



**SHEPHERD
ASSOCIATES**
LEARNING & DEVELOPMENT CONSULTANCY

BROCHURE

Popular Training Courses



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Management Training

Getting the most from your appraisals – appraiser workshop

Objective

By the end of these short sessions, participants will:

- Have discussed the purpose and benefits of regular and ongoing 1-1's, mid-term reviews and appraisals
- Be able to list what makes for a good quality conversation
- Have considered the reasons for setting goals, and practised setting SMART goals which link to strategic objectives or priorities
- Be aware of a coaching approach to help someone develop and improve performance
- Been introduced to a structure for giving clear feedback

Programme

- Welcome, introductions, and course introduction
- Key findings from the focus group work
- What makes for a quality conversation?
- Setting SMART goals
- Supporting your people to develop and improve – a coaching approach
- A structure for giving clear feedback
- Review of learning and close

Getting the most from your appraisals – appraisee workshop

Objective

By the end of these short sessions, participants will:

- Have discussed the purpose and benefits of regular and ongoing 1-1's, mid-term reviews and appraisals to you
- Be able to list what makes for a good quality conversation with your manager
- Have considered the reasons for setting goals, and practised setting SMART goals which link to strategic objectives or priorities
- Been introduced to a structure for giving clear feedback to your manager
- Have had some time to think about and prepare for your next appraisal or 1-1

Programme

- Welcome, introductions, and course introduction
- Key findings from the focus group work on appraisal at Kingston
- What makes for a good quality conversation?
- Setting SMART goals
- Your development
- A structure for giving clear feedback
- Co-coaching
- Review of learning and close



The Essentials of Leading a Team

Purpose

The purpose of this course is to explore different styles of leadership their impact on team performance.

Objectives

By the end of the course participants will be able to:

- Name several styles of leadership
- Explain the benefits of Distributed Leadership
- Implement steps to get the best from their staff and team
- Identify different conflict management styles and know the benefits and potential pitfalls of their own preferred style

Programme

- Welcome and Introductions
- Leaders I have known
- Situational leadership and being flexible
- Team exercise
- Distributed leadership
- Feedback and review of team exercise
- 5 dysfunctions of teams and how to avoid them
- Lunch
- Challenges of collaboration –practical exercise
- Thomas Kilman conflict management assessment
- Review of the exercise
- Learning review and planning ahead
- Course review



Practical Skills for Managers

Module 1 Managing Yourself

Purpose

The purpose of this course is to enable managers to manage their workloads, conflicting priorities and themselves effectively.

Objectives

By the end of this course participants will have:

- Understand 2 thinking preferences as identified by the Myers Briggs Type Indicator, analysed their preferred approach to organising themselves outside work and considered the implications of this preference for their styles at work
- Assessed how they spend their time at work
- Identified time wasters and how to reduce or eliminate them
- Understood Steven Covey's urgent and important model and identified which elements of their work are urgent or important and learnt to schedule them accordingly
- Reviewed the effectiveness of their current time management methods
- Identified improved time management techniques and integrated these into planning ahead
- Discussed barriers to delegation and completed a delegation plan
- Considered different styles of communication and identified where they may benefit from increasing their assertive communication

Programme

- Welcome and Introductions
- The Myers Briggs indicator Preferences
- Self Assessment
- Implications of preferences at work
- Where does your time go?
- Managing time wasters
- Communicating effectively and assertively
- Steven Covey's Urgent and Important Matrix
- Shifting the balance
- Barriers to delegation
- Benefits of delegation
- Developing a delegation plan

Module 2 Motivating and Developing Others

Objectives

By the end of this course participants will be able to:

- Identify some dangers in having "disengaged" staff
- Describe the factors which tend to motivate team members and how managers can harness these
- Identify some of their own development needs and some needs in peers or direct reports
- Adjust their management style to develop staff
- Describe several different ways of developing others
- Manage the different reactions staff have to organisational change
- Coach their staff using the GROW model

Programme

- Welcome and Introductions
- Motivation and costs of disengaged staff
- Reactions to change – yours and your staff
- The change process
- Practical exercise
- The role of managers in change management
- Assessing development needs
- Techniques to developing your staff
- Identifying and maximising strengths
- Situational Leadership Model
- Coaching styles
- The GROW model
- Practice and feedback



Module 3 Managing and Enhancing Performance

Objectives

By the end of this course participants will have:

- Discussed the challenges in managing performance and the consequences of not doing this
- Understood the principles and cycle of performance management
- Written meaningful objectives, planned how to monitor performance and examine reasons for problematic performance or behaviour
- Practiced using a model to give constructive feedback
- Observed a piece of forum theatre addresses the management of challenging people, given feedback to actors and witnessed the impact of different styles and forms of communication
- Practiced using techniques for holding difficult conversations with actors in a small group setting

Programme

- Welcome and Introductions
- Risks of not managing performance
- Performance Management Cycle
- Setting Objectives, using competencies and monitoring performance
- Principles of effective feedback
- Structuring a difficult conversation
- Case studies
- Forum Theatre
- Individual Scenarios
- Planning ahead

Module 4 Understanding and managing stress & managing teams

Objectives

By the end of this course managers will:

- Be able to define stress and resilience
- Have completed a self-assessment questionnaire to assess their competence in managing stress
- Be able to identify different working styles and likely stressors
- Be able to practice techniques to booster their own resilience
- Be able to suggest practical steps staff can take to manage their stress more effectively
- Identify stages in team development and the steps managers can take to increase the effectiveness of their team
- Know common dysfunctions in teams and how to avoid or manage them

Programme

- Welcome and Introductions
- What is meant by stress and resilience?
- Signs of stress
- Working styles
- The mangers role in managing stress
- Self-assessment
- What is available to staff and managers at your organisation
- Developing resilience
- Cognitive distortions
- Practical steps to manage stress
- Team exercise and helpful behaviours
- Stages in team development
- Lencioni's Dysfunctions of teams
- Developing your team

Introduction to Managing Groups and Teams

Purpose

This course builds upon the skills and tools for getting results through individuals and draws upon practical research into leading successful groups and teams. It provides managers and leaders with models, tools and skills to build and manage an effective group/team.

Delegates will consider what makes groups/teams effective and how to shape the work environment to get work done efficiently and effectively and in a way that motivates and inspires staff. This will lay the foundation for getting results through nurturing synergy between people.

Who should attend

The course is aimed at new and experienced managers who are currently leading a small to medium size group/team and who wish to learn or refresh their knowledge in this area. The course facilitator will also consider delegates who are going to be, or currently are, leading specific projects and/or groups and who will benefit from this course.

Objectives

By the end of the course, delegates will be able to:

- Assess the strengths of their group/team and identify areas where they need to pay attention and take action
- Identify the difference between groups and teams and take appropriate action
- Communicate their group/team's purpose, strengths, culture and development needs
- Identify stages of group/team development and pick up tips on how to accelerate the process
- Use an understanding of MBTI type theory and Belbin team roles to build and sustain a productive team
- Problem solve and communicate in groups/teams more effectively

Preparation

The course requires a certain amount of essential preparation. Delegates will need to complete all the pre-course work including assigned reading. Estimated preparation time is between 2-4 hours.

The preparatory work consists of:

- Refreshing your understanding of MBTI
- Completion of a simple team diagnostic
- Completion of a team roles diagnostic

The facilitator will assume the pre-course preparation has been thoroughly completed prior to the course and there will not be opportunity during the course to repeat it.



Courageous Conversations

Objectives

By the end of this course participants will have:

- Discussed the challenges in managing performance and the consequences of not doing this
- Understood the principles and cycle of performance management
- Planned how to monitor performance and examine reasons for problematic performance or behaviour
- Practiced using a model to give constructive feedback
- Observed a piece of forum theatre that addresses the management of challenging people, given feedback to actors and witnessed the impact of different styles and forms of communication
- Practiced using techniques for holding difficult conversations with actors in a small group setting and gained constructive feedback

Programme

- Welcome and Introductions
- Risks of not managing performance
- Performance Management Cycle
- Monitoring performance
- Different conversations for different people
- Engaging with your staff
- Principles of effective feedback
- Structuring feedback
- Preparing for the conversation
- Forum Theatre, feedback to actors, seeing it in action
- Individual scenarios and constructive feedback
- Application in the workplace



Supervisory Skills

Objectives

By the end of this short course you will:

- Have gained more clarity about the scope of their responsibilities and how these differ from the line manager of staff they are supervising
- Understand different styles of supervision and be able to identify optimum styles for different staff and situations
- Be able to name different stages of learning and know what actions supervisors can take to aid and support learning
- Delegate work and know how to monitor progress
- Use a framework to structure feedback to ensure it is constructive.

Programme - Part One

- Welcome and Introductions
- The role of the supervisor
- Managing expectations of those you supervise and your manager
- Different supervision styles for different people
- Matching competence levels and selecting the right style

Programme - Part Two

- Setting targets and objectives
- Monitoring performance and behaviours
- Providing feedback
- Delegating effectively
- Action planning

Recruitment and Selection

One or two day programme

Purpose

The purpose of this course is to enable participants to make the best recruitment decisions possible.

Objectives

By the end of the course participants will:

- Understand how current legislation applies to the recruitment process
- Know how to shortlist candidates in line with your organisations policy
- Know how to test candidates against person specifications and the organisations values
- Have designed practical tests and questions to test candidates
- Know the range of questioning techniques and practised using competency based questions
- Have practised controlling talkative candidates and know how to probe quiet candidates
- Know how to score candidates and make decisions in line with your organisations policy

Programme

- Welcome and introductions
- The legal framework
- Job descriptions and person specifications
- Assessing candidates
- Devising practical tests
- Questioning techniques
- Dealing with difficult candidates
- Developing questions
- Mock Interviews including note taking
- Making the decision
- Giving feedback to unsuccessful candidates



Personal Development

Making Brilliant Presentations

Purpose

The aim of this course is to develop participant's skills and confidence when making memorable presentations.

It will be highly participatory and participants will have opportunities to practice new techniques

Objectives

By the end of the course participants will have:

- Considered what the audience wants from the presentation
- Discussed alternative methods to structure presentations
- identify ways to assist the audience to listen, understand and remember key messages
- Discussed and tried techniques get and keep participants attention including using props, telling stories and using metaphors
- Planned presentations and feel more confident about making presentations

Programme

- Introductions
- What makes a good presentation?
- Who is your audience and what do they want?
- Structuring a presentation
- Memory and concentration spans
- Helping people listen and remember
- Using visual aids and other prompts
- Making presentations powerful and memorable
- Breaking the ice - grabbing their attention
- Putting it into practice - 5 minute presentations



Personal effectiveness

Purpose

This course is for staff who want to improve the way they manage themselves at work so that they can deal with their work, customers and colleagues more effectively.

Objectives

By the end of this course participants will have:

- Analysed their preferred approach to organising themselves outside work and considered the implications of this preference for their styles at work
- Considered the transactional analysis model of communication and related it to the workplace, identifying patterns of communication at work
- Understand the benefits of communicating assertively and have practised assertive communication
- Understand which elements of their work are urgent or important and learnt to schedule them accordingly
- Identified improved time management techniques and integrated these into planning ahead
- Identified ways to address and manage our stress more effectively
- Considered the use of time management principles in their lives outside work
- Developed a personal action plan to increase their personal effectiveness

● Programme - Day One

- Introductions and welcome
- Transactional analysis model of communication
- Identifying patterns of communication
- Assessing how we communicate and identifying areas for change
- Assertive communication
- Practice
- Elements of communication
- Becoming more effective – gathering feedback
- The Johari Window model
- Close

Programme - Day two

- Results of gathering feedback
- Personal styles of organisation

- Prioritisation of work
- Urgent and Important work
- Getting more time for the Important things
- Time management tips
- Looking after your self
- Balance in your life
- Step change model
- Personal action planning
- Course review and close



Essential Communication Skills

Purpose

For anyone who wants to review and develop their communication skills.

Objectives

By the end of this session participants will be able to:

- Take practical steps to increase their self awareness and to increase the effectiveness of their communication
- Identify the barriers to active listening and ways to overcome them
- Identify Parent, Adult and Child modes of communication
- Take steps to change unhelpful patterns of communication
- Choose when they want to be more assertive and know how to do this

Programme

- Welcome and Introductions
- Self awareness as a learning technique
- Johari Window and pre course work
- Critical communication skills
- Levels of listening
- Active listening exercise
- Review and feedback
- Transactional Analysis
- Parallel transactions
- The importance of body language, facial expressions and tone of voice
- Self Assessment
- Changing unhelpful dynamics
- What is Assertiveness
- Developing your assertiveness
- Giving feedback
- Action planning



Advanced Communication Skills

Purpose

For anyone who has attended Essential Communication Skills training course or has a good understanding of Transactional Analysis, Active Listening and Assertiveness as these topics will not be covered in this programme, but will be referred to and developed.

Objectives

By the end of this session participants will be able to:

- Identify visual, auditory and kinaesthetic patterns of communication
- Practice techniques to build rapport
- Identify some of their own thinking patterns included in the Myers Briggs Type Indicator and know their likely strengths, weaknesses and how to flex their style to increase collaboration and influence
- Use techniques to make their messages memorable
- Take practical steps to promote themselves in the workplace

Programme

- Welcome and Introductions
- Neuro Linguistic Programming
- Language patterns, rapport and matching
- Elements of the Myers Briggs type indicator
- Practical exercises and reflections
- Your likely strengths and areas for development
- Flexing your natural style to become more influential
- Practical exercise
- Making your messages sticky in team meetings, job interviews, presentations
- Practice and feedback
- Promoting yourself



Managing Your Workload

Purpose

This short course will provide participants with an opportunity to reflect on their current workload management techniques.

Objectives

This course will give participants:

- Explore new ways to manage your time more effectively and prioritise your workload
- Identify ways to manage time wasters and practice using assertiveness skills
- Understand techniques to managing meetings, emails and yourself more effectively

Programme

- Welcome and Introductions
- Where does your time go?
- Stephen Covey's Urgent and Important Matrix – making time for your key priorities
- Managing time wasters – a reminder of how to assertiveness can help you manage your time more effectively
- Sharpen the Saw and developing positive habits
- Action planning and next steps
- Course review and close

Steps into Management

Purpose

The purpose of this course is to give participants the opportunity to explore the role, responsibilities and competencies required of line managers and to give them the opportunity to reflect on the direction of their career.

Objectives

By the end of the course you will have:

- An understanding of the role of the manager and the responsibilities this carries
- Explored management behaviours which inspire, motivate, and engage people
- An understanding of the expectations of line managers
- Completed a self-assessment, received feedback from own line manager and created a personal development plan

Programme

- Course introductions and personal learning objectives
- What are managers responsible for?
- John Adair's Functional Leadership Model
- Managing tasks and people – practical exercise
- Strengths and weaknesses of different management styles
- Delegation – practical exercise
- Assessing and giving feedback on performance
- Managing Your PIE
- Action planning for future development
- Review



Know Your Strengths

Purpose

This practical interactive half day workshop aims to give you the time and opportunity to reflect on your experience and expertise, and to think about what next for you.

Objectives

By the end of the workshop you will:

- Have had the opportunity to explore and identify what you value and what motivates you at work
- Will have gathered feedback from peers, stakeholders and your manager, to help you identify strengths and areas of expertise, to help you increase your confidence and self awareness
- Have been introduced to the concept of the Growth Mindset and considered the implications for themselves
- Have considered how to network effectively and positively – even if you hate networking

Programme

- Welcome and introductions
- Reviewing feedback and stocktaking my current strengths and expertise
- Values and motivations at work
- Growth Mindset and SCARF
- How to network without it feeling like a chore
- Next steps

Customer Service Training

Great Frontline Customer Service

Purpose

The purpose of this course is to for participants to reflect on their current levels of customer service and to identify ways to increase satisfaction.

Objectives

By the end of the one day course participants will:

- Have identified techniques to increase customer satisfaction and agreed standards of customer service that can be delivered
- Be able to identify Parent, Adult and Child states and be able to respond for optimum results
- Understand the significance of managing your emotional state when delivering customer service and have identified actions they can take to develop their service and personal resilience

Programme

- Welcome and Introductions
- What do customers want?
- What do they get?
- Reflections on customer service
- Customer service or Customer experience
- What are our standards?
- Increase satisfaction levels
- Communication patterns, Parent, Adult and Child
- The importance of greetings, early engagement, body language and tone
- Noticing and managing your emotional state
- Increasing resilience and emotional intelligence
- Responding to rudeness
- Really listening
- Helping Roisin
- Managing your interactions – FISH film
- Review and action planning

Managing difficult customer interactions

Purpose

The purpose of this event is to enable staff to develop skills to diffuse difficult situations and provide a professional service.

Objectives

By the end of this course participants will have:

- Identified why some people present with challenging behaviour, what can contribute to this and how to identify warning signals
- Understood the transactional analysis model of communication and considered how this can be used when working with distressed or angry people
- Identified and practiced other techniques that they can use when dealing with angry customers
- Observed and taken part in several role plays to rehearse techniques to manage challenging behaviour and gather constructive feedback

Programme

- Welcome and introductions
- What do we mean by challenging behaviour?
- Contributing factors and how to minimize them
- Elements of personal communication
- Managing thoughts, feelings and actions
- Using Transactional Analysis to work with angry or distressed customers
- Forum theatre
- Individual scenarios
- Receiving feedback

NB participants will have the opportunity to practice skills in small groups with the help of a professionally trained actor

Team Development

The Myers Briggs Type Indicator and Team Development

Purpose

This event develops team members understanding of the MBTI following individual assessments and feedback. The purpose of this half day session is for the team to examine different management and communication styles identified by the MBTI and identify how the team can benefit from different styles as well as when team members can 'flex' their preferences to improve communication, relationships, decision making processes, and working together to share management team tasks.

Objectives

By the end of this session team members will have:

- Considered the significance of the preferences for personal styles of communication, relationships, decision making and working styles
- Discussed the team profile and it's implications for team members
- A better understanding of the drivers and motivators of colleagues so they can take these into account to help support effectiveness when working together
- An increased understanding of other team members, given and received feedback and planned how to use this in making changes and improvements in team working, decision making, communication and trust etc

Programme

- Welcome and Introductions
- Recap of thinking preferences
- Practical exercises to explore:
 - Preferred office environments and communication methods
 - Preferences for gathering information
 - Decision making
 - Personal organisation styles
- The team profile, gaps, it's impact and flexing our style with other teams
- Presentation of each profile
- Feedback to each individual
- Applying the learning in the team