

Smallpeice Enterprises

a division of GP Strategies Limited



Team, Leader & Business Skills

Training Calendar 2024

Short & Practical Modules

Open Enrolment Dates

‘Bundle’ Discounts

train@smallpeice.com

Introduction

Right Time . . .

- This suite of courses is designed to focus on the essential skills that make a real difference to the effectiveness of team and personal performance.
- Each module takes a practical 'toolkit' approach to learning with plenty of activities and confidence building exercises.

Right Price . . .

- Our lead trainer – Gary Spence – is expert in ensuring that delegates feel comfortable in the learning environment and make rapid progress with their skills development.
- For individuals / small numbers – the open enrolment calendar is the ideal solution.
- For larger groups – we can organise a closed course for your company either onsite or via live virtual delivery.

Featured Courses

Fees are fully inclusive of:

- Live training via MS Teams
- Supporting course materials

Course Title	Duration	Date	Fee
Project Management Practitioner	2 days	Sep 23 & 25	£495+VAT
Presenting Yourself Effectively	1 day	In-company only	
Human Factors Awareness	4 hours	In-company only	
Team Leader's Guide to HR Topics	4 hours	In-company only	
Organising Yourself & Your Team	4 hours	In-company only	
Leading Teams & Managing Performance	1 day	In-company only	
Leading Teams Through Change	1 day	In-company only	
Coaching for Success	1 day	In-company only	



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Project Management Practitioner

Overview

Would you like your next project to run to schedule and to budget? Do you want it to be a learning experience rather than a disaster survived? This course will ensure you have the essential tools and understanding to guarantee the successful delivery of your next project.

Attendees

This programme is for anyone wanting to achieve a solid foundation in good project planning and management practice to support the delivery of small to large scale projects. The programme is also suitable for organisations or departments looking to standardise project management practice for their existing project managers and/or newly formed project management teams.

Training objectives

To develop confidence in the application of the tools and techniques of Project planning and management. Delegates will leave the programme able to control the key variables of time, cost and quality and to produce realistic and credible project plans that, by focusing on critical activities ensures that projects work within resource constraints and mitigate risk of failure to agreed acceptable levels.

Training format

By working step by step through a structured case study delegates develop the critical knowledge and skill to ensure clarity of project objectives accurate determination of activities, resources and personnel required to successfully deliver to project specification. The programme includes practise in identifying, assessing, and reducing risk as well as guidance to ensure appropriate monitoring and control procedures are in place to allow early diagnosis and mitigation of barriers to keep projects on track.

Training Content

Introduction

- Essential building blocks of a project
- The role of the project manager and team

A Structured Approach

- Creating clear project objectives
- Setting specific and measurable outputs
- Identifying necessary project activities - Work Breakdown Structure
- Organising your project structure
 - Assembling and leading the project 'team'
 - Identifying and managing stakeholders – advocates and resisters
 - Planning effective project communications & managing expectations
 - Clarifying who does what and in what role (responsible or accountable)

Creating a Project Schedule

- Identifying activity dependency and estimating durations
- Creating a network diagram and highlighting the critical path
- Transforming network diagrams to Gantt charts

Resource Management

- Defining critical project resources requirements
- Identifying and resolving conflicts

Risk Assessment

- Identification, assessment and control
- Monitoring and control
- Staying in control
 - What to measure & clarifying variance boundaries
 - Enabling corrective actions
 - Managing expectation and decisions making through reporting

Dates

September 23 & 25
(8.30am – 4.30pm BST)

Training Fee

£495+VAT per participant. Fees are fully inclusive of:

- Live training via MS Teams
- Supporting course materials

How to book

Please email Smallpeice via train@smallpeice.com with your enquiry/requirements. Our experienced booking team will then send you a booking form.



Presenting Yourself Effectively

Overview

One of the common anxieties in business is the requirement to speak before a group of people. This course helps delegates overcome fear and control nervousness. Practical exercises & 'role model' talks will reveal how to deliver presentations confidently, successfully, and effectively.

Attendees

This programme is suitable for anyone looking to improve their confidence and personal impact when delivering verbal communications, either 1:1, to small groups or at large conferences

Training objectives

Delegates will learn the key ingredients for both creating and delivering successful presentations. The content covers the how to structure content for maximum impact and provides a series of techniques to improve individual effectiveness and improve confidence.

Training format

Delegates will create / enhance their presentations real time as the course unfolds, directly applying the learning in real time. They will then explore and examine their personal presentation styles and identify key areas for improvement before delivering their presentation to their group and receiving tutor feedback to improve their effectiveness as presenters.

Training Content

Presenting Yourself Effectively

- Establishing the value of effective presentation skills
- Highlighting common anxieties and problems

Breaking the Ice

- A simple and effective way to start developing listening and communicating skills

Coping with Nervousness

- Understanding the fear factor
- Positive Vs negative thinking
- Relaxation, visualisation, self-assertion techniques

Know Your Audience

- Analysing what the audience wants and the importance of researching their expectations
- Control what you can!

Outline - Structure - Content

- Delivering your message effectively
- The key stages of the presentation

Using Visual Aids

- When they help and when they hinder

Question and Answer Sessions

- Be Prepared
- Dealing with different kinds of questioners

Presentations

- Delegate presentations round 1
- Feedback reviews and developing improvement opportunities
- Delegate presentations round 2

Planning for Success

- Lessons learned

In-Company

- Available for in-company group training with groups of up to 12 attendees
- Customised per company



Human Factors Awareness

Overview

The concept of 'Human Factors' represents the way that People, Programmes & Processes, the Work Environment, Organisation and Equipment - all work together as a system. With the individual at the centre of that system: any flaws in the system impact the performance of the individual, and any flaws in the individual impact the system.

Training objectives

This half-day workshop provides a concise introduction to the range of human factors that can affect performance and which should be considered in relation to any improvement or problem solving campaign. Once the concept of human factors is understood, the workshop will move on to considering tactics that can be used to improve the management of these issues which can otherwise create errors and which should be considered within any design, change management, or root cause investigation.

Training Content

Introduction to Human Factors

Human Performance and Limitations

- Exploring vision & hearing
- Information processing; attention and perception; memory
- Phobias / restrictions in the workplace that impact issues

Teamwork / Safety / Organisational factors / Professionalism

- Social psychology; responsibility: individual and group
- Motivation & de-motivation; peer pressure; culture issues
- Management, supervision and leadership

Physiological Factors Affecting Performance

- Fitness/health; Stress: domestic and work related
- Workload: overload and underload
- Sleep fatigue, shift work; alcohol, medication, drug abuse
- Time pressures that contribute to problems

Environment & Hazards in the Workplace

- Noise & fumes: illumination; climate & temperature
- Motion & vibration
- Is our working environment conducive to working well

Misunderstanding Processes & Procedures

- Badly written SOPs, ambiguous Instructions,
- Shift handovers, Silo mentality between depts
- How clear are our current instructions ?

Summary & Next Actions

- Group discussion: 'where are we now / how do we move forward'
- Application within your workplace
- How do we create a 'Just Culture'?
- What do we need to do next?

In-Company

- Available for in-company group training with groups of up to 12 attendees
- Customised per company



Team Leader's Guide to HR Topics

Overview

This course is aimed at introducing managers so some of the potentially difficult conversations they may need to conduct with their teams. Traditionally these are areas that managers are reluctant to address often feeling underprepared and overwhelmed by the prospect of one-to-one conversations with staff members of these HR topics.

Attendees

This training is suitable for those new to managerial or leadership positions and have little or no experience of having HR related conversations with their staff.

Training objectives

To introduce the delegates to the array of HR conversations that are required of a team leader or manager. At the end of the training delegates will feel confident to prepare for and conduct potentially difficult HR conversations with their staff.

Training format

This course can be delivered either in person or via MS Teams to a virtual audience. The delegates will have opportunities within the training to use the knowledge and skills delivered using group exercises and role play scenarios. There will also be an opportunity for delegates to identify and work on individual issues that they face in their own roles.

Training Content

Typical HR activities required of a Leader

- Conducting appraisals and performance reviews: managing good and poor performance
- Interviewing candidates for roles
- Managing poor performance & handling grievances

Key skill sets required

- Review and revision of appropriate key skills sets covered to date on the programme that are applicable to HR activities
 - Communication skills: questioning, guiding, informing
 - Negotiation skills: planning, investigating, proposing, bargaining
 - Development skills: reviewing, identifying needs, coaching, mentoring

Conducting Appraisals and Performance reviews

- The purpose of appraisals: Linking the business objectives to the individual's targets and objectives
- Managing effective appraisals
 - Preparation and information for both appraiser and appraisee
 - Structuring feedback, discussion and negotiation
 - The use of action plans and reviews

Conducting Interviews

- The purpose of interviewing
- Selecting the right individual to support business needs
- Conducting effective interviews
- Preparation for interviewer and Interviewee
- Structuring questions and evaluating answers to facilitate selection
- Recording evidence, making the selection and providing feedback

Handling Grievances & Difficult Conversations

- Handling difficult conversations well: to create positive outcomes
- Handling grievance conversations
 - Avoiding avoidance!
 - Managing confrontation

In-Company

- Available for in-company group training with groups of up to 12 attendees
- Customised per company



Organising Yourself & Your Team

Overview

This practical course focuses on the fundamental principles of identifying and managing priorities both for themselves and their teams. Covering more than just traditional time management techniques this course gives delegates a deeper understanding and greater confidence in setting clear and achievable goals and supporting their delivery; resulting in improved achievement of business targets.

Attendees

Suitable for anyone who wishes to improve goal achievement and support their teams to become enthused & results focused teams

Training objectives

To introduce delegates to techniques for examining current use of time to identify scope for improvement. Delegates will leave confident in identifying and setting priorities and be able to prepare realistic time plans geared to improving personal & team performance. They will also feel confident in deploying a range of interventions to overcome obstacles to the effective use of time their time.

Training format

Knowledge and skills are practised using group exercises and role play scenarios. There will also be an opportunity for delegates to identify and work on individual issues that they face in their own roles

Training Content

Recognising the Impact of Increasing Time Pressures

- Common mismanagement symptoms
- Four steps to being focused

Setting & Agreeing Objectives

- The importance of clear objectives
- Achieving agreement and commitment to objectives
- Clarifying job purpose and performance measures

Analysing Current Use of Time

- Examining current time demands
- Typical time problems

Determining Performance Priorities

- Using 'pay-off' & 'trade-off' to help set priorities
- A practical priority setting model
- Overcoming procrastination by focusing on priorities

Planning and Scheduling Time

- Balancing controlled and uncontrolled time
- Preparing realistic time plans
- Enhancing personal organisation
- Delegating effectively

Time Wasters and Savers

- Managing the working environment
- Managing interruptions
- Managing communications & meetings
- Keeping on top of your electronic communications

Programme Review and Evaluation

- Developing your future leadership goals
- Creating sustainable support networks

In-Company

- Available for in-company group training with groups of up to 12 attendees
- Customised per company



Leading Teams & Managing Performance

Overview

This course is focused on giving individuals new to leadership a clear understanding of the fundamental principles of creating & leading high performing teams.

Attendees

The perfect course for individuals moving into leadership roles or for leaders who wish to introduce their teams to the tools and concepts of how to achieve peak performance.

Training objectives

To introduce delegates to the key tools and approaches of great leadership and to build confidence in deploying these. At the end of the course delegates will be able to demonstrate role model behaviours and be capable of inspiring enthusiasm and commitment from their teams.

Training format

A highly experiential training format with an emphasis on understanding through doing. Group activities practise leadership and team working skills with tutor facilitated performance reviews and peer comment. A key output of the training will be the development of individual actions plans to further increase delegates skills and confidence post the course.

Training Content

Leading & Managing Teams

- The role of the leader
- Exploring our current state and identifying opportunities

Understanding Teams

- How do teams add value
- How we assess and measure their performance
- Considerations for virtual / remote teams

Creating Effective Teams

- Establishing capability
- Understanding your teams character

Developing Team Capability

- The dynamics of teams and team behaviour
- Playing to team strengths and developing capability
- Creating accountability

The Impact of Leadership

- Flexing styles to develop capability
- Establishing agreed ways of working
- Building trust and freedoms

Developing & Maintaining Team Energy and Motivation

- Identifying contributors & inhibitors for team success
- Practical teambuilding – focusing on what the team can control

Managing Individual Performance

- Can & Will vs Can't and Won't
- Comparing accountability with skill and motivation

Managing your Performance!

- What are you going to keep / improve / stop / start?

In-Company

- Available for in-company group training with groups of up to 12 attendees
- Customised per company



Leading Teams Through Change

Overview

Change initiatives have a high rate of failure, either totally or in part. This is often due to the lack of understanding of the need to support individuals and teams through the process. This course provides a thorough understanding of how to introduce and support successful changes to systems, processes and procedures through involving and engaging all stakeholders and securing support from key stakeholders.

Attendees

This course is for anyone involved in supporting or leading change initiatives of any sort. It is particularly relevant for supporting the changes required by business improvement initiatives & projects

Training objectives

Understanding the importance of engaging key stakeholders in order to secure resources for the change and overcome resistance and barriers. Learn how to communicate the need for change and create engagement strategies to secure buy-in and support.. Plan and deliver successful change initiatives and ensure that gains and improvements delivered by the change are sustained into the future

Training format

Group exercises and role play scenarios, plus work on individual issues that connected to current change initiatives.

Training Content

Nature of Change

- Understanding our reaction to threatening situations
- How do we manage change generated by activities that impact on existing systems, processes and procedures
- Understanding the nature of change & exploring the change journey

Developing and Communicating a Compelling Need for Change

- Communicating the opportunity and providing quantitative and factual evidence of benefits and threats
- Analysing enablers and barriers to change and generating supportive activities

Stakeholder Management

- The importance of identifying & managing stakeholders through structured analysis
- Using targeted influencing strategies to generate engagement
- Fine tuning communications to optimise understanding and engagement
- Leading Process Change through role model behaviours

Understanding and Managing Resistance to Change

- Understanding emotional and rational resistance to change and the methods of mitigating their impact

Embedding Gains

- Recognising embedded change
- Consolidating changes in practice
- Recognising and encouraging compliance with the new way
- Letting go of the old waygoing to keep / improve / stop / start?

In-Company

- Available for in-company group training with groups of up to 12 attendees
- Customised per company



Coaching for Success

Overview

This course covers both the skills, and mindset for effective coaching. How to get the most out of it for yourself, and those you coach - and optimise outputs with skilful coaching.

Attendees

This programme is for any manager who has responsibility for training and developing colleagues and team members.

Training objectives

Delegates will learn the importance of coaching as a leadership skill. They will also learn core communication techniques to secure full engagement, including understanding learning and communication preferences and effective listening and questioning skills in order to encourage commitment to the coaching process by the coachee. Delegates will leave the course confident to plan and deliver coaching interventions which are tailored to maximise the benefit of the coaching experience to the coach, coachee and to their organisation.

Training format

Coaching topics are real and chosen by delegates to ensure that the practice is as close as possible to a real coaching experience in the workplace, 'real play' rather than 'role play'. A key takeaway will be an ongoing coaching development plan for each delegate.

Training Content

Coaching for Success

- What is coaching?
- Benefits & barriers to coaching in supporting the development of an improvement culture

Coaching Skills

- How do we measure up? Understanding the skills and attributes of good coach

Approaches to Coaching

- Achieving target conditions & changing habits
- The coaching continuum

Useful Coaching Structures

- GROW
- Bugs Bunny
- Coaching the coach

Coaching Practice

- A practical session to allow observed practice of the application of skills

Developing Your FLL Goals

- Focusing on development opportunities

In-Company

- Available for in-company group training with groups of up to 12 attendees
- Customised per company