

Eliesha

bitesize 
training sessions

masterclass 
training sessions

Training solutions when time is of the essence





Our bitesize learning events introduce fresh thinking and provide organisations with maximum returns for a minimal investment of people time, balancing busy work schedules with skills development. The focus is very much on learning new skills, methods, or tools and applying them through actions in the workplace. Our bitesize events support learners by refreshing skills, acquiring skills or quickly up-skilling.

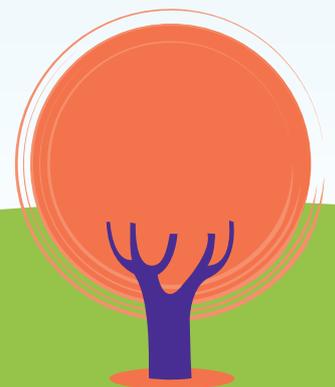
Choose our bitesize sessions for short, sharp and dynamic training sessions.

These sessions are 90 minutes duration and we can run up to 3 in a day.

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These Bitesize training sessions can be supported by over 220 of our 3-4 minute pearls of wisdom® videos and more than 70 e-eliesha Micro Toolkits.

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Our masterclass events are delivered by our subject experts and provide a deeper exploration of the subject. They enable learners to take their talents further, to grow, perform, manage and meet the challenges of change. They provide knowledge of greater depth and intensity in key development areas, enabling consolidation of skills and reflection. They provide an opportunity for greater interaction and deeper exploration of specific subjects.

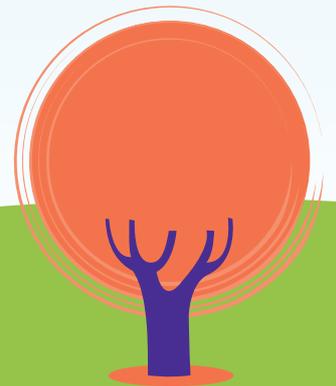
Choose our masterclass training for more tools, resources and time to practice their application.

These sessions are 3 hours duration and we can run 2 in a day.

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7 Habits of Highly Effective People

The 7 Habits of Highly Effective People by Stephen Covey explains a useful set of guiding principles that help you change to become more effective personally as well as professionally.

We cover:

- An overview of each of the 7 Habits
- Questions and discussion to help explore each habit and draw out personal learning
- An action plan to implement learning

Acting on Stakeholder Feedback

Asking for feedback is still just talk. Acting on feedback is the trick and this session will cover how to organise that feedback to create a strategy for action.

We cover:

- Using a simple questioning technique to gather data from your stakeholders about their needs and preferences
- Capturing that data to drive you towards adding more value for customers and more engagement for staff
- Creating a compelling visual map that sets out the changes you need to see

Agile Working - Managing Dispersed Teams

Managers often find it difficult enough to manage teams in their office, and so managing dispersed teams can bring a further set of challenges.

We cover:

- The common challenges faced by managers when managing remote and dispersed teams
- Staff perspective of dispersed management
- Practical solutions and current good practice to common remote management challenges
- Developing your remote management style

An Introduction to Mindfulness

Mindfulness can help you to keep calm and manage your stress, as well as generally increase your overall health and wellbeing, and your happiness – making it a useful tool in the workplace.

We cover:

- What mindfulness is
- How you can use mindfulness
- Practising mindfulness techniques

Appreciative Inquiry

In the search for performance improvement and organisational efficiency much can be learned by focusing on 'what's gone right'.

We cover:

- The underlying processes and principles of Appreciative Inquiry
- Adopting a different mental model for dealing with organisational challenges
- The four key stages of Appreciative Inquiry
- Applying Appreciative Inquiry techniques in the workplace

Be Aware

Think about how many decisions you make in a working day: what are the consequences of getting those wrong? Being aware is fundamental to Conscious Safety Leadership, which is integral to a safe and successful business.

We cover:

- How Conscious Safety Leadership benefits individuals, their teams and the business
- The links between attitude and behaviour and the impact that can have on individuals and teams
- Adair's 'Action Centred Leadership' model
- The 'Safe Person' concept and how to apply it

Brilliance at Resilience

Of ALL the skills we are told we need to survive in our rapidly changing world, resilience is vital.

We cover:

- The importance of resilience at work
- The factors that contribute towards your own level of resilience
- Understand your current level of resilience
- The role Emotional Intelligence plays in supporting resilience

The Change House

'Change is the only constant' is a common refrain, so it's worth having a framework that allows you to understand and successfully manage the people element of change.

We cover:

- Describing the Change House model of change
- Strategies and tactics for helping yourself and others navigate successfully through the change process
- Having greater confidence in managing the people element of change

Change and Innovation

We are living in a world of transitions and it is increasingly clear that the organisational challenges we have cannot be solved by a 'few people at the top'.

We cover:

- How to deepen your understanding of change: moving from a general to a specific focus and approach
- How to become aware of the 'change classification framework'
- How to be awake to the idea of an 'innovation stack' in your organisation
- The challenge of management innovation

Coaching as a Leadership Style

Coaching is now recognised as a leadership style which can get the best performance out of your staff by helping them to find the answers for themselves, creating an engaged, motivated and productive team.

We cover:

- How coaching fits within your role
- How to enhance your listening and questioning skills
- The GROW model of coaching
- How to use coaching questions day-to-day

Communicating with Impact

'Choose your words carefully'. This session helps you do just that with focus on the power of the words you use and how you use them.

We cover:

- Why good communication is so important
- Assessing the areas for improvement in your own communication
- Selecting techniques that will help you improve your own communication

Dealing with Challenging Customer Conversations

Customer facing staff need to be prepared to deal with challenging situations with their clients or customers. Staff must be able to handle challenging customers assertively and confidently.

We cover:

- Listening to customers more empathically
- Having tools and techniques for diffusing difficult conversations
- Understanding the impact and power of language
- Saying 'no' assertively and in a way that is acceptable to the customer

Delegation

Delegation is one of the key leadership skills, and it's one that, done well, inspires and up-skills your team and saves you precious time.

We cover:

- The benefits of delegation, and the issues created in getting it wrong.
- What gets in the way of delegation generally and for you specifically
- The impact of both the process and the mind-set when it comes to delegating

Different Perspectives

Before jumping to conclusions about others, jump into their shoes.

We cover:

- The underlying processes and principles of perceptual positioning
- The three step technique
- Ways to apply the technique in the workplace
- Giving feedback to others

Emotional Intelligence – Introducing EI

Emotional Intelligence continues to gain momentum as a practical skill that can give a real advantage at an individual and organisational level.

We cover:

- What EI is
- How EI helps you better manage your relationships
- What the EI competencies are and how you relate to them
- How to apply EI within your organisation to forward your business

Facilitating Focus Groups

Focus groups are a useful way to collect views, thoughts and attitudes on a particular topic if well facilitated. Facilitators must ensure participants feel their views are valued.

We cover:

- The role of the facilitator in focus groups
- The key stages and practical considerations when organising and conducting focus groups
- How to apply your own learning back in the workplace

The Fine Art of Feedback

Feedback can be one of the most challenging 'difficult conversations' a manager needs to have. Inspired by Susan Scott's 'Fierce Conversations' this session will develop your feedback skills.

We cover:

- The definition and purpose of Fierce Conversations
- The Seven Principles of Fierce Conversations
- Benefits and challenges to giving feedback
- Application of a feedback model to shape your feedback approach

Giving Feedback

Confidence in giving feedback is one of the key skills of an effective manager. Discover techniques to improve your feedback...and your results.

We cover:

- The difference between motivational and developmental feedback and how to use both effectively
- A range of feedback models
- Selecting the right feedback tool for the situation
- Structuring feedback conversations

Identifying your Signature Strengths

"Most people do not know what their strengths are. When you ask them, they look at you with a blank stare, or they respond in terms of subject knowledge, which is the wrong answer." (Peter Drucker)

We cover:

- The importance of knowing both our strengths and weaknesses, and putting more focus into our strengths
- Completing a questionnaire to start the identification of your personal strengths
- How you adjust your life to make more of your strengths

Keeping Customers

If you are continually satisfying your customers, then you're not doing enough to keep them. Customer satisfaction doesn't mean they'll come back to you...

We cover:

- Looking at the gap between customer satisfaction and loyalty
- Assessing your customer base in terms of their loyalty to your organisation
- The dynamics involved in driving you towards a loyal customer base

Leadership Challenges – Strategic Thinking

“The single reality of our age is we live in a world of discontinuity where change is becoming more seditious, faster paced, it’s unexpected and the reality is that most organisations are not as adaptable as they need to be.” (Gary Hamel)

We cover:

- How to better understand the challenge of strategic thinking
- How to approach the development of strategy
- How to increase your ability to use different problem-solving techniques

Leadership Essentials

“Leadership is one of those elusive priorities, an area in which there is no absolute, and no guaranteed model. So, it turns out not only vital but also fun to talk about what makes a leader.” (Sir Peter Parker)

We cover:

- How to appreciate the variety of perspectives on leadership
- How to select and adopt leadership ideas relevant to you
- How to enhance your own leadership style to take your organisation forward

Leadership vs Management

Are you a manager or a leader? Or both (or neither)? It’s essential to know the difference, and which your organisation and your people need from you.

We cover:

- The existing perspectives on management and leadership development
- Deciding on the appropriate approach to effectively steer your organisation

Leading in VUCA Times

The world we live in can be volatile, uncertain, complex and ambiguous (VUCA). We need leaders who can adapt to current needs, for the benefit of their staff and their business.

We cover:

- What VUCA times are
- Why leadership today must differ from past models
- The styles of leadership that address current and future challenges

Leading People through Change

Managers must be able to persuade and influence others to change. Staff can be resistant to big changes; therefore, managers need to encourage them to accept and work towards organisational change.

We cover:

- How to better understand the challenge of positively persuading others in the workplace
- How to increase your knowledge and understanding of influencing skills
- Increasing your understanding of influencing behaviours and recognise the behaviour being used by others
- Identifying your own influencing style

Lessons from Agile Project Management

In recent times, 'Agile' project management has successfully shaken up project management thinking, and whilst it remains primarily linked to IT development, now everyone seems to be talking, and taking notice of, Agile.

We cover:

- Various tools and how they are used in Agile
- How we might use Agile tools to support our own work
- Kanbans, and how the Kanban might be used in your own organisation

Less Stress

Awareness of what stress is - its causes, symptoms and effects - can help us to avoid what is the biggest single cause of workplace absence.

We cover:

- The causes of stress in the workplace
- Signs of stress
- Strategies to avoid stress yourself
- Helping others deal with stress in the work environment

Making the Most of Emails

Much of our work is done via email but we can all fall into bad or lazy habits when using email and this can get in the way of clear communications at work.

We cover:

- How to appreciate the value of using email
- Recognising when it is appropriate to use email
- Identifying what a professional email should look like and contain
- How to write emails using appropriate, concise language and setting the right tone

Managing Change

'Change is inevitable, except for vending machines.' As a manager it pays to understand the psychological effect change can have on your people. And it pays to know your role in helping others through the change process.

We cover:

- The different responses people (including yourself) have to change
- The Change Curve and the need for you to offer appropriate responses at each stage
- How to provide appropriate support and challenge to your staff during change

Mind Maps

Notes are fine but to really see the bigger picture, Mind Maps are your direct route to clear thinking.

We cover:

- The purpose of drawing a map
- The value of mind mapping to the organisation
- The process of creating a Mind Map
- Practical ways to use the technique at work

Networking

It's not just what you know that makes a difference, it's who you know. In business and life, relationships are everything. We need to enhance and extend our networks, develop relationships and become more effective networkers.

We cover:

- The four types of networker, and what you need to do to be a 'Builder'
- The 7 competencies of a networker
- Introducing yourself with more confidence in a networking situation

People and Performance

In the quest to increase performance, sometimes we need to ask a different question to 'raise the bar.'

We cover:

- Using breakthrough thinking to overcome the 'we've always done it this way' mindset.
- Raising the performance bar for all in the workplace.
- Improving your decision making through creative problem solving.

Performance

Standards ensure that we know where we are starting from; targets help us to aspire to the next level. The key question for differentiation, competitive advantage or faster paced change in performance is 'what is possible?'

We cover:

- Recognising and taking opportunities to use breakthrough thinking to overcome the 'we've always done it this way' mindset
- Increasing your knowledge and understanding of raising the performance bar for all in the workplace
- Improving your decision making through creative problem solving

Positive Psychology – An Introduction to NLP

Communication and working relationships are fundamental to the success of your business. Neuro-Linguistic Programming (NLP) can help you improve both in a practical way, and the journey starts here...

We cover:

- What NLP is and isn't
- Optimum ways of communicating with others and yourself
- How to build and maintain rapport

Positive Conflict Management

Conflict in a work situation is inevitable, but the results of conflict don't need to be bad. Positive conflict management is the process of making conflict functional and reconfiguring our attitude towards conflict.

We cover:

- The value of functional conflict and the business impacts of avoiding it
- Appropriate conflict handling strategies for different situations
- The benefit of a positive attitude to conflict
- Your 'hot buttons' and describe how to manage your 'triggers'

Project Perfection

A look at a different role within a project that can make a significant contribution to project success.

We cover:

- Your role and responsibilities as a critical friend to your projects
- Using questions effectively in the vital start phase of projects
- Why projects fail and how you can contribute to making your projects a success

Solving Problems Creatively

We're not always as productive as we might hope when brainstorming. Find out why, and learn some fresh techniques for generating ideas.

We cover:

- Overcoming the challenge of creative thinking at work
- The phenomenon of 'social loafing' in group problem solving
- A fresh perspective that will improve your brainstorming results
- Quick and simple techniques for encouraging fresh thinking

Taking Control of your Career

In our fast-changing times we need to take ownership of our development to stay in touch with the changing world, and to take advantage of the exciting opportunities that exist within it.

We cover:

- The context of our changing world
- The modern view of organisational learning
- Organisational learning opportunities – it's not just the training room
- Self-Managed Development – model and techniques

Unconscious Bias

We all have biases, often that we aren't even aware of, and they can affect how we think and our decisions. Leaders must raise awareness of unconscious bias, 'think about their thinking' and reduce the negative impact of biases.

We cover:

- What 'unconscious bias' is and how it impacts our thinking and behaviours
- Particular types of unconscious bias
- The 5-step de-biasing model to disempower unhelpful biases

What's the Story?

We have a profound need to tell and hear stories. It is how we share experience, understand each other, and create community. Telling stories in some form is essential.

We cover:

- The uses of a story
- Why stories are so effective
- Using stories for framing
- Adapting and applying stories for your own use

Adaptive Leadership

“The improvisational ability to lead adaptively relies on responding to the present situation rather than importing the past into the present and laying it on the current situation like an imperfect template.” (Ronald A. Heifetz)

All modern leaders are faced with leading in an environment of unprecedented complexity and uncertainty and this requires strategic agility to optimise the organisational outcomes through these ‘adaptive challenges’.

We cover:

- What Adaptive Leadership is and its relevance in your organisational context
- The 7 principles for leading adaptive change and diagnose where you are currently
- Adaptive Leadership tools to facilitate, engage and mobilise others effectively
- Designing effective interventions that move towards a solution and engage others in solving the problem
- Personal action planning tailored to your adaptive challenges

Building Motivated Teams

The happiness and motivation level of our teams is of paramount importance as a leader. Motivated people work harder, manage change better and have more authentic working relationships.

We cover:

- What happiness at work is
- The components of a motivated workplace and what makes individuals happy
- Writing an action plan showing how you will improve the motivation levels of your team

Creative and Agile Thinking

For so long creativity wasn't required at work. Indeed, it was actively discouraged – a distraction from executing the task at hand. Now it's becoming a necessity. Agile thinking provides the fresh approach so often required to respond to today's challenges.

We cover:

- The fundamentals of Agile thinking
- The Agile manifesto and its implications for your organisation
- Applying Agile and creative thinking techniques to your own work challenges

Critical Thinking

“There is nothing more practical than sound thinking. No matter what your circumstance or goals, no matter where you are, or what problems you face, you are better off if your thinking is skilled. As a manager, leader, employee, citizen, lover, friend, parent — in every realm and situation of your life — good thinking pays off. Poor thinking, in turn, inevitably causes problems, wastes time and energy, engenders frustration and pain.”
(Elder & Paul)

We cover:

- The benefits and barriers of successful critical thinking
- The insight and skills practice to be more effective critical thinkers
- Skills and techniques to become more confident and assured when thinking about problems
- How to communicate your thoughts and ideas to others at work

Effective Meetings

Effective meetings save time, raise staff motivation, increase productivity, and solve problems. They can create new ideas and initiatives, achieve buy-in and diffuse conflict in a way that emails and memos simply cannot.

We cover:

- Recognising your current attitude to meetings
- Identifying what makes a meeting really work, and what not to do
- The essential skills of managing effective meetings
- Good practice in planning, chairing and managing time, people and information in meetings

Effective Performance Conversations

Susan Scott says *“As a leader, you get what you tolerate. People do not repeat behaviour unless it is rewarded.”*

So without Effective Performance Conversations you may be encouraging the wrong behaviour. This *Masterclass* uses Scott’s ‘Fierce Conversations’ as the framework to develop how you use performance conversations to better motivate people at work. These are conversations that we need to have as *“I have not yet witnessed a spontaneous recovery from incompetence.”* (Scott)

We cover:

- Holding performance conversations so that you open, conduct and close these discussions well
- Enhanced feedback skills
- How to manage the emotional element of performance conversations
- A technique to create objectives that clearly set performance expectation from the outset

Emotional Intelligence (EI)

“The notion that others can make us feel good or bad is untrue. Consciously, or more frequently unconsciously, we are choosing how we feel at every single moment” (Pert)

Few would argue that emotions play a part in our lives, at work and outside. So the simple choice is: do your emotions get in the way and control you, or do your emotions help and support you? Emotional Intelligence is about making sure it's the latter.

We cover:

- What EI is and the key themes associated with the topic
- Why EI is important to us on a personal basis and within business
- Assessing your existing EI levels against the Emotional Intelligence competencies
- Techniques to improve your EI
- How to apply EI within your organisation to forward your business

Engaging our Customers

Customers have expectations which we need to understand and meet in order to keep people engaged with our organisations. This includes dealing effectively with difficult customer situations.

We cover:

- The importance of customers' needs and expectations
- How our voice can impact on communication with customers and the importance of Active Listening
- The key skills to help with difficult customer situations
- Self-belief and confidence to engage well with customers

Freedom of Information

It is important for staff to be able to feel confident in recognising and handling Freedom of Information requests in accordance with legislation, and organisational policy and guidance.

We cover:

- What constitutes a valid request for information and how to identify it
- An awareness of the Freedom of Information Act, the Data Protection Act and the Environmental Information Regulations and how they interact
- How to comply with relevant guidance, including statutory deadlines

'Friday Night at the ER'

Standout organisational performance requires more than everyone simply 'taking care of their bit' of the business. Friday Night at the ER is a business game, and a wonderful demonstration of the impact of decision-making on the system.

This is experiential learning that's absorbing, fun, and rich in learning. As part of a team of 4 you'll be a department manager in a hospital during a simulated 24 hours. The health care theme in the game is easy to relate to and doesn't require any medical knowledge but there are lessons to be learned by all in this fun, fast paced game, which can impact decision-making and perspectives in the real world.

We cover:

- The effects of decisions on the larger system
- The need for collaboration across functional boundaries with an openness to redesign
- The benefits of basing decisions on sound data

Fundamentals of Making Good Decisions

Expand your capacity to make better decisions and to help those you work with improve their decision making. Learn about a range of decision making models and tools you can use in the workplace to improve decisions that you make.

We cover:

- How to describe a decision, its nature, scope and impact (ripple effect)
- The decision-making process and decision-making conditions
- Common errors in thinking and challenges faced when making decisions
- Different decision-making models and techniques

Having Constructive Conversations

Learning about constructive conversations helps you to understand yourself and others, and have more confidence to have honest and engaging conversations.

We cover:

- The consequences of avoiding conversations
- Recognising your preferred style of managing conflict, then discovering and practising alternative styles
- Recognising and managing the emotional element of conversations
- Practising having a constructive conversation

Influence and Impact

To get what we want we can use techniques such as manipulation, coercion, threats, authority, persuasion and making deals. These approaches only give short term wins and often people become resistant and non-responsive to these methods.

We cover:

- The 9 influencing styles
- The similarities and differences between your self-assessment and others' feedback on your influencing styles
- Identifying specific behaviours that can improve your range of influencing styles
- The use of Powerphrases to strengthen your communication

Leader as Coach

Coaching is about helping others find their own solutions, and this technique in the hands of a leader can create an engaged, motivated and productive workforce. This course encourages the move from 'manager as guru' to 'leader as coach' by looking at the adjustments needed to adopt a coaching style day-to-day.

We cover:

- The case for a coaching leadership style
- Using the GROW model in conversation
- The right time to use your coaching style

Leading a High-Performance Team

This session is based upon Patrick Lencioni's theory 'The five dysfunctions of a team' and that like it or not, all teams are potentially dysfunctional.

We cover:

- Lencioni's approach to leading successful teams
- The five dysfunctions of teams
- Tools to tackle the five dysfunctions of teams

Leading Cultural Change

"People don't resist change. They resist being changed!" (Peter Senge). The pace of change in our working environment presents an ongoing challenge. This will focus on the barriers to achieving buy-in and commitment to change; use theories and models to plan and achieve cultural change, and consider the leadership behaviours needed to bring about cultural change.

We cover:

- The challenges of leading cultural change
- How to effectively communicate an inspiring vision for change
- Use of models to help plan successful sustainable cultural change within the organisation
- Identifying personal actions and behaviours to support cultural change within the organisation

Listening Skills

In order to be an effective communicator, you must have good listening skills. In this session we'll explore the different techniques to enhance your listening skills and how you can apply these at work.

We cover:

- The key elements of the communication process and how to eliminate potential barriers to effective listening.
- Techniques to enhance effective communication.
- Practising listening skills, including picking out salient points from discussions and summarising

Mindfulness

Current research highlights the benefits of mindfulness for wellbeing, resilience and better decision making. By understanding the mind-body connection and the value of focusing our attention on the present, we can develop a more mindful approach to work and life.

We cover:

- The concept of mindfulness and its impact
- Increasing awareness of the mind-body connection
- Practical experience of meditation and mindfulness exercises
- Developing the mindset for mindfulness
- Creating an action plan for practising mindfulness

Minute Taking

Note-taking and minute writing are skills specific both to departmental needs and to the individual carrying them out. The style depends on the context of the meeting and staff need to adjust their style accordingly.

We cover:

- Defining the role of meeting reporters
- Key tasks, pre, post and during the event
- Increasing confidence with note-taking and minute writing
- Being aware of and being able to use the appropriate format for minutes

Negotiating Skills

Negotiating well is a key skill in business and with more organisations finding they are doing 'more with less' it is essential to success. If we can negotiate well we may find that small wins reap big rewards.

We cover:

- Negotiating fairly and effectively in line with the values of your organisation
- Anticipating situations where skilful negotiation is needed
- Preparing influential arguments to support your case
- Using persuasion and influence effectively and appropriately
- Exercising better control over negotiation meetings

Personal Resilience

“More than education, more than experience, more than training, a person’s level of resilience will determine who succeeds and who fails. That’s true in the cancer ward, it’s true in the Olympics, and it’s true in the boardroom.” (Dean Becker)

Of ALL the skills we are told we need to survive in these modern times, resilience is vital. But what if we don’t feel we are resilient people? Well there’s good news. We can treat resilience as a skill, and that means we can develop it if we want to.

We cover:

- The nature of challenge and the source of stress and pressure – and the consequence for performance
- The factors that make up personal resilience and how we can develop them
- Techniques to cope with stressors and challenges
- Creating and sustaining effective plans to optimise performance and increase resilience

The Power to Influence

“The key to successful leadership today is influence, not authority.” (Ken Blanchard)

Exploring the themes of influence, power and persuasion in the workplace, this *Masterclass* will allow you to learn more about your own influencing style and the importance of ensuring ‘win-win’ outcomes to achieve the greatest potential results.

We cover:

- The challenge of positively persuading others and preparing to negotiate with others in the workplace
- Identifying your own influencing style
- Developing your knowledge of influencing and negotiating skills
- Influencing behaviours and recognising the behaviour being used by others

Securing Employee Engagement

“Employees who work for engaging organisations get an organisation they feel proud to work for, managers who are more likely to listen and care for them, leaders who listen to and inspire them, more opportunities for personal growth and teams that support each other. They are likely to perceive the deal they get from their employer as positive, and they get lower levels of stress and a better work life balance.” (Jonathan Austin, Best Companies).

We cover:

- What employee engagement is and why it matters
- The factors that engage staff in the workplace
- The role of the Line Manager and the impact of their leadership in employee engagement
- Appropriate skills and techniques to help increase staff engagement
- Personal action planning to promote engagement in your area

Strategic Thinking

“The essence of strategy is choosing what not to do”. (Michael E. Porter). This session provides an opportunity for delegates to explore contemporary ideas of good practice in Strategic Thinking; to apply these to their own strategic context and to identify options for progressing their own strategic challenges.

We cover:

- The importance of strategy to business
- Identifying what constitutes strong strategy
- Identifying obstacles to creating and implementing strategy and suitable options for confronting them
- Selecting options for improving strategic capability

Succession Planning

A fresh perspective that combines two strands of management learning: human resource management and knowledge management; which we call 'people knowledge management' (PKM). Effective PKM can help you identify workforce 'hotspots' and staffing areas of highest risk, and plan effectively.

We cover:

- Awareness of critical trends affecting the UK workforce
- The scope and uses of the PKM approach
- The critical success factors that underpin effective talent and workforce plans
- The steps within the PKM approach and its benefits and challenges
- How to plan for future workforce sustainability

Time Management

We all need to prioritise our workloads and effectively deal with day-to-day interruptions. By understanding practical ways to control time-wasting activities we can be more productive in the workplace.

We cover:

- Recognising your current attitude to managing time
- The consequences of wasting time as a resource
- The nine time thieves
- Practical solutions and current good practice to dealing with the nine time thieves

Trust

Trust...a nice-to-have 'social virtue' or a measurable, economic driver impacting performance and stakeholder value? As trust is a perception, it is often a hidden variable that is difficult to understand, measure and improve. Ultimately, every interaction, every project, every communication is affected positively or negatively by trust.

We cover:

- The trust level inside your department or team
- The observable behaviours that create or destroy trust
- The economic impact of the trust level known as the 'trust effects'
- The importance of 'trusting' behaviour and 'trustworthy' behaviour in building strong relationships

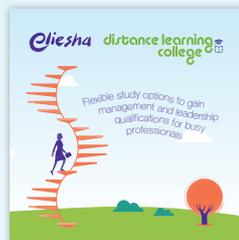
Understanding and Coping with Change

Change has now become an organisational constant. Understanding its psychological impact can make it easier for us to engage with change appropriately and to develop ways of coping well.

We cover:

- The different responses people (including yourself) have to change
- The Change Curve and the need for you to offer appropriate responses at each stage
- The steps you can take to cope well with change
- How to provide appropriate support to colleagues during change

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