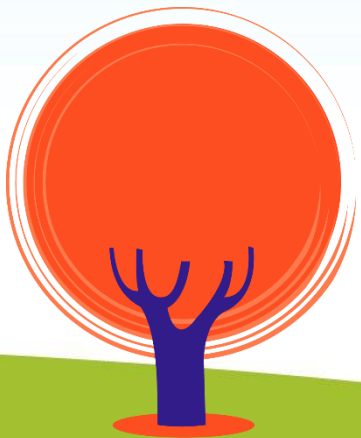




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1) Trust, Ethics, Authentic & Ethical Leadership

Number	Title	Description	Learning Outcomes
P173	Authentic Leadership – An Introduction	Introduces Goffee and Jones' recipe for Authentic Leadership under the context of 'Why should anyone be led by you?'	<ul style="list-style-type: none"> - State the elements of 'building the case for your leadership' - State 'the four essential practices of leadership'
P174	Balancing Authenticity and Skill	Looks at Professor Goffee's view on the combination of high and low 'Authenticity' and 'Skill' and the four leadership types that describe - are you 'Effective'?	<ul style="list-style-type: none"> - Describe the four leadership styles
P186	Dealing with the Five Temptations of a Leader	Lists the five temptations of a leader and discusses strategies, ideas and behaviours to deal with these temptations and boost your chances of success as a leader.	<ul style="list-style-type: none"> - State the five temptations of a leader according to Lencioni - Describe strategies to overcome the temptations
P187	Ethical Leadership - Kasthuri Henry	Introduces Kasthuri Henry's Ethical Leadership Model and describes each of the six elements, and encourages thought on your development as an ethical leader.	<ul style="list-style-type: none"> - Outline the six elements of Kasthuri Henry's Comprehensive Ethical Leadership Model - State the meaning of ethical leadership
P200	Ethics – Roadblocks to Ethical Decisions	Discusses the importance of ethics in the workplace and introduces Kasthuri Henry's 5 roadblocks that get in the way. By avoiding these moral pitfalls, leaders can make better, more ethical decisions	<ul style="list-style-type: none"> - State the five roadblocks to ethical leadership - Describe how understanding the 5 roadblocks can support you making ethical decisions
P185	Five Temptations of a Leader	Looks at the temptations facing organisational leaders and explains how these temptations lead to complications that impact on the business.	<ul style="list-style-type: none"> - State the five temptations of a leader according to Lencioni - Describe how these temptations impact on the organisation

Number	Title	Description	Learning Outcomes
P141	Good Decision Making	Looks at the challenge of making good decisions and introduces you to three key decision-making conditions that we all face in trying to make a good decision.	<ul style="list-style-type: none"> - List three decision making conditions that influence your decisions - Describe each decision-making condition
P196	Leadership - Myth of the Complete Leader	Explores the myth of the complete leader - the flawless human being at the top who's got it all figured out. It introduces why Deborah Ancona suggests that we are better off aiming for the 'Incomplete Leader'.	<ul style="list-style-type: none"> - Describe why the idea of the complete leader is a myth - Describe the approach of the 'Incomplete Leader'
P198	Paine's Manager Compass	Introduces Paine's Ethical Compass; identifies reasons why we all should be factoring ethical considerations into every organisational decision, and then provides information and advice to help you use Paine's Ethical Compass to make better decisions.	<ul style="list-style-type: none"> - Describe why ethics needs to be part of your everyday decision making at work - List the four parts of Paine's compass
P190	Seven Keys To Leadership	Discusses how a new age of leadership requires leaders to be different to be able to cope with new challenges. It describes Burt Nanus' seven key skills of leaders and asks you to match up against these skills and identify areas for development.	<ul style="list-style-type: none"> - List the seven key skills of a successful leader - State the difference between personal leadership and leadership from the heart
P191	The Illusion of Objectivity	Explores what Yale psychologist David Armor calls "the illusion of objectivity", the notion that we are free of the very biases we're so quick to recognise in others.	<ul style="list-style-type: none"> - Describe the illusion of objectivity - Describe ways to deal with your biases
P155	The Power of Values	Provides an insight into the power of values; the fundamental nature and role of values in our lives and in the workplace; how values play a powerful part and impact on our performance and the results we get.	<ul style="list-style-type: none"> - Describe how values determine behaviour and behaviour determines performance - Identify the workplace values of your organisation

Number	Title	Description	Learning Outcomes
P188	Trust - 13 Trust Building Behaviours	Takes a look Stephen M R Covey's research on Trust, highlighting the behaviours you need to exhibit to gain trust. These 13 behaviours, when applied, are the way to behave yourself into trusted relationships.	<ul style="list-style-type: none"> - Describe the role of the 13 behaviours within the 5 waves of trust - List and summarise the 13 behaviours
P192	Trust - Five Waves of Trust	Looks at Stephen Covey's '5 Waves of Trust'. It takes you through each wave and demonstrates the interdependent nature of trust and how it flows from the inside out creating the 'ripple effect'.	<ul style="list-style-type: none"> - State the five waves of trust - Describe the nature of trust and the 'ripple effect'
P189	Trust - The Four Cores of Credibility	Takes a look at Stephen Covey's four cores of credibility: integrity; intent; capabilities and results. It describes each of the four cores and explains why the first three elements need to be in place to achieve the fourth core of 'results'.	<ul style="list-style-type: none"> - State the four cores of credibility - Describe how the four cores of credibility build trust and lead to success
P199	Values-Based Leadership	Explores Richard Barrett's Seven Levels of Consciousness which give a fresh perspective on motivation and the drivers behind your own decision-making. It introduces a framework that shows the path to authentic leadership.	<ul style="list-style-type: none"> - State the seven levels of consciousness in Barrett's model - State the famous motivational model that maps to Barrett's Seven Levels
P406	Values-Centred Coaching	Describes the model of Values-Centred Coaching and its origins, including the idea that a discrepancy between an individual's values and the work they do can lead to disengagement and stress. Breaks down a Values-Centred Coaching framework into three parts that can guide a coaching conversation.	<ul style="list-style-type: none"> - Explain the concept of Values-Centred Coaching and its origins. - Describe the purpose of Values-Centred Coaching and the problems it aims to avoid. - Apply a simple Values-Centred Coaching framework to a coaching conversation

Number	Title	Description	Learning Outcomes
P413	Becoming an Active Bystander	An important element of creating and maintaining a positive working environment that is both physically and psychologically safe is individuals who are able to take up the role of Active Bystanders. These people have the knowledge, awareness and confidence to intervene when they witness problematic or unacceptable behaviour. This pearl not only explains why Active Bystanders are important and how individuals can step into the role, but also describes the cultural context that organisational leaders must create in order for Active Bystanders to feel supported, secure and confident in their efforts.	<ul style="list-style-type: none"> - Better understand the role of 'Active Bystander' in an organisational context Be ready to adopt some practical methods and techniques for intervention. - Explain how and why organisational leaders can create an environment that supports and empowers Active Bystanders
P414	Understanding Inclusive Leadership	Inclusive leaders create and maintain a working environment that gets the best out of everyone by making staff feel welcomed and safe. This pearl makes the case for managers and leaders to factor inclusivity into their work and pursue it as an overarching approach, both in terms of the consequences when they don't and the benefits that can be realised if they do. It explores some of the general characteristics and behaviours of inclusive leaders, explaining what they look like in a real, organisational context.	<ul style="list-style-type: none"> - Better understand why the ability to lead inclusively is so important and valued. - Describe some of the characteristics, skills and behaviours that inclusive leaders display. - Appreciate the wider organisational benefits of inclusive leadership
P415	Implementing Inclusive Leadership	Building on the context of P414 – Understanding Inclusive Leadership, this pearl explains some methods and practices that individuals can deploy in order to become more inclusive leaders. It describes some practices that can be rolled out quickly and immediately, as well as some strategies that inclusive leaders can start using	<ul style="list-style-type: none"> - Better understand the cultural context required for inclusive leadership to be implemented successfully - Be able to apply some practical methods of implementing inclusive leadership in day-to-day work - Start formulating longer-term strategies to implement inclusive leadership more gradually

Number	Title	Description	Learning Outcomes
		more gradually, for longer term benefit. It also briefly explains what inclusive leaders will need in order to convert theory into practice.	

2) Understanding and Excelling at Change

Number	Title	Description	Learning Outcomes
P248	Blake and Mouton Management	Looks at the Blake and Mouton grid which considers the dynamics between Task and Person orientation. The five differing Management styles are discussed here.	<ul style="list-style-type: none"> - Describe the four sectors of the grid when examining task vs people orientation - Recognise which best describes your own style
P194	Change - Conner's Change Cycle	Looks at the six stages of Daryl Conner's Change Cycle, illustrating the reality of managing through perpetual change. It puts forward a challenge to the belief that a leader's role is to help people be comfortable with the change.	<ul style="list-style-type: none"> - State the six stages of Conner's Change Cycle - Describe the manager's role in guiding people through change
P193	Change - Eight Stages of Commitment	Introduces Daryl Conner's model which describes the journey through change, and the pitfalls to avoid along the way. Daryl describes the importance of continued momentum if delivering change.	<ul style="list-style-type: none"> - State the 8 stages to embedded change - Describe the negative alternatives at each stage
P195	Change - Executing Change	Looks at the importance of executing change - the best strategies in the world mean absolutely nothing until actioned. Daryl Conner explores the errors that leaders make throughout the process to highlight the pitfalls to avoid.	<ul style="list-style-type: none"> - State the five steps to effectively delivering change - Describe why step five – the How step - is the most important, and often the least well delivered
P197	Change - Overcoming Resistance	Suggests that although change is all around us and we are becoming more used to change in our work life, still resistance to change is common. It looks at the reasons for resistance and discusses what a manager can do to overcome them.	<ul style="list-style-type: none"> - State the four key categories of resistance - Describe approaches to overcome the resistance so commonly faced during change

P153	Compliance vs. Commitment	Looks at the choice between gaining compliance and gaining commitment, and the impact of choosing each on the performance and effectiveness of the change.	<ul style="list-style-type: none"> - State the differences between Compliance and Commitment - Explain the impact of choosing either option when implementing change
P140	Cost Benefit Analysis	Discusses the importance of Cost Benefit Analysis to financial decision making and talks through the four key steps in creating your own CBA.	<ul style="list-style-type: none"> - State the advantages of using a Cost Benefit Analysis - Describe the four stages of creating a CBA
P168	Fishbone Diagram	Illustrates the technique of creating a fishbone diagram to map and then understand the relationship between causes and the effects of problems. After introducing the technique, you are taken through the process of creating your own diagram.	<ul style="list-style-type: none"> - Outline the benefits of the Fishbone Diagram - Describe how to breakdown problems by identifying their causes - Reproduce a Fishbone Diagram
P167	Force Field Analysis	A tool built by Kurt Lewin that analyses the different forces that influence change; either helping or hindering successful change in organisations.	<ul style="list-style-type: none"> - Identify two types of force that influence change - List the steps in using the tool to determine if a proposed change is viable.
P255	Kotter's 8 Step Change Model	Takes you through Kotter's '8 Step Change Model'. It describes actions at each stage and how applying the model can make the change happen in reality.	<ul style="list-style-type: none"> - Identify the eight stages of the model - Describe how to deal with change effectively
P256	Kubler Ross Change Curve Explained	Takes a first look at the Kubler-Ross Change Curve and explores the effect of change on performance as we process our emotions to that change.	<ul style="list-style-type: none"> - State the various stages along the change curve - Redefine negative emotions as part of the overall change process

P257	Kubler Ross Change Curve – Manager’s Guide	Part 2 of the look at the Kubler Ross Change Curve looks at the practical application of the curve for the manager. It discusses the managers role in supporting others through the stages until the change is embraced.	<ul style="list-style-type: none"> - Describe the benefits of this curve to a manager - State how to use the knowledge of where people are on the curve to more quickly move them through it
P201	McKinsey Seven S Model	Introduces the Seven S model from Tom Peters. Each 'S' represents an important aspect of the business and shows how they interact with each other. During projects and change, deal with each of the seven S's, or accept the consequences.	<ul style="list-style-type: none"> - State the seven S's of the model - Describe how the Seven S Model affects organisational performance
P202	PESTLE Analysis	Examines how the classic PEST analysis has developed and extended to PESTLE and highlights the importance of a PESTLE analysis ahead of project implementation.	<ul style="list-style-type: none"> - State the importance of the PESTLE analysis - List the 6 elements of the PESTLE acronym
P144	Plan Do Check Act	Discusses each stage of the PDCA cycle and how the cycle provides a simple but effective approach for problem solving and managing change. It encourages you to explore the advantages of using this approach and gives you examples.	<ul style="list-style-type: none"> - Name the four stages of the PDCA cycle - Describe how to apply the cycle to problem solving and managing change
P261	Tapping into Innovation	Looks at the requirement to do 'more with less' in these times of change and scarce resource - which necessitates the need to find new ways of doing things. It looks at the challenges of tapping into the creativity that research shows we all used to have, and reawakening that in our people.	<ul style="list-style-type: none"> - State the importance of tapping into employee creativity - Describe the two approaches discussed for awakening dormant creativity within your people
P159	The Change House	Introduces a fresh way to look at the journey we take through Changing situations. Learn about the different rooms we visit in the Change House.	<ul style="list-style-type: none"> - Name the areas of the change house - Relate the language used to the appropriate room

P165	Unfreeze For Change	Takes you through the steps of Kurt Lewin's Unfreeze, Change, Freeze model; explains how the model is an analogy dealing with changing a block of ice, and how this analogy can be applied to organisational change.	<ul style="list-style-type: none">- Describe the three steps of the “Unfreeze, Change, Freeze” model- State how to use the model to make change happen
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3) Developing Self

Number	Title	Description	Learning Outcomes
P338	AID and PEG	Introduces two feedback models: AID (Action Impact Do) and PEG (Performance Expectations Gap). These can be useful to you in preparing for your feedback conversations.	<ul style="list-style-type: none"> - Define the components of these two feedback models - Identify appropriate situations to use each model
P337	Application of Mind Maps	Explores the six common areas where mind maps have proven to be particularly useful. And encourages you to think of personal opportunities to use mind maps.	<ul style="list-style-type: none"> - List the applications of mind mapping - State the benefits of mind mapping
P139	Asking Good Questions	Looks at the importance of being skilled at questioning so that you get the information you need in a way that is useful and introduces you to different styles of questions.	<ul style="list-style-type: none"> - Name different types of questions that you can use - Select and use different types of questions to get the information you need
P174	Balancing Authenticity and Skill	Looks at Professor Goffee's view on the combination of high and low 'Authenticity' and 'Skill' and the four leadership types that describe - are you 'Effective'?	<ul style="list-style-type: none"> - Describe the four leadership styles
P254	Barriers to Effective Communication	Examines common barriers to communication, their causes, and what can be done to resolve them.	<ul style="list-style-type: none"> - Define barriers to Communication - Describe how to overcome these barriers
P154	Benefits of Delegation	Looks at the benefits and advantages of good delegation for the delegator, the delegate, the team and the organisation. It explains how developing the delegate and freeing up time for the manager can increase motivation, and how this leads to improved efficiency and effectiveness of the organisation.	<ul style="list-style-type: none"> - State why delegation is a key skill of an effective manager - Describe the benefits of good delegation for the individual, the manager and the organisation

P248	Blake and Mouton Management	Looks at the Blake and Mouton grid which considers the dynamics between Task and Person orientation. The five differing Management styles are discussed here.	<ul style="list-style-type: none"> - Describe the four sectors of the grid when examining task vs people orientation - Recognise which best describes your own style
P177	BOOSTing Your Feedback	Introduces you to BOOST; a framework for planning how to give effective feedback and avoid the common pitfalls associated with giving negative feedback to someone.	<ul style="list-style-type: none"> - List what B.O.O.S.T. stands for - Recognise the value of planning when intending to give feedback - Outline how to give feedback to someone using the BOOST checklist
P150	Conflict – Thomas & Kilmann	Introduces Thomas and Kilmann's five conflict resolution styles. It describes how two dimensions of behaviour: assertiveness and cooperativeness, frame five different modes for responding to conflict situations.	<ul style="list-style-type: none"> - Describe the five conflict resolution styles - State when to use each of the conflict handling styles
P340	Conscious Competence	Describes a number of situations where a lack of conscious competence had severe consequences. Explains how the model harnesses reflection in order to make more effective decisions.	<ul style="list-style-type: none"> - State the four stages of the model - Identify how to use the model to improve your decision making
P156	Continuing Professional Development	Looks at how Continuous Professional Development is a requirement in some professions and desirable in most and the benefits of CPD to the individual and the organisation.	<ul style="list-style-type: none"> - Define the benefits of CPD to the organisation and the individual
P164	Developing Your Influencing Skills	Gives an introduction to the nine influencing strategies and explains why you need to adapt and modify your influencing style to meet the needs of different people and situations.	<ul style="list-style-type: none"> - State the nine influencing strategies - Define the importance of adapting your influencing style in different situations

P216	Discipline and the Manager's Role	Describes the manager's role in dealing with disciplinary issues. Defines misconduct and gross misconduct, and performance and relationship issues.	<ul style="list-style-type: none"> - Describe the difference between misconduct and gross misconduct - Describe the difference between performance and relationship issues - State the importance of keeping records during the discipline process
P244	Don't just Self Assess	Looks at the benefits of not just sticking with your own self-assessment when it comes to personality profiles and questionnaires. Use the opportunity to understand how others perceive you to develop the right things.	<ul style="list-style-type: none"> - State the importance of self-assessment - Describe the benefits of seeking feedback when assessing personal capabilities
P142	Effective Action Planning	Takes you through the steps of effective action planning from identifying your goal and purpose through to implementing and follow-up of the plan.	<ul style="list-style-type: none"> - Identify the stages of a good action plan - Reproduce an effective action plan with clear deliverables and deadlines
P299	Effective Presentations	Looks at techniques from John Adair to help ensure your next presentation is effective. He highlights six clusters that shape an effective presentation and the video also covers the six principles of effective speaking to make sure that your presentation not only looks good, but that you deliver it well.	<ul style="list-style-type: none"> - State the six clusters of effective presentations - List Adair's 'six principles of effective speaking'
P283	Eight Career Anchors – Edgar Schein	This video introduces Schein's idea of Career anchors. He identified 8 career drivers, each with elements that 'you would not give up'. Do you recognise your career anchors from this video?	<ul style="list-style-type: none"> - State what the 8 Career anchors are - Begin to identify which are your primary career anchors and what that can mean to your career choices

P260	Fayol's 14 Principles of Management	Introduces the primary functions, responsibilities and principles of management, identified by Henry Fayol - one of the pioneering management thinkers of the 20th century - and explores whether his ideas about management are still relevant today.	<ul style="list-style-type: none"> - List the six primary functions & responsibilities of management - List Fayol's 14 principles of management
P151	Feeding back with a BIFF	Introduces you to the BIFF model of feedback and explains the components of BIFF as well as giving you some tips on how to use the model effectively and feel more confident in giving feedback to others.	<ul style="list-style-type: none"> - List what B.I.F.F. stands for - Recognise the importance of taking care when giving feedback - Outline how to give feedback to someone using the Biff Model
P169	Getting Leadership Right	Describes the challenge facing all leaders today - How does a modern leader be flexible - and gives you some ideas on how you might develop your flexibility in getting your leadership right.	<ul style="list-style-type: none"> - Describe the challenge of 'being a flexible leader' - Recognise your current style of leadership - List some ways to expand the ways in which you can be flexible in your leadership style
P243	Goals and Objectives	Describes the difference between goals and objectives and why goals without objectives can never be achieved. It concludes with a short word association game to check your understanding of the differences.	<ul style="list-style-type: none"> - State the difference between goals and objectives - Describe the purpose of goals and objectives
P215	Grievance and the Manager's Role	Describes the key responsibility for a manager in the grievance procedure and the importance of the effective handling of the grievance interview. Including hints and tips before during and after the interview.	<ul style="list-style-type: none"> - Describe the responsibility of the manager in handling a grievance - State the importance of the grievance interview - State the importance of keeping records during the grievance process
P242	Hobb-jective	Introduces the concept of hobb-jectives and demonstrates how you can apply SMART to develop an objective for your hobby or pastime. It starts with a short quiz and provides an example of a SMART hobb-jective.	<ul style="list-style-type: none"> - State the difference between hobb-jectives and work-related objectives - Describe how to apply SMART to hobb-jectives

P247	Honey & Mumford Learning Style	Different people prefer to learn in different ways. Honey and Mumford captured these preferences as four different learning styles and this <i>pearl of wisdom</i> ® introduces the four different learning styles and their characteristics – can you recognise your own learning preference?	<ul style="list-style-type: none"> - State the four learning styles defined by Honey and Mumford - Describe the value of knowing your own learning style
P258	Identifying Areas to Improve	Three different approaches to identifying personal and professional areas to improve and it challenges you to reflect on your current approach to building your own personal development plan.	<ul style="list-style-type: none"> - List the three choices you face in identifying areas to improve - Describe the self-assessment tool called 'Success, learn & change'
P288	Immaturity Maturity Theory – Chris Argyris	With his Immaturity to Maturity Theory Chris Argyris took the view that human personality develops not in stages, but along a continuum, just as a human being develops along a continuum from infant to an adult. This video introduces the model and discusses the role work has to the development to maturity	<ul style="list-style-type: none"> - State the seven dimensions of the Immaturity to Maturity model - Describe the importance of development of maturity both personally and at work
P161	Introduction To Emotional Intelligence	Introduces Daniel Goleman's emotional intelligence theory and how we have the ability to control our emotions and work them to our advantage. It gives examples of how we might react in certain situations and how we can practice and improve control of our emotions.	<ul style="list-style-type: none"> - Recognise why emotions play an important part in both work and life situations - Describe the meaning of self-awareness
P245	Johari's Window	An insight into Joseph Luft and Harry Ingham's Johari Window model. It takes you through each of the four quadrants of the 'window' and examines levels of openness and how this relates to giving and receiving feedback.	<ul style="list-style-type: none"> - Describe the four quadrants of the Johari Window model - State how the model relates to giving and receiving feedback

P259	Kolb Learning Cycle	Contrasts Honey and Mumford's four learning styles and examines the ways we prefer to learn. It provides examples of how to delegate tasks to develop or strengthen weaker learning style preferences.	<ul style="list-style-type: none"> - Identify different learning styles and how each fits in Kolb's learning cycle - Recognise your own learning style and the learning styles of other team members
P196	Leadership - Myth of the Complete Leader	Explores the myth of the complete leader - the flawless human being at the top who's got it all figured out. It introduces why Deborah Ancona suggests that we are better off aiming for the 'Incomplete Leader'.	<ul style="list-style-type: none"> - Describe why the idea of the complete leader is a myth - Describe the approach of the 'Incomplete Leader'
P277	Levels of Listening	Explores how we can improve our listening skills by being aware of our focus and effort at four simple levels.	<ul style="list-style-type: none"> - Describe how listening occurs at four different levels - Identify the characteristics of listening at each level - Identify the features of effective active and deep listening to aid skills development
P157	Management Styles	Explores why managers need to adopt different management styles to ensure they are doing the right things, at the right time, in the right circumstances with the right people. It provides a brief introduction to the Hay Group's six management styles.	<ul style="list-style-type: none"> - Describe why managers need to use a range of management styles - List Hay Group's six different management styles
P336	Motivational and Developmental Feedback	Considers the aims of both types of feedback. Discusses the positive and negative impact on staff of too little or too much of both types of feedback.	<ul style="list-style-type: none"> - Contrast motivational and developmental feedback - State the importance of balancing these
P274	Objective versus Subjective Feedback	Explores different types of feedback and how they can be used to improve management and performance.	<ul style="list-style-type: none"> - Identify the characteristics of different types of feedback - Define objective and subjective feedback - Describe how to use a continuum to consider which feedback type to use in which situation

P252	Opportunities and Ways to Learn	Looks at the different ways of learning and encourages you to think beyond the traditional methods. It highlights the importance of understanding different learning styles and matching learning opportunities to your own and others preferred styles.	<ul style="list-style-type: none"> - Identify different ways of learning - Recognise the need to match learning method to learning style
P251	Prioritising Tasks	Considers the dynamics of the urgency and importance of a task. So often we get distracted by the urgency of a task without checking to see whether it's important enough to warrant our time. It will enable you to manage your 'urgentitis'.	<ul style="list-style-type: none"> - State the difference between Important and Urgent - Describe the effect of 'urgentitis'
P249	Resilience	Introduces research showing that there are some elements amongst the things that make us resilient that are learnable skills. By being clear on the seven skills and creating a development strategy against them, we can each increase our levels of personal resilience.	<ul style="list-style-type: none"> - State the seven learnable skills of resilience - Describe the importance of developing these skills
P223	Self-Limiting Beliefs	Explores the negative impact of self-limiting beliefs.	<ul style="list-style-type: none"> - Describe what self-limiting beliefs are and how they are formed - Identify and listen out for some common self-limiting beliefs - State when and why it is important to work with self-limiting beliefs
P268	Situational Leadership	Introduces you to the Situational Leadership model by Paul Hersey and Ken Blanchard. It explains the progression curve from high direction through to low direction and provides you with a practical example of adopting the most appropriate style.	<ul style="list-style-type: none"> - Describe the different leadership styles - Recognise when to adapt your style to the needs of people and different situations

P211	Support Methods for Performance Improvement	Encourages a change of mind-set when considering development options. Looks at the factors to consider when choosing a support method for improvement. As well as the value of training courses, a number of varied other support options are suggested.	<ul style="list-style-type: none"> - State the importance of looking wider than just training courses when considering learning options - State the importance of learning styles when choosing a support method for improvement
P335	T-Account	Introduces this quick and simple technique to structure a constructive feedback conversation. Explores the value of asking 'What Went Well' and 'Even Better If'.	<ul style="list-style-type: none"> - State the purpose of the WWW and EBI elements of the model - Outline how to apply the T-Account
P158	Taking Responsibility	Gives you an insight into why taking responsibility is an important part of being an effective leader, and that accepting responsibility is a learned behaviour we can all practice and develop. There are some tips on how to create a positive environment at work in which people take responsibility for their actions and progress.	<ul style="list-style-type: none"> - Describe some benefits of taking responsibility and owning your mistakes - Identify the impact of blaming others for your mistakes
P276	Ten Tips for Better Listening	Explores ten practical suggestions that help you become a more effective listener and enhance your communication skills.	<ul style="list-style-type: none"> - Describe why our listening skills can often be ineffective - Identify ten practical ways in which you can improve your listening - Recognise how to use the ten suggestions as a tool to assess your own listening skills
P250	The EI Journey	Introduces the emotional intelligence four box model and takes you on a journey through the four stages of the model to illustrate the case for developing emotional intelligence.	<ul style="list-style-type: none"> - Describe the four-box emotional intelligence model - State the value of emotional intelligence
P191	The Illusion of Objectivity	Explores what Yale psychologist David Armor calls "the illusion of objectivity", the notion that we are free of the very biases we're so quick to recognise in others.	<ul style="list-style-type: none"> - Describe the illusion of objectivity - Describe ways to deal with your biases

P273	The What and Why of Metacommunications	Explores what metacommunications are, and why it is important to be aware of them when you communicate with others.	<ul style="list-style-type: none"> - State what is meant by the term metacommunications - Describe some examples of 'double talk' or 'reading between the lines' - Identify the characteristics of metacommunications - State why metacommunications are important
P333	THINK	Starting with a famous Maya Angelou quote this pearl explores how people will remember the way that you make them feel. It unpacks a five-stage model which is designed to help you sustain good working relationships.	<ul style="list-style-type: none"> - Identify the importance of THINKing before a difficult conversation - State the five components of the THINK model
P188	Trust - 13 Trust Building Behaviours	Takes a look Stephen M R Covey's research on Trust, highlighting the behaviours you need to exhibit to gain trust. These 13 behaviours, when applied, are the way to behave yourself into trusted relationships.	<ul style="list-style-type: none"> - Describe the role of the 13 behaviours within the 5 waves of trust - List and summarise the 13 behaviours
P192	Trust - Five Waves of Trust	Looks at Stephen Covey's '5 Waves of Trust'. It takes you through each wave and demonstrates the interdependent nature of trust and how it flows from the inside out creating the 'ripple effect'.	<ul style="list-style-type: none"> - State the five waves of trust - Describe the nature of trust and the 'ripple effect'
P189	Trust – The Four Cores of Credibility	Takes a look at Stephen Covey's four cores of credibility: integrity; intent; capabilities and results. It describes each of the four cores and explains why the first three elements need to be in place to achieve the fourth core of 'results'.	<ul style="list-style-type: none"> - State the four cores of credibility - Describe how the four cores of credibility build trust and lead to success

P246	Understanding Empathy	Looks at how empathy can help you improve the way you work with others and encourages you to think about how you see and experience things from the other person's point of view. It shares Covey's ideas on how to improve your ability to work well with others to develop trust and build strong relationships in the workplace.	<ul style="list-style-type: none"> - Describe the difference between empathy and sympathy - State how empathy develops trust and strong relationships
P401	Introduction to Impostor Syndrome	Explains the definition, origins and some common symptoms of Impostor Syndrome – the intrusive feeling of doubting that personal achievements or success are legitimate, usually accompanied by unwarranted fears of being 'found out' or 'exposed'.	<ul style="list-style-type: none"> - Define Impostor Syndrome - Describe some common symptoms of Impostor Syndrome, and how it can hold individuals back - Explain where Impostor Syndrome can come from and who is most at risk of suffering from it
P402	Tackling Impostor Syndrome	Explores how Impostor Syndrome manifests itself so that viewers can recognise it in themselves and others, before outlining some practical methods to combat it and negate its effects on personal and professional lives.	<ul style="list-style-type: none"> - Recognise Impostor Syndrome as a common phenomenon, from which there is no shame in suffering - Identify common signs of Impostor Syndrome in self and others - List a range of practical strategies that can be easily deployed to tackle Impostor Syndrome and mitigate its effects
P409	Working in a Hybrid Team	Explains some of the areas that a hybrid arrangement – where time is divided between working remotely and working from a shared location – can have on team dynamics and individual efforts. Provides, under the headings of Doing, Integrating, Collaborating and Communicating, practical advice to take on board.	<ul style="list-style-type: none"> - Describe some challenges of working in a hybrid team - List and deploy some practical techniques to work, integrate, collaborate and communicate with a hybrid team, as team member

P404	The Effective Home Worker	Describes how working from home requires a slightly different approach than working in an office. Prompts individuals to reflect on their home working methods and behaviours, and explore areas where improvements can be made, whilst recommending practical methods and tools to do so.	<ul style="list-style-type: none"> - Examine home working setup and practices in order to maximise effectiveness - List three top tips for effective digital conferencing Describe three common homeworker mistakes and practical methods to avoid them
P405	The Happy Home Worker	Explains how working from home has a variety of benefits and can lead to a happier, more balanced living and working experience, but can also be isolating and disruptive. Details a variety of methods for individuals to explore in order for home working's benefits to be realised, and potential wellbeing drawbacks avoided.	<ul style="list-style-type: none"> - Reflect on how working from home can have both positive and negative effects on happiness and wellbeing - List a number of ways that home working makes the working experience a positive one - Describe and monitor six important areas in order to ensure working from home is not negatively affecting happiness or health

4) Performance Management

Number	Title	Description	Learning Outcomes
P338	AID and PEG	Introduces two feedback models: AID (Action Impact Do) and PEG (Performance Expectations Gap). These can be useful to you in preparing for your feedback conversations.	<ul style="list-style-type: none"> - Define the components of these two feedback models - Identify appropriate situations to use each model
P210	Appraisal - Manager's Guide	Considers the appraisal meeting from the perspective of the manager. Encourages a positive view of process and underlines the value to all of getting appraisals right. A number of tips are provided as a checklist for appraisal preparation.	<ul style="list-style-type: none"> - State the value of an effective appraisal meeting - Identify how to ensure effective performance of this key management responsibility
P209	Appraisals – The Appraisee's Guide	Looks at the appraisal meeting from the view of the appraisee. Encourages a positive outlook on the appraisal process and provides a number of tips for getting the best out of yourself and your review meeting	<ul style="list-style-type: none"> - State the purpose of an appraisal - Plan to get the most out of your own appraisal meeting
P205	ASK ABE for Performance	Introduces Ian Favell's ASK-ABE model that focuses on areas of life that might be worth developing. The acronym guides us to consider both 'task' and 'personal' areas to give a balance of organisational and personal development.	<ul style="list-style-type: none"> - State what the ASK ABE acronym represents - Describe why these elements are important to personal development planning
P177	BOOSTing Your Feedback	Introduces you to BOOST; a framework for planning how to give effective feedback and avoid the common pitfalls associated with giving negative feedback to someone.	<ul style="list-style-type: none"> - List what B.O.O.S.T. stands for - Recognise the value of planning when intending to give feedback - Outline how to give feedback to someone using the BOOST checklist

P297	Coaching Supervision	Explores the important role that supervision plays in the coaching profession.	<ul style="list-style-type: none"> - Define what is meant by supervision. - Describe the purpose and benefits of supervision. - State the features of good practice supervision. - Identify what areas are explored in supervision.
P179	Coaching with GROW	Gives you an insight into why coaching is gaining popularity in the business world and helping organisations to be more effective and efficient. It describes the 'ask/tell' continuum and how this links to the directive and non-directive coaching approach and introduces the popular GROW coaching model.	<ul style="list-style-type: none"> - State why coaching is gaining such popularity in business - Describe how coaching fits in with other people-centred interventions - Describe the ask/tell continuum
P217	Conflict - Causes, Symptoms and Cures	Looks at the causes for conflict in the workplace and describes the signs and symptoms that occur. Introduces the 'Interest-Based Relational Approach' to conflict resolution	<ul style="list-style-type: none"> - Identify eight reasons for conflict in the workplace - Describe the signs and symptoms of conflict - Describe the 'Interest-Based Relational Approach' to conflict resolution
P150	Conflict – Thomas & Kilmann	Introduces Thomas and Kilmann's five conflict resolution styles. It describes how two dimensions of behaviour: assertiveness and cooperativeness, frame five different modes for responding to conflict situations.	<ul style="list-style-type: none"> - Describe the five conflict resolution styles - State when to use each of the conflict handling styles
P156	Continuing Professional Development	Looks at how Continuous Professional Development is a requirement in some professions and desirable in most and the benefits of CPD to the individual and the organisation.	<ul style="list-style-type: none"> - Define the benefits of CPD to the organisation and the individual
P208	Difficult Conversations	Demonstrates a structure in which we can assess the real reasons why we need to hold difficult conversations. It enables us to reflect on our personal thoughts and biases, providing real objectivity and a balanced viewpoint prior to having a difficult conversation.	<ul style="list-style-type: none"> - Outline a structure in order to assess your current situation and provide a methodical approach in dealing with difficult conversations

P216	Discipline and the Manager's Role	Describes the manager's role in dealing with disciplinary issues. Defines misconduct and gross misconduct, and performance and relationship issues.	<ul style="list-style-type: none"> - Describe the difference between misconduct and gross misconduct - Describe the difference between performance and relationship issues - State the importance of keeping records during the discipline process
P244	Don't Just Self Assess	Looks at the benefits of not just sticking with your own self-assessment when it comes to personality profiles and questionnaires. Use the opportunity to understand how others perceive you to develop the right things.	<ul style="list-style-type: none"> - State the importance of self-assessment - Describe the benefits of seeking feedback when assessing personal capabilities
P212	Evaluating Employee Performance	Opens with a discussion on the importance of ongoing feedback to the evaluation process. Setting performances standards and goals as part of the system to measure performance, and tips in delivering the evaluation process itself	<ul style="list-style-type: none"> - State the role of performance standards and goals in the evaluation process - Reproduce the tips provided into your planning for employee evaluation
P151	Feeding back with a BIFF	Introduces you to the BIFF model of feedback and explains the components of BIFF as well as giving you some tips on how to use the model effectively and feel more confident in giving feedback to others.	<ul style="list-style-type: none"> - List what B.I.F.F. stands for - Recognise the importance of taking care when giving feedback - Outline how to give feedback to someone using the Biff Model
P241	Giving Constructive Feedback	Focuses firstly on the reasons why we all want and need good feedback, and then provides information and advice to help you plan to give motivational or developmental feedback to others.	<ul style="list-style-type: none"> - Describe why giving feedback is important - Recognise differences between motivational and developmental feedback - Outline how to give feedback
P243	Goals and Objectives	Describes the difference between goals and objectives and why goals without objectives can never be achieved. It concludes with a short word association game to check your understanding of the differences.	<ul style="list-style-type: none"> - State the difference between goals and objectives - Describe the purpose of goals and objectives

P215	Grievance and the Manager's Role	Describes the key responsibility for a manager in the grievance procedure and the importance of the effective handling of the grievance interview. Including hints and tips before during and after the interview.	<ul style="list-style-type: none"> - Describe the responsibility of the manager in handling a grievance - State the importance of the grievance interview - State the importance of keeping records during the grievance process
P180	GROW - G	Focuses on the 'goal' stage of the GROW model and explains the importance of defining a clear goal at the start of the coaching process. It gives examples of the types of questions the coach will ask to encourage the coachee to define their goal in preparation for the coaching journey.	<ul style="list-style-type: none"> - Describe the 'Goal' stage of the GROW model - Identify appropriate questions to ask at the 'G' stage of the coaching process
P181	GROW - R	Focuses on the 'reality' stage of the GROW model and how to examine the reality of the situation in relation to the goal agreed at the 'G' stage of the model. It gives examples of the types of questions the coach will ask to encourage self-analysis by the coachee and highlights the gap between the desired state (the goal) and the current situation (the reality).	<ul style="list-style-type: none"> - Describe the 'Reality' stage of the GROW model - Identify appropriate questions to ask at the 'R' stage of the coaching process
P182	GROW - O	Focuses on the 'options' stage of the GROW model to widen existing thinking of the coachee and encourage new possibilities for progress. It gives examples of the types of questions the coach will ask to encourage confidence building and prompt new thinking of ideas and options.	<ul style="list-style-type: none"> - Describe the 'Options' stage of the GROW model - Identify appropriate questions to ask at the 'O' stage of the coaching process

P183	GROW - W	Focuses on the last stage of the GROW model, the 'will' stage. It explains how at this stage of the coaching process the coachee needs to commit to a plan of action and gives examples of questions the coach will ask to ensure commitment to the agreed plan and establish further support.	<ul style="list-style-type: none"> - Describe the 'Will' stage of the GROW model - Identify appropriate questions to ask at the 'W' stage of the coaching programme
P184	T-GROW Model	Explains the extra layer of structure that 'T' adds to the T-GROW coaching model. It demonstrates how starting the conversation with the Topic helps to differentiate the bigger picture from the specific goals at the 'G' stage of the model.	<ul style="list-style-type: none"> - Describe how T-GROW adds an extra dimension to the GROW coaching model - Identify appropriate questions to ask at the 'T' stage of the model leading into GROW
P253	Herzberg's Two Factor Theory	Discusses Herzberg's 'Two Factor Theory' and what the model means for a manager. It gives examples of hygiene and motivating factors and explains why the manager should focus on the six motivational factors to support growth and achievement of individuals.	<ul style="list-style-type: none"> - Describe the meaning of hygiene and motivating factors - Identify which of Herzberg's factors are the motivating factors and which are hygiene factors
P242	Hobb-jective	Introduces the concept of hobb-jectives and demonstrates how you can apply SMART to develop an objective for your hobby or pastime. It starts with a short quiz and provides an example of a SMART hobb-jective.	<ul style="list-style-type: none"> - State the difference between hobb-jectives and work-related objectives - Describe how to apply SMART to hobb-jectives
P258	Identifying Areas to Improve	Three different approaches to identifying personal and professional areas to improve and it challenges you to reflect on your current approach to building your own personal development plan.	<ul style="list-style-type: none"> - List the three choices you face in identifying areas to improve - Describe the self-assessment tool called 'Success, learn & change'

P218	Informal and Formal Approaches to Performance Improvement	Describes how informal performance management could be an effective way of dealing with low performance without the necessity of resorting to a formal process	<ul style="list-style-type: none"> - Describe the informal performance management approach - State the purpose of an informal performance management meeting - Describe when to engage the formal process
P204	Key Performance Indicators	Explains how Key Performance Indicators (KPI's) are the drivers and measures for much of our business, so it's important to get them right. It introduces their value and considers the behaviours that KPIs generate.	<ul style="list-style-type: none"> - State what key performance indicators are - Describe the importance of good KPI's to the performance of your organisation
P259	Kolb Learning Cycle	Contrasts Honey and Mumford's four learning styles and examines the ways we prefer to learn. It provides examples of how to delegate tasks to develop or strengthen weaker learning style preferences.	<ul style="list-style-type: none"> - Identify different learning styles and how each fits in Kolb's learning cycle - Recognise your own learning style and the learning styles of other team members
P240	Management Speak and Weasel Words	Introduces you to the concept of management speak and the dangers of 'weasel words'. It discusses weasel words in relation to setting objectives and explains how they devalue and confuse meaning and understanding.	<ul style="list-style-type: none"> - Define the meaning of 'management speak' - Describe what is meant by 'weasel words' and why they devalue what we say
P267	Maslow's Hierarchy of Needs	Introduces Maslow's Hierarchy of Needs (expressed as a 'pyramid'), and helps you understand what motivates people - from physiological needs at the bottom level of the 'pyramid' through to the top level of self-actualisation.	<ul style="list-style-type: none"> - Recognise where people are in the hierarchy of motivational needs - Describe each level of the hierarchy

P214	Mentoring – Definition and Role of the Mentor	Explains the unique features of mentoring, and what it can be used for. Explores the similarities and differences between coaching and mentoring, and coaches and mentors.	<ul style="list-style-type: none"> - Define what mentoring is - Describe the difference between coaching and mentoring practice - Identify the different requirements of a coach and mentor - Select whether to use mentoring and coaching based on the desired outcomes
P336	Motivational and Developmental Feedback	Considers the aims of both types of feedback. Discusses the positive and negative impact on staff of too little or too much of both types of feedback.	<ul style="list-style-type: none"> - Contrast motivational and developmental feedback - State the importance of balancing these
P252	Opportunities and Ways to Learn	Looks at the different ways of learning and encourages you to think beyond the traditional methods. It highlights the importance of understanding different learning styles and matching learning opportunities to your own and others preferred styles.	<ul style="list-style-type: none"> - Identify different ways of learning - Recognise the need to match learning method to learning style
P144	Plan Do Check Act	Discusses each stage of the PDCA cycle and how the cycle provides a simple but effective approach for problem solving and managing change. It encourages you to explore the advantages of using this approach and gives you examples.	<ul style="list-style-type: none"> - Name the four stages of the PDCA cycle - Describe how to apply the cycle to problem solving and managing change
P251	Prioritising Tasks	Considers the dynamics of the urgency and importance of a task. So often we get distracted by the urgency of a task without checking to see whether it's important enough to warrant our time. It will enable you to manage your 'urgentitis'.	<ul style="list-style-type: none"> - State the difference between Important and Urgent - Describe the effect of 'urgentitis'
P207	Seven Principles of Fierce Conversations	Introduces the concept of Fierce Conversations and how the use of silence can help us to get in touch with what we really want to say.	<ul style="list-style-type: none"> - Name Susan Scott's Seven Principles of Fierce Conversations - Describe how silence can be used in conversations

P268	Situational Leadership	Introduces you to the Situational Leadership model by Paul Hersey and Ken Blanchard. It explains the progression curve from high direction through to low direction and provides you with a practical example of adopting the most appropriate style.	<ul style="list-style-type: none"> - Describe the different leadership styles - Recognise when to adapt your style to the needs of people and different situations
P239	SMART Objectives	Gives you a sound appreciation of the value of using SMART objectives and gets you to think about the consequences if you don't set out performance expectations clearly. It provides you with pointers on how to write effective SMART objectives that will enable you to measure achievement against expectations.	<ul style="list-style-type: none"> - Define the meaning of SMART objectives - State the value of using SMART objectives
P211	Support Methods for Performance Improvement	Encourages a change of mind-set when considering development options. Looks at the factors to consider when choosing a support method for improvement. As well as the value of training courses, a number of varied other support options are suggested.	<ul style="list-style-type: none"> - State the importance of looking wider than just training courses when considering learning options - State the importance of learning styles when choosing a support method for improvement
P335	T-Account	Introduces this quick and simple technique to structure a constructive feedback conversation. Explores the value of asking 'What Went Well' and 'Even Better If'.	<ul style="list-style-type: none"> - State the purpose of the WWW and EBI elements of the model - Outline how to apply the T-Account
P158	Taking Responsibility	Gives you an insight into why taking responsibility is an important part of being an effective leader, and that accepting responsibility is a learned behaviour we can all practice and develop. There are some tips on how to create a positive environment at work in which people take responsibility for their actions and progress.	<ul style="list-style-type: none"> - Describe some benefits of taking responsibility and owning your mistakes - Identify the impact of blaming others for your mistakes

P178	Tannenbaum and Schmidt's Leadership Continuum	Explains Tannenbaum and Schmidt's 'leadership continuum' and how the degree of authority displayed by the leader impacts on the area of freedom experienced by subordinates. There are examples of how using the wrong and right styles, and levels of authority, affect performance and the morale of staff.	<ul style="list-style-type: none"> - Describe the leadership continuum - Identify when to use different leadership styles
P275	The Golden Rules of Giving Feedback	Explores how we can improve our skills of giving feedback to get a positive response from others.	<ul style="list-style-type: none"> - Describe why feedback can be sensitive and difficult - State three simple rules to get a more positive response to developmental feedback - Describe the importance of praise in giving balanced feedback
P333	THINK	Starting with a famous Maya Angelou quote this pearl explores how people will remember the way that you make them feel. It unpacks a five-stage model which is designed to help you sustain good working relationships.	<ul style="list-style-type: none"> - Identify the importance of THINKing before a difficult conversation - State the five components of the THINK model
P302	Tuckman – Stages of Group Development	Introduces the classic study on Team Performance levels from Bruce Tuckman. His well-known model explains the team dynamics between the four (and later 5) identified stages of team development. The video also discusses the role of the leader at each level and in supporting the team through the levels.	<ul style="list-style-type: none"> - State the levels of performance identified by Tuckman - Describe the performance characteristics of teams in each of the levels
P213	What is Coaching?	Explains the unique features of coaching, including what coaching can be used for. Explores the concept of a non-directive approach, and the impact it can have.	<ul style="list-style-type: none"> - Define what coaching is - List some types of coaching - Describe a non-directive approach and its benefits

P403	Building Effective Remote Teams	Explains how building a team that works remotely some of all of the time is a different prospect from one that always shares an office. Details some sensible steps that team leaders can take to make sure their remote team communicates, collaborates and works together effectively.	<ul style="list-style-type: none"> - List some advantages and challenges for teams that work remotely - Put into practice, as a team leader, some activities, methods and policies that will help members of a remote team to communicate effectively, collaborate openly and build trust with one another
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5) Coaching & Mentoring

Number	Title	Description	Learning Outcomes
P205	ASK ABE for Performance	Introduces Ian Favell's ASK-ABE model that focuses on areas of life that might be worth developing. The acronym guides us to consider both 'task' and 'personal' areas to give a balance of organisational and personal development.	<ul style="list-style-type: none"> - State what the ASK ABE acronym represents - Describe why these elements are important to personal development planning
P139	Asking Good Questions	Looks at the importance of being skilled at questioning so that you get the information you need in a way that is useful and introduces you to different styles of questions.	<ul style="list-style-type: none"> - Name different types of questions that you can use - Select and use different types of questions to get the information you need
P254	Barriers to Effective Communication	Examines common barriers to communication, their causes, and what can be done to resolve them.	<ul style="list-style-type: none"> - Define barriers to Communication - Describe how to overcome these barriers
P297	Coaching Supervision	Explores the important role that supervision plays in the coaching profession.	<ul style="list-style-type: none"> - Define what is meant by supervision. - Describe the purpose and benefits of supervision. - State the features of good practice supervision. - Identify what areas are explored in supervision.
P179	Coaching with GROW	Gives you an insight into why coaching is gaining popularity in the business world and helping organisations to be more effective and efficient. It describes the 'ask/tell' continuum and how this links to the directive and non-directive coaching approach and introduces the popular GROW coaching model.	<ul style="list-style-type: none"> - State why coaching is gaining such popularity in business - Describe how coaching fits in with other people-centred interventions - Describe the ask/tell continuum

P224	Developing Coaching Cultures	Explores how organisations can begin to create coaching cultures.	<ul style="list-style-type: none"> - Define what a coaching culture is - Describe the six critical success factors to inform a coaching strategy - Identify the best approach developing a coaching in your organisation
P244	Don't Just Self Assess	Looks at the benefits of not just sticking with your own self-assessment when it comes to personality profiles and questionnaires. Use the opportunity to understand how others perceive you to develop the right things.	<ul style="list-style-type: none"> - State the importance of self-assessment - Describe the benefits of seeking feedback when assessing personal capabilities
P278	Focus, Openness and Energy Coaching Model	Explores how focus, openness and energy impact on coaching and mentoring.	<ul style="list-style-type: none"> - Define what is meant by focus, openness and energy - State the impact that focus, openness and energy have on sessions and relationships - Identify some simple strategies for improving your focus, openness and energy
P222	Get Set to Coach and Mentor	Explores the effective set up of coaching and mentoring relationships. Considers contracts, expectations, ethics and confidentiality and the importance of managing these areas.	<ul style="list-style-type: none"> - Identify what needs to be managed and considered before coaching and mentoring begins - Describe how to manage expectations and ethical issues, such as confidentiality and power - State the EMCC's code of conduct and its relevance to you
P241	Giving Constructive Feedback	Focuses firstly on the reasons why we all want and need good feedback, and then provides information and advice to help you plan to give motivational or developmental feedback to others.	<ul style="list-style-type: none"> - Describe why giving feedback is important - Recognise differences between motivational and developmental feedback - Outline how to give feedback

P180	GROW - G	Focuses on the 'goal' stage of the GROW model and explains the importance of defining a clear goal at the start of the coaching process. It gives examples of the types of questions the coach will ask to encourage the coachee to define their goal in preparation for the coaching journey.	<ul style="list-style-type: none"> - Describe the 'Goal' stage of the GROW model - Identify appropriate questions to ask at the 'G' stage of the coaching process
P181	GROW - R	Focuses on the 'reality' stage of the GROW model and how to examine the reality of the situation in relation to the goal agreed at the 'G' stage of the model. It gives examples of the types of questions the coach will ask to encourage self-analysis by the coachee and highlights the gap between the desired state (the goal) and the current situation (the reality).	<ul style="list-style-type: none"> - Describe the 'Reality' stage of the GROW model - Identify appropriate questions to ask at the 'R' stage of the coaching process
P182	GROW - O	Focuses on the 'options' stage of the GROW model to widen existing thinking of the coachee and encourage new possibilities for progress. It gives examples of the types of questions the coach will ask to encourage confidence building and prompt new thinking of ideas and options.	<ul style="list-style-type: none"> - Describe the 'Options' stage of the GROW model - Identify appropriate questions to ask at the 'O' stage of the coaching process
P183	GROW - W	Focuses on the last stage of the GROW model, the 'will' stage. It explains how at this stage of the coaching process the coachee needs to commit to a plan of action and gives examples of questions the coach will ask to ensure commitment to the agreed plan and establish further support.	<ul style="list-style-type: none"> - Describe the 'Will' stage of the GROW model - Identify appropriate questions to ask at the 'W' stage of the coaching programme

P184	T-GROW Model	Explains the extra layer of structure that 'T' adds to the T-GROW coaching model. It demonstrates how starting the conversation with the Topic helps to differentiate the bigger picture from the specific goals at the 'G' stage of the model.	<ul style="list-style-type: none"> - Describe how T-GROW adds an extra dimension to the GROW coaching model - Identify appropriate questions to ask at the 'T' stage of the model leading into GROW
P242	Hobb-jective	Introduces the concept of hobb-jectives and demonstrates how you can apply SMART to develop an objective for your hobby or pastime. It starts with a short quiz and provides an example of a SMART hobb-jective.	<ul style="list-style-type: none"> - State the difference between hobb-jectives and work-related objectives - Describe how to apply SMART to hobb-jectives
P247	Honey & Mumford Learning Style	Different people prefer to learn in different ways. Honey and Mumford captured these preferences as four different learning styles and this <i>pearl of wisdom</i> ® introduces the four different learning styles and their characteristics – can you recognise your own learning preference?	<ul style="list-style-type: none"> - State the four learning styles defined by Honey and Mumford - Describe the value of knowing your own learning style
P258	Identifying Areas to Improve	Three different approaches to identifying personal and professional areas to improve and it challenges you to reflect on your current approach to building your own personal development plan.	<ul style="list-style-type: none"> - List the three choices you face in identifying areas to improve - Describe the self-assessment tool called 'Success, learn & change'
P161	Introduction To Emotional Intelligence	Introduces Daniel Goleman's emotional intelligence theory and how we have the ability to control our emotions and work them to our advantage. It gives examples of how we might react in certain situations and how we can practice and improve control of our emotions.	<ul style="list-style-type: none"> - Recognise why emotions play an important part in both work and life situations - Describe the meaning of self-awareness

P245	Johari's Window	An insight into Joseph Luft and Harry Ingham's Johari Window model. It takes you through each of the four quadrants of the 'window' and examines levels of openness and how this relates to giving and receiving feedback.	<ul style="list-style-type: none"> - Describe the four quadrants of the Johari Window model - State how the model relates to giving and receiving feedback
P277	Levels of Listening	Explores how we can improve our listening skills by being aware of our focus and effort at four simple levels.	<ul style="list-style-type: none"> - Describe how listening occurs at four different levels - Identify the characteristics of listening at each level - Identify the features of effective active and deep listening to aid skills development
P298	Line Managers as Coaches	Explores the role of the line manager in coaching. Considers the advantages and disadvantages to providing coaching through the line manager and raises some important considerations.	<ul style="list-style-type: none"> - Describe the role that the line manager can play in coaching their team members - Identify the advantages and disadvantages of using the line manager as coach - Recognise factors such as cost, trust, objectivity, power, skills and motivation when deciding whether to use line managers as coaches
P214	Mentoring – Definition and Role of the Mentor	Explains the unique features of mentoring, and what it can be used for. Explores the similarities and differences between coaching and mentoring, and coaches and mentors.	<ul style="list-style-type: none"> - Define what mentoring is - Describe the difference between coaching and mentoring practice - Identify the different requirements of a coach and mentor - Select whether to use mentoring and coaching based on the desired outcomes
P308	Mentoring to Grow Organisational Knowledge	Explores how mentoring can unlock tacit knowledge and add value to organisations.	<ul style="list-style-type: none"> - Define what is meant by the knowledge economy and knowledge and information management - Explain why knowledge is valuable to organisations - Distinguish between tacit and explicit knowledge - Identify how mentoring can grow and create organisational knowledge

P279	Mindset of a Coach	Explores how the mindset and beliefs of the coach affect coaching and how a coach can equip themselves with an effective coaching mindset.	<ul style="list-style-type: none"> - Identify the responsibilities of the coach - Define what an effective mindset is - Describe the challenges a coach faces when mentally preparing to coach - State how you can adopt an effective mindset
P274	Objective versus Subjective Feedback	Explores different types of feedback and how they can be used to improve management and performance.	<ul style="list-style-type: none"> - Identify the characteristics of different types of feedback - Define objective and subjective feedback - Describe how to use a continuum to consider which feedback type to use in which situation
P223	Self-Limiting Beliefs	Explores the negative impact of self-limiting beliefs.	<ul style="list-style-type: none"> - Describe what self-limiting beliefs are and how they are formed - Identify and listen out for some common self-limiting beliefs - State when and why it is important to work with self-limiting beliefs
P239	SMART Objectives	Gives you a sound appreciation of the value of using SMART objectives and gets you to think about the consequences if you don't set out performance expectations clearly. It provides you with pointers on how to write effective SMART objectives that will enable you to measure achievement against expectations.	<ul style="list-style-type: none"> - Define the meaning of SMART objectives - State the value of using SMART objectives
P280	Step up with STEPPA	Examines an alternative model of coaching - the STEPPA coaching model.	<ul style="list-style-type: none"> - Identify the component parts of the acronym STEPPA - State what is covered at each stage of the STEPPA model - Describe when to choose the STEPPA model - Use the STEPPA model in your coaching practice

P211	Support Methods for Performance Improvement	Encourages a change of mind-set when considering development options. Looks at the factors to consider when choosing a support method for improvement. As well as the value of training courses, a number of varied other support options are suggested.	<ul style="list-style-type: none"> - State the importance of looking wider than just training courses when considering learning options - State the importance of learning styles when choosing a support method for improvement
P276	Ten Tips for Better Listening	Explores ten practical suggestions that help you become a more effective listener and enhance your communication skills.	<ul style="list-style-type: none"> - Describe why our listening skills can often be ineffective - Identify ten practical ways in which you can improve your listening - Recognise how to use the ten suggestions as a tool to assess your own listening skills
P221	The Case for Coaching	Examines the benefits of coaching for individuals, teams and organisations. Considers how coaching can engage and development staff, as well as supporting cultural change.	<ul style="list-style-type: none"> - Identify the current appetite for coaching - Describe the link between coaching and staff engagement - Describe the benefits of team or group coaching - State how coaching can support change projects and bring about cultural change
P250	The EI Journey	Introduces the emotional intelligence four box model and takes you on a journey through the four stages of the model to illustrate the case for developing emotional intelligence.	<ul style="list-style-type: none"> - Describe the four-box emotional intelligence model - State the value of emotional intelligence
P220	The Role of the Coach	Explores the different roles that the coach can take on during the coaching process. Uses the four roles identified by Witherspoon and White's to consider how the coach can best meet the development needs of their coachees.	<ul style="list-style-type: none"> - Identify the different roles a coach may play - State the four coaching roles identified by Witherspoon and White - Recognise the usefulness of having a clear role to adopt in the coaching process

P273	The What and Why of Metacommunications	Explores what metacommunications are, and why it is important to be aware of them when you communicate with others.	<ul style="list-style-type: none"> - State what is meant by the term metacommunications - Describe some examples of 'double talk' or 'reading between the lines' - Identify the characteristics of metacommunications - State why metacommunications are important
P225	Transformational Coaching	Explores what transformational coaching is and what areas it might cover. Considers the nature of personal change and what is required for transformation.	<ul style="list-style-type: none"> - State what transformational coaching is and when it could be used - Describe the importance of values and beliefs in transformational change, using Dilt's logical levels model - Identify the features of transformational dialogue - Identify Mezirow's phases of transformation
P246	Understanding Empathy	Looks at how empathy can help you improve the way you work with others and encourages you to think about how you see and experience things from the other person's point of view. It shares Covey's ideas on how to improve your ability to work well with others to develop trust and build strong relationships in the workplace.	<ul style="list-style-type: none"> - Describe the difference between empathy and sympathy - State how empathy develops trust and strong relationships
P213	What is Coaching?	Explains the unique features of coaching, including what coaching can be used for. Explores the concept of a non-directive approach, and the impact it can have.	<ul style="list-style-type: none"> - Define what coaching is - List some types of coaching - Describe a non-directive approach and its benefits

P407	Coaching Conversations	Describes situations in which Coaching Conversations can be a useful tool and outlines why they are a popular leadership tool in modern organisations. Guides a 'coach' through the process of conducting a Coaching Conversation, including sensible and relevant questions for them to ask at each step, and advice on common pitfalls and mistakes.	<ul style="list-style-type: none"> - Outline a basic Coaching Conversation - Describe a situation in which a Coaching Conversation would be appropriate - Understand enough about the format and structure of a Coaching Conversation to try one in practice, whilst avoiding some common mistakes
P406	Values-Based Coaching	Describes the model of Values-Centred Coaching and its origins, including the idea that a discrepancy between an individual's values and the work they do can lead to disengagement and stress. Breaks down a Values-Centred Coaching framework into three parts that can guide a coaching conversation.	<ul style="list-style-type: none"> - Explain the concept of Values-Centred Coaching and its origins - Describe the purpose of Values-Centred Coaching and the problems it aims to avoid - Apply a simple Values-Centred Coaching framework to a coaching conversation
P412	Effective Mentoring	In a professional context, mentoring is an important way of guiding and supporting personal development and ensuring that critical knowledge and skills are passed down from a place of experience. As a positive cycle of development, it offers a range of benefits for both the mentee and the mentor. This pearl describes what an effective mentor does and why it's beneficial and lists some important skills and methods an effective mentor should develop. Finally, it explains a practical six-step method for establishing and progressing a successful mentoring relationship.	<ul style="list-style-type: none"> - Better understand the benefits of workplace mentoring - Describe some of the skills and approaches of an effective mentor - Take the first steps to building an effective mentoring relationship

6) Motivation

Number	Title	Description	Learning Outcomes
P209	Appraisals - The Appraisee's Guide	Looks at the appraisal meeting from the view of the appraisee. Encourages a positive outlook on the appraisal process and provides a number of tips for getting the best out of yourself and your review meeting	<ul style="list-style-type: none"> - State the purpose of an appraisal - Plan to get the most out of your own appraisal meeting
P154	Benefits of Delegation	Looks at the benefits and advantages of good delegation for the delegator, the delegate, the team and the organisation. It explains how developing the delegate and freeing up time for the manager can increase motivation, and how this leads to improved efficiency and effectiveness of the organisation.	<ul style="list-style-type: none"> - State why delegation is a key skill of an effective manager - Describe the benefits of good delegation for the individual, the manager and the organisation
P216	Discipline and the Manager's Role	Describes the manager's role in dealing with disciplinary issues. Defines misconduct and gross misconduct, and performance and relationship issues.	<ul style="list-style-type: none"> - Describe the difference between misconduct and gross misconduct - Describe the difference between performance and relationship issues - State the importance of keeping records during the discipline process
P283	Eight Career Anchors – Edgar Schein	This video introduces Schein's idea of Career anchors. He identified 8 career drivers, each with elements that 'you would not give up'. Do you recognise your career anchors from this video?	<ul style="list-style-type: none"> - State what the 8 Career anchors are - Begin to identify which are your primary career anchors and what that can mean to your career choices
P287	Erikson's Life Stage Theory	This video introduces Eric Erikson's Life Stage Theory and examines the role each plays in our development. Healthy development in each stage results in healthy personality and successful relationships.	<ul style="list-style-type: none"> - Name the stages identified by Erikson's theory - Describe the different motivators inherent at each stage

P167	Force Field Analysis	A tool built by Kurt Lewin that analyses the different forces that influence change; either helping or hindering successful change in organisations.	<ul style="list-style-type: none"> - Identify two types of force that influence change - List the steps in using the tool to determine if a proposed change is viable.
P241	Giving Constructive Feedback	Focuses firstly on the reasons why we all want and need good feedback, and then provides information and advice to help you plan to give motivational or developmental feedback to others.	<ul style="list-style-type: none"> - Describe why giving feedback is important - Recognise differences between motivational and developmental feedback - Outline how to give feedback
P215	Grievance and the Manager's Role	Describes the key responsibility for a manager in the grievance procedure and the importance of the effective handling of the grievance interview. Including hints and tips before during and after the interview.	<ul style="list-style-type: none"> - Describe the responsibility of the manager in handling a grievance - State the importance of the grievance interview - State the importance of keeping records during the grievance process
P253	Herzberg's Two Factor Theory	Discusses Herzberg's 'Two Factor Theory' and what the model means for a manager. It gives examples of hygiene and motivating factors and explains why the manager should focus on the six motivational factors to support growth and achievement of individuals.	<ul style="list-style-type: none"> - Describe the meaning of hygiene and motivating factors - Identify which of Herzberg's factors are the motivating factors and which are hygiene factors
P288	Immaturity Maturity Theory – Chris Argyris	With his Immaturity to Maturity Theory Chris Argyris took the view that human personality develops not in stages, but along a continuum, just as a human being develops along a continuum from infant to an adult. This video introduces the model and discusses the role work has to the development to maturity	<ul style="list-style-type: none"> - State the seven dimensions of the Immaturity to Maturity model - Describe the importance of development of maturity both personally and at work

P267	Maslow's Hierarchy of Needs	Introduces Maslow's Hierarchy of Needs (expressed as a 'pyramid'), and helps you understand what motivates people - from physiological needs at the bottom level of the 'pyramid' through to the top level of self-actualisation.	<ul style="list-style-type: none"> - Recognise where people are in the hierarchy of motivational needs - Describe each level of the hierarchy
P286	McClelland – Needs-Based Motivation Theory	Introduces the classic motivational theory from David McClelland and considers the implications for the way we motivate the three differing types of needs.	<ul style="list-style-type: none"> - State the three types of motivation identified by McClelland - Describe effective approaches to motivation and feedback for each type
P170	McGregor's Theory X and Theory Y	Introduces the theory of two different management styles - Theory X and Theory Y. Helps you understand each style - and when each is most appropriately adopted in the workplace.	<ul style="list-style-type: none"> - Outline the different styles of 'Theory X' and 'Theory Y' managers - Describe the behaviours of each style
P282	Motivation and Management Systems - Rensis Likert	Rensis Likert studies the effect on human behaviour of organisational management systems. He identified four systems and detailed the effects each had on behaviour throughout the organisation and results. This video introduces you to Likert's thinking and reveals which of the four systems it is that organisations should strive to attain.	<ul style="list-style-type: none"> - State the four systems proposed by Likert's research - Identify which of the four systems is the optimum for best organisational results, and why
P171	Motivation Directions	Introduces Steve Andreas and Charles Faulkner's motivational direction theory. It discusses 'away from' and 'towards' motivational preferences of people and how to recognise and manage the different motivational needs.	<ul style="list-style-type: none"> - Describe the two motivational directions - Recognise the motivational direction of yourself and others

P305	Social Identity Theory	Introduces Tajfel and Turner's Theory of Social Identity. It explains the natural human trait of grouping things together to explain how we all look to identify with different groups, and our desire for that group to be compared favourably with other groups.	<ul style="list-style-type: none"> - List the stages associated with Social Identity Theory - State what is meant by in-groups and out-groups
P211	Support Methods for Performance Improvement	Encourages a change of mind-set when considering development options. Looks at the factors to consider when choosing a support method for improvement. As well as the value of training courses, a number of varied other support options are suggested.	<ul style="list-style-type: none"> - State the importance of looking wider than just training courses when considering learning options - State the importance of learning styles when choosing a support method for improvement
P265	The Engaging Manager	Discusses the behaviours and attributes of the engaging manager and demonstrates how engaged employees display discretionary effort and work with colleagues to improve performance.	<ul style="list-style-type: none"> - State what is meant by an 'engaging manager' - Identify the behaviours and impact of an engaging manager
P284	The Hawthorne Experiments	Elton Mayo and his research team in the 1920's carried out experiments with employees to see the impact on productivity of changes to various working conditions. The results changed the prevailing views on employee motivation and revealed the 'Observer effect'. This video introduces the experiments and the lessons discovered.	<ul style="list-style-type: none"> - List the experiments carried out and their results on the employees - State the impact of the Hawthorne Experiments on our understanding of employee motivation
P281	The Psychological Contract	This video looks at the concept of the psychological contract – the unwritten 'deal' between the employer and employee. It considers what happens when that deal gets broken, and the business and personal benefits of having a positive psychological contract in place	<ul style="list-style-type: none"> - State what the psychological contract is - What effect the psychological contract has on both employer and employee - Describe the importance of maintaining a positive psychological contract

P199	Values - Based Leadership	Explores Richard Barrett's Seven Levels of Consciousness which give a fresh perspective on motivation and the drivers behind your own decision-making. It introduces a framework that shows the path to authentic leadership.	<ul style="list-style-type: none"> - State the seven levels of consciousness in Barrett's model - State the famous motivational model that maps to Barrett's Seven Levels
P285	Vroom's Expectancy Theory	Victor Vroom's Expectancy Theory of Motivation is a classic view on what motivates an individual in pursuit of rewards. His formula for Motivational Force provides insight into what drives individuals' behaviour and can help Managers to more effectively motivate their staff.	<ul style="list-style-type: none"> - State the three components of Vroom's Theory - Describe how these three components influence individuals' motivational force
P409	Working in a Hybrid Team	Explains some of the areas that a hybrid arrangement – where time is divided between working remotely and working from a shared location – can have on team dynamics and individual efforts. Provides, under the headings of Doing, Integrating, Collaborating and Communicating, practical advice to take on board.	<ul style="list-style-type: none"> - Describe some challenges of working in a hybrid team - List and deploy some practical techniques to work, integrate, collaborate and communicate with a hybrid team, as team member
P404	The Effective Home Worker	Describes how working from home requires a slightly different approach than working in an office. Prompts individuals to reflect on their home working methods and behaviours, and explore areas where improvements can be made, whilst recommending practical methods and tools to do so.	<ul style="list-style-type: none"> - Examine home working setup and practices in order to maximise effectiveness - List three top tips for effective digital conferencing Describe three common homeworker mistakes and practical methods to avoid them

P405	The Happy Home Worker	Explains how working from home has a variety of benefits and can lead to a happier, more balanced living and working experience, but can also be isolating and disruptive. Details a variety of methods for individuals to explore in order for home working's benefits to be realised, and potential wellbeing drawbacks avoided.	<ul style="list-style-type: none"> - Reflect on how working from home can have both positive and negative effects on happiness and wellbeing - List a number of ways that home working makes the working experience a positive one - Describe and monitor six important areas in order to ensure working from home is not negatively affecting happiness or health
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7) Effective Communication

Number	Title	Description	Learning Outcomes
P338	AID and PEG	Introduces two feedback models: AID (Action Impact Do) and PEG (Performance Expectations Gap). These can be useful to you in preparing for your feedback conversations.	<ul style="list-style-type: none"> - Define the components of these two feedback models - Identify appropriate situations to use each model
P210	Appraisal - Manager's Guide	Considers the appraisal meeting from the perspective of the manager. Encourages a positive view of process and underlines the value to all of getting appraisals right. A number of tips are provided as a checklist for appraisal preparation.	<ul style="list-style-type: none"> - State the value of an effective appraisal meeting - Identify how to ensure effective performance of this key management responsibility
P209	Appraisals – The Appraisee's Guide	Looks at the appraisal meeting from the view of the appraisee. Encourages a positive outlook on the appraisal process and provides a number of tips for getting the best out of yourself and your review meeting	<ul style="list-style-type: none"> - State the purpose of an appraisal - Plan to get the most out of your own appraisal meeting
P139	Asking Good Questions	Looks at the importance of being skilled at questioning so that you get the information you need in a way that is useful and introduces you to different styles of questions.	<ul style="list-style-type: none"> - Name different types of questions that you can use - Select and use different types of questions to get the information you need
P254	Barriers to Effective Communication	Examines common barriers to communication, their causes, and what can be done to resolve them.	<ul style="list-style-type: none"> - Define barriers to Communication - Describe how to overcome these barriers

P292	Betari Box	The Betari Box is a simple structure that reveals how our personal attitudes drive the behaviours that others see from us. It's these behaviours that others react to, and the right attitude will drive the right behaviours.	<ul style="list-style-type: none"> - Describe the impact that your own attitude has on your relationships with others - Use the Betari Box to consciously shape your communication approach
P177	BOOSTing Your Feedback	Introduces you to BOOST; a framework for planning how to give effective feedback and avoid the common pitfalls associated with giving negative feedback to someone.	<ul style="list-style-type: none"> - List what B.O.O.S.T. stands for - Recognise the value of planning when intending to give feedback - Outline how to give feedback to someone using the BOOST checklist
P217	Conflict - Causes, Symptoms and Cures	Looks at the causes for conflict in the workplace and describes the signs and symptoms that occur. Introduces the 'Interest-Based Relational Approach' to conflict resolution	<ul style="list-style-type: none"> - Identify eight reasons for conflict in the workplace - Describe the signs and symptoms of conflict - Describe the 'Interest-Based Relational Approach' to conflict resolution
P164	Developing Your Influencing Skills	Gives an introduction to the nine influencing strategies and explains why you need to adapt and modify your influencing style to meet the needs of different people and situations.	<ul style="list-style-type: none"> - State the nine influencing strategies - Define the importance of adapting your influencing style in different situations
P208	Difficult Conversations	Demonstrates a structure in which we can assess the real reasons why we need to hold difficult conversations. It enables us to reflect on our personal thoughts and biases, providing real objectivity and a balanced viewpoint prior to having a difficult conversation.	<ul style="list-style-type: none"> - Outline a structure in order to assess your current situation and provide a methodical approach in dealing with difficult conversations
P299	Effective Presentations	Looks at techniques from John Adair to help ensure your next presentation is effective. He highlights six clusters that shape an effective presentation and the video also covers the six principles of effective speaking to make sure that your presentation not only looks good, but that you deliver it well.	<ul style="list-style-type: none"> - State the six clusters of effective presentations - List Adair's 'six principles of effective speaking'

P151	Feeding back with a BIFF	Introduces you to the BIFF model of feedback and explains the components of BIFF as well as giving you some tips on how to use the model effectively and feel more confident in giving feedback to others.	<ul style="list-style-type: none"> - List what B.I.F.F. stands for - Recognise the importance of taking care when giving feedback - Outline how to give feedback to someone using the Biff Model
P300	Focus Groups Pros and Cons	Focus groups are a popular way of getting feedback from stakeholders. This video covers the situations where you might want to use a focus group and covers focus group positives and negatives to ensure you get the results you need.	<ul style="list-style-type: none"> - State what a focus group is. - List the pros and cons of focus groups
P241	Giving Constructive Feedback	Focuses firstly on the reasons why we all want and need good feedback, and then provides information and advice to help you plan to give motivational or developmental feedback to others.	<ul style="list-style-type: none"> - Describe why giving feedback is important - Recognise differences between motivational and developmental feedback - Outline how to give feedback
P271	Importance of Good Communication	Focuses on why communication is so important in business - how effective communication defines performance standards; sets expectations clearly; improves relationships; motivates staff and makes change happen.	<ul style="list-style-type: none"> - Describe why good communication is important to the business - Describe the five key aspects of effective management communication
P218	Informal and Formal Approaches to Performance Improvement	Describes how informal performance management could be an effective way of dealing with low performance without the necessity of resorting to a formal process	<ul style="list-style-type: none"> - Describe the informal performance management approach - State the purpose of an informal performance management meeting - Describe when to engage the formal process
P245	Johari's Window	An insight into Joseph Luft and Harry Ingham's Johari Window model. It takes you through each of the four quadrants of the 'window' and examines levels of openness and how this relates to giving and receiving feedback.	<ul style="list-style-type: none"> - Describe the four quadrants of the Johari Window model - State how the model relates to giving and receiving feedback

P277	Levels of Listening	Explores how we can improve our listening skills by being aware of our focus and effort at four simple levels.	<ul style="list-style-type: none"> - Describe how listening occurs at four different levels - Identify the characteristics of listening at each level - Identify the features of effective active and deep listening to aid skills development
P240	Management Speak and Weasel Words	Introduces you to the concept of management speak and the dangers of 'weasel words'. It discusses weasel words in relation to setting objectives and explains how they devalue and confuse meaning and understanding.	<ul style="list-style-type: none"> - Define the meaning of 'management speak' - Describe what is meant by 'weasel words' and why they devalue what we say
P262	Mission Statements and Their Value	Introduces you to the concept of management speak and the dangers of 'weasel words'. It discusses weasel words in relation to setting objectives and explains how they devalue and confuse meaning and understanding.	<ul style="list-style-type: none"> - Define the meaning of 'management speak' - Describe what is meant by 'weasel words' and why they devalue what we say
P336	Motivational and Developmental Feedback	Considers the aims of both types of feedback. Discusses the positive and negative impact on staff of too little or too much of both types of feedback.	<ul style="list-style-type: none"> - Contrast motivational and developmental feedback - State the importance of balancing these
P274	Objective versus Subjective Feedback	Explores different types of feedback and how they can be used to improve management and performance.	<ul style="list-style-type: none"> - Identify the characteristics of different types of feedback - Define objective and subjective feedback - Describe how to use a continuum to consider which feedback type to use in which situation
P145	Presenting Data to Your Audience	Suggests questions to pose and factors to consider in improving the way you think about and present data to your audience. Make the impact you want and get your messages across well.	<ul style="list-style-type: none"> - Describe key questions you need to ask yourself when planning to present data to your audience - Recognise the importance of identifying your audience and picking the right ways to communicate with them

P207	Seven Principles of Fierce Conversations	Introduces the concept of Fierce Conversations and how the use of silence can help us to get in touch with what we really want to say.	<ul style="list-style-type: none"> - Name Susan Scott's Seven Principles of Fierce Conversations - Describe how silence can be used in conversations
P162	de Bono's Six Thinking Hats®	Takes you through Edward de Bono's Six Hats thinking method and describes how you can use this method to run effective meetings that make best use of everyone's knowledge, experience and intelligence to keep your meetings focused on key objectives.	<ul style="list-style-type: none"> - List the functions of each of the six coloured hats - Recognise how to use Six Hats to run successful meetings
P211	Support Methods for Performance Improvement	Encourages a change of mind-set when considering development options. Looks at the factors to consider when choosing a support method for improvement. As well as the value of training courses, a number of varied other support options are suggested.	<ul style="list-style-type: none"> - State the importance of looking wider than just training courses when considering learning options - State the importance of learning styles when choosing a support method for improvement
P335	T-Account	Introduces this quick and simple technique to structure a constructive feedback conversation. Explores the value of asking 'What Went Well' and 'Even Better If'.	<ul style="list-style-type: none"> - State the purpose of the WWW and EBI elements of the model - Outline how to apply the T-Account
P276	Ten Tips for Better Listening	Explores ten practical suggestions that help you become a more effective listener and enhance your communication skills.	<ul style="list-style-type: none"> - Describe why our listening skills can often be ineffective - Identify ten practical ways in which you can improve your listening - Recognise how to use the ten suggestions as a tool to assess your own listening skills
P275	The Golden Rules of Giving Feedback	Explores how we can improve our skills of giving feedback to get a positive response from others.	<ul style="list-style-type: none"> - Describe why feedback can be sensitive and difficult - State three simple rules to get a more positive response to developmental feedback - Describe the importance of praise in giving balanced feedback

P273	The What and Why of Metacommunications	Explores what metacommunications are, and why it is important to be aware of them when you communicate with others.	<ul style="list-style-type: none"> - State what is meant by the term metacommunications - Describe some examples of 'double talk' or 'reading between the lines' - Identify the characteristics of metacommunications - State why metacommunications are important
P333	THINK	Starting with a famous Maya Angelou quote this pearl explores how people will remember the way that you make them feel. It unpacks a five-stage model which is designed to help you sustain good working relationships.	<ul style="list-style-type: none"> - Identify the importance of THINKing before a difficult conversation - State the five components of the THINK model
P263	Two Way Communication	Takes you through the stages of Shannon and Weaver's 'Model of Communication' and highlights the importance of each stage of the model from 'internal processing' through to 'feedback'. Following this model will ensure effective two-way communication.	<ul style="list-style-type: none"> - Describe the stages of effective communication - Recognise the importance of using the right communication method
P246	Understanding Empathy	Looks at how empathy can help you improve the way you work with others and encourages you to think about how you see and experience things from the other person's point of view. It shares Covey's ideas on how to improve your ability to work well with others to develop trust and build strong relationships in the workplace.	<ul style="list-style-type: none"> - Describe the difference between empathy and sympathy - State how empathy develops trust and strong relationships
P149	Using Data and Information	Introduces you to the DIKW model - clarifying the difference between data and information and providing an example of how data links to information, leading to knowledge and wisdom.	<ul style="list-style-type: none"> - Describe the difference between data and information - Describe the relationship between data and information

P407	Coaching Conversations	Describes situations in which Coaching Conversations can be a useful tool and outlines why they are a popular leadership tool in modern organisations. Guides a 'coach' through the process of conducting a Coaching Conversation, including sensible and relevant questions for them to ask at each step, and advice on common pitfalls and mistakes.	<ul style="list-style-type: none"> - Outline a basic Coaching Conversation - Describe a situation in which a Coaching Conversation would be appropriate - Understand enough about the format and structure of a Coaching Conversation to try one in practice, whilst avoiding some common mistakes
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8) Team Building

Number	Title	Description	Learning Outcomes
P264	Action Centred Leadership	Introduces a classic model from John Adair, Action Centred Leadership. It looks at the importance of balancing the needs of the Team, Task and Individual.	<ul style="list-style-type: none"> - Name the three elements of the ACL model - Describe the importance of balancing all three
P206	Belbin Team Roles – An Introduction	Introduces the work of Dr Belbin on the dynamics within effective teams. This classic research debunks the myth that the cleverest minds on the subject together make the best teams. Learn the behaviours that make a great team.	<ul style="list-style-type: none"> - Describe the importance of the right blend of team roles - State the 9 Belbin Team Roles
P154	Benefits of Delegation	Looks at the benefits and advantages of good delegation for the delegator, the delegate, the team and the organisation. It explains how developing the delegate and freeing up time for the manager can increase motivation, and how this leads to improved efficiency and effectiveness of the organisation.	<ul style="list-style-type: none"> - State why delegation is a key skill of an effective manager - Describe the benefits of good delegation for the individual, the manager and the organisation
P197	Change - Overcoming Resistance	Suggests that although change is all around us and we are becoming more used to change in our work life, still resistance to change is common. It looks at the reasons for resistance and discusses what a manager can do to overcome them.	<ul style="list-style-type: none"> - State the four key categories of resistance - Describe approaches to overcome the resistance so commonly faced during change
P150	Conflict – Thomas & Kilmann	Introduces Thomas and Kilmann's five conflict resolution styles. It describes how two dimensions of behaviour: assertiveness and cooperativeness, frame five different modes for responding to conflict situations.	<ul style="list-style-type: none"> - Describe the five conflict resolution styles - State when to use each of the conflict handling styles

P303	Dunbar's Number	Professor Dunbar's research into the human capacity to build and maintain relationships has revealed a number that repeats across human life and throughout history. This video explores the rationale behind the number and examines its potential impact on team size.	<ul style="list-style-type: none"> - State Dunbar's Number - Describe the significance of the number of team size
P339	Effective Dispersed Team Working	Looks at how the explosion of communications technology has enabled the creation of geographically dispersed teams, and at the challenge of managing such teams.	<ul style="list-style-type: none"> - Identify two steps to build the team - State the importance of communication in managing the dispersed team
P304	Fisher - Decision Emergence	Introduces B. Aubrey Fisher's Decision Emergence Theory, which considers the dynamics a team goes through from its initial formation to being able to support each other in making team decisions.	<ul style="list-style-type: none"> - State the names and order of the four steps to Decision Emergence - Describe the team behaviours at each level
P253	Herzberg's Two Factor Theory	Discusses Herzberg's 'Two Factor Theory' and what the model means for a manager. It gives examples of hygiene and motivating factors and explains why the manager should focus on the six motivational factors to support growth and achievement of individuals.	<ul style="list-style-type: none"> - Describe the meaning of hygiene and motivating factors - Identify which of Herzberg's factors are the motivating factors and which are hygiene factors
P259	Kolb Learning Cycle	Contrasts Honey and Mumford's four learning styles and examines the ways we prefer to learn. It provides examples of how to delegate tasks to develop or strengthen weaker learning style preferences.	<ul style="list-style-type: none"> - Identify different learning styles and how each fits in Kolb's learning cycle - Recognise your own learning style and the learning styles of other team members
P170	McGregor's Theory X and Theory Y	Introduces the theory of two different management styles - Theory X and Theory Y. Helps you understand each style - and when each is most appropriately adopted in the workplace.	<ul style="list-style-type: none"> - Outline the different styles of 'Theory X' and 'Theory Y' managers - Describe the behaviours of each style

P268	Situational Leadership	Introduces you to the Situational Leadership model by Paul Hersey and Ken Blanchard. It explains the progression curve from high direction through to low direction and provides you with a practical example of adopting the most appropriate style.	<ul style="list-style-type: none"> - Describe the different leadership styles - Recognise when to adapt your style to the needs of people and different situations
P162	de Bono's Six Thinking Hats®	Takes you through Edward de Bono's Six Hats thinking method and describes how you can use this method to run effective meetings that make best use of everyone's knowledge, experience and intelligence to keep your meetings focused on key objectives.	<ul style="list-style-type: none"> - List the functions of each of the six coloured hats - Recognise how to use Six Hats to run successful meetings
P305	Social Identity Theory	Introduces Tajfel and Turner's Theory of Social Identity. It explains the natural human trait of grouping things together to explain how we all look to identify with different groups, and our desire for that group to be compared favourably with other groups.	<ul style="list-style-type: none"> - List the stages associated with Social Identity Theory - State what is meant by in-groups and out-groups
P158	Taking Responsibility	Gives you an insight into why taking responsibility is an important part of being an effective leader, and that accepting responsibility is a learned behaviour we can all practice and develop. There are some tips on how to create a positive environment at work in which people take responsibility for their actions and progress.	<ul style="list-style-type: none"> - Describe some benefits of taking responsibility and owning your mistakes - Identify the impact of blaming others for your mistakes

P178	Tannenbaum and Schmidt's Leadership Continuum	Explains Tannenbaum and Schmidt's 'leadership continuum' and how the degree of authority displayed by the leader impacts on the area of freedom experienced by subordinates. There are examples of how using the wrong and right styles, and levels of authority, affect performance and the morale of staff.	<ul style="list-style-type: none"> - Describe the leadership continuum - Identify when to use different leadership styles
P265	The Engaging Manager	Discusses the behaviours and attributes of the engaging manager and demonstrates how engaged employees display discretionary effort and work with colleagues to improve performance.	<ul style="list-style-type: none"> - State what is meant by an 'engaging manager' - Identify the behaviours and impact of an engaging manager
P281	The Psychological Contract	This video looks at the concept of the psychological contract – the unwritten 'deal' between the employer and employee. It considers what happens when that deal gets broken, and the business and personal benefits of having a positive psychological contract in place	<ul style="list-style-type: none"> - State what the psychological contract is - What effect the psychological contract has on both employer and employee - Describe the importance of maintaining a positive psychological contract
P302	Tuckman – Stages of Group Development	Introduces the classic study on Team Performance levels from Bruce Tuckman. His well-known model explains the team dynamics between the four (and later 5) identified stages of team development. The video also discusses the role of the leader at each level and in supporting the team through the levels.	<ul style="list-style-type: none"> - State the levels of performance identified by Tuckman - Describe the performance characteristics of teams in each of the levels

P410	Managing a Hybrid Team	Details the ways that managing a hybrid team requires different approaches and attitudes to team leadership to bring about the best performance. Encourages the viewer to reflect on their team leadership methods and introduces them to practical ways for tuning and adjusting them in the context of a hybrid team.	<ul style="list-style-type: none"> - Describe the ways that management of a hybrid team requires a different approach to team leadership - List some practical methods to improve the performance of a hybrid team within the context of communication, action-centred leadership, integration and planning
P403	Building Effective Remote Teams	Explains how building a team that works remotely some of all of the time is a different prospect from one that always shares an office. Details some sensible steps that team leaders can take to make sure their remote team communicates, collaborates and works together effectively.	<ul style="list-style-type: none"> - List some advantages and challenges for teams that work remotely - Put into practice, as a team leader, some activities, methods and policies that will help members of a remote team to communicate effectively, collaborate openly and build trust with one another

9) Strategy & Organisation

Number	Title	Description	Learning Outcomes
P193	Change - Eight Stages of Commitment	Introduces Daryl Conner's model which describes the journey through change, and the pitfalls to avoid along the way. Daryl describes the importance of continued momentum if delivering change.	<ul style="list-style-type: none"> - State the 8 stages to embedded change - Describe the negative alternatives at each stage
P195	Change - Executing Change	Looks at the importance of executing change - the best strategies in the world mean absolutely nothing until actioned. Daryl Conner explores the errors that leaders make throughout the process to highlight the pitfalls to avoid.	<ul style="list-style-type: none"> - State the five steps to effectively delivering change - Describe why step five – the How step - is the most important, and often the least well delivered
P186	Dealing with the 5 Temptations of a Leader	Lists the five temptations of a leader and discusses strategies, ideas and behaviours to deal with these temptations and boost your chances of success as a leader.	<ul style="list-style-type: none"> - State the five temptations of a leader according to Lencioni - Describe strategies to overcome the temptations
P187	Ethical Leadership - Kasthuri Henry	Introduces Kasthuri Henry's Ethical Leadership Model and describes each of the six elements and encourages thought on your development as an ethical leader.	<ul style="list-style-type: none"> - Outline the six elements of Kasthuri Henry's Comprehensive Ethical Leadership Model - State the meaning of ethical leadership
P185	Five Temptations of a Leader	Looks at the temptations facing organisational leaders and explains how these temptations lead to complications that impact on the business.	<ul style="list-style-type: none"> - State the five temptations of a leader according to Lencioni - Describe how these temptations impact on the organisation

P204	Key Performance Indicators	Explains how Key Performance Indicators (KPI's) are the drivers and measures for much of our business, so it's important to get them right. It introduces their value and considers the behaviours that KPIs generate.	<ul style="list-style-type: none"> - State what key performance indicators are - Describe the importance of good KPI's to the performance of your organisation
P266	Knowledge Management	Discusses why knowledge management is fundamental to the efficient and effective delivery of business outcomes. It describes the five common elements behind successful knowledge management approaches and encourages you to consider the do's and don'ts when introducing KM initiatives in the workplace.	<ul style="list-style-type: none"> - State the meaning of knowledge management - Describe why knowledge management is central to the success of a business
P255	Kotter's 8 Step Change Model	Takes you through Kotter's '8 Step Change Model'. It describes actions at each stage and how applying the model can make the change happen in reality.	<ul style="list-style-type: none"> - Identify the eight stages of the model - Describe how to deal with change effectively
P172	Leadership Management Debate	The key distinctions and complementary strengths of leadership and management behaviours and skills. Summarises why both management and leadership are needed to make teams and organisations successful.	<ul style="list-style-type: none"> - Describe the key distinctions between leadership and management behaviours - Identify the complementary strengths of managers and leaders
P201	McKinsey Seven S Model	Introduces the Seven S model from Tom Peters. Each 'S' represents an important aspect of the business and shows how they interact with each other. During projects and change, deal with each of the seven S's, or accept the consequences.	<ul style="list-style-type: none"> - State the seven S's of the model - Describe how the Seven S Model affects organisational performance

P262	Mission Statements and Their Value	Explains what a mission statement is and gives you an insight into how mission statements can be used to set direction, focus on what matters, and respond to change. Explores how the mission statement can provide a sense of purpose and how that can inspire motivation.	<ul style="list-style-type: none"> - Define what a mission statement is - State how a mission statement can benefit an organisation and its managers - Describe how a manager can use the mission statement to motivate their team
P171	Motivation Directions	Introduces Steve Andreas and Charles Faulkner's motivational direction theory. It discusses 'away from' and 'towards' motivational preferences of people and how to recognise and manage the different motivational needs.	<ul style="list-style-type: none"> - Describe the two motivational directions - Recognise the motivational direction of yourself and others
P269	Organisational Structures	Explains the variety and differences in organisational structures and how the right structure will maximise the efficiency and success of the organisation.	<ul style="list-style-type: none"> - Describe various different organisation structures - Recognise the structure of your own organisation
P198	Paine's Manager Compass	Introduces Paine's Ethical Compass; identifies reasons why we all should be factoring ethical considerations into every organisational decision, and then provides information and advice to help you use Paine's Ethical Compass to make better decisions.	<ul style="list-style-type: none"> - Describe why ethics needs to be part of your everyday decision making at work - List the four parts of Paine's compass
P202	PESTLE Analysis	Examines how the classic PEST analysis has developed and extended to PESTLE and highlights the importance of a PESTLE analysis ahead of project implementation.	<ul style="list-style-type: none"> - State the importance of the PESTLE analysis - List the 6 elements of the PESTLE acronym
P152	Political Awareness	Gives you an insight into the importance of managing workplace politics to effectively manage relationships. It asks you a number of questions to assess your political intelligence.	<ul style="list-style-type: none"> - State what is meant by 'politics in the workplace' - Describe how 'negative workplace politics' impact on staff and the organisation

P203	Stakeholders - Analysing Power and Interest	Explores how, by considering the power that stakeholders have over your project, and the interest they might have in your work, you can see who will influence the success of your efforts. It introduces the concept and the process of the stakeholder Power/Interest Grid to enable you to map the influence of your own stakeholders.	<ul style="list-style-type: none"> - State the value of the Stakeholder grid - Reproduce a stakeholder grid for your own work situation or project
P147	SWOT Analysis	Describes the popular SWOT analysis approach to looking at the readiness for the future, whether at a personal, team or organisational level. It covers how SWOT can help you consider both internal and external factors that might affect, or cause change.	<ul style="list-style-type: none"> - Define the acronym S, W, O and T - State the benefits of a SWOT analysis when planning for the future
P261	Tapping into Innovation	Looks at the requirement to do 'more with less' in these times of change and scarce resource - which necessitates the need to find new ways of doing things. It looks at the challenges of tapping into the creativity that research shows we all used to have, and reawakening that in our people.	<ul style="list-style-type: none"> - State the importance of tapping into employee creativity - Describe the two approaches discussed for awakening dormant creativity within your people
P155	The Power of Values	Provides an insight into the power of values; the fundamental nature and role of values in our lives and in the workplace; how values play a powerful part and impact on our performance and the results we get.	<ul style="list-style-type: none"> - Describe how values determine behaviour and behaviour determines performance - Identify the workplace values of your organisation
P160	Your Development - Organisational Objectives	Highlights the case for creating an environment of learning within an organisation. It identifies a number of benefits of learning for the individual and the organisation and explains how learning is a necessary process for improved business performance and developing people to their full potential.	<ul style="list-style-type: none"> - Describe how an organisational learning culture has a positive impact on the individual

P410	Managing a Hybrid Team	Details the ways that managing a hybrid team requires different approaches and attitudes to team leadership to bring about the best performance. Encourages the viewer to reflect on their team leadership methods and introduces them to practical ways for tuning and adjusting them in the context of a hybrid team.	<ul style="list-style-type: none"> - Describe the ways that management of a hybrid team requires a different approach to team leadership - List some practical methods to improve the performance of a hybrid team within the context of communication, action-centred leadership, integration and planning
P411	The Principles of FREDIE®	FREDIE® is an acronym developed by the National Centre for Diversity. It adds Fairness, Respect and Engagement to the popular E.D.I. model, creating a total of six areas for organisations to focus on in order to provide positive working experiences. This pearl explores all six areas as opportunities to make proactive changes and unlock benefits like increased staff motivation and better staff retention.	<ul style="list-style-type: none"> - Better understand the six areas of the FREDIE® model - Explain how all six areas relate to the creation of positive working environments <p>Suggest some practical changes to improve behaviour and practices in all six areas</p>

10) Leadership & Management Styles

Number	Title	Description	Learning Outcomes
P264	Action Centred Leadership	Introduces a classic model from John Adair, Action Centred Leadership. It looks at the importance of balancing the needs of the Team, Task and Individual.	<ul style="list-style-type: none"> - Name the three elements of the ACL model - Describe the importance of balancing all three
P210	Appraisal - Manager's Guide	Considers the appraisal meeting from the perspective of the manager. Encourages a positive view of process and underlines the value to all of getting appraisals right. A number of tips are provided as a checklist for appraisal preparation.	<ul style="list-style-type: none"> - State the value of an effective appraisal meeting - Identify how to ensure effective performance of this key management responsibility
P173	Authentic Leadership – An Introduction	Introduces Goffee and Jones' recipe for Authentic Leadership under the context of 'Why should anyone be led by you?'	<ul style="list-style-type: none"> - State the elements of 'building the case for your leadership' - State 'the four essential practices of leadership'
P174	Balancing Authenticity and Skill	Looks at Professor Goffee's view on the combination of high and low 'Authenticity' and 'Skill' and the four leadership types that describe - are you 'Effective'?	<ul style="list-style-type: none"> - Describe the four leadership styles
P292	Betari Box	The Betari Box is a simple structure that reveals how our personal attitudes drive the behaviours that others see from us. It's these behaviours that others react to, and the right attitude will drive the right behaviours.	<ul style="list-style-type: none"> - Describe the impact that your own attitude has on your relationships with others - Use the Betari Box to consciously shape your communication approach
P248	Blake and Mouton Management	Looks at the Blake and Mouton grid which considers the dynamics between Task and Person orientation. The five differing Management styles are discussed here.	<ul style="list-style-type: none"> - Describe the four sectors of the grid when examining task vs people orientation - Recognise which best describes your own style

P186	Dealing with the 5 Temptations of a Leader	Lists the five temptations of a leader and discusses strategies, ideas and behaviours to deal with these temptations and boost your chances of success as a leader.	<ul style="list-style-type: none"> - State the five temptations of a leader according to Lencioni - Describe strategies to overcome the temptations
P164	Developing Your Influencing Skills	Gives an introduction to the nine influencing strategies and explains why you need to adapt and modify your influencing style to meet the needs of different people and situations.	<ul style="list-style-type: none"> - State the nine influencing strategies - Define the importance of adapting your influencing style in different situations
P216	Discipline and the Manager's Role	Describes the manager's role in dealing with disciplinary issues. Defines misconduct and gross misconduct, and performance and relationship issues.	<ul style="list-style-type: none"> - Describe the difference between misconduct and gross misconduct - Describe the difference between performance and relationship issues - State the importance of keeping records during the discipline process
P187	Ethical Leadership - Kasthuri Henry	Introduces Kasthuri Henry's Ethical Leadership Model and describes each of the six elements and encourages thought on your development as an ethical leader.	<ul style="list-style-type: none"> - Outline the six elements of Kasthuri Henry's Comprehensive Ethical Leadership Model - State the meaning of ethical leadership
P200	Ethics – Roadblocks to Ethical Decisions	Discusses the importance of ethics in the workplace and introduces Kasthuri Henry's 5 roadblocks that get in the way. By avoiding these moral pitfalls, leaders can make better, more ethical decisions	<ul style="list-style-type: none"> - State the five roadblocks to ethical leadership - Describe how understanding the 5 roadblocks can support you making ethical decisions
P260	Fayol's 14 Principles of Management	Introduces the primary functions, responsibilities and principles of management, identified by Henry Fayol - one of the pioneering management thinkers of the 20th century - and explores whether his ideas about management are still relevant today.	<ul style="list-style-type: none"> - List the six primary functions & responsibilities of management - List Fayol's 14 principles of management

P185	Five Temptations of a Leader	Looks at the temptations facing organisational leaders and explains how these temptations lead to complications that impact on the business.	<ul style="list-style-type: none"> - State the five temptations of a leader according to Lencioni - Describe how these temptations impact on the organisation
P169	Getting Leadership Right	Describes the challenge facing all leaders today - How does a modern leader be flexible - and gives you some ideas on how you might develop your flexibility in getting your leadership right.	<ul style="list-style-type: none"> - Describe the challenge of 'being a flexible leader' - Recognise your current style of leadership - List some ways to expand the ways in which you can be flexible in your leadership style
P215	Grievance and the Manager's Role	Describes the key responsibility for a manager in the grievance procedure and the importance of the effective handling of the grievance interview. Including hints and tips before during and after the interview.	<ul style="list-style-type: none"> - Describe the responsibility of the manager in handling a grievance - State the importance of the grievance interview - State the importance of keeping records during the grievance process
P196	Leadership - Myth of the Complete Leader	Explores the myth of the complete leader - the flawless human being at the top who's got it all figured out. It introduces why Deborah Ancona suggests that we are better off aiming for the 'Incomplete Leader'.	<ul style="list-style-type: none"> - Describe why the idea of the complete leader is a myth - Describe the approach of the 'Incomplete Leader'
P172	Leadership Management Debate	The key distinctions and complementary strengths of leadership and management behaviours and skills. Summarises why both management and leadership are needed to make teams and organisations successful.	<ul style="list-style-type: none"> - Describe the key distinctions between leadership and management behaviours - Identify the complementary strengths of managers and leaders
P157	Management Styles	Explores why managers need to adopt different management styles to ensure they are doing the right things, at the right time, in the right circumstances with the right people. It provides a brief introduction to the Hay Group's six management styles.	<ul style="list-style-type: none"> - Describe why managers need to use a range of management styles - List Hay Group's six different management styles

P170	McGregor's Theory X and Theory Y	Introduces the theory of two different management styles - Theory X and Theory Y. Helps you understand each style - and when each is most appropriately adopted in the workplace.	<ul style="list-style-type: none"> - Outline the different styles of 'Theory X' and 'Theory Y' managers - Describe the behaviours of each style
P190	Seven Keys to Leadership	Discusses how a new age of leadership requires leaders to be different to be able to cope with new challenges. It describes Burt Nanus' seven key skills of leaders and asks you to match up against these skills and identify areas for development.	<ul style="list-style-type: none"> - List the seven key skills of a successful leader - State the difference between personal leadership and leadership from the heart
P268	Situational Leadership	Introduces you to the Situational Leadership model by Paul Hersey and Ken Blanchard. It explains the progression curve from high direction through to low direction and provides you with a practical example of adopting the most appropriate style.	<ul style="list-style-type: none"> - Describe the different leadership styles - Recognise when to adapt your style to the needs of people and different situations
P178	Tannenbaum and Schmidt's Leadership Continuum	Explains Tannenbaum and Schmidt's 'leadership continuum' and how the degree of authority displayed by the leader impacts on the area of freedom experienced by subordinates. There are examples of how using the wrong and right styles, and levels of authority, affect performance and the morale of staff.	<ul style="list-style-type: none"> - Describe the leadership continuum - Identify when to use different leadership styles
P250	The EI Journey	Introduces the emotional intelligence four box model and takes you on a journey through the four stages of the model to illustrate the case for developing emotional intelligence.	<ul style="list-style-type: none"> - Describe the four-box emotional intelligence model - State the value of emotional intelligence
P265	The Engaging Manager	Discusses the behaviours and attributes of the engaging manager and demonstrates how engaged employees display discretionary effort and work with colleagues to improve performance.	<ul style="list-style-type: none"> - State what is meant by an 'engaging manager' - Identify the behaviours and impact of an engaging manager

P410	Managing a Hybrid Team	Details the ways that managing a hybrid team requires different approaches and attitudes to team leadership to bring about the best performance. Encourages the viewer to reflect on their team leadership methods and introduces them to practical ways for tuning and adjusting them in the context of a hybrid team.	<ul style="list-style-type: none"> - Describe the ways that management of a hybrid team requires a different approach to team leadership - List some practical methods to improve the performance of a hybrid team within the context of communication, action-centred leadership, integration and planning
P403	Building Effective Remote Teams	Explains how building a team that works remotely some of all of the time is a different prospect from one that always shares an office. Details some sensible steps that team leaders can take to make sure their remote team communicates, collaborates and works together effectively.	<ul style="list-style-type: none"> - List some advantages and challenges for teams that work remotely - Put into practice, as a team leader, some activities, methods and policies that will help members of a remote team to communicate effectively, collaborate openly and build trust with one another
P412	Leadership & Management Styles	In a professional context, mentoring is an important way of guiding and supporting personal development and ensuring that critical knowledge and skills are passed down from a place of experience. As a positive cycle of development, it offers a range of benefits for both the mentee and the mentor. This pearl describes what an effective mentor does and why it's beneficial and lists some important skills and methods an effective mentor should develop. Finally, it explains a practical six-step method for establishing and progressing a successful mentoring relationship.	<ul style="list-style-type: none"> - Better understand the benefits of workplace mentoring - Describe some of the skills and approaches of an effective mentor - Take the first steps to building an effective mentoring relationship
P414	Understanding Inclusive Leadership	Inclusive leaders create and maintain a working environment that gets the best out of everyone by making staff feel welcomed and safe. This pearl makes the case for managers and leaders to factor inclusivity into their work and pursue it as an overarching approach, both in terms of the consequences when they don't and the benefits	<ul style="list-style-type: none"> - Better understand why the ability to lead inclusively is so important and valued - Describe some of the characteristics, skills and behaviours that inclusive leaders display - Appreciate the wider organisational benefits of inclusive leadership

		that can be realised if they do. It explores some of the general characteristics and behaviours of inclusive leaders, explaining what they look like in a real, organisational context.	
P415	Implementing Inclusive Leadership	Building on the context of <i>P414 – Understanding Inclusive Leadership</i> , this pearl explains some methods and practices that individuals can deploy in order to become more inclusive leaders. It describes some practices that can be rolled out quickly and immediately, as well as some strategies that inclusive leaders can start using more gradually, for longer term benefit. It also briefly explains what inclusive leaders will need in order to convert theory into practice.	<ul style="list-style-type: none"> - Better understand the cultural context required for inclusive leadership to be implemented successfully - Be able to apply some practical methods of implementing inclusive leadership in day-to-day work - Start formulating longer-term strategies to implement inclusive leadership more gradually

11) Project Management

Number	Title	Description	Learning Outcomes
P236	Budgeting Methods	Explores two different approaches to budgeting	<ul style="list-style-type: none"> - Define the features of incremental and zero-based budgeting - Compare and contrast incremental and zero-based budgeting - Explain the advantages and disadvantages of incremental and zero-based budgeting
P294	Configuration and Change Control	Explores the what and why of configuration and change control.	<ul style="list-style-type: none"> - Explain why configuration and change control processes are vital to project success - Identify basic configuration management processes - Describe what is included in a configuration management strategy - Consider the consequences of failing to control changes within a project
P233	Controlled Project Closure	Explores the final stage of the project and how it should be managed.	<ul style="list-style-type: none"> - Identify the reasons why a project may come to a close - Use a checklist to prepare the project for closure - Explain how to manage project handover so that the project benefits are realised - Consider the value of project evaluation and lessons learnt
P140	Cost Benefit Analysis	Discusses the importance of Cost Benefit Analysis to financial decision making and talks through the four key steps in creating your own CBA.	<ul style="list-style-type: none"> - State the advantages of using a Cost Benefit Analysis - Describe the four stages of creating a CBA

P234	Creating the Business Case	Explores the purpose and components of the Business Case	<ul style="list-style-type: none"> - Explain the importance of a Business Case - Determine the components that make up the Business Case - Consider how to compare the status quo with the future created by the project - Identify methods to show expected results
P290	Critical Path Analysis	Explores how to use the critical path analysis method to plan project activities	<ul style="list-style-type: none"> -Explain what critical path analysis is used for -Distinguish between sequential and parallel activities -Consider the most effective scheduling of sequential and parallel activities -Explain how to use circle and arrow diagrams to schedule activity and show the critical path -Identify some ways of shortening the critical path so that projects can be delivered in shorter timescales
P142	Effective Action Planning	Takes you through the steps of effective action planning from identifying your goal and purpose through to implementing and follow-up of the plan.	<ul style="list-style-type: none"> - Identify the stages of a good action plan - Reproduce an effective action plan with clear deliverables and deadlines
P168	Fishbone Diagram	Illustrates the technique of creating a fishbone diagram to map and then understand the relationship between causes and the effects of problems. After introducing the technique, you are taken through the process of creating your own diagram.	<ul style="list-style-type: none"> - Outline the benefits of the Fishbone Diagram - Describe how to breakdown problems by identifying their causes - Reproduce a Fishbone Diagram
P167	Force Field Analysis	A tool built by Kurt Lewin that analyses the different forces that influence change; either helping or hindering successful change in organisations.	<ul style="list-style-type: none"> - Identify two types of force that influence change - List the steps in using the tool to determine if a proposed change is viable.

P143	Gantt Charts	Gantt charts; a visual representation of a project schedule. It explains how to go about constructing a Gantt chart to produce a critical path.	<ul style="list-style-type: none"> - Describe how Gantt charts capture the relationships between activities and timescales in projects - Identify the steps to build a Gantt chart - State what a critical path is on a Gantt chart
P243	Goals and Objectives	Describes the difference between goals and objectives and why goals without objectives can never be achieved. It concludes with a short word association game to check your understanding of the differences.	<ul style="list-style-type: none"> - State the difference between goals and objectives - Describe the purpose of goals and objectives
P141	Good Decision Making	Looks at the challenge of making good decisions and introduces you to three key decision-making conditions that we all face in trying to make a good decision.	<ul style="list-style-type: none"> - List three decision making conditions that influence your decisions - Describe each decision-making condition
P288	Immaturity Maturity Theory – Chris Argyris	With his Immaturity to Maturity Theory Chris Argyris took the view that human personality develops not in stages, but along a continuum, just as a human being develops along a continuum from infant to an adult. This video introduces the model and discusses the role work has to the development to maturity	<ul style="list-style-type: none"> - State the seven dimensions of the Immaturity to Maturity model - Describe the importance of development of maturity both personally and at work
P163	Inverse Brainstorming	Introduces the concept of inverse brainstorming and gives you examples of how to use the technique to think about issues from a different angle.	<ul style="list-style-type: none"> - State how inverse brainstorming works - Recognise how inverse brainstorming encourages creative thinking
P204	Key Performance Indicators	Explains how Key Performance Indicators (KPI's) are the drivers and measures for much of our business, so it's important to get them right. It introduces their value and considers the behaviours that KPIs generate.	<ul style="list-style-type: none"> - State what key performance indicators are - Describe the importance of good KPI's to the performance of your organisation

P157	Management Styles	Explores why managers need to adopt different management styles to ensure they are doing the right things, at the right time, in the right circumstances with the right people. It provides a brief introduction to the Hay Group's six management styles.	<ul style="list-style-type: none"> - Describe why managers need to use a range of management styles - List Hay Group's six different management styles
P289	Managing Project Communications	Explores how the project manager can communicate effectively within the project environment.	<ul style="list-style-type: none"> - Explain why effective communication is a key project management skill - Consider ways to tailor the message for impact - Identify reporting systems that add clarity to project communications - Determine the role of the communication plan in project management
P293	Managing Project Risk	Explores the how and why of managing project risks.	<ul style="list-style-type: none"> - Explain the benefits of managing project risks - Identify circumstances in which increases - Use a 5-step process to manage project risks - Identify standard responses to risk
P201	McKinsey Seven S Model	Introduces the Seven S model from Tom Peters. Each 'S' represents an important aspect of the business and shows how they interact with each other. During projects and change, deal with each of the seven S's, or accept the consequences.	<ul style="list-style-type: none"> - State the seven S's of the model - Describe how the Seven S Model affects organisational performance
P235	Options Appraisals	Explores an eight-step approach to appraising project options.	<ul style="list-style-type: none"> - Explain the benefits of appraising options - Use an eight step approach to undertake an options appraisal - Explain the importance of clear objectives and evidence as part of the options appraisal process - Identify different ways to appraise options

P198	Paine's Manager Compass	Introduces Paine's Ethical Compass; identifies reasons why we all should be factoring ethical considerations into every organisational decision, and then provides information and advice to help you use Paine's Ethical Compass to make better decisions.	<ul style="list-style-type: none"> - Describe why ethics needs to be part of your everyday decision making at work - List the four parts of Paine's compass
P202	PESTLE Analysis	Examines how the classic PEST analysis has developed and extended to PESTLE and highlights the importance of a PESTLE analysis ahead of project implementation.	<ul style="list-style-type: none"> - State the importance of the PESTLE analysis - List the 6 elements of the PESTLE acronym
P144	Plan Do Check Act	Discusses each stage of the PDCA cycle and how the cycle provides a simple but effective approach for problem solving and managing change. It encourages you to explore the advantages of using this approach and gives you examples.	<ul style="list-style-type: none"> - Name the four stages of the PDCA cycle - Describe how to apply the cycle to problem solving and managing change
P296	Presenting your Business Case	The 5 Case Model is recommended by the Office of Government Commerce as the standard for the preparation of a business case. This video introduces the requirements and the purpose of each of the cases that, together, will make your business case convincing.	<ul style="list-style-type: none"> - State the 5 cases that make up the OGC model - Describe the key elements of case
P168	Fishbone Diagram	Illustrates the technique of creating a fishbone diagram to map and then understand the relationship between causes and the effects of problems. After introducing the technique, you are taken through the process of creating your own diagram.	<ul style="list-style-type: none"> - Outline the benefits of the Fishbone Diagram - Describe how to breakdown problems by identifying their causes - Reproduce a Fishbone Diagram

P227	Project Environment	Explores what a project environment is and why it is important.	<ul style="list-style-type: none"> - Define what is meant by the project environment - Identify the different factors that are considered within a project environment - Explain how these factors impact on a project and the way it is managed - Explain the importance of understanding and managing the project environment
P228	Project Management Methodologies	Explores the what and why of project management methodologies.	<ul style="list-style-type: none"> - Define what a project management methodology is - Explain the benefits of using project management methodologies - Compare and contrast traditional and modern methods - Consider which methodologies may work for your project and your organisation
P238	Project Stakeholder – Internal and External	Explores the internal and external stakeholders and their relationship with the project.	<ul style="list-style-type: none"> - Define internal and external stakeholders and provide examples of each - Identify the different perspectives of a range of stakeholders and consider how these impacts on your project - Consider how best to work with a range of stakeholders and meet their needs - Give examples of interdependency between the project manager and stakeholders

P232	Project Start-up and Control	Explores the initiation of a project and the processes for a controlled project start up.	<ul style="list-style-type: none"> - Identify the processes that take place in advance of implementation - Define a project brief, project mandate and project initiation document - Identify what project controls are considered at the start up stage - Explain the consequences of inadequate planning on project implementation and project outcomes
P295	Project Quality	Explores how quality can be managed in a project	<ul style="list-style-type: none"> - Define what quality is in a project management context - Distinguish between quality assurance and quality control - Explain the pre-requisites and the benefits of quality assurance - Consider how to undertake quality control
P239	SMART Objectives	Gives you a sound appreciation of the value of using SMART objectives and gets you to think about the consequences if you don't set out performance expectations clearly. It provides you with pointers on how to write effective SMART objectives that will enable you to measure achievement against expectations.	<ul style="list-style-type: none"> - Define the meaning of SMART objectives - State the value of using SMART objectives
P203	Stakeholders - Analysing Power and Interest	Explores how, by considering the power that stakeholders have over your project, and the interest they might have in your work, you can see who will influence the success of your efforts. It introduces the concept and the process of the stakeholder Power/Interest Grid to enable you to map the influence of your own stakeholders.	<ul style="list-style-type: none"> - State the value of the Stakeholder grid - Reproduce a stakeholder grid for your own work situation or project

P146	Stakeholders – Role and Importance to Your Audience	Takes a fresh look at stakeholders and the valuable part they play in the life of an organisation. It shares some ideas about knowing your stakeholders and being aware of their interests and expectations as well as their power and influence over business decisions you make.	<ul style="list-style-type: none"> - List different types of stakeholders - Outline why you need to spend time on effectively managing stakeholders
P261	Tapping into Innovation	Looks at the requirement to do 'more with less' in these times of change and scarce resource - which necessitates the need to find new ways of doing things. It looks at the challenges of tapping into the creativity that research shows we all used to have, and reawakening that in our people.	<ul style="list-style-type: none"> - State the importance of tapping into employee creativity - Describe the two approaches discussed for awakening dormant creativity within your people
P229	The Project Executive	Explores the roles and responsibilities of the Project Executive.	<ul style="list-style-type: none"> - Explain the role of the project executive - Explain who could fulfil the role of the project executive - Identify the key responsibilities of the project executive - Consider the behaviours and skills required to be an effective project executive
P230	The Project Lifecycle	Explores what happens at each stage of the project lifecycle.	<ul style="list-style-type: none"> - Identify the different stages of the project lifecycle - Explain the key activities and responsibilities at each stage - Identify some of the pitfalls of not progressing through each stage - Consider the impact of the project lifecycle on resourcing
P231	The Project Manager	Explores the roles and responsibilities of the Project Manager.	<ul style="list-style-type: none"> - Explain the role of the project manager - Identify the key responsibilities of the project manager - Identify the work outputs of the project manager - Consider the skillset of an effective project manager

P149	Using Data and Information	Introduces you to the DIKW model - clarifying the difference between data and information and providing an example of how data links to information, leading to knowledge and wisdom.	<ul style="list-style-type: none"> - Describe the difference between data and information - Describe the relationship between data and information
P226	What is a Project?	Explores what is meant by a 'project'.	<ul style="list-style-type: none"> - Provide a definition of the word project - Identify the key features of projects - Explain how projects differ from business as usual - Distinguish between projects and programmes
P291	Work Breakdown Structures	Explores what a work breakdown structure is, and how it can assist project management.	<ul style="list-style-type: none"> - Explain the benefits of producing a work breakdown structure - Construct a simple work breakdown structure - Determine the level of granularity required - Use a work breakdown structure to help assign work and budgets

12) Critical Thinking, Problem Solving & Decision Making

Number	Title	Description	Learning Outcomes
P315	8 Reasoning Errors in Critical Thinking	This video introduces 8 reasoning errors – techniques that are used to conclude or persuade that demonstrate a lack of critical thinking or reduce the decision-making ability. By avoiding such pitfalls, we can develop our critical thinking skill.	<ul style="list-style-type: none"> - State what the 8 Common reasoning errors are - Listen out for these errors in your own, and others' arguments
P313	8 Roadblocks to Critical Thinking	This video (along with a MAGIC CAT) introduces 8 barriers to effective critical thinking. Being aware of these pitfalls encourages us to avoid them and so improve our analysing and decision-making skills	<ul style="list-style-type: none"> - State the 8 roadblocks and their impact - Develop approaches to avoiding these pitfalls
P311	Alternatives, Possibilities and Choices (APC)	APC is one of Edward DeBono's CoRT Thinking tools. This video is one of a short series of videos designed to introduce some of DeBono's critical thinking techniques to improve your analytical and decision-making skills	<ul style="list-style-type: none"> - Broaden your critical thinking ability - State the importance, and technique, of considering alternatives, possibilities and choices during your analysis
P316	Becoming a Critical Thinker	This video looks at what critical thinking is, and why developing critical thinking skills is so important. It highlights the traits of a critical thinker and describes the stages from 'unreflective thinker' to 'Master thinker'	<ul style="list-style-type: none"> - State the characteristics of a critical thinker - Describe what stage you are at in the development of your own critical thinking ability
P292	Betari Box	The Betari Box is a simple structure that reveals how our personal attitudes drive the behaviours that others see from us. It's these behaviours that others react to, and the right attitude will drive the right behaviours.	<ul style="list-style-type: none"> - Describe the impact that your own attitude has on your relationships with others - Use the Betari Box to consciously shape your communication approach

P310	Consequences and Sequels (C&S)	C&S is one of Edward DeBono's CoRT Thinking tools. This video is one of a short series of videos designed to introduce some of DeBono's critical thinking techniques to improve your analytical and decision-making skills	<ul style="list-style-type: none"> - Broaden your critical thinking ability - State the importance, and technique, of considering the consequences and sequels of your decision
P323	Criteria-Based Harvesting of Ideas	Criteria-Based Harvesting of Ideas is a technique to deploy having generated a number of ideas and alternatives. This process provides an objective way of rating the value of new ideas against the requirements.	<ul style="list-style-type: none"> - Describe the process of Criteria-Based Harvesting of Ideas - Demonstrate the use of this technique in decision-making
P141	Good Decision Making	Looks at the challenge of making good decisions and introduces you to three key decision-making conditions that we all face in trying to make a good decision.	<ul style="list-style-type: none"> - List three decision making conditions that influence your decisions - Describe each decision-making condition
P322	Dot Voting/Multi Voting for Decision Making	This video introduces two techniques for gathering opinions and rating options and alternatives. Useful for collating the opinions of groups of people, these techniques keep everyone involved in the decision-making process.	<ul style="list-style-type: none"> - Describe and demonstrate the dot-voting technique - Describe and demonstrate the multi-voting technique
P312	Factors and Priorities (CAF & FIP)	CAF & FIP are two of Edward DeBono's CoRT Thinking tools. This video is one of a short series of videos designed to introduce some of DeBono's critical thinking techniques to improve your analytical and decision-making skills	<ul style="list-style-type: none"> - Broaden your critical thinking ability - State the importance, and technique, of considering all factors, and the first important factors when reaching a decision

P168	Fishbone Diagram	Illustrates the technique of creating a fishbone diagram to map and then understand the relationship between causes and the effects of problems. After introducing the technique, you are taken through the process of creating your own diagram.	<ul style="list-style-type: none"> - Outline the benefits of the Fishbone Diagram - Describe how to breakdown problems by identifying their causes - Reproduce a Fishbone Diagram
P167	Force Field Analysis	A tool built by Kurt Lewin that analyses the different forces that influence change; either helping or hindering successful change in organisations.	<ul style="list-style-type: none"> - Identify two types of force that influence change - List the steps in using the tool to determine if a proposed change is viable.
P324	Innovation – Enhancement Checklist	It's rare for an idea to appear perfect and fully formed. The reality is good ideas are mostly a combination of a number of ideas, or some other development of the original spark. The enhancement checklist is the process of forming the final idea from the initial raw materials	<ul style="list-style-type: none"> - Describe what the enhancement checklist is - Demonstrate the use of the checklist in action
P319	Innovation – Hamel's Ideas Funnel	Gary Hamel says 'to have a great idea you need to have a lot of ideas'. This video introduces his thinking on the necessity of generating ideas for organisation longevity.	<ul style="list-style-type: none"> - Describe the purpose of the ideas funnel - State the importance of having a <i>lot</i> of ideas.
P318	Innovation – The Ideas Pipeline	Generating ideas is an important part of innovation, but a process is required to move from ideas on a page to something new in the real world. The ideas pipeline describes a process that can funnel ideas through to development and delivery.	<ul style="list-style-type: none"> - Describe the purpose of the ideas pipeline - Describe and define the 'gates' along the pipeline

P317	Methodical v Intuitive Decision Making	This video looks at the methodical approach to decision making, that will be familiar to most. But whilst 'gathering all the data' and 'taking time over decisions' has its place, author Malcolm Gladwell states the conditions where it's often instant, gut-instincts that serve us best...	<ul style="list-style-type: none"> - Describe the conventional wisdom of the methodical approach to decision making - Articulate the counter argument that supports intuitive decision making
P309	Other People's Views (OPV)	OPV is one of Edward DeBono's CoRT Thinking tools. This video is one of a short series of videos designed to introduce some of DeBono's critical thinking techniques to improve your analytical and decision-making skills.	<ul style="list-style-type: none"> - Broaden your critical thinking ability - State the importance, and technique, of considering other people's views
P321	Paired Comparisons for Decision Making	Sometimes you need to identify more than just the 'favourite' idea or option. When it's important to be able to rank alternatives from most to least favourite, paired comparisons is the technique you need...	<ul style="list-style-type: none"> - Describe the technique of paired comparisons - Complete a paired comparisons analysis
P314	Root Cause Analysis – 5 Whys?	This video looks at root cause analysis and its importance to accurate analysis and decision making. The '5 Why's' technique is a simple but effective way of getting to the root of your problem to solve the cause, not the symptom.	<ul style="list-style-type: none"> - State what is meant by the term root cause analysis - Demonstrate the use of the 5 Why's technique
P148	Thoughts on Thinking	Introduces the first lesson in CoRT thinking - the PMI tool: Plus, Minus, Interesting. It describes how using PMI enlarges the view of a situation and how, without it, emotional reaction to an idea narrows the way we look at it.	<ul style="list-style-type: none"> - State what CoRT thinking means - Describe the PMI thinking tool
P165	Unfreeze for Change	Takes you through the steps of Kurt Lewin's Unfreeze, Change, Freeze model; explains how the model is an analogy dealing with changing a block of ice, and how this analogy can be applied to organisational change.	<ul style="list-style-type: none"> - Describe the three steps of the "Unfreeze, Change, Freeze" model - State how to use the model to make change happen

P149	Using Data and Information	Introduces you to the DIKW model - clarifying the difference between data and information and providing an example of how data links to information, leading to knowledge and wisdom.	<ul style="list-style-type: none">- Describe the difference between data and information- Describe the relationship between data and information
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13) Creative Thinking, Creativity & Innovation

Number	Title	Description	Learning Outcomes
P311	Alternatives, Possibilities and Choices (APC)	APC is one of Edward DeBono's CoRT Thinking tools. This video is one of a short series of videos designed to introduce some of DeBono's critical thinking techniques to improve your analytical and decision-making skills	<ul style="list-style-type: none"> - Broaden your critical thinking ability - State the importance, and technique, of considering alternatives, possibilities and choices during your analysis
P337	Application of Mind Maps	Explores the six common areas where mind maps have proven to be particularly useful. And encourages you to think of personal opportunities to use mind maps.	<ul style="list-style-type: none"> - List the applications of mind mapping - State the benefits of mind mapping
P325	Brainstorming	Surely you didn't get where you are today without ever brainstorming? But there are ways to make the process more effective, and ways to avoid the process of 'social loafing' during brainstorming sessions...	<ul style="list-style-type: none"> - State the process of effective brainstorming - Avoid the pitfalls of 'social loafing'
P329	Challenges to Creativity – Ken Robinson	Through his books and TED talks, Educationalist Sir Ken Robinson has made a powerful argument for the importance of creativity in education. We were all creative as children, and this video encourages managers to tap into this dormant creativity now we're adults.	<ul style="list-style-type: none"> - Describe some of the challenges to creative thinking that we face - Apply Sir Ken Robinson's ideas to your own leadership style
P166	Creating Affinity Diagrams	Illustrates the technique of creating Affinity Diagrams. After introducing the benefits, you are taken through the process of creating your own.	<ul style="list-style-type: none"> - Outline the benefits of an Affinity Diagram - Reproduce an Affinity Diagram
P327	Divergent and Convergent Thinking	This video looks at the concepts of both convergent and divergent thinking. Both types of thinking can be valuable when deployed at the	<ul style="list-style-type: none"> - Define the terms divergent and convergent thinking - Describe the appropriate times to use each different type of thinking

		right time for the right reason. Knowing the right time to use each is the key...	
P312	Factors and Priorities (CAF & FIP)	CAF & FIP are two of Edward DeBono's CoRT Thinking tools. This video is one of a short series of videos designed to introduce some of DeBono's critical thinking techniques to improve your analytical and decision-making skills	<ul style="list-style-type: none"> - Broaden your critical thinking ability - State the importance, and technique, of considering all factors, and the first important factors when reaching a decision
P168	Fishbone Diagram	Illustrates the technique of creating a fishbone diagram to map and then understand the relationship between causes and the effects of problems. After introducing the technique, you are taken through the process of creating your own diagram.	<ul style="list-style-type: none"> - Outline the benefits of the Fishbone Diagram - Describe how to breakdown problems by identifying their causes - Reproduce a Fishbone Diagram
P319	Innovation – Hamel's Ideas Funnel	Gary Hamel says 'to have a great idea you need to have a lot of ideas'. This video introduces his thinking on the necessity of generating ideas for organisation longevity.	<ul style="list-style-type: none"> - Describe the purpose of the ideas funnel - State the importance of having a <i>lot</i> of ideas.
P163	Inverse Brainstorming	Introduces the concept of inverse brainstorming and gives you examples of how to use the technique to think about issues from a different angle.	<ul style="list-style-type: none"> - State how inverse brainstorming works - Recognise how inverse brainstorming encourages creative thinking
P328	Lateral Thinking for Creativity	Edward DeBono is one of the foremost thinkers on thinking and he developed this technique of approaching a problem from a fresh perspective. Discover this simple but amazing technique for refreshing your thinking.	<ul style="list-style-type: none"> - Define what lateral thinking is - Describe the process of the lateral thinking technique
P320	Mind Maps	Tony Buzan created the concept of Mind Maps – a creative and organic way of decision making, note taking and much else. This video introduces the	<ul style="list-style-type: none"> - State what Mind Maps are, and their purpose - Create your own Map using the Mind Mapping rules

		main Mind Map technique and encourages you to try this ground-breaking system for yourself.	
P326	Priming the Mind for Creativity	Research has shown a number of ways that the mind can be readied for enhanced creating thinking. This video introduces two quick-and-easy techniques to get the best of creative thinking time.	<ul style="list-style-type: none"> - Describe two different 'Priming' techniques - Demonstrate the use of priming in creative thinking
P162	de Bono's Six Thinking Hats®	Takes you through Edward de Bono's Six Hats thinking method and describes how you can use this method to run effective meetings that make best use of everyone's knowledge, experience and intelligence to keep your meetings focused on key objectives.	<ul style="list-style-type: none"> - List the functions of each of the six coloured hats - Recognise how to use Six Hats to run successful meetings
P331	Support Ideas and Innovation	It's surprisingly easy to squash an idea – and the enthusiasm of the person suggesting it – to the extent that creativity quickly dries up. For a manager wanting to grow a creative environment, knowing how to support ideas and innovation is a key skill. This video is here to help.	<ul style="list-style-type: none"> - Describe why it's important to be supportive of new ideas. - Apply techniques that welcome ideas and suggestions from others in a supportive manner
P261	Tapping into Innovation	Looks at the requirement to do 'more with less' in these times of change and scarce resource - which necessitates the need to find new ways of doing things. It looks at the challenges of tapping into the creativity that research shows we all used to have, and reawakening that in our people.	<ul style="list-style-type: none"> - State the importance of tapping into employee creativity - Describe the two approaches discussed for awakening dormant creativity within your people
P330	Top Ten Tips for the Innovative Leader	Much about whether an organisation is innovative - or not - is down to the way people are managed. These top tips will help any manager to enhance the working environment and encourage creativity and innovation.	<ul style="list-style-type: none"> - Describe the top ten tips - Discuss how you would apply these techniques to enhance workplace innovation

14) Health & Wellbeing

Number	Title	Description	Learning Outcomes
P347	10 Habits of Positive People	Looks at how positive people are positive because of their approach to life, and what it is that they do, so the rest of us can develop these habits too.	<ul style="list-style-type: none"> - List the 10 habits exhibited by positive people - Compare yourself to the list, and consider adopting some new habits
P346	Identifying Your Strengths	Discusses an enlightening view on the differences between our strengths and what we are good at – which might not be the same thing.	<ul style="list-style-type: none"> - Describe how strengths and weaknesses might be redefined - Explore your weekly tasks to uncover your strengths
P345	Increasing Your Happiness	Examines the relationship between success and happiness and the view that the happier we are – now – the more likely we are to get the success we're working towards.	<ul style="list-style-type: none"> - Describe the new thinking behind how happiness and success are related - State the degree to which outside influence affects our happiness - Explain how E+R=O helps us reframe how we can influence our own outcomes
P161	Introduction to EI	Introduces Daniel Goleman's emotional intelligence theory and how we have the ability to control our emotions and work them to our advantage. It gives examples of how we might react in certain situations and how we can practice and improve control of our emotions.	<ul style="list-style-type: none"> - Recognise why emotions play an important part in both work and life situations - Describe the meaning of self-awareness
P267	Maslow's Hierarchy of Needs	Introduces Maslow's Hierarchy of Needs (expressed as a 'pyramid'), and helps you understand what motivates people - from physiological needs at the bottom level of the 'pyramid' through to the top level of self-actualisation.	<ul style="list-style-type: none"> - Recognise where people are in the hierarchy of motivational needs - Describe each level of the hierarchy

P353	Mindfulness – An Introduction	Introduces mindfulness – an opportunity to step back and reset in a fast paced, full-on world, and the benefits of doing so.	<ul style="list-style-type: none"> - State what mindfulness is - Describe the purpose of mindfulness practice - Explain the benefits of following a mindfulness programme
P354	Mindfulness in Practice	Sets the context for mindfulness and explains how to prepare for and practice the basic mindfulness technique, inviting you to try mindfulness for yourself.	<ul style="list-style-type: none"> - Explain the focus of mindfulness - Practice the basic mindfulness technique
P171	Motivational Directions	Introduces Steve Andreas and Charles Faulkner's motivational direction theory. It discusses 'away from' and 'towards' motivational preferences of people and how to recognise and manage the different motivational needs.	<ul style="list-style-type: none"> - Describe the two motivational directions - Recognise the motivational direction of yourself and others
P348	Positive Thinking – Sense Checking your Negative Thoughts	Explores how we rarely sense-check negative thoughts – we just accept them as true, and examines how, by taking that negative thought 'to court', we can diminish its power to influence us.	<ul style="list-style-type: none"> - Describe how we are affected by negative thoughts - Explain how you can take a negative thought to court
P249	Resilience	Introduces research showing that there are some elements amongst the things that make us resilient that are learnable skills. By being clear on the seven skills and creating a development strategy against them, we can each increase our levels of personal resilience.	<ul style="list-style-type: none"> - State the seven learnable skills of resilience - Describe the importance of developing these skills
P223	Self-Limiting Beliefs	Explores the negative impact of self-limiting beliefs.	<ul style="list-style-type: none"> - Describe what self-limiting beliefs are and how they are formed - Identify and listen out for some common self-limiting beliefs - State when and why it is important to work with self-limiting beliefs

P176	Stress-Human Function Curve	Looks at the different types of stress and the impact that too much pressure has on performance. The human function curve shows that a certain amount of pressure results in better performance...to a point.	<ul style="list-style-type: none"> - State the four types of stress defined by Hans Selye - Describe the difference between pressure and stress
P250	EI Journey	Introduces the emotional intelligence four box model and takes you on a journey through the four stages of the model to illustrate the case for developing emotional intelligence.	<ul style="list-style-type: none"> - Describe the four-box emotional intelligence model - State the value of emotional intelligence
P246	Understanding Empathy	Looks at how empathy can help you improve the way you work with others and encourages you to think about how you see and experience things from the other person's point of view. It shares Covey's ideas on how to improve your ability to work well with others to develop trust and build strong relationships in the workplace.	<ul style="list-style-type: none"> - Describe the difference between empathy and sympathy - State how empathy develops trust and strong relationships
P401	Understanding Impostor Syndrome	Explains the definition, origins and some common symptoms of Impostor Syndrome – the intrusive feeling of doubting that personal achievements or success are legitimate, usually accompanied by unwarranted fears of being 'found out' or 'exposed'.	<ul style="list-style-type: none"> - Define Impostor Syndrome - Describe some common symptoms of Impostor Syndrome, and how it can hold individuals back - Explain where Impostor Syndrome can come from and who is most at risk of suffering from it
P402	Tackling Impostor Syndrome	Explores how Impostor Syndrome manifests itself so that viewers can recognise it in themselves and others, before outlining some practical methods to combat it and negate its effects on personal and professional lives.	<ul style="list-style-type: none"> - Recognise Impostor Syndrome as a common phenomenon, from which there is no shame in suffering - Identify common signs of Impostor Syndrome in self and others - List a range of practical strategies that can be easily deployed to tackle Impostor Syndrome and mitigate its effects

P405	The Happy Home Worker	Explains how working from home has a variety of benefits and can lead to a happier, more balanced living and working experience, but can also be isolating and disruptive. Details a variety of methods for individuals to explore in order for home working's benefits to be realised, and potential wellbeing drawbacks avoided.	<ul style="list-style-type: none"> - Reflect on how working from home can have both positive and negative effects on happiness and wellbeing - List a number of ways that home working makes the working experience a positive one - Describe and monitor six important areas in order to ensure working from home is not negatively affecting happiness or health
P413	Becoming an Active Bystander	An important element of creating and maintaining a positive working environment that is both physically and psychologically safe is individuals who are able to take up the role of Active Bystanders. These people have the knowledge, awareness and confidence to intervene when they witness problematic or unacceptable behaviour. This pearl not only explains why Active Bystanders are important and how individuals can step into the role, but also describes the cultural context that organisational leaders must create in order for Active Bystanders to feel supported, secure and confident in their efforts.	<ul style="list-style-type: none"> - Better understand the role of 'Active Bystander' in an organisational context - Be ready to adopt some practical methods and techniques for intervention - Explain how and why organisational leaders can create an environment that supports and empowers Active Bystanders

15) Equality, Diversity & Inclusivity

Number	Title	Description	Learning Outcomes
P343	Challenging Exclusion	Explains why challenging exclusion is essential for the health and welfare of the individual and the team. Outlines signs and behaviours a manager should look out for and the actions to take.	<ul style="list-style-type: none"> - Identify the signs and behaviours of exclusion - Think of the right actions to take - State the benefits of challenging exclusion
P356	Challenging Inappropriate Behaviour - Part 1	Outlines the steps to prepare for and carry out a constructive conversation to deal with inappropriate behaviour and get the message across that doing nothing is not an option.	<ul style="list-style-type: none"> - Prepare for a challenge - Describe what you will need to know to hold a conversation - Describe what inappropriate behaviour is
P357	Challenging Inappropriate Behaviour - Part 2	Outlines the steps to take to run a conversation around inappropriate behaviour – what to prepare, when to have it and what to listen for.	<ul style="list-style-type: none"> - Explain what you need to say when having a conversation around inappropriate behaviour - Describe what behaviours you should demonstrate when challenging inappropriate behaviour
P351	Consequences of Exclusion	Helps you understand the different biases that we all have, the behaviours we can exhibit and the consequences of exclusion.	<ul style="list-style-type: none"> - Describe why we exclude - Explain the different biases we have - State the consequences of social exclusion
P344	Equality Impact Assessments	Looks at what Equality Impact Assessments are, how they can encourage openness and transparency within a business and offers suggestions as to when you should carry one out.	<ul style="list-style-type: none"> - Describe what Equality Impact Assessments are - State why they are required - Identify when to do one - Apply the different stages of an assessment
P287	Erikson's Life Stages Theory	This video introduces Eric Erikson's Life Stage Theory and examines the role each plays in our development. Healthy development in each stage results in healthy personality and successful relationships.	<ul style="list-style-type: none"> - Name the stages identified by Erikson's theory - Describe the different motivators inherent at each stage

P342	Managing Difference	Helps managers understand the steps to managing difference effectively to get the best out of a diverse team.	<ul style="list-style-type: none"> - Identify the steps to managing difference - Know what makes diverse teams work - State the benefits of managing difference
P309	Other People's Views	OPV is one of Edward DeBono's CoRT Thinking tools. This video is one of a short series of videos designed to introduce some of DeBono's critical thinking techniques to improve your analytical and decision-making skills	<ul style="list-style-type: none"> - Broaden your critical thinking ability - State the importance, and technique, of considering other people's views
P305	Social Identity Theory	Introduces Tajfel and Turner's Theory of Social Identity. It explains the natural human trait of grouping things together to explain how we all look to identify with different groups, and our desire for that group to be compared favourably with other groups.	<ul style="list-style-type: none"> - List the stages associated with Social Identity Theory - State what is meant by in-groups and out-groups
P350	Stereotyping and Making Assumptions	Highlights that stereotyping and making assumptions is something that we often do. Explains how decision-making based on stereotypes or on what we think could have consequences for you and your team members.	<ul style="list-style-type: none"> - Describe what stereotyping is - State why we do it - Explain the consequences of stereotyping and making assumptions
P349	The 9 Protected Characteristics	Looks at the 9 protected characteristics, the different approaches to management of diversity and inclusion and the potential outcomes of each.	<ul style="list-style-type: none"> - Identify what the 9 protected characteristics are - State the potential outcomes when managing diversity - State the need for diversity and inclusion
P358	The Cost of Bullying	Demonstrates what bullying is and the effect it can have on the individual and the business.	<ul style="list-style-type: none"> - Describe what bullying looks and sounds like - Explain the cost to the victim - State the cost to the business
P191	The Illusion of Objectivity	Explores what Yale psychologist David Armor calls "the illusion of objectivity", the notion that we are free of the very biases we're so quick to recognise in others.	<ul style="list-style-type: none"> - Describe the illusion of objectivity - Describe ways to deal with your biases

P355	The Value of Diverse Teams	Explains how diverse teams can bring added value to the business and explores the different ways we can manage diversity and the consequences of each of them.	<ul style="list-style-type: none"> - Describe the benefits of Diversity - Apply techniques to manage Diversity
P307	Two Views on Disability	The medical model of disability is the traditional view and one that current Acts are based. But there is a move to a new way at looking at disability and this new approach is described and evaluated in this video. What's your view on disability?	<ul style="list-style-type: none"> - State the names of, and the differences between the two models - Describe how both models affect our thinking on disability
P341	Unconscious Bias	Introduces Unconscious Bias and explains how this can affect the outcome of your decisions and have consequences for you and members of your team.	<ul style="list-style-type: none"> - Describe what Unconscious Bias is - Describe why we have it - Know when we use it - Put the learning into practice
P246	Understanding Empathy	Looks at how empathy can help you improve the way you work with others and encourages you to think about how you see and experience things from the other person's point of view. It shares Covey's ideas on how to improve your ability to work well with others to develop trust and build strong relationships in the workplace.	<ul style="list-style-type: none"> - Describe the difference between empathy and sympathy - State how empathy develops trust and strong relationships
P352	What Does Equality and Diversity Mean?	Explains the difference between Equality and Diversity and the benefits of understanding and applying this.	<ul style="list-style-type: none"> - Describe the difference between Equality and Diversity - Gain more knowledge of inequality - Describe that we are all different

P411	The Principles of FREDIE®	FREDIE® is an acronym developed by the National Centre for Diversity. It adds Fairness, Respect and Engagement to the popular E.D.I. model, creating a total of six areas for organisations to focus on in order to provide positive working experiences. This pearl explores all six areas as opportunities to make proactive changes and unlock benefits like increased staff motivation and better staff retention.	<ul style="list-style-type: none"> - Better understand the six areas of the FREDIE® model - Explain how all six areas relate to the creation of positive working environments <p>Suggest some practical changes to improve behaviour and practices in all six areas</p>
P413	Becoming an Active Bystander	An important element of creating and maintaining a positive working environment that is both physically and psychologically safe is individuals who are able to take up the role of Active Bystanders. These people have the knowledge, awareness and confidence to intervene when they witness problematic or unacceptable behaviour. This pearl not only explains why Active Bystanders are important and how individuals can step into the role, but also describes the cultural context that organisational leaders must create in order for Active Bystanders to feel supported, secure and confident in their efforts.	<ul style="list-style-type: none"> - Better understand the role of 'Active Bystander' in an organisational context - Be ready to adopt some practical methods and techniques for intervention - Explain how and why organisational leaders can create an environment that supports and empowers Active Bystanders

P414	<p>Understanding Inclusive Leadership</p>	<p>Inclusive leaders create and maintain a working environment that gets the best out of everyone by making staff feel welcomed and safe. This pearl makes the case for managers and leaders to factor inclusivity into their work and pursue it as an overarching approach, both in terms of the consequences when they don't and the benefits that can be realised if they do. It explores some of the general characteristics and behaviours of inclusive leaders, explaining what they look like in a real, organisational context.</p>	<ul style="list-style-type: none"> - Better understand why the ability to lead inclusively is so important and valued - Describe some of the characteristics, skills and behaviours that inclusive leaders display - Appreciate the wider organisational benefits of inclusive leadership
P415	<p>Implementing Inclusive Leadership</p>	<p>Building on the context of P414 – Understanding Inclusive Leadership, this pearl explains some methods and practices that individuals can deploy in order to become more inclusive leaders. It describes some practices that can be rolled out quickly and immediately, as well as some strategies that inclusive leaders can start using more gradually, for longer term benefit. It also briefly explains what inclusive leaders will need in order to convert theory into practice.</p>	<ul style="list-style-type: none"> - Better understand the cultural context required for inclusive leadership to be implemented successfully - Be able to apply some practical methods of implementing inclusive leadership in day-to-day work - Start formulating longer-term strategies to implement inclusive leadership more gradually

16) Customer Service

Number	Title	Description	Learning Outcomes
P139	Asking Good Questions	Looks at the importance of being skilled at questioning so that you get the information you need in a way that is useful and introduces you to different styles of questions.	<ul style="list-style-type: none"> - Name different types of questions that you can use - Select and use different types of questions to get the information you need
P254	Barriers to Effective Communication	Examines common barriers to communication, their causes, and what can be done to resolve them.	<ul style="list-style-type: none"> - Define barriers to Communication - Describe how to overcome these barriers
P150	Conflict Thomas and Kilman	Introduces Thomas and Kilmann's five conflict resolution styles. It describes how two dimensions of behaviour: assertiveness and cooperativeness, frame five different modes for responding to conflict situations.	<ul style="list-style-type: none"> - Describe the five conflict resolution styles - State when to use each of the conflict handling styles
P361	Dealing with Difficult Customers	Explores how to positively resolve difficult situations. "The Customer is always right". Right? Well, not always, but the customer is always the customer, and while they're your customer you need strategies to deal with whatever challenges they bring.	<ul style="list-style-type: none"> - State what factors might define a customer as 'difficult'. - Explain the dos and don'ts of dealing with challenging customer situations
P208	Difficult Conversations	Demonstrates a structure in which we can assess the real reasons why we need to hold difficult conversations. It enables us to reflect on our personal thoughts and biases, providing real objectivity and a balanced viewpoint prior to having a difficult conversation.	<ul style="list-style-type: none"> - Outline a structure in order to assess your current situation and provide a methodical approach in dealing with difficult conversations

P271	Importance of Good Communication	Focuses on why communication is so important in business - how effective communication defines performance standards; sets expectations clearly; improves relationships; motivates staff and makes change happen.	<ul style="list-style-type: none"> - Describe why good communication is important to the business - Describe the five key aspects of effective management communication
P163	Inverse Brainstorming	Introduces the concept of inverse brainstorming and gives you examples of how to use the technique to think about issues from a different angle.	<ul style="list-style-type: none"> - State how inverse brainstorming works - Recognise how inverse brainstorming encourages creative thinking
P204	Key Performance Indicators	Explains how Key Performance Indicators (KPI's) are the drivers and measures for much of our business, so it's important to get them right. It introduces their value and considers the behaviours that KPIs generate.	<ul style="list-style-type: none"> - State what key performance indicators are - Describe the importance of good KPI's to the performance of your organisation
P277	Levels of Listening	Explores how we can improve our listening skills by being aware of our focus and effort at four simple levels.	<ul style="list-style-type: none"> - Describe how listening occurs at four different levels - Identify the characteristics of listening at each level - Identify the features of effective active and deep listening to aid skills development
P364	Lousy Listeners	Outlines how listening is a key skill in business, yet so many of us have bad listening habits. If we were aware of the impact these habits have on others, we would definitely want to improve them.	<ul style="list-style-type: none"> - State 8 habits of lousy listeners - Assess your own listening bad habits - Explain the impact of bad listening habits
P362	Loyalty Ladder	Looks at the different levels of engagement customer can have with an organisation, and why some organisations set their sights too low. What is the peak of customer loyalty, and how do we get them (and keep them) there?	<ul style="list-style-type: none"> - State the 'top rung' of the loyalty ladder - Explain why a 'happy' or 'satisfied' customer is no longer enough

P359	Moments of Truth	There's a lot that goes into providing your products or services to your customers. And that's NOT their concern. Their concern is only the moments of truth – where your business directly connects to their world. What impression do you create during those moments?	<ul style="list-style-type: none"> - Describe what customer service 'moments of truth' are - Assess your own team's/organisation's moment of truth
P363	Speaking to Customers	Highlights how we are ambassadors for our organisation and each conversation we have with a customer leaves an impression. Customers have expectations of how they might be spoken to, and we need to understand those expectations, and meet them.	<ul style="list-style-type: none"> - Explain the importance of tone and inflection when talking to customers - Describe the right mind-set to have when speaking to customers
P147	SWOT Analysis	Describes the popular SWOT analysis approach to looking at the readiness for the future, whether at a personal, team or organisational level. It covers how SWOT can help you consider both internal and external factors that might affect, or cause change.	<ul style="list-style-type: none"> - Define the acronym S, W, O and T - State the benefits of a SWOT analysis when planning for the future
P276	Ten Tips for Better Listening	Explores ten practical suggestions that help you become a more effective listener and enhance your communication skills.	<ul style="list-style-type: none"> - Describe why our listening skills can often be ineffective - Identify ten practical ways in which you can improve your listening - Recognise how to use the ten suggestions as a tool to assess your own listening skills
P263	Two Way Communication	Takes you through the stages of Shannon and Weaver's 'Model of Communication' and highlights the importance of each stage of the model from 'internal processing' through to 'feedback'. Following this model will ensure effective two-way communication.	<ul style="list-style-type: none"> - Describe the stages of effective communication - Recognise the importance of using the right communication method

P360	What Customers Want	At a human level, 'Customers' – whoever they are, and in whatever industry – essentially want the same thing. You, when you are a customer yourself, know this, and yet so often we can overlook these essentials. This video explores the behaviours that all customers expect. Is your organisation delivering them?	<ul style="list-style-type: none">- Explain the basics of meeting customer needs- Ensure you have the right customer service elements in focus
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17) Finance

Number	Title	Description	Learning Outcomes
P366	Key Components of a Budget	Outlines the primary elements of budgets, and how they can be used and understood to organise finances, control expenditures, and plan ahead effectively. By learning how to manage fixed and semi-variable costs and forecast income, employees will develop a better understanding of budgets and implement this knowledge in order to improve finance management overall.	<ul style="list-style-type: none"> - Understand the various aspects of a budget, such as fixed costs and semi-variable costs, and why they are important for a business - Prioritise expenditures and assess financial resources - Understand timescales and how they can aid long-term planning
P367	Setting a Budget	Lists the chief components of setting a budget, while explaining the general process from start to finish and how to maintain it from year to year.	<ul style="list-style-type: none"> - Understand the key points that must be taken into account when setting a budget - Know the process of setting a budget, from initial forecasting, to presenting calculations to management, and monitoring them once they are implemented.
P368	Gaining Stakeholder Support	Lists the stakeholders who will be concerned with financial issues, and why they need to remain satisfied. Separates these into two categories – internal and External – and briefly describes each stakeholder so as to improve understanding of why their satisfaction and support is important.	<ul style="list-style-type: none"> - Identify various internal and external stakeholders - Understand how to keep each of these satisfied
P369	Why Accurate Forecasting is Important	Demonstrates the importance of budget forecasting, and how it can help businesses plan for the future. Provides examples of forecasting preventing problems before they occur and lists the key aspects managers should consider during the forecasting process.	<ul style="list-style-type: none"> - Understand the value of accurate forecasting - Know what considerations should be made when forecasting

P370	Contingency Planning	Describes how contingency planning can be used to nullify and mitigate risks, including the value of risk assessments. Suggests percentage allocations for planning for contingencies and provides examples of how these allocations could prove useful in the future.	<ul style="list-style-type: none"> - Know what is meant by contingency planning, and what its primary purpose is - Understand the process of calculating a contingency budget
P371	Controlling Expenditure	Explains how expenditure can be broken down into key elements that make long-term analysis and forecasting easier. Provides examples that demonstrate where calculating and monitoring expenditure can help reduce risk and help the planning and budgeting of new projects or changes.	<ul style="list-style-type: none"> - Be able to split expenditure into key categories - Understand how to analyse this information effectively - Learn the value of monitoring expenditure over longer periods of time
P372	Managing Variances	Provides context to what variances are, and the different forms that they can come in. Instructs how to analyse them and demonstrates this with examples to improve understanding.	<ul style="list-style-type: none"> - Understand what variances are and what to do about them when analysing the financial year - Identify root causes of variances and assess what appropriate action to take
P373	Budget Cycles and Reporting	Gives an overview of what budget cycles include and why they are useful for managing long-term finances. Lists some policies that govern how budget processes are managed, and what managers have to consider when creating a budget. Explains how budgeting can be used as a strategic tool.	<ul style="list-style-type: none"> - Analyse a budget cycle and monitor finances over longer periods of time - Report problems or issues appropriately - Use budgeting strategically, such as to respond to changing business environments
P374	Financial Forecasting - Methods	Provides an account of the main methods used to forecast budgets and finances, making the case for each's value. Assesses when each might be more appropriate to use than others, acknowledging their potential pitfalls and benefits.	<ul style="list-style-type: none"> - Describes the primary methods of financial forecasting - Explains why each is useful for various circumstances

P375	Financial Forecasting – Pros and Cons	Gives a balanced overview of financial forecasting and lists the primary considerations one should make before investing time and effort into forecasting. Uses examples to illustrate where forecasting can be less reliable, and when managers can maximise the benefit of it.	<ul style="list-style-type: none"> - Lists the pros and cons of financial forecasting - Assesses the risks involved of certain methods, and the considerations managers have to make when carrying them out
P376	What is Governance and Compliance?	Explains what the primary aspects of governance and compliance are, how they affect different businesses, and what some of their key benefits and issues might be.	<ul style="list-style-type: none"> - Know and describe not only what governance and compliance are, but what each actually entails and why they are financially important. - Judge which is more essential or appropriate for what business instance, and why.
P377	Key Aims of Governance and Compliance	Assesses the dangers that not following correct and sensible procedure for governance and compliance can cause, and what the consequences may be for the business. Provides advice on how to make sure processes are carried out correctly to efficiently deal with problems before they occur.	<ul style="list-style-type: none"> - Be aware of the problems that can arise from failing to address governance and compliance - Know how issues can be identified and dealt with before they manifest as more severe
P378	Internal and External Stakeholders	Describes and gives examples of internal controls, split into the two main categories of Preventative and Detective. Explains some of the requirements of external stakeholders and why they need to be met. Assesses the costs and benefits of governance and compliance, and where control procedures fit in to the equation.	<ul style="list-style-type: none"> - Understand an organisation's internal controls, and why they are put in place - Know the requirements of external stakeholders <p>Consider the benefits and costs of implementing control procedures</p>
P379	Financial Reporting	Provides an overview of financial reporting which includes the key elements and benefits of carrying them out, as well as where caution and care must be taken. Explains what auditors look for in a financial report and provides examples of how they may vary from business to business.	<ul style="list-style-type: none"> - Know what is meant by a financial report, and why it is an important part of a business - Understand what goes into a financial report, and how it could be monitored by auditors

P380	Safeguarding Income	Explains the importance of safeguarding income, and the various ways one might go about it. Details the actions to be taken in order to comply with data protection, security of information, and organising data.	<ul style="list-style-type: none"> - Apply a range of methods to safeguard income and decide which is the most appropriate for each instance. - Know how to exercise care and caution to comply with data protection
P381	Giving and Receiving Value for Money - Customers	Explains the necessity for maintain value for money for customers, detailing how this can be done and what forms it can take. Explains how this changes between internal and external customers.	<ul style="list-style-type: none"> - Understand the financial benefits of giving and receiving value for money for customers - Learn how exactly an organisation can ensure value for money is provided
P382	Giving and Receiving Value for Money - Suppliers	Describes how value for money can be applied to dealing with suppliers, and why it should not be neglected. Explains the importance of sustainability, easy working relationships, and ethically/legally sourcing products and services.	<ul style="list-style-type: none"> - Understand the financial benefits of giving and receiving value for money for suppliers - Learn how exactly an organisation can ensure value for money is provided to suppliers and how it helps to maintain good relationships
P383	Delivering Value for Money	Lists how to deliver value for money in a professional, efficient fashion. Splits resources into the categories of physical, human, and energy, so as to detail how the efficiency of each can be maintained to ensure the delivery of value for money.	<ul style="list-style-type: none"> - Know what it takes for a business to sufficiently deliver value for money consistently - Maximise the efficiency of physical human, and energy resources
P384	Reviewing Costs and Operational Processes	Analyses why costs and operational processes need to be reviewed, and how doing so can benefit a business. Lists the various types of costs that might be reviewed, how each one can be reviewed, and what effect it has on long-term finance.	<ul style="list-style-type: none"> - Understand both how and why costs and processes should be regularly reviewed - Know the different types of costs that need reviewing

18) Marketing

Number	Title	Description	Learning Outcomes
P385	What It Means to Be Customer Orientated	Explains what being customer-orientated actually entails, and how it can permeate through a business' every move. Lists the various kinds of business approaches and explains how the customer factors into each. Argues for the benefit of considering the customer at all times.	<ul style="list-style-type: none"> - Be able to explain what is meant by a customer-orientated approach, and how it may vary from business to business - Understand how a focus on customers can manifest in different business approaches
P386	Internal and External Customers	Differentiates between the two major types of customer and explains why internal customers are often not treated the same as external customers. Makes the argument that maintaining a customer-centred approach when dealing with internal customers, in 'moments of truth' and through 'silo' working, is vital to an organisation's success.	<ul style="list-style-type: none"> - Know the difference between internal and external customers, and why both are integral to an organisation's success - Particularly understand the importance of treating internal customers as you would any other
P387	Customer Expectations	Details where customer expectations come from and how they can change over time. Describes the relationship between meeting expectations and earning customer loyalty and improving the organisation's reputation.	<ul style="list-style-type: none"> - Be able to understand where customer expectations come from, and how they can be managed - Know what happens when expectations are not met, and why it is important to observe them and their changes
P388	Customer Feedback and Complaints	Explains the importance of customer feedback in improving customer satisfaction overall and lists the various ways an organisation can go about this. Makes the distinction between feedback and complaints and describes how a separate procedure can be put in place for dealing with complaints.	<ul style="list-style-type: none"> - Be able to list several ways of obtaining customer feedback, and how best to store and manage the information - Understand the value of setting up a complaints procedure

P389	Collecting Information	Describes what information can be collected from both the internal environment and external environment. Suggests methods for analysing the information and explains how it can be implemented into the overall marketing strategy.	<ul style="list-style-type: none"> - Understand what information can be collected from both the internal and external environment of an organisation - Know how to acquire this information in order to analyse it effectively
P390	Segmenting the Market	Explains the process of segmentation and introduces some of the most common criteria for doing so. Provides examples of each, and details how an organisation might change or alter its approach to target a specific segment.	<ul style="list-style-type: none"> - Know how the market can be segmented and into what kinds of categories - Understand how doing so can be beneficial and can shape the overall marketing strategy
P391	Market Analysis	Explains the value of storing collected information in a database and provides examples of how it can then be managed and analysed in ways that shape the overall strategy. Makes distinctions between information from the internal and external environment and explains how targeted analysis of each can yield results in the market.	<ul style="list-style-type: none"> - Know where and how to store the collected information into a database, and how it can be managed and analysed - Use specific methods to analyse an organisation's market research
P392	Marketing Strategy Development	Introduces the primary types of marketing strategies and explains how each might be more or less appropriate for a particular organisation. Identifies the different areas of the market that might shape the strategy and its scope and suggests including a product portfolio and the Boston Matrix into the formulation of the strategy.	<ul style="list-style-type: none"> - Understand the basics of forming a marketing strategy, and the various approaches an organisation might take - Know how to incorporate a product portfolio and the Boston Matrix into the strategy
P393	Developing the Product	Describes the levels of functionality a given product may have, and how these might be affected by customer expectations. Explains what is meant by 'potential product', and why this is important to bear in mind when marketing a product.	<ul style="list-style-type: none"> - Know how to refine what exactly makes a product, and what service is being sold - Understand how the product may differ from customer expectation, and how this can be managed

P394	Setting a Price	Explains how the price of a product is usually determined in relation to competitors, the size and status of the organisation, and so on. Makes the case for always considering the customer's perspective when setting a price, and how the perceived value may differ from a product's actual value.	<ul style="list-style-type: none"> - Describe the general factors that determine how an organisation sets a price for their product - Understand how these approaches might vary over time in order to adapt with the organisation's financial situation
P395	The Importance of Place	Describes how successful management of place can generate profit and sustainability for an organisation. Explains how product distribution, transportation of resources, and other factors can be considered in terms of 'marketing channels' and suggests how these can be effectively managed to minimise risk.	<ul style="list-style-type: none"> - Know what exactly is meant by place in relation to marketing a product, and why many organisations fail to give it proper consideration - Know how distribution and location of resources can affect the 'marketing channels' of a product
P396	The Art of Promotion	Introduces the most common promotional techniques, from advertising through to sales. Provides examples of each and describes how their usefulness might vary depending on the size of the organisation and their financial situation.	<ul style="list-style-type: none"> - List the primary methods for promoting a product, and know when each might be more applicable or appropriate - Understand how an organisation might use elements from each method as part of the overall strategy
P397	Direct Marketing	Describes how direct marketing has evolved to become the preferred mode of marketing a product. Provides examples of direct marketing and explains why each is useful and where they might be more appropriately used for maximum benefit.	<ul style="list-style-type: none"> - Explain what is meant by direct marketing, and understand why it has become an increasingly preferable approach - List the key methods of direct marketing

P398	The Role of e-commerce	Gives an overview of the Internet's constantly evolving role with marketing and provides examples of some of the ways organisations use it. Explains the value of using the Internet not only for generating sales but also storing information, targeting customers more directly, and increasing the chances of repeated custom.	<ul style="list-style-type: none"> - Understand the value of using the internet to help market a product - Know the various ways this can be achieved, and how the Internet has been increasingly used by organisations of varying sizes.
P399	Processes	Argues that understanding all the processes that encompass a product's development and delivery is a key part of successful marketing. Suggests how these processes can be managed in the face of the various pressures faced by organisations.	<ul style="list-style-type: none"> - Understand the role management has in using processes to monitor the overall marketing strategy- - Know what pressures organisations face during marketing processes, and how they can be effectively managed
P400	The Marketing Plan	Describes the fundamentals of a marketing plan and explains why it is an essential component of selling a product. Demonstrates the financial value of a marketing plan, in terms of how it can help to set aside appropriate funds for promotion and advertising, and estimating early sales based on market research.	<ul style="list-style-type: none"> - Know the basics of any marketing plan, and how they may differ depending on the organisation - Understand how to incorporate market research and information into the plan, and how to evaluate the overall risk involved



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