management	39
24. Managing Commercial Impact	40
25. Managing Complex Tasks	42
26. Cross Cultural Negotiations	43

PERFORMANCE IMPROVEMENT FROM SYGNOSYS LTD

Clients include:

BP

Georgian Pipeline Company

Lloyds TSB Group

Bexley Council

Oxford University – Technology Assisted Learning Project

Rolls–Royce Aerospace

Shell International

Willis Group

World Bank

Our Approach

The company has been in the business of providing tailored management training and consultancy since 1988. Over the past year our trainers have been delivering performance improvement initiatives for energy, telecommunications, financial services, engineering and government organisations in the UK, Europe, the Middle East and the Former Soviet Union.

Solving Performance Problems

We specialise in solving performance problems with a powerful mixture of focused training and consultancy. The process is cost-effective, being cheaper than open-access programmes, and is fine-tuned to make a precise fit with specific departmental and organisational needs.

Careful Preparation

Before each programme we discuss the personal development requirements of the delegates with their line managers. After each programme we provide a detailed report with recommendations for future actions.

Building on Prior Learning

Our research has shown that many organisations mis-spend a large part of their HRD budget: either by mis-matching delegates to courses or by repeating the training of the same competencies to any given individual in successive courses. With one of our major clients we identified that 37% of their training budget was wasted due to repetition. Therefore we work closely with our clients' HR departments to ensure that our performance improvement initiatives build on previous training experiences and precisely bridge the training gap.

Practical and Relevant Case Studies

Our programmes require delegates to apply the skills being trained to a range of case studies. Where possible we encourage delegates to work on problems from their own departments and to deliver the solutions at the end of the course to evidence successful learning. Since many of our courses are modular, it is a simple process to mix and match units in order deliver the precise skills set required.

Providing Best Practice Examples

We support clients by helping them to identify, refine and communicate best practice examples throughout their organisations.

Lead Training Supplier for the Oil Project of the Century

In April 1996 we were commissioned by BP to develop and provide a comprehensive range of courses for their international and local staff in the Caucasus. We have delivered training each year since 1996 for BP in Azerbaijan and Georgia.

To date our work for BP has included: training needs analyses, materials design, trainer training, delivery of an extensive range of management development programmes, and HR and process re-design consultancy - satisfaction levels have been gratifyingly high.

E-based post-course support

For many of our programmes we offer post-course mentoring, follow-up and tutorials by phone and by e-mail. This is of particular benefit for large, international organisations.

Training Needs Analysis

We have significant experience in evaluating all the business skills and supporting learning and development actions needed for new projects.

Appropriate use of tailored video material for case-studies and role plays

Frequent use is made of cctv during role plays and syndicate exercises to enable to review and refine their newly acquired skills. Courses are also embellished with video-based case studies drawn from our regularly up-dated video resource centre.

We are always delighted to provide case studies and references from our clients. For further information about the quality of our courses in the region please contact:

Thea Romanova - BP Georgia HR and Training Coordinator romatr@bp.com

Nino Imnaishvili - BTC Georgia BTC Training Co-ordinator imnan0@bp.com

Maia Chivanaia - Head of International Tourism Learning Centre - ITLC Georgan National Tourism Administration Ministry of Economy and Sustainable Development m.chikvanaia@gnta.ge

LEADERSHIP AND TEAM-BUILDING

Objectives

This course enables delegates to:

- Develop appropriate leadership behaviour
- Develop an understanding of their own leadership style
- Understand the dynamics of the group and the team
- Learn the principles of team-building
- Understand the requirements of effective meeting management
- Motivate under-performing staff
- Delegate effectively
- Coach from best practice examples

Duration: 2 days

Content

The course uses a mixture of case studies, role play with cctv, video material, psychometric instruments, syndicate and individual exercises.

DAY ONE

Session 1- Understanding the critical areas of staff/ management-interaction
Delivered by: Presentation, discussion, syndicate exercises

Session 2 - Overview of staff motivation, drives and needs in the organisation
Delivered by: Presentation, discussion, syndicate exercises

Session 3- Understanding self in the organisation: individual management styles
Delivered by: Presentation, discussion, psychometric exercises

Session 4- Understanding the organisational culture; setting personal management objectives
Delivered by: Presentation, syndicate exercises and discussion

Session 5- Understanding influencing techniques
Delivered by: Presentation, discussion, exercises

Session 6- Introduction to counselling skills.
Delivered by: Presentation, video material, discussion, exercises

Leadership & Team-building, continued ...

DAY TWO

Session 7 - Coaching skills

Presentation, video material, discussion, exercises

Session 8- Performance evaluation and appraisal : setting objectives

Delivered by: Presentation, discussion, syndicate exercises

Session 9- Effective delegating

Delivered by: Presentation, discussion, syndicate exercises

Session 11- Meeting management

Delivered by: Presentation, group role play

Session 12- Managing conflict

Delivered by: Presentation, psychometric exercises

Session 13- Action planning

End of course

PROBLEM-SOLVING & DECISION-MAKING SKILLS

Objectives

This course will enable delegates to:

- Develop their creativity
- Improve their analytical skills
- Undertake cause & effect analysis
- Understand the principles of systems modelling and systems dynamics
- Make effective use of their teams' creativity
- Achieve effective change management
- Develop their decision-making and prioritising techniques
- Learn to build consensus decisions and to develop broad ownership
- Learn to sell their decisions
- Learn to anticipate and to manage the secondary consequences of their decisions

Duration: 2 days

Course Content

The course will use a mixture of presentation, role plays with cctv, case studies, syndicate and individual exercises

DAY ONE

Session 1 - Systematic problem solving: overview

Session 2 - Systematic problem solving II: Brainstorming, Problem identification
Delivered by: Presentation, discussion, syndicate exercises

Session 3 - Problem selection: Cost-benefit analysis
Delivered by: Presentation, discussion, exercises

Session 4 - Understanding the problem: Cause and effect analysis.
Delivered by: Presentation, syndicate exercises

Session 5 - Evidencing the problem: Data collection and research techniques
Delivered by: Presentation, discussion, exercises

Session 6 - Data Evaluation and Pareto Analysis
Delivered by: Presentation, discussion, syndicate exercises

End of Day One

Problem-solving & Decision-making, continued ...

DAY TWO

Session 7 - Solution Brainstorm

Delivered by: Syndicate exercises

Session 8 - Solution Selection: Cost benefit analysis

Delivered by: Presentation, syndicate exercises

Session 9 - Implementation planning and evaluation

Delivered by: Presentation, discussion, syndicate exercises

Session 10 -Evaluating decision styles

Delivered by: Presentation, discussion, psychometric exercises

Session 11 - Building and selling decisions and identifying stakeholders

Delivered by: Presentation, discussion, syndicate exercises

Session 12 - Review, Action plans.

End of course.

CUSTOMER SERVICE

Duration: 2 days

SYGNOSYS have been presenting customer service programmes for the past eight years. Our clients include financial services groups, oil companies, public utilities and small businesses. We define customer service as the delivery of cost-effective excellence to customers, be they individuals, corporate entities, or departments (and therefore internal customers) within the same organisation.

We emphasise cost-benefit factors, for customer care which disregards long-term profitability is unsustainable and therefore counter-productive. Our programmes have been used in all industrial sectors.

We integrate the training with the client's corporate culture and mission statement. We differentiate between customer care and total quality programmes in terms of the management emphasis. Our customer care initiatives focus on the tactical, and behavioural aspects of delivering excellence: our total quality programmes develop the management competencies necessary to drive the corporate changes which a commitment to excellence demands.

Objectives

The course will enable participants to:

- Identify barriers to excellence in their department/organisation
- Define excellent service in terms of their own work/that of their department
- Identify their internal customers and develop service objectives
- Improve their inter-personal skills
- Use problem-solving techniques
- Improve their presentation skills
- Identify the needs of their external customers and develop service objectives

Customer Service, continued ...

Content

DAY ONE

Session 1 - Definitions of excellent service

Delivered by: Presentation, video material, discussion

Session 2 - Identifying common factors in excellent service delivery

Delivered by: Syndicate exercises

Session 3 - Identifying barriers to excellence in the organisation

Delivered by: Discussion, syndicate exercises

Session 4 - Understanding the customer's behaviour

Delivered by: Presentation, psychometric exercises

Session 5 - Overview of customer handling techniques: non-verbal communication, transactional analysis, telephone skills

Delivered by: Presentation, syndicate exercises

DAY TWO

Session 6 - Understanding the customer's needs; using research techniques

Delivered by: Presentation, video material, syndicate exercises

Session 7 - Identifying the internal customer; developing the contract; defining the service objectives

Delivered by: Discussion, syndicate exercises

Session 8 - Empowerment of staff: problem ownership and problem solving

Delivered by: Presentation, discussion, syndicate exercises

Session 9 - Developing an individual and departmental customer service strategy; linking the strategy to the mission statement

Delivered by: Presentation, syndicate exercises

Session 10 - Review, action-planning

End of course

CHANGE LEADERSHIP, IMPACT & INFLUENCE PROGRAMME

AIMS

This course is designed to deliver the following major competencies:

Impact & Influence

Supported by: Presentation skills, listening & communicating, focus, assertiveness, negotiating, selling

Strategic Judgement

Supported by: Planning, mission & vision, identifying market trends, innovation, process review & re-design

Team Leadership

Supported by: Decision-making, listening & communicating, coaching, facilitating, setting clear & realistic objectives, selling, telling

Achievement Orientation

Supported by: Target-setting, negotiating, selling, assertiveness, self-development

By enabling delegates to achieve the following objectives:

- Develop appropriate leadership behaviour
- Coach from best practice examples
- Manage the change process in terms of planning
- Manage the change process in terms of motivation and delegation
- Develop a consultation strategy for change management
- Develop a selling approach
- Enhance their negotiating skills
- Improve communication techniques
- Enhance their inter-personal & influencing skills
- Improve their decision-making abilities
- Enhance their assertiveness

Duration: 3 days

Content

The course uses a mixture of case studies, role plays with cctv, video material, syndicate and individual exercises.

Change Leadership, Impact & Influence Programme, *continued...*

DAY ONE

Session 1- Course overview & delegates' objectives; definitions of effective management & leadership

Delivered by: Presentation, discussion, individual exercises

Session 2 - SWOT analysis by managers of their own sections

Delivered by: Presentation, discussion, individual exercises

Session 3- Group undertakes SWOT analysis of division & identifies areas for improvement

Delivered by: Presentation, discussion, syndicate exercises

Session 4- Developing a strategy, mission & vision

Delivered by: Presentation, video material, case studies, discussion, syndicate exercises

Session 5- Setting high-performance objectives

Delivered by: Presentation, video material, discussion, exercises

DAY TWO

Session 6- High-impact presentation techniques

Delivered by: Presentation, video material, discussion, syndicate exercises

Session 7- Process review & re-design

Delivered by: Presentation, video material, case studies, discussion, syndicate exercises

Session 8 - Acting assertively and with confidence

Delivered by: Presentation, video case studies, role play with cctv re-play

Session 9 - Influencing techniques: selling, telling, listening

Delivered by: Presentation, video case studies, role play with cctv re-play

Session 10 – Negotiating techniques

Delivered by: Presentation, video material, case studies

Session 11 - Negotiating role play

Delivered by: Presentation, case studies, discussion

Change Leadership, Impact & Influence Programme, *continued ...*

DAY THREE

Session 12- Developing a change strategy: preparation, communicating the benefits, identifying the stakeholders, consulting the stakeholders
Delivered by: Presentation, video material, case studies, discussion, syndicate exercises

Session 13- Implementing the change; PDCA cycle
Delivered by: Presentation, video material, case studies, discussion, syndicate exercises

Session 14- Review of change management within the organisation
Delivered by: Presentation, video material, case studies, discussion, syndicate exercises

Session 15- Problem-solving & decision-making
Delivered by: Presentation, video material, case studies, discussion, syndicate exercises

Session 16- Target-setting workshop: achieving 20% performance improvement in own section's output/efficiency
Delivered by: Presentation, video material, case studies, discussion, syndicate exercises

Session 17- Course review; Next Steps

End of course

COMMUNICATION AND PRESENTATION SKILLS

Duration: 2 days

Objectives

The course will enable delegates to:

- Understand and develop good practice in the appropriate use of the 3 prime methods of communication
- Understand and develop good practice in the 5 key communication activities
- Appreciate and modify (if appropriate) their personal communication style
- Learn to link content to context in both written and oral media
- Identify barriers to communication and develop remedial strategies
- Develop negotiating and selling skills
- Acquire the necessary techniques to make effective business presentations
- Develop a personal communication strategy

Content

DAY ONE

Session 1 - Ambiguity versus clarity in written and spoken communication
Delivered by: Presentation, demonstration/role play and exercises.

Session 2 - Developing context related communication styles: inter-personal, group, formal, presentation, telephone, counselling, selling, negotiating
Delivered by: Presentation, discussion and role play

Session 3 - Understanding and making effective use of non-verbal communication
Delivered by: Presentation and role play

Session 4 - Understanding the appropriate use of business communications
Delivered by: Presentation and role play

Session 5 - Developing competence in the 5 key communication activities -
i) Tell ii) Negotiate iii) Persuade iv) Counsel v) Listen
Delivered by: Presentation, video material, discussion and role play

Session 6 - Understanding the impact of self on others
Delivered by: psychometric exercise, role play, analysis and discussion of results

Communication Skills, continued ...

DAY TWO

Session 8 - Communicating for selling

Delivered by: Presentation, video material, case studies and role play

Session 9- Influencing Skills

Delivered by presentation and role play

Session 10 - Presentation Skills workshop: effective use of voice, use of notes and handouts, using and responding to non-verbal communication, handling questions

Delivered by: Demonstration, Individual Presentations, recorded on CCTV and review

Session 11 - Review and Action plans

End of course

PERSONNEL AND HUMAN RESOURCES MANAGEMENT

The course is practical, makes extensive use of case studies, and requires significant participation by delegates.

Duration: 2 days

All sessions are delivered by a mixture of presentation, discussion, syndicate and individual exercises.

DAY ONE

Session 1: Why HR? The cost benefit analysis of performance.

Session 2: Factors governing performance - hygiene model, motivational model

Session 3: The components of an HR strategy

Session 4: The departmental HR model

Session 5: The line manager as HR specialist

Session 6: The role of the personnel department

DAY TWO

Session 7: Personnel administration

Session 8: The skills audit

Session 9: Developing a competencies-based HR strategy

Session 10: Evaluating training and development

Session 11: Linking the HR strategy to corporate and departmental aims & objectives

Session 12: Action plans

End of course

NEGOTIATING SKILLS

Objectives

This course will enable participants to:

- Understand the principles and practices of negotiating
- Identify negotiating situations
- Identify negotiating styles
- Identify their own negotiating style and recognise occasions when relating style to situational need is beneficial
- Implement non-verbal communication techniques
- Demonstrate assertiveness techniques in order to maintain ground
- Develop an effective face-to-face selling strategy

Duration: 2 days

Content

The course uses detailed case studies and role plays which, supported by cctv and video examples, enable participants to practise an extensive range of negotiating behaviours.

Delegates are given individual feedback and remedial exercises where appropriate. The approach is **workshop-based** with the following skills integrated into a series of case studies and role plays, as follows:

DAY ONE WORKSHOP

These skills will be delivered by a series of role plays & case studies

- ◆ Preparation
- ◆ Bargaining
- ◆ Setting win-win objectives
- ◆ Deciding our fall back position
- ◆ Best alternatives
- ◆ Prioritising concessions

Negotiating Skills, continued ...

DAY TWO WORKSHOP

These skills will be delivered by a series of role plays & case studies

- ◆ Clarifying
- ◆ Paraphrasing
- ◆ Summarising
- ◆ Bargaining
- ◆ Trading concessions
- ◆ Concluding

End of Course

EFFECTIVE REPORT WRITING

Duration: 2 days

Objectives

This course will enable delegates to:

- Write clearly and easily in English
- Develop precise, succinct and coherent written arguments
- Use and adapt the standard report format of management summary, background, problem definition and analysis, problem solution, recommendations and conclusion
- Collate and present data, effectively integrated within the body of the report
- Learn the proper use of graphic material, especially histograms, bar charts, pert and Gantt charts
- Appreciate the impact of effective layouts and page design

Approach

The course supports every activity with written exercises which are reviewed by the tutor before progressing to the next stage. Individual tutorials are also offered at the end of each module.

The course material is provided in hard copy format with the exercises also being available on diskettes in **MS-Word** format.

Report Writing, continued ...

DAY ONE

Session 1 - An overview of the Principles of Report Writing

Session 2 - Structure and Design

- Function and Format
- Persuasive Reports
- Informative Reports
- Discursive Reports

Session 3 - The Initial Stage

- Preparation
- Planning - The Three Stage Approach
- Information Collection/Control/Evaluation
- Fact/Opinion/Verification
- Designing a First Draft
- First Draft Revision

Session 4 - Writing Introductions

- Techniques, Subject Headings, Terms of Reference- Procedures and Methods Adopted

Session 5 - Audience and Purpose

- Relative Status, Identification , Required Result

Session 6 - Style and Tone

- Active and Passive
- Degree
- Probability
- Requests/Suggestion/Orders

Session 7 - Reporting

- Tense Transformations
- Questions
- Time References
- Reporting Verbs

End of Day One

Effective Report Writing, continued ...

DAY TWO

- Session 8 - Personal Management
- Prioritising
 - Diary Keeping
 - Targets
 - Time Analysis
 - House Styles and Record Keeping
- Session 9 - Presenting Statistics and Other Data
- Graphics
 - Drawing Attention to Graphics
 - Integration
 - Trend Description
 - The Role of DTP
- Session 10 - Making Connections
- Paragraph Building and Development
 - Sequencing
 - Connecting
- Session 11- Recommendations, Conclusions and the Management Summary
- Session 12 - Production
- Contents, Indices, Appendices
 - Numbering Systems
 - Conventions
- Session 13- Distribution and Follow up
- Impact Evaluation
 - Presenting/Selling the Report
 - Distribution Lists
 - Covering Memo
 - Confidentiality

End of Course

TIME MANAGEMENT

Duration: One Day

Competencies & Outcomes

- At the end of this workshop participants will be able to demonstrate:
- Effective prioritisation
- Scheduling techniques
- Management of interruptions and of conflict
- Effective allocation of tasks
- Appropriate assertive behaviour

The course is delivered by presentations, case studies, discussions and video material.

The course schedule is:

1. Definition of the problem. Examples of good and bad practice. *Sizing* of tasks.
2. Prioritising of tasks: size v urgency v importance. Cost and time issues.
3. Decision-making case studies
4. Scheduling of tasks; managing meetings; *scheduling activity*
5. Managing interruptions. Learning to say “no” without ambiguity and without damaging relationships: *video sequence*.
6. Review and action planning.

MANAGING EXCELLENT PERFORMANCE

Aims

The programme is designed for managers and supervisors. It integrates best practice techniques in the management of **teams, tasks and processes** and uses case studies and syndicate exercises to enable participants to explore and trial a set of innovative techniques.

The programme enables delegates to:

- Achieve high levels of performance from staff
- Sustain continuous commitment and focused motivation from teams
- Maximise resource exploitation whilst maintaining quality
- Research and develop best practices
- Focus themselves and their teams on high value activities
- Build a set of effective key performance indicators

Duration: 3 days

DAY ONE - Focus on Processes

Session 1

Identifying core processes and value-adding processes within the department and the organisation

Delivered by: Presentation, discussion, case studies & syndicate exercises

Session 2

Techniques to research, manage, sell & embed process re-design, within the organisation

Delivered by: Presentation, discussion, case studies & syndicate exercises

Session 3

Identifying, communicating and coaching best practices

Delivered by: Presentation, discussion, video material & syndicate exercises

Session 4

Learning from failure: how to evaluate business failure and communicate the required changes and to coach the necessary learning objectives

Delivered by: Presentation, discussion, video material & role plays

End of Day One

Managing Excellent Performance, continued...

DAY TWO - Focus on the Team

Session 5

Building a self-motivating team

Delivered by: Presentation, discussion, role plays & syndicate exercises

Session 6

Delivering team and individual empowerment to enhance performance

Delivered by: Presentation, discussion, video material & syndicate exercises

Session 7

Performance measurement, and evaluation of the team

Delivered by: Presentation, discussion, case studies & syndicate exercises

Session 8

Developing an appropriate team-management style

Delivered by: Presentation, discussion, psychometric exercises & syndicate exercises

End of Day Two

DAY THREE - Focus on Tasks

Session 9

Using analytical tools to assess tasks in terms of value delivered: differentiated by customer satisfaction, profitability and best use of resources

Delivered by: Presentation, discussion, case studies & syndicate exercises

Session 10

Evaluating the cost implications of key processes

Delivered by: Presentation, discussion, case studies & syndicate exercises

Session 11

Building key performance indicators from activity analysis

Delivered by: Presentation, discussion, case studies & syndicate exercises

Session 12

Action-planning and problem-solving, integrating the analytical techniques presented on the course

Delivered by: Presentation, discussion, individual & syndicate exercises

End of course

PROJECT MANAGEMENT

Duration: 2 Days

Objectives

The course will enable delegates to:

- Formulate the necessary planning structures to enable effective task completion
- Effectively manage resources by incorporating a range of techniques to monitor and control, applying stringent cost-benefit criteria
- Manage parallel processes and use milestones and reporting tools
- Control and monitor events through deadlines and targets
- Manage task completion
- Understand the principles and practices necessary for carrying out a Task Requirements Study
- Plan for contingencies in such a way as to avoid disruption of workflow and structure
- Ensure smooth workflow through process design techniques including the PDCA cycle
- Relate to the structure and decision making process of the organisation and undertake regular, concise reporting to stakeholders
- Identify the team-management implications of co-ordinating multi-functional tasks

Task scheduling will be practised on the course either by using paper-based critical-path analysis or by using available in-house software e.g. MS –Project, MS – Excel.

DAY ONE

Session 1 - Introduction to task management: techniques and benefits overview. The Preparatory Requirements Study; a detailed look at the processes involved in establishing the criteria and scope of managing a given complex task: defining activities, staffing, time, materials, equipment, financial resources.

Delivered by: Presentation, syndicate work and discussion

Session 2 - Quantifying and scheduling

Delivered by: Case studies, discussion, syndicate work and presentation

Session 3 - Further scheduling issues: reduction by sub-division into imperative and ancillary activities; reduction by over-lapping tasks; reduction by increased risk; reduction involving resource transfer; reduction and increased costs;

Delivered by: Practical exercises, case studies, discussion and presentation

Session 4- evaluating commercial impact

Delivered by: Presentation and interactive exercises

Session 5 - Prioritisation techniques to avoid work-flow congestion, and maximise resources

Delivered by: Presentation, demonstration and practical exercises

DAY TWO

Session 6 - Problem-determination, problem-solving and prevention techniques.

Delivered by: Presentation, syndicate exercises, and discussion

Session 7 - Developing and evaluating solutions: the PDCA cycle

Delivered by: Presentation, syndicate exercises, and discussion

Session 8 - Control and network techniques: planning, measuring and evaluating; general features of control measurements; comparing and reporting; forecasting and corrective action; further control systems.

Delivered by: Presentation, syndicate exercises, and discussion

Session 9- Inter-leaving the resources available; resource management and control using 'top-down' resourcing techniques.

Delivered by: Presentation, discussion and exercises

Session 10 - Further resource management issues: cost control, budget preparation and review, data collection; work-breakdown structure (WBS), cost-centre codes, indirect expenses

Delivered by: Practical exercises, case studies, discussion and presentation

Session 11 - Action-planning

End of Course

PERFORMANCE MANAGEMENT

This structured event is designed to facilitate effective communication between the individual member of staff and their line supervisor about issues surrounding job satisfaction and job performance. The course delivers the following learning objectives:

- Evaluating job performance and job satisfaction
- Focusing on recognised Performance Indicators.
- Identifying and satisfying individual values
- Setting individual goals for work, and personal development
- A structured skills appraisal process for personal development
- Managing your development and your boss
- Maintaining momentum in personal development
- Practical sessions for devising Performance Agreements
- Negotiating the performance appraisal outcome

Session 1

Course overview; Definitions of effective appraisal and development and of good & bad practice; corporate and departmental/operating unit goals
Delivered by: Presentation, discussion, syndicate exercise

Session 2

Review of indicators for the organisation; defining and agreeing performance indicators; role of the appraisee in driving the process
Delivered by: Presentation, discussion, syndicate exercise

Session 3

Managing the Process - Preparing for the Appraisal: reviewing & revising performance indicators; achievement of previous objectives; setting measurable objectives; internal & external factors which might have affected/will affect performance; previous use of training, coaching and self-managed development; potential of coaching, off the job & otj training for the coming year
Delivered by: Presentation, discussion, video material, syndicate exercises

Session 4

Managing the Process -The Appraisal Interview: interviewing & active listening techniques; counselling skills; summarising & clarifying; handling conflict; recognising body language; achieving ownership; acting assertively; negotiating; agreeing measurable objectives
Delivered by: Presentation, video material, syndicate exercises

Session 5

Managing the follow-up: continuing review, modifying performance management descriptions, recording achievements; monitoring & maintenance; action planning.
Delivered by: Presentation, discussion, video material, syndicate exercises
End of course

Duration: 1 – 2 days

PROBLEM-SOLVING

At the end of this course delegates will be able to assess the cost and quality implications of given commercial decisions. In particular the course is designed to enable delegates to:

- Develop and work to business plans
- Apply cost-benefit analysis techniques
- Undertake unforeseen event analysis
- Undertake 2nd, 3rd, 4th order effect analysis
- Develop a detailed understanding of the business environment in which they operate
- Factor-in a range of costs, as appropriate, for given projects
- Make valid comparisons between leasing and purchase
- Make valid comparisons between in-house provision and contracting/outsourcing
- Reduce inventory costs
- Manage replacement life-cycles
- Understand the HSE cost implications of given decisions
- Build fit for purpose solutions and avoid over-engineered approaches

Duration: 2 days

(Sessions will be supported by worked examples therefore it is assumed that sessions will last 1 ½ - 2 hours.)

DAY ONE

Session One

Course overview. Industry-wide examples of good and bad practice at macro and micro-levels.

Session Two

Examples of best practice from within the company– identification of success factors. Review of problem projects – identification of negative factors. Other local contributing factors.

Session Three

Cost-benefit analysis techniques; definitions of costs within the context of specific activities and projects: maintenance, support, training, space costs, utilities costs, security costs; defining the life-cycle/replacement cycle; critical timing of a given spend/purchase; fit for purpose solutions; scoping the requirement.

Session Four

Using unforeseen event analysis to identify potential problems and possible costs for given activities and projects. Use of SWOT analysis, mind-mapping, Ishikawa diagrams.

End of Day One

Problem Solving, *continued* ...

DAY TWO

Session Five

Using 2nd, 3rd, 4th order effect analysis to generate potential unplanned outcomes of specific initiatives and activities. Factoring-in potential costs and building cost-effective solutions. Factoring-in HSE impact and potential downside costs.

Session Six

Costing techniques to achieve accurate budgeting for re-scheduling, accidents, unforeseen events and collateral effects. Lease versus purchase; in-house provision versus outsourcing. Factoring-in inventory costs and managing JIT.

Session Seven

Large project exercise: delegates have a choice of exercise appropriate to their area of responsibility and are required to use all the analytical tools presented on the programme.

Session Eight

Communicating best practice to own team; developing best practices across departments. Understanding the cyclical nature of oil industry economics and oil price impact.

Session Nine

Feedback to delegates from the tutor in brief individual tutorials. Review of work. Course review; action plans.

End of Course

ENHANCING TEAM PERFORMANCE

This event is designed to enable participants to enhance their understanding of:

- The unique contributions of themselves and of other team members
- The needs and capabilities of internal customers
- The needs and capabilities of internal suppliers
- Influencing techniques
- Obtaining buy-in and commitment
- Presentation skills
- Appropriate communications strategies
- Process enhancement

Duration: One day

Using specially developed materials, delegates are required to evaluate the performance of their business unit, the team, and themselves and thereby identify areas for action.

This is a demanding and productive course, generating both considerable improvements in team understanding and practical solutions for enhanced business performance.

The deliverables include detailed action plans for individuals and the team/business unit and a full report evaluating critical issues and suggesting ways forward.

COACHING AND MENTORING SKILLS

Purpose

The programme is designed to enable managers and supervisors to support the development of individual members of staff. It examines the requisite behavioural and managerial skills and identifies the role & responsibilities of the coaching & mentoring functions.

Objectives

By the end of the course delegates will have an understanding of how to:

- Negotiate individual development plans
- Counsel staff on their development needs
- Support the empowerment of individuals
- Build coaching plans
- Deliver coaching sessions
- Determine competence
- Understand the requirements of the mentoring role

Duration: One Day

Session 1

Overview of the coaching & mentoring functions & understanding of the four key activities: assessing, counseling, supporting, and empowering; SWOT analysis of current situation. *Delivered by Presentation, & discussion*

Session 2

Evaluating development needs; Key stages in empowering individuals to build their own personal development plans
Delivered by Presentation, discussion, syndicate exercises, & role plays

Session 3

Understanding the Coaching Cycle; building a coaching plan
Delivered by Presentation, discussion, syndicate exercises

Session 4

Devising coaching sessions and selecting material
Delivered by Presentation, discussion, video case studies & role plays

Session 5

Coaching techniques workshop
Delivered by Presentation, discussion, video case studies & role plays

Session 6

Understanding the mentoring role; questioning, probing and advising
Delivered by Presentation, discussion, syndicate exercise, & role plays

Session 7

Building individual action-plans.

End of course

CONFLICT MANAGEMENT

Overview

Aimed at staff who work with the public and who face a variety of emotional and stressful situations. How do you tell a customer that they cannot have what they want? How do you deal with angry customer?

Duration: One day

Objectives:

At the end of the course delegates will have an understanding of how to:

- Defuse potential conflict
- Deliver difficult messages
- Manage potentially violent situations
- Manage stress

Session 1

Course overview; causes of aggressive behaviour; *fight/flight* syndrome; explanation of stress & its management

Session 2

Syndicate activity: defining typical difficult customers; agreeing possible solutions

Session 3

Reacting to conflict: self-assessment using the Thomas-Kilman Conflict Mode Analysis

Session 4

Managing Conflict Video Part 1: Highlights & Discussion

Session 5

Managing Conflict Video Part 2: Highlights & Discussion

Session 6

Using transactional analysis to manage difficult individuals: presentation & discussion

Session 7

Using positive assertive behaviour to manage difficult individuals: presentation, video- *Say The Right Thing*, discussion

Session 8:

Role plays, recorded on cctv; review of cctv

Session 9:

Action plans.

End of Course

FACILITATION SKILLS

This programme is designed to enhance the performance of those involved in liaison and co-ordination roles where there is a need to deal with a variety of opinions, strongly expressed, and where there is a requirement to deliver difficult messages and to negotiate in sensitive areas.

In particular the course enables delegates to develop their abilities in:

- Mediation
- Conflict management
- Receiving and delivering feedback
- Creative thinking
- Assertiveness
- Managing group dynamics

The skills are examined within the contexts of delegates' roles.

Duration: 1 day

Course Objectives

This course is designed to provide participants with an understanding of:

- Conflict analysis and resolution
- How to achieve impact and influence
- Coaching skills
- Personal drives and motivators
- Communication and presentation skills

The course is delivered via a series of role plays, discussions and case studies.

THE INTERNAL CONSULTANT

Aim

To enable participants to provide consultancy support within the organisation according to their individual technical specialisms.

Objectives

This course is designed to enable delegates to:

- Understand the consultancy process, its potential contribution and define its parameters
- Develop their analytical and problem-solving techniques
- Develop their questioning skills
- Enhance their reporting techniques
- Think creatively
- Manage a consultancy project to conclusion
- Contribute to the change management process
- Write training needs analyses
- Write action plans
- Develop a customer-led approach to the organisation
- Deal proactively with their clients

Duration: Two days

DAY ONE

Session 1 - Defining the consultancy role; current corporate issues; cultural issues; succession planning

Delivered by: Presentation, discussion, case studies

Session 2 - Linking the consultancy role to the organisational/departmental strategy; interpreting organisational and departmental objectives

Delivered by: Presentation, syndicate exercises, case studies

Session 3 - Personal profile for the consultancy role; questioning and interviewing techniques

Delivered by: Presentation, syndicate & individual exercises

Session 4 - The consultant's toolkit: analytical techniques for problem identification, resolution, and reporting

Delivered by: Presentation, case studies, syndicate exercises

Session 5 - Using best practice examples; applying the business excellence model; applying realistic benchmarking techniques to set challenging objectives; process re-design

Delivered by: Presentation, syndicate exercises, case studies

Session 6 - Applying creative thinking to develop cost-effective solutions

Delivered by: Presentation, case studies, syndicate exercises

DAY TWO

Session 7 - Researching and anticipating customer needs – providing a proactive service;

setting and meeting service levels

Delivered by: Presentation, case studies, syndicate & individual exercises

Session 8 - Influencing techniques; selling not telling, to achieve initial buy-in

Delivered by: Presentation, case studies, video material, role play

Session 9 - Writing a consultancy report: format, research, turning data into information, management summary, recommendations

Delivered by: Presentation, case studies, syndicate exercises

Session 10 - Communicating and selling your recommendations; contributing to the change process; the PDCA cycle, identifying stakeholders, tracking progress; bringing a consultancy project to conclusion

Delivered by: Presentation, case studies, syndicate exercises

Session 11 - Researching and writing training needs analyses; managing the follow-up & review – training evaluation

Delivered by: Presentation, case studies, syndicate exercises

Session 12 - Action-planning; course review

End of course

INTERPERSONAL SKILLS

Duration: 2 days

Objectives

This course will enable delegates to:

- Understand their own work-related motivations, drives and needs
- Improve their understanding of others
- Develop their influencing skills
- Develop their negotiating techniques
- Acquire positive assertive behaviour
- Enhance their listening skills
- Deal effectively with conflict

Content: The course will use a mixture of presentation, role play, video material, psychometric instruments and individual exercises.

DAY ONE

Session 1 - Overview of motivation, drives and needs in the organisation
Delivered by: Presentation, discussion, exercises

Session 2 - Understanding self in the organisation.
Delivered by: Presentation, discussion, psychometric exercises

Session 3 - Understanding the organisational culture
Delivered by: Presentation and discussion

Session 4 - Understanding influencing techniques
Delivered by: Presentation, discussion, exercises

Session 5 - Counselling skills.
Delivered by: Presentation, video material

Session 6 - Interview techniques
Delivered by: Presentation, video material, role play

Session 7 - Interview technique practice workshop
Delivered by: CCTV

Session 8 - Effective listening: *Delivered by: Presentation, exercises*

Inter-personal Skills, continued ...

DAY TWO

Session 9 - Handling conflict

Delivered by: Presentation, discussion, video material, psychometric exercises

Session 10 - Assertion: giving and receiving criticism

Delivered by: Presentation, discussion, role plays with cctv re-play

Session 11 - Assertion: handling negative feedback

Delivered by: Presentation, discussion, role plays with cctv re-play

Session 12 - Managing stress: basic techniques

Delivered by: Presentation, discussion, role plays with cctv re-play

Session 13 - Negotiating techniques - *Delivered by: Presentation, discussion, video case studies*

Session 14 - Negotiating techniques role play with cctv

Delivered by: Presentation, discussion, video case studies

Session 15 - Action-planning and course review

End of course

WESTERN BUSINESS PRACTICE

The course is designed to give:

Overview of best practice in western companies and an understanding of key processes. In particular it examines:

- Empowerment
- Working to objectives
- Performance management
- Personal development planning
- Proactive working
- Seeking and enabling delegation
- Operating to internal service levels and meeting the needs of internal customers
- Setting priorities
- Self-management and time management
- Understanding the requirements of working for an ethical company
- Mission and vision statements and business strategies
- Effective meetings
- Process design

The programme uses a mixture of presentations, syndicate group work, case studies and video material.

Duration: 2 days

BEHAVING ASSERTIVELY

At the end of the course delegates will have a detailed understanding of:

- Focused communication
- Questioning techniques
- Active listening
- How to achieve impact and influence
- Behavioural techniques
- How to achieve positive thinking

Duration: One day

CONTRACT AND SUPPLY CHAIN MANAGEMENT

Duration: Two days

Aims:

At the end of this course participants will understand how to:

1. Identify performance targets for their suppliers and define quality levels for their service delivery to their customers, internal or external
2. Negotiate service level agreements with their suppliers and with their customers
3. Streamline the chain, add value and improve performance

Day One

Session One

Understanding the principles and practices of supply chain management with examples

Session Two

Identifying the critical elements in your supply chain and their interlocking dependencies

Session Three

Analysing the needs of your customers and their service requirements; linking those requirements with supplier capabilities

Session Four

Negotiating service level agreements with customers and with suppliers: negotiating techniques and case studies

Session Five

Monitoring and quality assurance management, including legal compliance and HSE compliance, of the supply chain

Day Two

Session Six

Analysing your supply chain: group exercises

Session Seven

Setting standards for your service level agreements: group exercises

Session Eight

Streamlining the chain and removing redundant activities and procedures; defining added value

Session Nine

Action planning for improvement

End of Course

MANAGING COMMERCIAL IMPACT

Duration: 2 days

Aims

At the end of this course delegates will be able to assess the cost and quality implications of given commercial decisions. In particular the course is designed to enable delegates to:

- Apply cost-benefit analysis techniques
- Undertake unforeseen event analysis
- Undertake 2nd, 3rd, 4th order effect analysis
- Develop a detailed understanding of the business environment in which they operate
- Factor-in a range of costs, as appropriate, for given projects
- Make valid comparisons between leasing and purchase
- Make valid comparisons between in-house provision and contracting/outsourcing
- Reduce inventory costs
- Manage replacement life-cycles
- Understand the HSE cost implications of given decisions
- Build fit for purpose solutions and avoid over-engineered approaches

(Sessions will be supported by worked examples therefore it is assumed that sessions will last 1 ½ - 2 hours.)

DAY ONE

Session One

Course overview. Industry-wide examples of good and bad practice at macro and micro-levels.

Session Two

Review of situation at AIOC. Examples of best practice from within the company and from FOC's – identification of success factors. Review of problem projects – identification of negative factors. Other local contributing factors.

Session Three

Cost-benefit analysis techniques; definitions of costs within the context of specific activities and projects: maintenance, support, training, space costs, utilities costs, security costs; defining the life-cycle/replacement cycle; critical timing of a given spend/purchase; fit for purpose solutions; scoping the requirement.

Session Four

Using unforeseen event analysis to identify potential problems and possible costs for given activities and projects. Use of SWOT analysis, mind-mapping, Ishikawa diagrams.

End of Day One

COMMERCIAL IMPACT

DAY TWO

Session Five

Using 2nd, 3rd, 4th order effect analysis to generate potential unplanned outcomes of specific initiatives and activities. Factoring-in potential costs and building cost-effective solutions. Factoring-in HSE impact and potential downside costs.

Session Six

Costing techniques to achieve accurate budgeting for re-scheduling, accidents, unforeseen events and collateral effects. Lease versus purchase; in-house provision versus outsourcing. Factoring-in inventory costs and managing JIT.

Session Seven

Large project exercise: delegates have a choice of exercise appropriate to their area of responsibility and are required to use all the analytical tools presented on the programme.

Session Eight

Communicating best practice to own team; developing best practices across departments. Understanding the cyclical nature of oil industry economics and oil price impact.

Session Nine

Feedback to delegates from the tutor in brief individual tutorials. Review of work. Course review; action plans.

End of Course

MANAGING COMPLEX TASKS

Duration : Two days

Aims:

This course is designed for those who are responsible for resources and processes but who do not need to apply a full range of project management techniques.

The course will enable delegates to:

1. Define required successful outcomes by time, value, human and physical resources
2. Consult stakeholders in order to determine the business requirement
3. Undertake change management
4. Identify compliance and HSE requirements
5. Achieve effective team participation
6. Build an activities schedule with milestones and float identified
7. Manage a pilot and use the PDCA model
8. Review and report

The course uses case studies and requires delegates to build solutions to a variety of business needs.

CROSS -CULTURAL NEGOTIATIONS

Duration: One day

Aims:

This course enables delegates to understand the behaviours, approaches, business and cultural issues and negotiating styles relevant to specific cultures. The course is run on a workshop basis with a series of role plays, group and individual exercises

At the end of this course participants will be able to understand:

1. Time and task management issues relevant to their chosen cultures including time horizons for planning and project development
2. Local customs and usages
3. Non-verbal communication
4. Culturally-aware selling skills
5. Culturally-aware negotiating skills
6. Meeting and team management techniques
7. How to overcome barriers and build trust
8. Power-distance issues and the real hierarchies
9. Switching between formal and informal behaviours.